

# Tenants First.



Collaboration. Cooperation.  
Community.

## Our renewed focus on you.

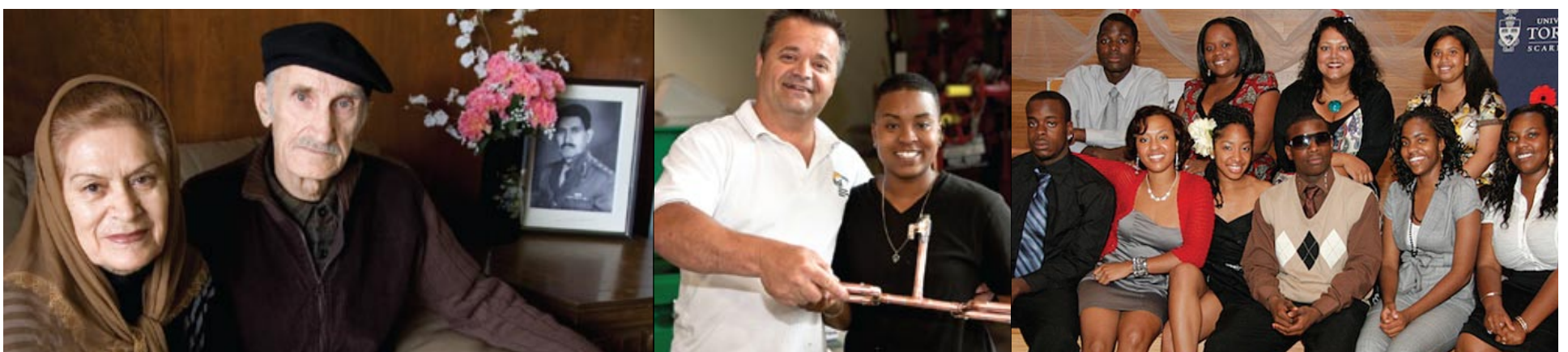
2009 was a year of challenge and change for Toronto Community Housing. While we spent much of the year realigning the organization and managing projects to invest in and improve our housing the passing of former tenant Mr. Al Gosling in October changed everything. Mr. Gosling's tragic circumstances and the results of Justice Patrick LeSage's Review of our Eviction Prevention Policy are at the centre of changes being made at Toronto Community Housing.

Our task is to provide housing and connect our tenants to the supports they need. Work has already begun on many initiatives to improve the way we communicate with tenants and on our Eviction Prevention Policy. We thank everyone who took the time to participate in Justice LeSage's consultation meetings and attend Board meetings to share their views.

Along with these improvements to our processes, capital investment is at an all time high, development continues in Regent Park, planning for revitalization in Lawrence Heights continues and exploration for improvements in other communities is underway. We look forward to these and other projects to continue to improve Toronto Community Housing neighbourhoods and the lives of our tenants. You can learn more about our plans, and our focus on strengthening people, places and our foundation, in the Board-approved Community Management Plan, 2010-2012.

Keiko Nakamura  
CEO

David Mitchell  
Chair



## 2009 Year in Review



### Investing in Communities and Tenants

Toronto Community Housing knows that being a social housing provider means doing more than providing affordable housing. It means creating conditions where healthy and safe communities thrive and are integrated into the city. Healthy communities are those where people want to live because the quality of housing is good, they feel safe, and they feel empowered to participate in civic life. These conditions do not exist in all of our communities, and that is why we continue to invest in resources that support communities and tenants. In 2009:

- Launched a new Tenant Engagement System
- New senior tenant councils gave seniors a stronger voice in decision making
- Tenant Service Coordinators began visiting seniors' buildings to improve access to administrative services and supports
- Research partnership with Ryerson University studied the "aging at home" model
- Negotiated a new building cleaner apprenticeship program for tenants with CUPE Local 416
- New policy on Closed Circuit Television Surveillance adopted by the Board
- Community Standards adopted by the Board to address anti-social behaviour

