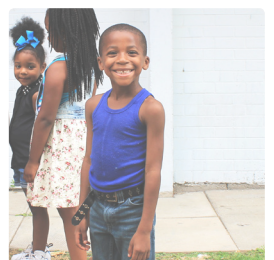
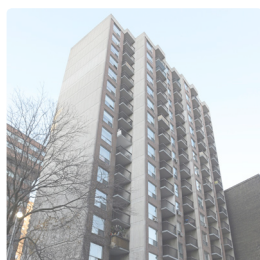
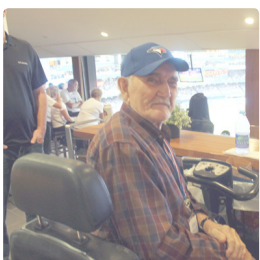
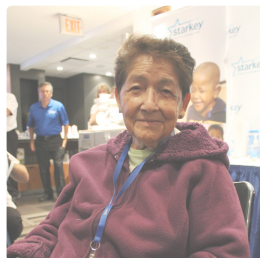




2016 Annual Review



Navigating a path to sustainability

Toronto Community Housing continues as an organization in transition. In 2016, the Mayor's Task Force recommended a set of transformative changes—which City Council endorsed in principle in the Tenants First report—to bring stability to our financial situation and clarity to our mandate.

The Board of Directors continues to play an active role in 2016 in engaging with the City to find solutions that will put Toronto Community Housing on a path to sustainability and position it to implement the changes to come. The Board also continued to take steps to strengthen Toronto Community Housing's governance to ensure greater transparency, accountability and value for money.

Along with my fellow Board members, I look forward to continuing to oversee a process of change and improvement that will enable Toronto Community Housing to deliver the best quality housing and services to the tenants we serve.



N.W. (Bud) Purves

Chair, Board of Directors



Bud

Delivering more and better service

This report describes the continuing efforts of the people who work at Toronto Community Housing in delivering better and better service to our tenants—both on our own and through partnerships. Much has been achieved, and I thank everyone for their hard work and dedication.

Partnerships enable us to stretch our resources so we can do even more. In 2016, we partnered with the City and our community partners and agencies to improve living conditions, connect tenants to services, programs and opportunities, and make the best possible use of our assets. We used partnerships to finance and deliver a record level of building repairs. With our developer partners, we continued to revitalize six communities. And we consulted with tenants to understand how we can improve service delivery and communicate in a timely and effective way.

There is still much to do. Over the coming year we will continue to renew our focus on these priorities. We will work as one team to deliver better outcomes for tenants and provide added value to the city as a whole through careful stewardship of our assets and good service to those who live in our homes.



Greg Spearn

President and Chief Executive Officer (Interim)



Greg

About Toronto Community Housing

Toronto Community Housing (TCHC) provides rental homes to nearly 60,000 low- and moderate-income households in Toronto. We are a corporation wholly owned by the City of Toronto and operate as a non-profit. We own and manage two-thirds of Toronto's social housing units in 2,100 buildings across the city, representing nearly 50 million square feet of residential space and a \$10-billion public asset.

TCHC by the numbers

110,000

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

300

We partner with over 300 private sector organizations, community agencies and tenant groups to provide programs, scholarships, and job and training opportunities for tenants.

29%

of rent-geared-to-income households self-report that at least one member of their household lives with a disability, well above the national average of 14%.

1,600

More than 1,600 people work at TCHC. An estimated 15% of our employees are either current or former tenants of social housing.

90%

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

\$16,623

The median income of TCHC households that pay rent-geared-to-income is \$16,623, far below Toronto's median household income of \$75,270.

106

Our buildings are in 106 of Toronto's 144 neighbourhoods.

23%

An estimated 23% of tenants are living with mental health challenges.

45

Most of our buildings are over 45 years old and in need of large-scale capital repairs.



Together, we can accomplish so much more

Our core business is to provide safe, clean, well-maintained, affordable homes. With the help of our partners, we're stretching our limited financial resources to do much more than we could ever do on our own. We work with tenants, staff and more than 300 private sector organizations, community agencies and tenant groups to help make our communities places where people can thrive. Through our partnerships, we connect tenants to a wide range of programs, services and opportunities to help them maintain successful tenancies, live independently and enjoy a better quality of life.

