



# Community Management Plan 2006 | 2007 | 2008



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# Communities Commitments

At-A-Glance



## 1.1 | ASSET IMPROVEMENT

	2006	2007   2008
<p><b>1.1.1</b> <b>Building Renewal Program</b> Building retrofit utilizing savings gained through energy efficiencies to finance other building upgrades.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement Phase 1 of the program.</li> <li><input type="checkbox"/> Initiate an Energy Performance Monitoring and Verification Plan.</li> <li><input type="checkbox"/> Evaluate the site selection process for Phase 2 of program.</li> <li><input type="checkbox"/> Determine options and costs for the Phase 2 program.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Allocate 2007 and 2008 funds.</li> <li><input type="checkbox"/> Evaluate ongoing projects.</li> </ul>
<p><b>1.1.2</b> <b>Accessibility Plan</b> Development of a plan to identify and resolve accessibility needs and priorities across the portfolio.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Approve and implement the plan.</li> <li><input type="checkbox"/> Develop and implement a unit modification protocol.</li> <li><input type="checkbox"/> Launch an education program.</li> <li><input type="checkbox"/> Implement standards for new and redeveloped housing.</li> <li><input type="checkbox"/> Allocate \$1.5M for upgrades.</li> <li><input type="checkbox"/> Identify impacts of legislation.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ongoing implementation of the Accessibility Plan.</li> </ul>
<p><b>1.1.3</b> <b>Green Plan</b> Implementation of the green plan, including: energy management, waste reduction, education and green standards.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Appoint a Green Plan coordinator and project manager.</li> <li><input type="checkbox"/> Establish a leadership team of staff and tenants.</li> <li><input type="checkbox"/> Hold a Green Forum.</li> <li><input type="checkbox"/> Pilot a high-rise waste diversion program.</li> <li><input type="checkbox"/> Evaluate a tenant education pilot.</li> <li><input type="checkbox"/> Apply learnings from the tenant-paid utility site pilot.</li> <li><input type="checkbox"/> Set and achieve 2006 targets.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Apply for Green Plan grants/rebates.</li> <li><input type="checkbox"/> Hold 2007 and 2008 Green Forums.</li> <li><input type="checkbox"/> Set and achieve 2007 and 2008 targets.</li> </ul>

# Communities Commitments

At-A-Glance

## 1.1 | ASSET IMPROVEMENT continued

	2006	2007   2008
<b>1.1.4</b> <b>Asset Management</b> Focus on coordinating information available on Toronto Community Housing buildings to inform capital planning and other decisions.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Introduce an electronic tool to collect unit inspection data.</li> <li><input type="checkbox"/> Implement the building condition audit schedule.</li> <li><input type="checkbox"/> Link the collection tool, audit schedule and EasyTrac to the Asset Enterprise System.</li> <li><input type="checkbox"/> Implement the Asset Enterprise System.</li> <li><input type="checkbox"/> Update the long-term capital requirements plan.</li> <li><input type="checkbox"/> Revise the annual planning system.</li> <li><input type="checkbox"/> Implement a preventive maintenance program for all assets.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Continue building condition audits.</li> <li><input type="checkbox"/> Update the long-term capital requirements plan.</li> </ul>

## 1.2 | QUALITY SERVICE TO TENANTS

	2006	2007   2008
<b>1.2.1</b> <b>Quality Service</b> Improvement of policies, processes and services in recognition of the responsibility to improve service.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement EasyTrac in every Community Housing Unit.</li> <li><input type="checkbox"/> Align EasyTrac data reports with performance reviews and planning cycles.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Explore EasyTrac convenience options (ie. service kiosks, internet access, etc.).</li> </ul>
<b>1.2.2</b> <b>Tenant Survey</b> Initiation of the 2006 Tenant Survey using results and analysis of 2004 survey to improve process and set baselines.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct survey.</li> <li><input type="checkbox"/> Report 2006 performance against 2004 results.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct 2008 survey.</li> <li><input type="checkbox"/> Report 2008 performance against 2006 results.</li> </ul>

