



A new way to deliver 2019 Annual Report





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A new way to deliver



Tim Murphy,
Chair, Board
of Directors



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

Toronto Community Housing ended the decade with a unique and highly productive 2019. Foremost of the changes is a restructuring plan for a new service delivery model announced in September. The plan focuses on four key pillars of service to tenants: cleaning, maintenance, tenancy management and community safety and supports. It empowers frontline employees and gives them the training, resources, tools and supports to deliver the quality service tenants deserve.

In 2019 we strengthened our ability to repair and renew our aging housing portfolio by securing stable funding. In April, we secured a historic nine-year, \$1.34 billion investment through the National Housing Strategy, and in December we secured an annual, permanent allocation of \$160 million for capital repairs from the City of Toronto, starting in 2020. These record investments will enable us to continue with renewed confidence on our 10-year plan to restore our buildings to good repair, improving living conditions, safety, accessibility, energy efficiency and tenant comfort.

After years of careful planning, in 2019 we launched a business transformation project that will fundamentally change the way we deliver our business. The Housing Management Enterprise System, or HoMES, project will put in place a fully integrated housing management system by 2021, redesign our business processes, and give us a single reliable source of information to support better service delivery.

We also launched a program in 2019 to shift our culture that identifies, for employees at every level, competencies and values that are fundamental to how we operate and drive a tenant-focused, healthy, high-performing workforce. This shift is the foundation for implementing new and better ways of delivering services and managing our business.

We are confident these efforts will position Toronto Community Housing for success for the next decade and beyond through a relentless focus on improving our service quality and business performance to meet the needs of tenants.

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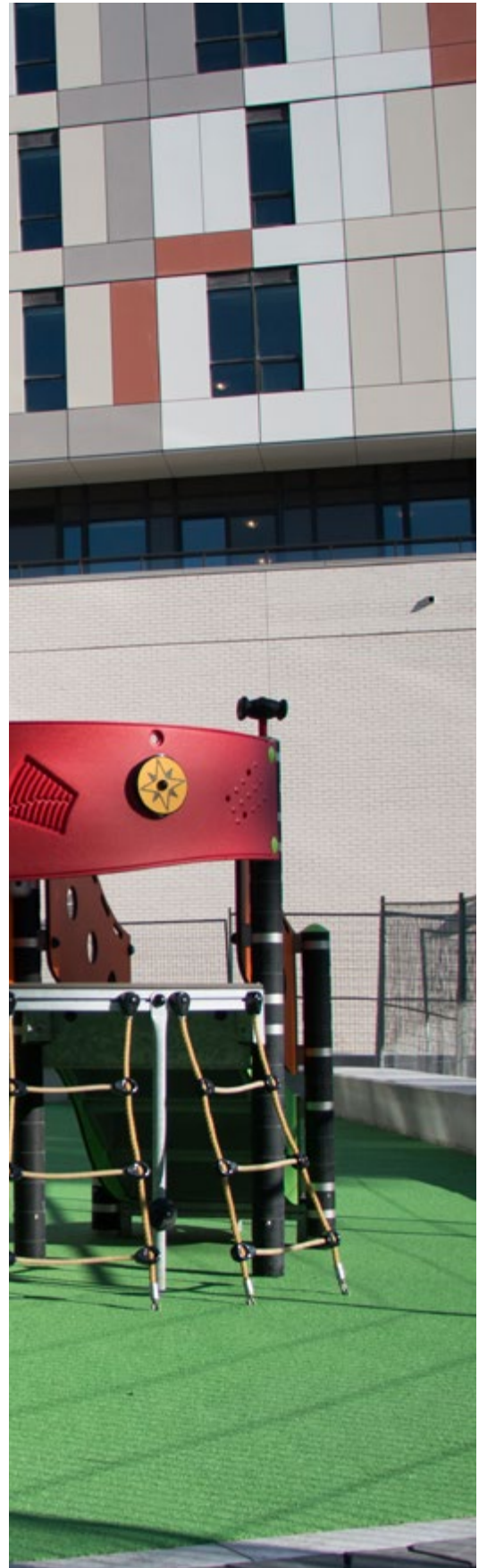
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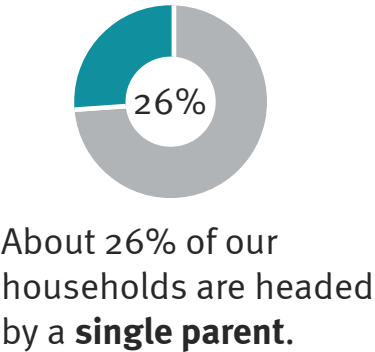
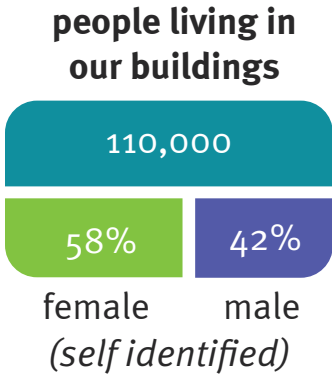
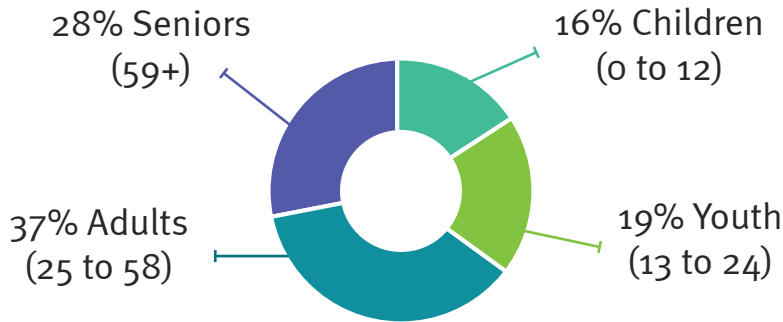
About us

Toronto Community Housing Corporation (TCHC) is the largest social housing provider in Canada. We're home to more than 110,000 people living in nearly 60,000 low- and moderate-income households.