Here are some examples of how we worked together with our many partners in 2016 to deliver better homes, better neighbourhoods and a better Toronto for all.

Making communities safer

- Our Community Safety Unit, comprising 139 staff, including 83 Special Constables, completed more than 700 joint patrols with Toronto Police Service (TPS) in our communities and worked closely with TPS on investigations related to criminal activity on our properties.
- We trained every front-line employee on fire safety and worked with Toronto Fire Services to hold 60 education and awareness events for tenants and staff during Fire Safety Week in June. At the launch event, Toronto Hydro, Enbridge Inc., Health Canada and the Regent Park Neighbourhood Initiative were also on hand to share information with tenants on emergency preparedness.

Connecting tenants to services

- Our Resident and Community Services Division supported more than 2,500 vulnerable tenants. Staff made over 2,000 referrals for them to community agencies, connecting them to services like excessive clutter support, mental health support, and local health services offered through the Toronto Central Local Health Integration Network.
- We partnered with the Canadian Mental Health Association to bring on-site services and supports to an east-end building where many tenants struggle with mental health and addiction issues. In less than a year, this partnership has helped to stabilize many of the tenants and reduce the number of calls to Toronto Paramedic Services and our Community Safety Unit.
- In partnership with LOFT Community Services and the Frederick W. Thompson Anxiety Disorders Centre of the Sunnybrook Health Sciences Centre, we piloted the Buried in Treasures project in one of our seniors buildings. The project offered training and de-cluttering support to tenants facing moderate clutter issues, as assessed by the Clutter Image Rating Scale. Following the success of the pilot, we are expanding the project to five more buildings in 2017 and 2018.

Building better neighbourhoods

- Our development partners Context and Metropia started construction on both the first market condominium building and the first rental replacement building in Lawrence Heights.
- We opened the \$4-million Regent Park Athletic Grounds sports complex with our partners MLSE Foundation, the City of Toronto and The Daniels Corporation. We also broke ground on a 40,000-square-foot youth sport-for-development facility, MLSE LaunchPad, at 259 Jarvis St. MLSE LaunchPad opened in January 2017.

Providing opportunities for children and youth

- We partnered with Jays Care Foundation to run our 28th season of Rookie League, a free summer baseball day camp for kids 6 to 12 years old. More than 1,100 kids participated in the program and 150 youth (many of them tenants) were hired as Junior and Senior Program Leaders.
- With Jays Care Foundation, we launched our first-ever Home Run Scholars program in 24 of our communities. This after-school program for children ages 6 to 14 provides homework help and sports activities to improve physical health and team-building skills.
- We worked with Toronto Employment and Social Services, Youth Employment Services and other organizations to connect over 500 tenants to employment and job training opportunities such as job placements, resume writing workshops and job-matching opportunities.

Supporting seniors

- We hosted three seniors forums where we connected more than 400 seniors to dozens of agencies offering supports, services and new opportunities. Our partners included Toronto Paramedic Services, North York Community House, the Ministry of Health and Long-Term Care, and St. Michael's Hospital.
- We partnered with Starkey Canada to bring back the gift of hearing to 40 seniors—some for the first time—by providing free custom hearing aids.

Creating opportunities for community leaders

- Two youth from Toronto Community Housing communities, supported by staff, attended the United Nations Habitat III conference in Quito, Ecuador as part of the official Canadian youth delegation.
- Toronto Community Housing tenants took home three Tenant Achievement Recognition Awards at the Ontario Non-Profit Housing Association conference in November.

Doing what we can to provide a better Toronto for all

- We provided a building to Egale Canada Human Rights Trust for a new LGBTIQ2S youth shelter in Toronto, scheduled to open in 2018.
- We partnered with Covenant House to provide a building to serve as a shelter for female victims of the sex trade. The shelter, The Rogers Home, opened in the fall of 2016.

Quality homes

We work to provide housing that is clean, safe and integrated with the surrounding neighbourhoods.