# Communities Commitments

At-A-Glance

## 1.3 | HEALTHY COMMUNITIES

	2006	2007   2008
<p><b>1.3.1</b> <b>Community Health Framework</b> Development of a framework for community health to guide an approach to improve the health of communities.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate pilot initiatives.</li> <li><input type="checkbox"/> Implement a framework.</li> <li><input type="checkbox"/> Identify and report on community health indicators.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement community health initiatives.</li> </ul>
<p><b>1.3.2</b> <b>Seniors' Strategy</b> Development of a strategy to respond to the needs of seniors.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop and implement a strategy.</li> <li><input type="checkbox"/> Develop a protocol for buildings with mandate changes.</li> <li><input type="checkbox"/> Assess and initiate "aging in place" requirements.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate the strategy.</li> </ul>
<p><b>1.3.3</b> <b>Children and Youth Strategy</b> Development of a strategy to link youth and children to programs, supports and opportunities.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review study findings and develop a strategy.</li> <li><input type="checkbox"/> Implement recommendations from the evaluation of services.</li> <li><input type="checkbox"/> Sets standards and indicators for the strategy.</li> </ul>	
<p><b>1.3.4</b> <b>Community Safety</b> Security planning framework that provides and communicates security standards.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate the Community Safety Plan.</li> <li><input type="checkbox"/> Set standards in security materials, products and services.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Apply evaluation recommendations.</li> </ul>
<p><b>1.3.5</b> <b>Community Economic Development</b> Provide an environment to promote access to community economic development opportunities in Toronto Community Housing communities.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct a Board of Directors workshop.</li> <li><input type="checkbox"/> Develop and implement a community economic development program.</li> <li><input type="checkbox"/> Initiate pilots and act on economic development opportunities.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate pilots.</li> <li><input type="checkbox"/> Review and communicate economic development opportunities and policies.</li> </ul>
<p><b>1.3.6</b> <b>Anti-Racism Program</b> Implement the Anti-Racism Program to deal with equity and anti-racism issues.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate study circles for tenants, staff and the Board of Directors.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Continue implementation of the program.</li> </ul>

# Communities Commitments

At-A-Glance

## 1.3 | HEALTHY COMMUNITIES continued

	2006	2007   2008
<b>1.3.7</b> <b>Social Investment Fund</b> Implementation and evaluation of the Social Investment Fund.	<input type="checkbox"/> Evaluate the fund. <input type="checkbox"/> Expand on communication and education.	<input type="checkbox"/> Apply evaluation recommendations.

## 1.4 | COMMUNITY ENGAGEMENT

	2006	2007   2008
<b>1.4.1</b> <b>Tenant Participation System</b> Application of the learnings gained through the evaluation of the Tenant Participation System.	<input type="checkbox"/> Evaluate the system. <input type="checkbox"/> Apply evaluation recommendations. <input type="checkbox"/> Hold tenant elections. <input type="checkbox"/> Hold a Tenant Forum.	<input type="checkbox"/> Hold 2007 and 2008 Tenant Forums.
<b>1.4.2</b> <b>Community Business Planning</b> Evaluation of the participatory budgeting process and application of the learnings to business planning.	<input type="checkbox"/> Complete the 2006 planning cycle. <input type="checkbox"/> Evaluate the process to ensure democracy. <input type="checkbox"/> Apply evaluation recommendations.	<input type="checkbox"/> Complete 2007 and 2008 planning cycles.
<b>1.4.3</b> <b>Neighbourhood Engagement Strategy</b> Working with City and community partners toward integration of Toronto Community Housing communities into the neighbourhood.	<input type="checkbox"/> Participate in the United Way Strong Neighbourhoods campaign. <input type="checkbox"/> Participate on City interdivisional teams for priority neighbourhoods. <input type="checkbox"/> Develop local and portfolio-wide engagement strategies.	<input type="checkbox"/> Implement local and portfolio-wide engagement strategies.

# Organization Commitments

At-A-Glance



## 2006

## 2007 | 2008

### 2.1

#### Healthy Organization Strategy

Implementation of a strategy framework that enables a healthy organization.

- Develop Organizational Health indicators.
- Establish baseline measurements through an employee survey.
- Respond to the employee survey.
- Develop, communicate and implement the Healthy Organization Strategy.
- Initiate an evaluation of the Rewards & Recognition Program and Employee Wellness Programs in the context of the Healthy Organization Strategy.

- Put healthy organization monitoring tools in place.
- Implement action plans based on employee survey results.
- Evaluate progress against indicators.
- Revise the Rewards & Recognition Program as required based on results of the evaluation.
- Re-issue the employee survey.