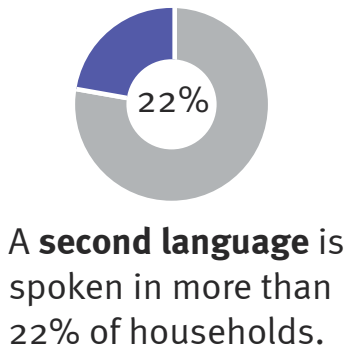
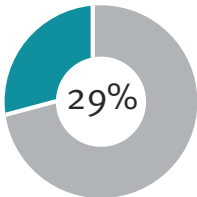
We are owned by the City of Toronto and operate in a non-profit manner. We own and manage rental units in

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.

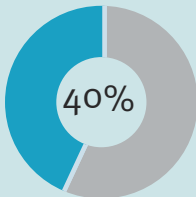
Our tenants come from many different backgrounds with a diversity in age, education, language, mental and physical disability, religion, ethnicity and race.



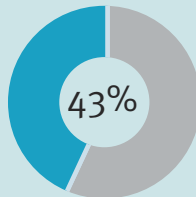
About 29% of tenants **live alone**.



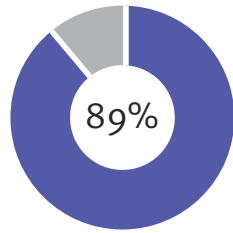
An estimated 40% of households include someone with **mental health** and **addictions** concerns.



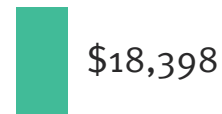
An estimated 43% of households self-identify as having at least one member with a **disability**.



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).

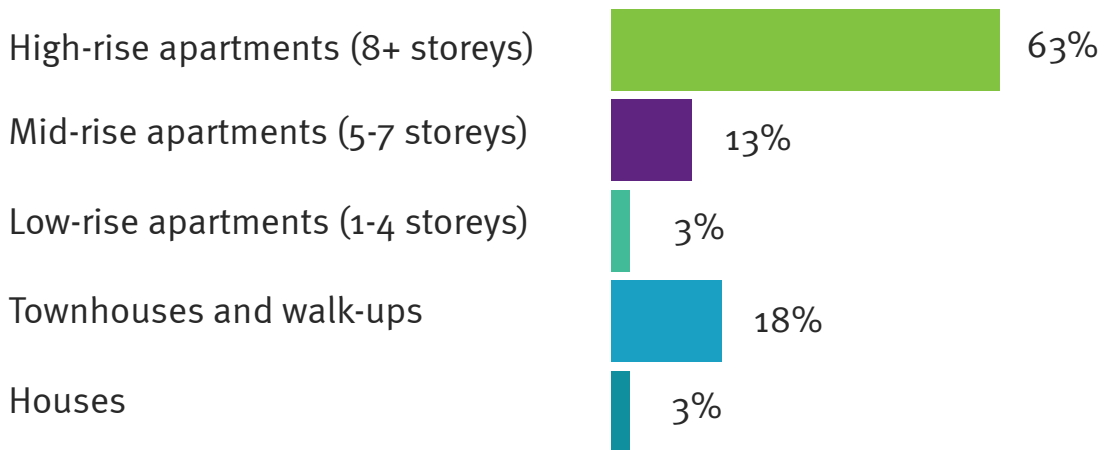


Most of our buildings are **between 40 and 50 years old**.



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

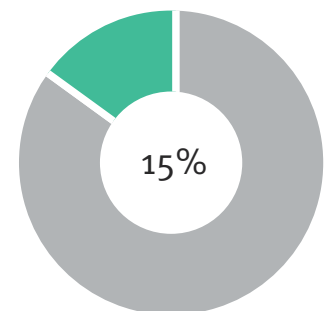
Percentage of units in each building type



We partner with more than 350 private sector organizations and health, social and community agencies to connect tenants to services, supports and opportunities.

More than 2,000 people **work at TCHC**.

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



A blueprint for change

Major changes underway at TCHC are transforming how the company delivers services closer to tenants.

Having the right resources and staff in the right places at the right time so we can do the best we can for tenants is something all of us at TCHC are passionate about. To accomplish this fully, we knew major changes were needed to shift service delivery to the local level and expand the services that matter most to tenants.

“Having come from a career in the service industry, I knew that good service organizations put the decision making as close to their customer as possible, and in our case our customers are tenants,” said TCHC CEO Kevin Marshman. “But when we started looking at where to make improvements, we quickly recognized that delivering service at the levels our tenants deserve was not possible with the structure, processes and protocols we had in place.”

Tenant engagement was a critical element of how we determined what the new structures and processes would look like and how they would be implemented. Understanding

the impact of how thousands of tenant interactions are managed provided key insights on what we could do better and how it could make a difference for both tenants and staff that support them.

“What we learned and heard was that the way TCHC operated frustrated both tenants and staff,” Marshman said. “Local decision-makers needed to be empowered and accountable, and the frontline teams needed to be better resourced.”

With important learnings from the information shared by tenants and staff, our team developed a bold plan to restructure how the company delivers services, which it announced in September 2019. The plan identified four pillars of quality service: cleaning, maintenance, tenancy management, and community safety and supports. It added frontline resources, brought services closer to where tenants live, and empowered local teams to deliver better service while removing layers and duplication.