### People First.

<b>1,000</b>	people participated in the development of the Community Management Plan, 2010-2012
<b>14,500</b>	tenants cast their votes to select Tenant Representatives
<b>\$1.1m</b>	in Social Investment Funds allocated to 47 projects
<b>30</b>	internship opportunities created through the Youth Internship Program
<b>211</b>	tenants hired by contractors through tenant employment programs
<b>12</b>	tenants graduated from the 2009 CHOICE pre-apprenticeship carpentry program
<b>\$1 m</b>	invested in Curb Appeal to improve the appearance of 9 communities
<b>32</b>	Reclaiming Outdoor Space initiatives completed

### Opportunities for tenants

As Toronto's largest residential landlord, Toronto Community Housing can significantly reduce the City's ecological footprint. Our Community Animator program is a tenant-led program that equips tenants to teach their neighbours about energy conservation.

In 2009, we worked with community and government agencies to grow the program. Animators build relationships with individuals and community agencies to support tenants in recycling and green education efforts. The program model provides opportunities for new skill development and to make a difference in every neighbourhood.

### A Voice for tenants

On June 23, 2009, more than 700 candidates ran in 200 elections to select Tenant Representatives. In this unique tenant engagement model, Tenant Representatives work with Toronto Community Housing to shape the future, set priorities, and help to decide where to invest money. Tenants vote because there's a lot at stake, and it gives them a chance to hold us accountable. Bigger than the provincial elections in PEI, we're proud to be one of the few landlords with a system that gives tenants such a strong voice.



## Maintaining and Sustaining Assets

Maintaining a good state of repair for our housing portfolio continues to be Toronto Community Housing's greatest challenge. In 2009, we invested more than \$174 million in our communities. This sizable investment was made possible in part because of stimulus funding received from the federal/provincial Social Housing Renovation and Retrofit Program (SHRP) and capital grants from the City of Toronto. While we know that having sufficient capital funding is the key to quality housing in good repair, it is more important to have funds to cover the cost of repair needs over time. The challenge for Toronto Community Housing is to ensure we have the resources needed for repairs, and to prevent future backlogs.

With so many houses and apartment buildings across the city, it's natural for Toronto Community Housing to focus on strengthening the places where our tenants live. Our long-term planning process ensures we make smart investments in our buildings for years to come.

- Moved the Board-approved Housing Works Plan into its first full year, setting the stage for long-term investments through repair, retrofit, revitalization, or sale and replacement
- Invested in Safe T Element technology for replacement stoves and in new developments to reduce the frequency of, and losses due to, cooking fires
- Sold 100% of condominium units at One Cole in Regent Park

### Better Places.

**\$174.4m**  
**\$60m**

spent on capital repairs, 42% more than was spent in 2008  
spent on unit refurbishment upgrades: \$109.2 million spent on more than 11,000 units since 2007

**3.9%**

savings from green investments, exceeding the target of 1.5%; and \$4.1m in energy savings through the Building Energy Retrofit Program

**2.6%**

CO<sub>2</sub> emissions reduced for the fourth straight year

**150**

tenants moved into new buildings in Regent Park

## Community Revitalization

Our work includes revitalizing existing neighbourhoods. Revitalization is more than replacing housing in a poor state of repair: we are transforming communities to build great neighbourhoods for everyone.

In 2009, we broke ground on Regent Park's second condominium, One Park West, and all Phase 1 townhouses. We also started work to replace rental housing in Phase 2. Work continued in Phase 2 of Don Mount Court (Rivertowne). The planning and approval process with City of Toronto Planning staff, for Lawrence Heights revitalization, is also underway. Work with the community and others in Alexandra Park started, and a Request for Proposals process for other sites identified in the Housing Works Plan is underway.





## Quality Housing Services

Toronto Community Housing works to deliver quality housing that improves the living conditions of residents in our communities. This means maintaining a culture of customer service where tenants can easily ask for and receive the services they need, and where buildings are clean and well maintained.