### 2.2

#### Collective Bargaining Agreements

Negotiation of collective agreements that integrate the values of the organization and respects the rights of employees.

- Negotiate a contract with OPSEU 529 Security.
- Negotiate first collective agreements with CUPE Locals 79 and 416.

- Enhanced opportunities for joint issue management and communication with labour.



# Organization Commitments

At-A-Glance

	2006	2007   2008
<p><b>2.3</b> <b>Workplace Diversity Plan</b> Development of a plan to identify and address any barriers to Toronto Community Housing employment.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop a workforce profile tool.</li> <li><input type="checkbox"/> Develop a Workplace Diversity Plan.</li> <li><input type="checkbox"/> Set diversity targets.</li> <li><input type="checkbox"/> Review and amend policies and practices to identify systemic barriers.</li> <li><input type="checkbox"/> Develop recruitment strategies that promote diversity.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ongoing analysis of workforce diversity.</li> <li><input type="checkbox"/> Evaluate recruitment strategies.</li> <li><input type="checkbox"/> Report performance against diversity targets and indicators of a diverse workplace.</li> </ul>
<p><b>2.4</b> <b>Training and Development</b> Training and development opportunities for personal and professional development.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate the Community Training Program.</li> <li><input type="checkbox"/> Implement Passport to Learning.</li> <li><input type="checkbox"/> Promote the Lifelong Learning Centre.</li> <li><input type="checkbox"/> Conduct an interim evaluation of the Leadership Development Program.</li> <li><input type="checkbox"/> Implement Phase 2 of the Leadership Development Program.</li> <li><input type="checkbox"/> Implement a pilot Supervisor Development Program.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete the formal study component of the Leadership Development Program.</li> <li><input type="checkbox"/> Monitor and measure the outcomes of the Leadership Development Program.</li> <li><input type="checkbox"/> Evaluate and refine the pilot Supervisor Development Program.</li> <li><input type="checkbox"/> Implement a Supervisor Development Program.</li> </ul>
<p><b>2.5</b> <b>Succession and Recruitment Strategy</b> Development of a plan to build in-house capacity to fill senior management positions.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop a succession and recruitment strategy for Community Housing Unit Managers.</li> <li><input type="checkbox"/> Develop an organizational succession and recruitment plan.</li> <li><input type="checkbox"/> Align the recruitment strategy with the Workforce Diversity Plan.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate succession and recruitment strategies.</li> <li><input type="checkbox"/> Refine strategies where required.</li> </ul>
<p><b>2.6</b> <b>Safe Working Environment</b> Ensuring staff have a safe place to work.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review the Due Diligence Program.</li> <li><input type="checkbox"/> Complete Ontario Health &amp; Safety (OH&amp;S) training for supervisors and managers.</li> <li><input type="checkbox"/> Initiate OH&amp;S training for contractors.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Respond to due diligence issues raised through a review of programs.</li> <li><input type="checkbox"/> Evaluate programs and revise where required.</li> </ul>
<p><b>2.7</b> <b>Pension Service Equalization</b> Continue to seek ways for Provincial pensions to be transferred to OMERS.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop options/recommendations for bridging the pension benefits for affected staff.</li> <li><input type="checkbox"/> Apply for a \$15M provincial severance package to apply against the pension equalization plan.</li> </ul>	

# City Building Commitments

At-A-Glance



## 3.1 DEVELOPMENT AND REDEVELOPMENT

	2006	2007   2008
<p><b>3.1.1 Don Mount Court and Regent Park Revitalization</b></p> <p>Don Mount and Regent Park communities revitalized, increasing the number of affordable housing units.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Demolition at Don Mount Court and Regent Park.</li> <li><input type="checkbox"/> Construction to begin at Don Mount Court and Regent Park.</li> <li><input type="checkbox"/> Review of sites.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Continue construction at Don Mount Court and Regent Park.</li> </ul>
<p><b>3.1.2 City Initiatives</b></p> <p>Participation in City-led development/redevelopment opportunities.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Move forward with the delivery of affordable housing in District 3 West Don Lands of the Waterfront revitalization plans.</li> <li><input type="checkbox"/> Move forward with the Railway Lands revitalization.</li> <li><input type="checkbox"/> Provide development expertise in affordable housing production, green buildings and general housing specifications.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Start construction in District 3 West Don Lands of the Waterfront.</li> <li><input type="checkbox"/> Start construction in the first block of the Railway Lands.</li> <li><input type="checkbox"/> Continue providing development expertise as opportunities arise.</li> </ul>
<p><b>3.1.3 Other Development Opportunities</b></p> <p>Leverage other development opportunities to promote community revitalization and additional affordable housing.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Acquisition and renovation of 88-90 Carlton Avenue.</li> <li><input type="checkbox"/> Preparatory work to assess redevelopment opportunities.</li> <li><input type="checkbox"/> Leverage opportunities that arise through other parties initiatives.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Assess ongoing opportunities.</li> <li><input type="checkbox"/> Planning and development work.</li> </ul>