Vibrant communities

As a social housing landlord, we work with partners to ensure we have safe, healthy, liveable communities where people can thrive.

Service excellence

We put tenants at the heart of everything we do and strive to deliver services that meet their needs.

Business foundations

We are building strong business foundations to be better equipped to deliver our core services to tenants.

Performance highlights

Our last strategic plan, Homeward 2016, closed at the end of 2015. To guide our strategic direction and corporate priorities in 2016, we developed our 2016 Corporate Goals and Objectives, which confirm, update and/or replace elements of Homeward 2016.

The goals and objectives are focused on four priorities: delivering quality homes, creating vibrant communities for tenants, striving for service excellence, and strengthening business foundations. Each goal has specific objectives, and we report the progress on our website through monthly performance reports at torontohousing.ca/performance_reports.

As a landlord, we strive above all else to provide clean, safe, well-maintained, affordable homes. In 2016, we continued to work with the City of Toronto, our private developer and corporate partners, community agencies and tenants to build better homes and neighbourhoods where tenants can thrive.

Quality homes

Every Toronto Community Housing tenant has the right to a well-maintained home in good repair. In 2016, we increased our capital repair spending to improve the condition of our buildings and continued to work with our developer partners to revitalize six communities.

Record levels of capital repairs

We completed nearly \$240-million worth of capital repair projects from our \$250-million budget, with the balance committed and underway. This is helping us to deliver record levels of capital repairs to bring as many of our buildings back to fair condition as possible.

In 2016, we refurbished or replaced:

- 40 aging elevators in 24 buildings, bringing us to a total of 82 new or refurbished elevators in 48 buildings since 2013.
- 900,000 square feet of roofing for 43 buildings, bringing us to a total of 2.3 million square feet of roofing in 341 buildings since 2013.
- 165 boilers and furnaces in 37 buildings, bringing us to a total of 379 boilers and furnaces in 229 buildings since 2013.

By the end of 2016, we had spent more than \$600 million and completed more than 37,000 capital projects over the first four years of our 10-year, \$2.6-billion capital repair plan. But we still need more financial support to complete our 10-year plan to bring all our buildings to an acceptable standard. With the City of Toronto, we continue to call on the federal and provincial governments to invest in our plan.

Visit repairs.torontohousing.ca to track our progress on our 10-year capital repair plan.



445,000

**We completed
over 445,000 work
orders in 2016.**

Working together to revitalize our communities

Our six active revitalization communities in 2016 were 250 Davenport, Alexandra Park, Allenbury Gardens, Lawrence Heights, Leslie Nymark and Regent Park. Through revitalization, we are rebuilding aging homes and transforming communities. Here are some highlights of what we accomplished with our development partners and tenants.



1,913
rental units planned,
under design, or in
construction (new and
refurbished).

**42 new rental
units completed.**

**Construction started
on the first market
condominium and rental
replacement buildings in
Lawrence Heights with
our development partners
Context and Metropia.**

**Planned and celebrated,
with tenants, the
10-year anniversary
of revitalization in
Regent Park and the
grand opening event in
Alexandra Park.**



**5,614 market
units planned,
under design, or
in construction.**

**743 market units sold
or pre-sold through our
development partners.**

**Opened the Regent
Park Athletic
Grounds with MLSE
Foundation, the City
of Toronto and The
Daniels Corporation.**

**180 jobs and training
opportunities for
tenants.**



Visit torontohousing.ca/revitalization to learn more about our revitalization communities.

Vibrant communities

Tenants should feel safe in their homes and communities. We partner with the Toronto Police Service, the City of Toronto and community partners and agencies to help make our communities safer and to help tenants get the access they need to services, programs and opportunities.

Safer communities

- Our Community Safety Unit attended to approximately 30,000 calls, ranging from wellness checks on tenants to neighbourhood disputes to criminal behaviour.
- We installed or upgraded 3,134 high-definition, digital security cameras across our communities, bringing the total number of cameras to over 8,000.
- We hosted the Crime Prevention Through Environmental Design (CPTED) Ontario 2016 Conference in Regent Park, a community that models best practices in using community design to lower crime.