“By aligning all elements of tenant service under a common structure, the plan enables our team to deliver

Features

▲ In November 2019, Chief Operating Officer Sheila Penny facilitated six tenant consultation meetings across the city.

services directly and efficiently, with far greater accountability than under our previous model,” Marshman said.

The plan realigned the company’s operations into a single division led by a Chief Operating Officer. It created three regional management teams, each led by a General Manager reporting to the Chief Operating Officer, to monitor and manage local service delivery using new tools to ensure quality and address any gaps. We strongly believe that this model will provide tenants with excellent customer service that is at their doorstep with clearly defined accountability, replacing a fragmented service model that was a cause of frustration to tenants and staff.

As well, the plan created local tenant service hubs where tenants can access services closer to their home. At each hub, the prime point of contact for tenants is the superintendent, supported by a team structured to deliver cleaning, maintenance, tenancy management, and community safety and supports.

“Our new structure empowers superintendents and frontline staff to make decisions so that tenants can have meaningful conversations about their homes that don’t get buried in process.” Marshman said. “This will lead to better service while making staff and the company more accountable.

“Most importantly, we hope that tenants feel we’ve heard them, and that we care about them and the homes they live in,” Marshman added. ■

Guiding the implementation of the plan is a transition team led by Chief Operating Officer Sheila Penny. To monitor the plan, TCHC has developed service quality indicators (SQIs) with input from frontline staff and tenants. The SQIs will pinpoint where improvement is needed and help determine the tools and resources staff need to provide quality service.

Driving a tenant-focused culture

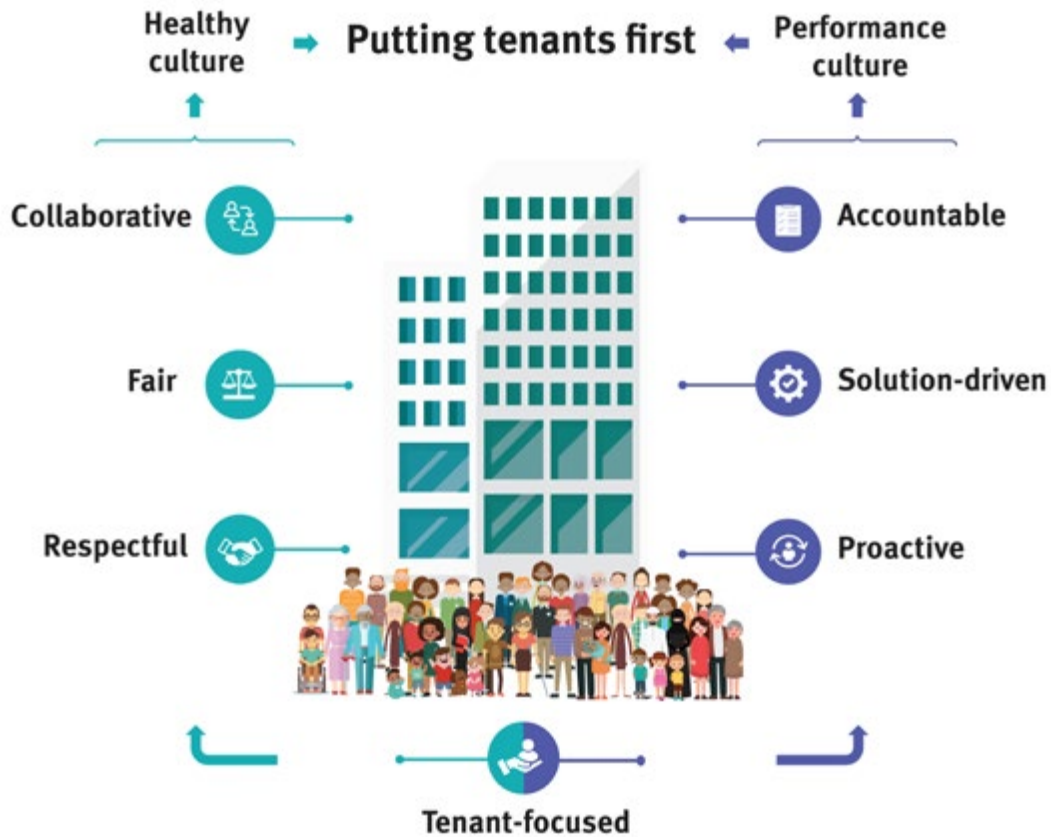
At the heart of our drive to deliver services in new and better ways is a transformation of our TCHC culture. We want to provide our more than 2,000 employees with a healthy place to do their jobs and develop their careers while they

deliver our mission of putting tenants first.

With this in mind, in 2019 we identified a set of seven core competencies that drive a tenant-focused, healthy and high-performing workforce. We call it “Your Culture. Your TCHC.” The competencies are fundamental to how we

operate and will guide us to meet our goals for improving our housing, service delivery and business performance.

“Your Culture. Your TCHC” serves as a guide to help our employees focus on identifying and delivering the best possible support and care to tenants. ■



Tenant engagement: A new way to engage with tenants



▲ Tenants have helped create a new Tenant Engagement System, the implementation of which was approved in July 2019.

The TCHC Board of Directors approved the refreshed Tenant Engagement System and implementation plan in July 2019.

By participating in the system, tenants and communities can get involved in local decision making,

address local priorities and have their voices heard in the community. The refreshed system includes a new three-level structure for tenant engagement at the local, community and city-wide levels. There is also a process for tenants to select one of four options for local engagement,

enabling them to choose the model that best fits the needs of their community.

Community Action Plans

Community Action Plans are local plans co-created by tenants and staff to reach solutions in response to

tenant-identified priorities. During 2019:

- **3,128** tenants took part in the first round of meetings where their local plan was drafted.
- **2,704** tenants took part in the second round of meetings, where the draft local plan was presented and finalized.
- **261** communities/developments finalized or approved a Community Action Plan.