- Reorganization of 13 operating units and the creation of a new Seniors' Housing Unit
- Launched EasyTrac and 24/7 Client Care Centre to respond to tenant enquiries and track maintenance requests in all contract managed buildings
- Replaced common space carpeting with hard surface floors, improving appearance and cleanliness in 12 buildings
- Introduced new environmental cleaning products
- Constructed and retrofitted fully accessible Operating Unit offices

### Stronger Support.

- 46%** reduction in turnaround time for vacant unit preparation
- 75%** of first calls to Client Care Centre resolved; up from 66% at the beginning of the year (the industry standard is 70%)
- 86%** live answered calls; an improvement over the year from 68%
- 50%** reduction in Municipal Licensing Service orders
- 2-12%** increase in satisfaction results through tenant survey

## Effective Organization

Organizational improvement is a priority for Toronto Community Housing: we focus our efforts on improving our ability to deliver by making sure we have a strong foundation and solid business practices. Toronto Community Housing is committed to ensuring the health, well-being, participation and development of staff, who are vital to the delivery of excellent services and high performance.

- Board reviewed its corporate governance structure to conform to best practices
- Negotiated new collective agreements with CUPE Local 416 and OPSEU Local 529
- Toronto Community Housing's workforce has a higher representation of racialized persons than the census metropolitan area by 4%, persons with disabilities by 8% and aboriginal peoples by 5.5%
- Towers Watson rated Toronto Community Housing's staff retention rate as strong, compared to others in the study
- Tenant Human Rights Ambassador Program implemented
- Launched a quarterly tenant newsletter, available in 19 languages
- United Way contributions reached a record \$375,000, a 23% increase over 2008
- Adopted new partnership framework for collaboration with stakeholders



## Strong Business and Operational Performance

At Toronto Community Housing, we are always looking for ways to increase revenue and reduce operating costs to maintain our social housing investment. This includes managing vacancy rates, sound financial management and effective risk management.

- Maintained our Standard & Poor's credit rating at AA-, which will help with access to debt capital markets
- New process to manage and invest capital grants from government, and developed a corporate financing model for capital investment
- Completed internal financial controls review
- Vacancy rate improvement resulting in \$900,000 in additional rental revenues
- New Compliance and Ethics Unit created to audit internal controls and organizational risk

### Effective Operation.

- 4.9%** market unit vacancy rate; a reduction from 2008 average of 5.4%
- 2.3%** rent-geared-to-income vacancy rate; a reduction from 2008 average of 2.8%
- 6.6%** increase in commercial operations income

Running an effective business means collecting rent, maintaining low vacancy rates, managing costs and operating within our budget.

Our Net Operating Income in 2009 was 14% (\$12.4m) below budget because of new City of Toronto waste pickup charges of \$7.3m, and \$4.8m less in interest revenue than expected. We are working with the City of Toronto on waste management costs. Our investment portfolio was restructured in 2009 with positive gains realized in 2010.



## 2009 Financial Summary

in millions    %

### Revenues

262.9	43.9	Rental revenue
32.0	5.3	Non-rental revenue
270.6	45.2	City of Toronto operating subsidies
33.8	5.6	Access Housing Connections subsidies
<b>599.3</b>	<b>100.0</b>	

### Operating Expenditures

107.8	20.6	Property taxes
119.7	22.8	Utilities & waste management
98.2	18.7	Mortgage & debt payments
34.0	6.5	Access Housing Connections
91.0	17.3	Building operations & maintenance services
25.7	4.9	Tenancy management services
11.6	2.2	Community safety services
10.0	1.9	Community support services
3.4	0.6	Commercial services
18.7	3.6	Corporate services
4.4	0.8	Insurance
<b>524.6</b>	<b>100.0</b>	

in millions    %

### Capital Expenditures & Investments

174.4	79.9	Building Capital Plan
4.9	2.2	Community Management Plan
1.9	0.9	Development
20.3	9.3	Reserve contributions
3.0	1.4	Contingency
13.9	6.4	Other
<b>218.4</b>	<b>100.0</b>	

### Funding of Capital Expenditures & Investments

74.7	34.2	Cash flow from operations
115.8	53.0	Provincial stimulus & City grants
9.7	4.4	Capital reserves
18.2	8.3	Third-party financing
<b>218.4</b>	<b>100.0</b>	

## Our Vision

Toronto Community Housing believes social housing is an essential part of building a great city. We believe neighbourhoods thrive when a mix of people from different backgrounds and experiences live together in a place they can call home.