Collaborating to create opportunities for tenants

- We worked with partners to create more than 300 summer jobs for youth ages 14 to 29 through our YouthWorx program, Rookie League summer baseball day camp and KickStart soccer program.
- With the help of our partners, we delivered sport-for-development programs to 1,590 children and youth.
- We awarded more than 60 scholarships and bursaries to tenants through our scholarship programs with Scadding Court Community Centre, our Allenbury Gardens developer partner FRAM Building Group, and our Lawrence Heights developer partners Context and Metropia.



700

Our Community Safety Unit completed more than 700 joint patrols with Toronto Police Service in our communities.

The Commissioner of Housing Equity

- The Office of the Commissioner of Housing Equity (OCHE) is an independent office that helps Toronto Community Housing seniors and vulnerable tenants facing a loss of subsidy or eviction for arrears. The OCHE helped us prevent more than 200 households from being evicted in 2016. Our Board of Directors acted to extend the OCHE's mandate to 2022.

Tenants helped to make their communities more vibrant

- Tenants from our Bishop Tutu and Lawrence/Orton communities teamed up with Toronto artists to create community murals.
- Tenant Cyleta Gibson-Sealy became the first person to be inducted into the Jays Care Foundation Hall of Fame for her work with youth in the Glendower community.
- Tenants worked alongside community partners and volunteers to bring more than 20 affordable and accessible food programs to their communities.

Supporting vulnerable tenants

- Our Resident Access and Support team worked on more than 2,500 files and connected vulnerable tenants to the services they need through external partners and by bringing support services on-site in high-needs communities.
- We successfully delivered 47 Mental Health Awareness training sessions to our 1,600 employees.

We are home to many vulnerable tenants and seniors

Many of the 28,000 seniors who live in our housing need supports from community agencies to live independently.

More than 25,000 tenants live with mental health challenges.

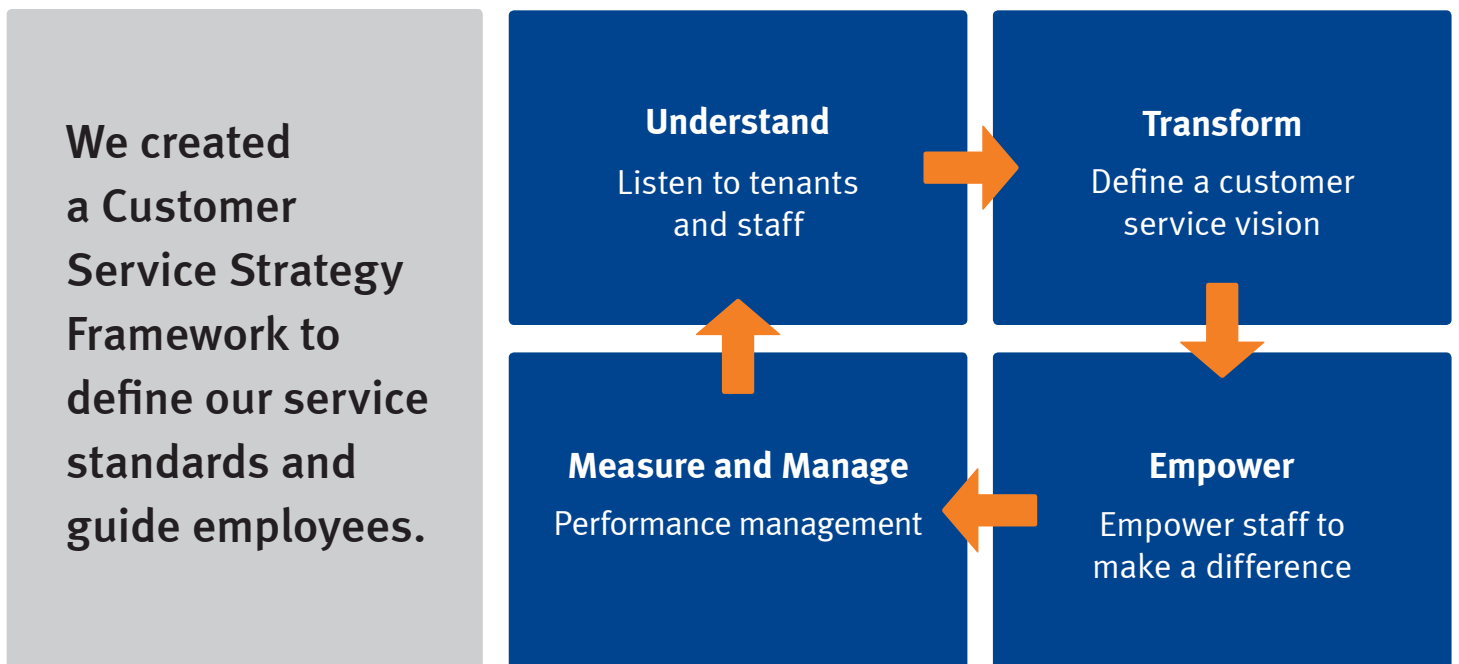
Almost 4,000 households face excessive clutter challenges that affect their quality of life and create risk for others.