Tenant Action Funds

Under the refreshed system, tenants can apply for Tenant Action Funds to address local priorities. Four Interim Funding Tables—one in each region and one in the seniors portfolio—reviewed, approved and allocated funding requests for projects that address community priorities. Together, the tables approved 113 applications and allocated more than \$70,000. TCHC will establish new Tenant Action Fund Tables in

2020 so tenants can continue to have access to resources and apply for funding.

Tenant–Staff Election Working Group

In 2019, TCHC established a Tenant–Staff Election Working Group in response to recommendations that the City-Wide Tenant–Staff Engagement Advisory Committee had presented two years earlier. >>





The working group met biweekly for a total of 17 productive meetings. The group developed terms of reference for the three levels of the refreshed Tenant Engagement System and a local engagement voting process. It provided recommendations on the development of an anti-oppression framework and changes to the current Tenant Representative Code of Conduct. And it adopted a tenant election and by-election process while providing recommendations

on how the process should be evaluated.

Local engagement model selection

Starting in the fall of 2019, tenants voted for the local engagement option that would best meet their community's needs (including an option to be independent of the system). By the end of the year, 176 communities had voted for their preferred option, with 6,743 tenants taking part in the process. All TCHC building and townhouse communities, including those in direct

and contract-managed communities and the seniors portfolio, will have the opportunity to take part in a process to select their preferred local engagement model at the building or townhouse level. ■

Better, faster, more responsive tenant service

After years of careful planning, we launched a business transformation project in 2019 that will completely change the way we work.

The Housing Management Enterprise System or HoMES project will transform our current applications to enable us to deliver the best possible service in the fastest and most efficient way. HoMES is replacing more than 30 core IT applications approaching end-of-life. In their place will be a fully integrated housing management system and more efficient business processes to provide better, faster, more responsive service to tenants.

HoMES will enhance the security, accuracy and availability of data. It will provide staff with consistent access to the information they need to do their jobs and make decisions that best meet the needs of tenants. And it will make work simpler and more efficient for staff by eliminating many time-consuming manual processes that TCHC currently uses.

All this will go a long way toward our goal of giving our employees the tools, technology and clear processes to deliver services more effectively, and of providing better access to the information they



require to best serve the needs of their tenants.

While the HoMES project will take about two years to complete, it is tracking on time and well within its budget. The first phase, focusing mostly on finance and commercial business functions, will go live in July 2020. The other two phases will be implemented in 2021. ■

TCHC secures historic nine-year investment to renew and repair buildings



▲ Prime Minister Justin Trudeau visited our Adanac community to announce a historic nine-year, \$1.34-billion capital repairs investment.

2019 was a truly historic year for TCHC, as we secured a nine-year, \$1.34-billion investment from the federal government’s National Housing Strategy and a permanent annual allocation of \$160 million for capital repairs from the City of Toronto.

This record-level of investment bolstered our building capital repair plan. We delivered a \$313.1-million program in 2019 as part of our

10-year plan to improve living conditions, safety, accessibility and comfort for tenants and make our buildings more energy efficient.

The federal investment is the largest of its kind in Canada’s history. It underscores our important social and economic value as Canada’s largest landlord. The federal contribution of \$116 million in 2019 funded improvements to more

than 11,000 units, benefitting over 21,000 tenants across the city.

Accessibility

Prime Minister Justin Trudeau and Toronto Mayor John Tory announced the co-investment fund on April 5 at the Adanac Apartments in Scarborough. Prior to the announcement, the Prime Minister and Mayor spoke with members of the tenant-led Responsible

Personal Accessibility in Toronto Housing (R-PATH) Committee, a major partner in improving accessibility in all tenants' homes and buildings.

TCHC is a strong and innovative leader in improving accessibility, as reflected in the \$400 million for accessibility improvements earmarked in the co-investment fund. This increased investment enables the leading-

edge work already being done by TCHC and R-PATH to continue. (Read more about this partnership on page 17)

Energy efficiency

Under the co-investment fund, projects must reduce energy use and greenhouse gas emissions by 25 per cent. Through our building capital renewal plan and other programs, we making existing and future buildings more energy efficient, through

retrofits or sustainable design principles.

Examples of energy retrofits include:

- Replacing building heating and cooling systems, equipment and associated sub-components to improve ventilation and air quality >>



▲ The Mayor and Prime Minister met with members of the tenant-led Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee.

Features

- Upgrading windows, exterior doors, plumbing fixtures and lighting systems, including converting to LED lighting systems, controls and sensors
- Upgrading, repairing and remediating the building envelope and balconies

Using co-investment fund dollars, retrofits are bringing components and systems in our buildings up to current energy standards. We are going beyond “like for like” replacement by using new products and innovative technologies

that modernize buildings, save energy and reduce greenhouse gas emissions.

Passive House project

As part of the Alexandra Park revitalization, we launched an innovative project in 2019 with our developer partner Tridel to build 12 townhomes using a “passive house” design. It’s the first project in the Greater Toronto Area to build homes using passive house principles, which can reduce energy usage by more than 90 per cent.

Enbridge Gas rebate

In July, TCHC received a \$1.6-million rebate from Enbridge Gas based on 36 energy-efficiency upgrade projects we had completed throughout 2018. This is the largest rebate Enbridge has given through its affordable housing energy efficiency program. The combined cost avoidance in natural gas consumption exceeded \$524,000. Those savings are a key part of our commitment to reducing our energy costs. ■



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



▲ During his visit to the Adanac community Prime Minister Justin Trudeau met with R-PATH Committee members Lene Andersen (left), Cathy Birch (centre) and Joe Knapper (right).