# City Building Commitments

At-A-Glance

## 3.2 LEVERAGING THE ASSET

	2006	2007   2008
<p><b>3.2.1 Infill Opportunities</b></p> <p>Assess infill opportunities to leverage underutilized land to increase the number of affordable housing units.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Development approvals for 331 Bartlett.</li> <li><input type="checkbox"/> Development approvals for 1900 Sheppard Avenue.</li> <li><input type="checkbox"/> Assess further opportunities for infill potential.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete construction at 331 Bartlett.</li> <li><input type="checkbox"/> Complete construction at 1900 Sheppard Avenue.</li> <li><input type="checkbox"/> Ongoing review of infill opportunities.</li> </ul>
<p><b>3.2.2 Divestment-Reinvestment Strategy</b></p> <p>Identify opportunities to divest housing stock for the purpose of reinvesting to replace and/or increase the number of units.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Assess potential sale of a selected group of high-value scattered housing.</li> <li><input type="checkbox"/> Initiate Infill redevelopment to consolidate replacement units sold and reinvestment from sale proceeds.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ongoing implementation of divestment/reinvestment strategy.</li> <li><input type="checkbox"/> Development and construction of replacement projects.</li> </ul>
<p><b>3.2.3 Underperforming Assets</b></p> <p>Review of the asset to assess options related to sites that are currently underperforming.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Assess Collegeview Apartment options.</li> <li><input type="checkbox"/> Assess Church/Granby options.</li> <li><input type="checkbox"/> Assess options for priority buildings with vacant bachelor units.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement approved options on underperforming assets.</li> </ul>
<p><b>3.2.4 Asset Approval Process</b></p> <p>Work with the City to develop protocols to streamline approval processes.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Work with the City to streamline approval processes.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate protocols around approval processes.</li> </ul>

# Governance Commitments



## 4.1 ORGANIZATIONAL GOVERNANCE

	2006	2007   2008
<p><b>4.1.1 Community Governance</b></p> <p>Introduction of community models of governance that enable tenants to form the decision-making body of their community.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Work with communities to identify prototype options.</li> <li><input type="checkbox"/> Put a community governance framework in place.</li> <li><input type="checkbox"/> Work with interested prototype communities on selected governance models.</li> <li><input type="checkbox"/> Evaluate the Atkinson Cooperative.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate prototypes in two communities.</li> <li><input type="checkbox"/> Evaluate prototypes and apply learnings.</li> <li><input type="checkbox"/> Ongoing review and assessment of prototypes.</li> </ul>
<p><b>4.1.2 Advocacy Program</b></p> <p>Develop an approach to advocacy on issues or importance to Toronto Community Housing and its communities.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Put a coordinated program in place.</li> <li><input type="checkbox"/> Develop and implement advocacy campaigns related to housing, and shelter components of Ontario Works (OW) and the Ontario Disability Support Program (ODSP).</li> <li><input type="checkbox"/> Document Toronto Community Housing experiences.</li> <li><input type="checkbox"/> Develop research capacity.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ongoing review of advocacy issues.</li> <li><input type="checkbox"/> Identify research activities to support the Advocacy Program.</li> </ul>

## 4.2 ACCOUNTABILITY

	2006	2007   2008
<p><b>4.2.1 Governance Tools</b></p> <p>Ensure that the governance tools enable self-governance, reflect corporate values and are clearly communicated.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Use the accountability framework.</li> <li><input type="checkbox"/> Review accountabilities.</li> <li><input type="checkbox"/> Provide staff updates on legislative and policy requirements.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide staff updates on legislative and policy requirements.</li> </ul>