Service excellence

Excellent service begins with good customer service. In 2016, we finalized and began to implement a customer service strategy focused on improving the quality and consistency of our service to tenants. Through employee training, documented commitments and improvements in services to tenants, we've set the foundation to continue enhancing customer service in 2017.

Securing tenants' rights to fair and consistent treatment

- We worked with tenants to create a draft of Toronto Community Housing's first-ever Tenant Charter. The charter will communicate Toronto Community Housing's service commitments and set the accountabilities for all employees and tenants.
- Based on consultations with tenants, we updated our Human Rights, Harassment and Fair Access Policy for tenants. The updated policy strengthens protections based on the Ontario Human Rights Code and the City's Human Rights and Anti-Harassment Policy.
- We successfully delivered more than 50 customer service training sessions to our 1,600 employees across the organization, from front-line staff to senior management.



Improving accessibility

- We delivered a record \$9 million in accessibility upgrades and modifications to units and common spaces.
- We continued to work with the tenant advocacy group Responsible Personal Accessibility in Toronto Housing (R-PATH) to improve accessibility across our business.
- We delivered Accessibility for Ontarians with Disabilities Act, 2005 (AODA) training to 1,600 staff. AODA training is now mandatory for new employees.
- The R-PATH Committee Chair delivered AODA training to more than 300 volunteer Tenant Representatives.
- We upgraded our website, which now meets, and in some areas exceeds, accessibility standards for web content.

Conducting annual unit inspections

We enter each of our units at least once a year to assess the condition of the unit and to check that safety features like window locks and smoke detectors are working. In 2016, we replaced or repaired:

- 1,762 carbon monoxide detectors
- 2,525 smoke alarms
- 1,283 window locks and screens

Better unit and building conditions

- We launched our Clean Buildings campaign to inform tenants about our updated cleaning standards and routines. We put up posters in all buildings and developments and are working with tenants to keep our buildings consistently clean.
- We had better pest management in 2016 without increasing our costs. We visited over 6,500 units in response to pest-related issues and did more than 50,000 pest treatments, which is an 18-per-cent increase over 2015 in preventative treatments. We sourced external funding of \$265,000 to support tenants in managing pests or other complicated unit condition issues.



Our Client Care Centre received more than 440,000 calls. Agents answered them in an average of 135 seconds.



We received 42,007 administrative requests, including 10,894 account inquiries and 2,915 transfer requests.



We received more than 304,000 maintenance requests, including 56,776 plumbing requests, 31,328 door requests and 24,847 electrical requests.

Business foundations

To lay the groundwork for future success, we added a new strategic priority in 2016: business foundations. Our work focused on building financial sustainability, cultivating an empowered, highly skilled and engaged workforce, and being more proactive in our strategic planning and how we communicate to tenants, the City of Toronto, stakeholders and the public.

Building financial sustainability

- We worked closely with City staff to explain our financial and operating challenges, resulting in City Council's approval of a \$31-million increase to our base subsidy for 2017.
- We renewed and refinanced a \$62.2-million mortgage, saving \$3.8 million annually on interest and \$88.1 million over the course of 30 years by locking in at lower interest rates.
- We raised \$8.5 million for building capital repairs from the sale of eight houses.