Toronto Community Housing continues to excel in accessibility for persons with physical disabilities. The R-PATH Committee (Responsible Personal Accessibility in Toronto Housing) is an important partner in this work.

They are a group of Toronto Community

Housing tenants living with physical disabilities and contribute the lived experience expertise to assist the corporation in providing the most inclusive communities possible.

R-PATH helped build the foundation for Toronto Community Housing's successful application

for federal and municipal co-funding, resulting in \$1.34 billion for capital repairs. R-PATH will support staff in the implementation of the co-funding.

The Toronto Community Housing Accessibility Build Standards were co-authored by R-PATH. >>

R-PATH also contributed its expertise at the City of Toronto level. They met with Mayor John Tory advocating for the Toronto Community Housing Accessibility Build Standards to be added to the City's Design Build Guidelines for Residential Units. "The Toronto Community Housing Accessibility Build Standards for the built environment are the foundation to improving the quality of life in residential units

and common spaces. It provides accommodation so people with physical disabilities can age in place longer and with a higher quality of life," said Cathy Birch, Chair of R-PATH.

At the request of Mayor Tory, R-PATH is also assisting the City of Toronto by assessing multiple City properties with the lived experience accessibility lens.

"R-PATH is proud to continue to promote and advocate for higher quality of life for persons with physical disabilities in Toronto Community Housing and the City of Toronto," said Birch. ■



Keeping tenants safe in 2019



▲ Toronto Community Housing CEO Kevin Marshman (front row right) and Chief Special Constable Bill Anderson (front row left) pose with members of the newest cohort of CSU Special Constables.

Community Safety

TCHC's Community Safety Unit (CSU) now has nearly 200 peace officers and specialists. These law enforcement professionals engage tenants on safety matters, protect TCHC property and, in partnership with Toronto Police Service (TPS), investigate crimes and deliver crime prevention and law enforcement services. The unit responds to more than 90,000 calls per year.

In November 2019, we officially welcomed 51 new CSU Special Constables as part of our expanded community policing model. The model assigns dedicated peace officers in specific communities where tenants have experienced violence. Our comprehensive violence reduction strategy engages tenants in preventative measures such as community safety walks, where tenant input is sought into camera >>

Performance highlights

placements, lighting and other areas affecting community safety. Special Constables will continue to be assigned onsite in specific communities in 2020.

Changes in legislation

In September 2019, the provincial government announced changes that give Ontario housing providers the discretion to refuse to rehouse tenants who have been evicted for serious crimes and pose a threat to the community. The change means that Toronto Community Housing now has a say in rehousing former tenants convicted of serious crimes. It can take

the safety of all tenants in a building into consideration, as well as the housing needs of the individual tenant.

Fire life safety

2019 was a busy year for TCHC's Fire Life Safety team as it continued to engage and educate both tenants and staff on the importance of fire safety.

The team completed 356 site safety assessments in TCHC buildings and cleared 183 sites of contraventions. Violence decreased by a notable 12 per cent compared with 2018. Since the beginning of the assessment



▲ Toronto Community Housing partnered with Toronto Fire Services to launch the “Fire Happens Fast” safe cooking ad campaign.



▲ Deputy Fire Chief Jim Jessop and TCHC CEO Kevin Marshman at the “Fire Happens Fast” news conference. (Photo: Cheryl Duggan)

program in 2018, the operations group has completed a nearly 491 assessments and cleared 293 sites.

The team led 250 hands-on training sessions for 435 staff and 25 classroom presentations for 421 staff. They launched four e-learning modules; by year-end, 937 staff had completed the first module, “Fire Watch.” As well, they delivered Incident Management System training to CSU staff, resulting in 172 qualifications being granted.

Notable among the numerous tenant education materials developed

by the team was an updated door sticker with fire safety instructions, which was affixed to the main door of every unit and townhome across the portfolio. They held 12 tenant fire safety events and distributed 1,557 door hangers at these events.

In partnership with Toronto Fire Services, in September our Fire Life Safety team launched the “Fire Happens Fast” safe cooking ad campaign, which received positive media coverage, including CBC News and Global. ■

A new way to manage and operate seniors-designated buildings

Seniors are the fastest growing age group in Ontario; 28 per cent of TCHC tenants are 59 or older and that percentage is rising.

Many senior tenants need additional supports to live independently. In July, City Council directed City staff to establish a wholly-owned City housing and services corporation to manage and operate TCHC's 83 seniors-designated buildings.

City Council also directed the City and TCHC to develop an Integrated Service Model to promote aging in place and a better quality of life for seniors in TCHC buildings.

The model will be launched in 2020 in 18 buildings that together contain more than 2,800 units. ■

- ▼ The integrated service model will combine the delivery of housing and health services to promote aging in place, a better quality of life and successful tenancies.



Revitalization: Creating inclusive, mixed-income neighbourhoods



▲ Left to Right: Joined by tenants, The Daniels Corporation Vice President of Project Implementation Jacob Cohen (third from left), Ward 13 Toronto Centre Councillor Kristyn Wong-Tam (fourth from left), Toronto Mayor John Tory (middle) and Board vice-chair Brian Smith (third from right) cut the ribbon to open 150 River Street. (Photo: Raw Edge Photography)

TCHC ended 2019 with seven active revitalization projects. Each project aims to provide a mix of housing options in neighbourhoods where social housing has traditionally dominated.

Our vision is to create inclusive, mixed-income

neighbourhoods with quality homes, great amenities and a truly engaged community. And we value our partnership with the City, tenants, community members, developer partners and our employees as we contribute rebuilding and renewing these communities.