Our vision is to contribute to a city where quality, affordable housing is available in vibrant neighbourhoods, where residents are proud of the place where they live, and where people feel connected to each other and their community.

## Our Mission

We provide affordable housing, connect tenants to services and opportunities, and work together to build healthy communities.

## Our Values

### Respect

We respect people as individuals and create environments that foster mutual appreciation, compassion and service.

### Integrity

We are fair, just and transparent, and our behaviour is consistent with our values.

### Inclusion

We believe in social justice and benefit from including and considering all people and perspectives.

### Collaboration

We recognize that everyone's contribution has value and that we can achieve more when we work together.

### Excellence

We enjoy our work and always expect the best of ourselves and those around us.

## About Us

Toronto Community Housing is an independent, City-owned corporation. We manage buildings and tenancies in our large portfolio of subsidized rent-geared-to-income units and affordable market rentals:

- Toronto Community Housing's 58,500 rental units are in more than 350 developments across the greater Toronto area
- Approximately 164,000 people (about 6% of the City of Toronto's population) from a diverse range of age, gender, ethno-cultural and socio-economic backgrounds call Toronto Community Housing home
- About 1,400 people work for Toronto Community Housing and its subsidiaries, Access Housing Connections and Housing Services Incorporated

## Recognition

2009 Jane Jacobs Award - Derek Ballantyne (former CEO)  
Canada's Top 100 Employers  
Greater Toronto Area's Top 75 Employers  
Canada's Top 20 Family-friendly Employers  
Best Employers for New Canadians



## Executive Team



**Keiko Nakamura**  
Chief Executive Officer



**Harold Ball**  
Vice President  
Human Resources



**John Fox**  
Acting Vice President,  
Development



**Mitzie Hunter**  
Chief Administrative  
Officer



**Len Koroneos**  
Chief Financial Officer  
& Treasurer  
(as of September 2010)



**Deborah Simon**  
Chief Operating  
Officer  
(as of October 2010)



**Howie Wong**  
General Counsel

## Board of Directors



From left to right, standing: Councillor Giorgio Mammoliti, Zahra Dhanani, Ronald Struys, Dan King, Greg Kalil, Councillor Anthony Peruzza, Sheerin A. Sheikh, Michelle Joseph. Seated: Carol Osler, Councillor Paula Fletcher, David Mitchell (Chair), Councillor Suzan Hall, Catherine Wilkinson.

Corporate governance for Toronto Community Housing is led by the organization's 13 member Board of Directors who are appointed by the City of Toronto. The Board includes a representative of the Mayor, three City Councillors, and nine citizens, two of whom must be Toronto Community Housing tenants. The Board of Directors oversees and is accountable for policy, operational and financial management of the Corporation and sets policy and business direction.

## Our thanks to:



**Gordon Chu,**  
Chief Financial Officer  
and Treasurer  
Retired in September 2010, after  
nearly 20 years in housing.

**Steve Floros,** Acting Chief Operating Officer  
From June 2009 to October 2010, returned to his role of  
Community Housing Director, Central.

**Derek Ballantyne,** Chief Executive Officer  
As the inaugural CEO of Toronto Community Housing,  
Derek was the guiding hand that brought legacy  
organizations together to create one organizational  
culture committed to equity, community and quality  
housing. His innovative approach led Toronto Community  
Housing toward successful revitalization and shaped the  
social housing sector. Derek left in May 2009, becoming  
Chief Operating Officer of Build Toronto and we wish him  
every success in that role.