A more efficient and empowered workforce

- We launched a new online job application system, HR Connect. The system is helping us to improve our capacity to get the best people into the right jobs. We completed more than 900 internal and external hires through HR Connect.
- We successfully negotiated new collective agreements with our labour partners CUPE Local 416 and the Carpenters and Allied Workers Local 27. The agreement with Local 416 includes a new recruitment model to fill vacancies more efficiently, and the agreement with Local 27 will enable us to maintain flexibility on resources and capital projects.
- The hard work and dedication of our employees paved our way for being named one of Greater Toronto's Top Employers for 2017.

Pro-active approaches to communication and planning

- We updated our corporate goals and objectives and our internal planning process to better prioritize projects across the organization.
- We responded to and resolved 2,644 inquiries from elected officials and 102 inquiries from the Toronto Ombudsman.
- We continued to proactively identify, monitor and mitigate potential risks by developing an enterprise-wide risk management framework. The framework is now embedded in our strategic planning process.
- We launched a new website that makes it easier for tenants to find information and access services online.

Financial summary

We provide our financial results to the City of Toronto, as well as other key stakeholders. We post the State of Good Repair Fund financials and Board and employee expenses on our website. To view our complete 2016 financial statements, visit torontohousing.ca/annual-review.

Report on financial performance

Net income for 2016 was \$41.4 million compared with \$27.3 million in 2015. The increase of \$14.2 million (or 52%) is primarily related to:

- Increase in gain on sale of capital assets by \$35.1 million related to sale of land and stand-alone homes in 2016.
- Savings of \$17.4 million in utilities costs related to one-time Ontario Clean Energy Benefits and water credits.
- Increase in commercial revenue by \$0.9 million generated from commercial rent; this was partially offset by a \$20.7-million decrease in joint venture income due to the timing of development projects completion.
- Increase in net non-cash depreciation and amortization expenses by \$11.1 million.
- Increase in operating and maintenance and departmental costs by 3.7% at \$8.5 million.

We delivered \$88.2 million in capital revitalization projects in 2016, an increase of \$35.2 million from 2015.

We fully deployed additional funding to support Getting it Done initiatives in 2016: \$1.7 million for eligible capital projects and \$3.8 million for operating projects.

We delivered \$238.7 million in capital repairs, an increase of \$60.1 million from 2015.

Board of Directors

Our Board of Directors consists of three City Councillors, the Mayor or his representative, and nine citizens including two Toronto Community Housing tenants. The Board oversees the management of Toronto Community Housing and monitors our performance against our corporate goals and objectives. The Board is accountable to our sole shareholder, the City of Toronto, through presentation of its business plan, annual reports and financial statements. Board members are active, involved and dedicated to ensuring we reach our goals and achieve our vision.

N.W. (Bud) Purves (Chair)

Kevin Marshman (Vice-Chair)

Councillor Ana Bailão

Councillor Joe Cressy

Councillor Frank Di Giorgio

Councillor Michael Ford (as of January 1, 2017)

Robert Carlo (Tenant Director)

Vincent Gasparro

Linda Jackson

Joseph Kennedy

Colin Lynch

Pamela Taylor

Catherine Wilkinson (Tenant Director)

Thank you to Councillor Raymond Cho, who left the Board in 2016.

Executive Leadership Team

Our executive leadership team is responsible for the strategic management of the corporate and operational functions of the company and its subsidiaries. As of February 1, 2017, the team included:

Greg Spearn (Officer)

*President and Chief Executive Officer (Interim)
Vice President and Chief Development Officer*

Cathy Barker (Officer)

Vice President, Human Resources

Mark Johnson (Officer)

General Counsel and Corporate Secretary

Rose-Ann Lee (Officer)

Chief Financial Officer and Treasurer (Acting)

Wayne Tuck (Officer)

Chief Operating Officer

Angela Cooke

*Vice President, Resident and
Community Services*

Leslie Gash

Vice President, Development (Acting)

Graham Leah

Vice President, Asset Management

Mark McDonald

*Vice President, Information Technology
and Information Services*

Sheila Penny

Vice President, Facilities Management



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