Moving forward in Regent Park

The Regent Park revitalization passed the halfway mark in 2019. More than half the original social housing units have been rebuilt, and more than half of the original >>

Performance highlights

tenants have moved back into new homes in the community.

In April, TCHC issued an RFP for Phases 4 and 5 of the Regent Park revitalization project. In October, Regent Park community members heard presentations from shortlisted potential developer partners about their vision for Phases 4 and 5. A committee of Regent Park residents, including TCHC tenants, developed questions for the potential developer partners about how they would add jobs and amenities to Regent Park and take community priorities into account.

In December, Toronto Community Housing, the City of Toronto and The Daniels Corporation held a ribbon cutting for the newest TCHC building in Regent Park, 150 River Street. The new building includes 125 TCHC units and 33 new affordable (below market rent) rental units.

Lawrence Heights

Toronto Community Housing, the City of Toronto, Phase 1 developer partner Heights Development and tenants celebrated the opening of 20 Zachary Court, the first new building constructed to replace aging homes as part of the Lawrence Heights



▲ Zachary Court: Mayor John Tory (third from left) joins (left to right) Context CEO Howard Cohen, Toronto Community Housing CEO Kevin Marshman, tenant Nicola Rose and family, MPP Robin Martin, MP Marco Mendicino, Councillor Mike Colle and event co-emcee Isaiah Afrira to officially open the 20 Zachary Court building.



▲ Digital rendering of upcoming Queen Coxwell Revitalization site (Queen St. view).

revitalization project. Almost 80 per cent of the building contains three- to five-bedroom units, offering housing to larger families. TCHC is on target to reach its Phase 1 goal of building a total of 255 replacement rental units by 2022.

Don Summerville

Toronto Community Housing, the City of Toronto and Context Development announced in October 2019 that they had agreed to redevelop TCHC's property at 1555-1575 Queen St. E. in

in the Queen–Coxwell neighbourhood of east-end Toronto. Both existing buildings need extensive capital repairs. The project will replace 120 existing TCHC homes and add 100 new affordable rental units, 180 market rental units, 350 market condominium units and 16,000 square feet of retail commercial space to create a new, vibrant mixed use and mixed income community. All eligible tenants will have the right to return to the new buildings once the revitalization is completed. ■

More than 2,500 tenants took part in Active Living programs



▲ More than 1,000 children and youth aged 6 to 12 took part in the Rookie League summer baseball day-camp program.

In 2019, we provided more than 2,500 tenants of all ages with opportunities take part in programs that improve their well-being. Through partnerships with several community organizations, tenants accessed a variety of physical and mental health activities throughout the year.

- **Rookie League.** More than 1,000 children and youth aged 6 to 12 took part in the Rookie League summer baseball day-camp program

run in partnership with Jays Care Foundation. Rookie League helps youth to learn leadership skills, have fun outdoors, and earn an income in the summer. The program employed 100 young people from TCHC communities as coaches and mentors to the Rookie League kids. This exciting summer program was a first for many participants, both as young baseball players and as program staff.

- **Midnight Basketball League.** A total of 160 youth from under-resourced communities across the city took part in the spring and fall seasons of the Midnight Basketball League, which helps youth become better basketball players and community leaders. Delivered in partnership with the University of Toronto, the Ontario Basketball Association and First Book Canada, this unique program helps youth learn new basketball skills and compete in a safe space. As well, it connects the youth with accomplished professionals in sports and other industries for academic and career mentorship.
- **Home Run Scholars.** With our partner Jays Care Foundation, we helped about 300 young people in our communities improve their academic performance and discover fun and

memorable experiences after school through the Home Run Scholars program. Home Run Scholars matches academic efforts with social support so students can learn in a fun and safe environment. As part of the program, 20 kids took part in the Jays Care Menu Design Day, where they learned how to prepare potpies, fruit cakes and other menu items to help raise funds for the program.

- **KickStart.** Along with our partners MLSE Foundation and Toronto FC and sponsor Kia Canada, we delivered another exciting season of our KickStart youth soccer program. This 10-week program offers youth aged 6 to 12 the opportunity to learn soccer and leadership skills. The kids practise in their communities during the week and then travel to Downsview Park on the weekend for games and other activities. >>



Performance highlights



▲ 300 children took part in the Home Run Scholars program, which created 36 jobs for youth and hired 13 tenants.

Active Living by the numbers:

2,563 tenants took part in TCHC's Active Living programs in 2019. This included:

- 1,000 children and youth in Rookie League, which created 94 temporary jobs and hired 42 TCHC tenants
- 250 tenants in the KickStart soccer program, which created 39 temporary jobs and hired 15 tenants.
- 160 tenants and 12 community coaches in the spring and fall seasons of the Midnight Basketball League.
- 240 tenants in the seniors fitness and gymnastic program, which created 23 temporary job opportunities and hired eight tenants.
- 20 young people took part in the Canadian International Model United Nations held in Ottawa.
- An average of 283 tenants benefitted daily from the summer swimming pool program, which ran for nine weeks (June 28 to September 2).
- 300 children took part in the Home Run Scholars program, which created 36 jobs for youth and hired 13 tenants.
- 200 young tenants and six community coaches took part in the Nike Basketball Academy. ■

How community empowerment programs connect tenants to opportunities



▲ The summer jobs program YouthWorx employed more than 100 young tenants and 17 supervisors.

TCHC delivered a range of community empowerment programs in 2019 to help connect tenants to opportunities to attend school, get good jobs, live a life of dignity and contribute to the development of our city.

- **YouthWorx.** This summer jobs program employed more than

100 young tenants and 17 supervisors to keep some of our buildings and communities clean and well maintained. Supported by our experienced frontline staff, the YouthWorx team cleaned parking garages, staircases and hallways, trimmed and planted flowers in gardens, and

helped to organize community barbeques for tenants, especially for seniors. Through partnerships with various community development agencies, the youth also learned about financial literacy, mental health, social work and other topics. >>

Performance highlights

- **Be.Build.Brand.** This unique program delivered in partnership with Yardi Canada, StartGBC, George Brown College, the City of Toronto and Enterprise Toronto helps tenants interested in entrepreneurship learn how to start, build and grow their own business. Over a 12-week period, the youth took part in workshops

and were mentored by accomplished entrepreneurs and professionals. The program wrapped up with the Yardi Canada Pitch Contest held on December 11 at George Brown College's Waterfront Campus.

- **Scholarships.** In 2019 we awarded 86 direct scholarships of up to \$4,000 through the Investing in Our Diversity Scholarship

and Building our Future: Limitless Heights Scholarship programs, enabling tenants to pursue postsecondary education or training in various fields. As well, we connected 15 tenants to scholarship opportunities through our partnership with the Ted Rogers Scholarship Fund.





▲ Building our Future: Limitless Heights Scholarships are available to tenants of all ages from the Lawrence Heights and Neptune communities.

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. Since founding the program in 2013, Heights Development and TCHC have partnered to award scholarships and bursaries totaling more than \$350,000. 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** are awarded based on academic excellence, financial eligibility and community leadership, and recognize efforts to promote youth empowerment, diversity and community safety. In 2019, for the first time, youth up to age 29 were eligible to apply. This opened the program to young adults who were not able to study right after high school or who had set aside studies for work >>

Performance highlights



▲ 69 Toronto youth benefitted from the Investing in Our Diversity Scholarship Program.

or parenthood. Since 2001, almost \$1 million has been granted to more than 550 students. The 2019 program made financial awards of up to \$4,000 to 69 Toronto youth to help them pursue postsecondary studies or training, from funds generously donated by:

- Ms. Anne Fleming
- Blaney McMurtry LLP
- BOLT Foundation
- Mr. Colin Lynch, TCHC Director
- Concord Adex
- Ms. Debbie Douglas, TCHC Director
- Dentons Canada LLP
- Mr. Ismail Ibrahim
- Ms. Linda Jackson, TCHC Director
- Mr. Kevin Marshman, TCHC President & CEO.
- Mr. Nick Macrae, TCHC Director
- Oxford Properties
- Pattison Sign Group
- Robins Appleby LLP
- Scotiabank
- Sinai Health System
- Mr. Brian Smith, TCHC Director
- Toronto (Central) Lions Club
- TCHC Board of Directors
- University Health Network– Toronto Western Hospital
- Mr. W. Edmund Clark ■

Black Staff Caucus

Members of the Black Staff Caucus (BSC) employee network work with TCHC's executive leaders, Black employees, and internal and external allies to advance issues of equity, anti-racism and anti-oppression within the company and its communities. The

BSC provides proactive leadership by supporting and advancing the overall interests of Black employees in areas such as recruitment, retention, training, advancement and healthy staff engagement. As well, it advocates for and supports the best interests of the Black

community and other historically marginalized communities by working collaboratively with internal and external allies. ■



Performance highlights



▲ Executives and staff including CEO Kevin Marshman (centre) and Pride Network co-chair Christina Strang (second from right) at an event organized to raise awareness for issues affecting the 2SLGBTQ+ community.

Pride Network

Toronto Community Housing's Pride Network is an inclusive group of volunteers that supports 2SLGBTQ+ employees and allies to bring their whole selves to work, to achieve their full potential and deliver excellent public service.

The acronym symbolizes the inclusiveness of the group and stands for Two-spirit, Lesbian, Gay, Bisexual, Trans and Queer, while the plus represents other sexual or gender diverse members. The network organizes

events and works with TCHC leaders and staff to create a safer, more equitable and respectful working environment for 2SLGBTQ+ employees. ■

Internship program

Toronto Community Housing's 12-week internship program provided 34 internships in 2019 to help participating tenants develop their skills through meaningful opportunities that may lead to future jobs and ongoing professional development.

The program helps to train future leaders through workshops on hard skills like project management, participating in think tanks and delivering presentations to hone

soft skills like coaching, feedback, interviewing and financial literacy.

The program also helped the interns learn the practical side of securing a job in the working world. The interns are mentored, coached and led by managers from across TCHC who provide opportunities for the interns to apply new skills and knowledge. ■



OCHE: Meaningful engagement with positive results in 2019

The Office of the Commissioner of Housing Equity (OCHE) works with TCHC to ensure that seniors (59+) and persons facing vulnerabilities have the opportunity to resolve outstanding arrears and stay housed.

The “OCHE Approach” focuses on preventing arrears evictions by identifying the underlying challenges which may have led to the unpaid rent and creating solutions to achieve healthy, long-term successful tenancies.

In 2019, TCHC referred 504 households to OCHE (394 seniors; 110 tenants with vulnerabilities). OCHE engaged and worked with 92 per cent of the tenants referred, resulting in the



▲ The Office of the Commissioner of Housing Equity also produces an annual report. To read it, visit oche.ca.

Commissioner issuing 562 recommendations reports to TCHC. As well, 85 per cent of the tenants that OCHE worked with avoided the need for a hearing at the Landlord and Tenant Board.

Through meaningful engagement with tenants, OCHE recovered

a total of \$172,701 in direct payments toward outstanding arrears. It also set up 237 repayment agreements between TCHC and the tenants, creating reasonable arrears management plans totaling \$868,021. ■

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 had a loss of \$40.7 million in its financial position with total net assets decreasing to \$1,055.7 million in 2019 from \$1,096.4 million in 2018.

Net loss for 2019 was \$43.3 million compared with a net income of \$48.9 million in 2018. The decrease of \$92.2 million is primarily the result of:

- An increase of operations and maintenance costs of \$20.1 million compared with 2018.
- An increase in depreciation costs of \$19.9 million compared with 2018. An increase of corporate services costs of \$7.3 million compared with 2018.
- An increase of community safety services costs of \$5.4 million compared with 2018.
- An increase of utility costs of \$4.4 million compared with 2018.
- An increase of plant costs of \$4.3 million compared with 2018.
- An increase in tenant and community services costs of \$1.0 million compared with 2018.
- An increase in interest costs of \$1.3 million compared with 2018.
- A decrease of total revenue of \$28.7 million compared with 2018. Driven by lower gain on sale of housing projects of \$42.3 million and joint venture income of \$12.3 million; offset by an higher residential rent of \$15.2 million; higher amortization of deferred capital contribution of \$8.9 million; and higher investment income of \$1.9 million. >>

Financial summary

Cash position decreased by \$33.7 million in 2019. This decrease is a result of a net change of the following:

- \$27.9 million in cash in-flows for investing activities.
- \$481.3 million cash out-flows for capital renewal activities, to fund capital repair needs and investments in newly developed properties.
- \$330.5 million in cash in-flows from financing activities, consequent to a City grant and loan.
- \$89.3 million in cash in-flows from operating activities.

2019 key financial highlights

City funding totaling \$50.1 million towards building capital repairs, \$57.1 million towards retrofit projects and \$8.9 million towards redevelopment projects was received.

Assets

Consolidated statement of financial position
for the year ended December 31, 2019.

	2019	2018
(in thousands of dollars)	\$	\$
Current assets		
Cash	-	33,674
Investments	149,608	147,926
Restricted cash for externally restricted purposes	6,581	31,535
Accounts receivable	94,704	77,639
Grants receivable	11,272	81,094
Loans receivable	5,335	18,928
Prepaid expenses and deposits	12,555	10,742
	280,055	401,538
Loans receivable	55,188	53,511
Grants receivable	12,186	13,080
Investments in joint ventures	15,257	22,285
Capital asset replacement reserve	60,644	51,048
Cash for capital expenditures under restrictions with lenders	135,650	117,448
Receivable from the City of Toronto	19,325	20,325
Housing projects acquired or developed	1,681,823	1,652,961
Improvements to housing projects	1,807,770	1,551,643
Assets held - for - sale	3,069	4,185
Prepaid lease	801	857
Total assets	4,071,768	3,888,881

Liabilities

	2019	2018
(in thousands of dollars)	\$	\$
Current liabilities		
Bank loan and bank indebtedness	68,917	46,300
Accounts payable and accrued liabilities	248,541	235,713
Tenants' deposits and rents received in advance	16,884	16,494
Deferred revenue	12,643	7,891
Project financing	70,434	59,406
	417,419	365,804
Capital asset replacement reserve		
Capital asset replacement reserve	60,644	51,048
Deferred revenue on long-term leases	1,070	1,166
Deferred revenue on land sale	14,228	13,348
Employee benefits	79,961	79,457
Project financing	1,690,826	1,601,345
Deferred capital contributions	751,952	680,363
Total liabilities	3,016,100	2,792,531
Accumulated Surplus		
Share capital		
Authorized and issued 100 common shares	1	1
Internally restricted funds	186,579	189,951
Contributed surplus	5,136	5,136
Unrestricted surplus	863,952	898,333
Accumulated rereasurement gains	-	2,929
Total net assets	1,055,668	1,096,350
	4,071,768	3,888,881

Revenue

	2019	2018
(in thousands of dollars)	\$	\$
Subsidies	232,474	235,347
Rent		
Residential	340,082	324,854
Commercial	15,932	15,413
Amortization of deferred capital contributions	58,321	49,402
Parking, laundry and cable fees	18,974	18,368
Investment income	11,472	9,608
Joint venture income (loss)	2,750	15,057
Gain on sale of housing projects and other capital assets	6,230	48,550
Plant and other revenue	6,023	4,389
	692,258	720,988
Expenses		
Operating and maintenance	192,627	172,501
Utilities	125,028	120,628
Municipal taxes	18,489	18,806
Depreciation	198,326	178,419
Interest	78,853	77,544
Community safety services	30,676	25,289
Residential services	14,404	13,339
Corporate services	70,376	63,096
Plant and other expenses	6,780	2,470
	735,559	672,092
Excess of revenue over expenses for the year	(43,301)	48,896

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. 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 March 31, 2020, members of our board of directors included:

Tim Murphy (Chair)

Deputy Mayor Ana Bailão

John Campbell

Amanda Coombs

Debbie Douglas

Ubah Farah

Cllr. Paula Fletcher

Adele Imrie (BIFAC Chair)

Linda Jackson (TSC Chair)

Nick Macrae

Brian F.C. Smith (Vice Chair, GCHRC Chair)

Executive leadership team

Responsible for the strategic leadership of the company and its subsidiaries, as of March 31, 2020, our team included:



Kevin Marshman (Officer)
President and Chief Executive Officer



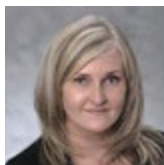
Rose-Ann Lee (Officer)
Chief Financial Officer and Treasurer



Luisa Andrews
Vice President, Information Technology Services



Darragh Meagher (Officer)
General Counsel and Corporate Secretary



Jill Bada
Interim General Manager, Seniors Housing Unit



Sheila Penny (Officer)
Chief Operating Officer



Cathy Barker (Officer)
Vice President, Human Resources



Vincent Tong (Officer)
Chief Development Officer



Paula Knight
Vice President, Strategic Planning and Communications



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