# Governance Commitments

## 4.2 ACCOUNTABILITY continued

	2006	2007   2008
<p><b>4.2.2 Values-Driven Procurement System</b></p> <p>A comprehensive review of procurement systems to ensure spending furthers Toronto Community Housing’s strategic goals.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Assess expenditures and control systems.</li> <li><input type="checkbox"/> Develop additional standard specifications and pre-qualified vendor lists.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Expand and refine standard specifications and vendor lists.</li> <li><input type="checkbox"/> Evaluate vendor performance.</li> <li><input type="checkbox"/> Review control systems, procurement practices and policies.</li> </ul>
<p><b>4.2.3 Board Assessment Program</b></p> <p>An annual assessment of the Board of Directors to assist in the shaping of its role and structure.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct an assessment of the Board of Directors and discuss findings in a workshop.</li> <li><input type="checkbox"/> Implement the assessment and workshop recommendations.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct an assessment of the Board of Directors and discuss findings in a workshop.</li> <li><input type="checkbox"/> Implement the assessment and workshop recommendations.</li> </ul>



# Introduction

An introduction to Toronto Community Housing's  
Community Management Plan 2006 | 2007 | 2008.



# Introduction

## The Community Management Plan

The Community Management Plan is Toronto Community Housing's three-year strategic plan. It provides the framework and guidebook for the direction that Toronto Community Housing is taking, identifying the focus areas for the next three years. The plan is updated annually.

Since Toronto Community Housing was established in 2002, the changes in the organization in focus, emphasis and culture have been significant. The change process has been rapid and there have been many achievements to date; however, there are still many more to go if Toronto Community Housing is to reach the goals it has set for itself.

To be effective in meeting its commitments, the quick and focused pace that Toronto Community Housing has been moving at needs to be maintained, and in some respects accelerated. At the same time, a renewed focus on the day-to-day management of the organization's core property management services needs to take place. The infrastructure of the organization is now in place and targets are being achieved. Much of the foundation for change is now set. However, the demands of delivering services and achieving new goals while building the path for the future opportunities provided by multiple governing bodies and housing units has had an impact on the day-to-day operations. A renewed focus on the day-to-day operations needs to be regained through the implementation of this plan.

The core activities and beliefs that make Toronto Community Housing more than just housing, such as tenant and staff participation and

empowerment, the accountabilities of staff and tenants, and the health and safety of its workplaces and communities, are all essential to the successful implementation of the initiatives in this plan.

The organization has a responsibility to partner with tenants, staff, neighbours, the City and other organizations to strengthen both its own communities and the neighbourhoods that surround them through both its change initiatives and its day-to-day operations. To effect the balanced approach to implementation that is needed, Toronto Community Housing recognizes that change initiatives must roll-out while respecting the day-to-day operations such as delivering services, addressing repairs, collecting rent, and filling vacancies.

Toronto Community Housing has set out on an ambitious path in improving the health of its buildings, its communities and its organization. It has long recognized that the strict provision of "housing" does not create a home; that housing that is left in a state of disrepair does not lend itself to the creation of "communities". Buildings that are clean and well-maintained assist with building community pride. Tenants who have a say in the decisions that affect them take pride in the decisions of the community.

Improved customer service, effective operations, well-maintained buildings and the capacity and capability of staff, managers and Tenant Councils to bring new skills, knowledge and expertise to the table will all contribute to a balanced approach to effecting the Community Management Plan. This plan will see a significantly increased investment in building the knowledge, skills and competencies that will enable both staff and tenants to become involved, participate, communicate and manage



independently within a framework that clearly sets out the accountabilities and roles of each, and clearly outlines their responsibility back to the organization.

The Community Management Plan 2006 | 2007 | 2008 maintains the organization's four strategic focus areas of:

- Communities**
- Organization**
- City Building**
- Governance**

The initiatives identified under each of the focus areas builds on the accomplishments to date and sets out the focus for 2006, 2007 and 2008. Toronto Community Housing's primary focus in this plan is on getting community governance established, ensuring the right governance components are in place for the organization, further engaging tenants and staff in decision-making, living up to the quality commitment of creating and sustaining healthy buildings, healthy communities and a healthy organization. The initiatives set out in the plan bring the organization closer to the achievement of its goals.





2006 | 2007 | 2008

# Investment Plan

Toronto Community Housing is operating in a constrained financial environment within which it must not only address the ongoing maintenance and community health stresses, but within which it must also find ways to bring the housing stock back up to standard. The Investment Plan responds to those issues.



# 2006 | 2007 | 2008 Investment Plan

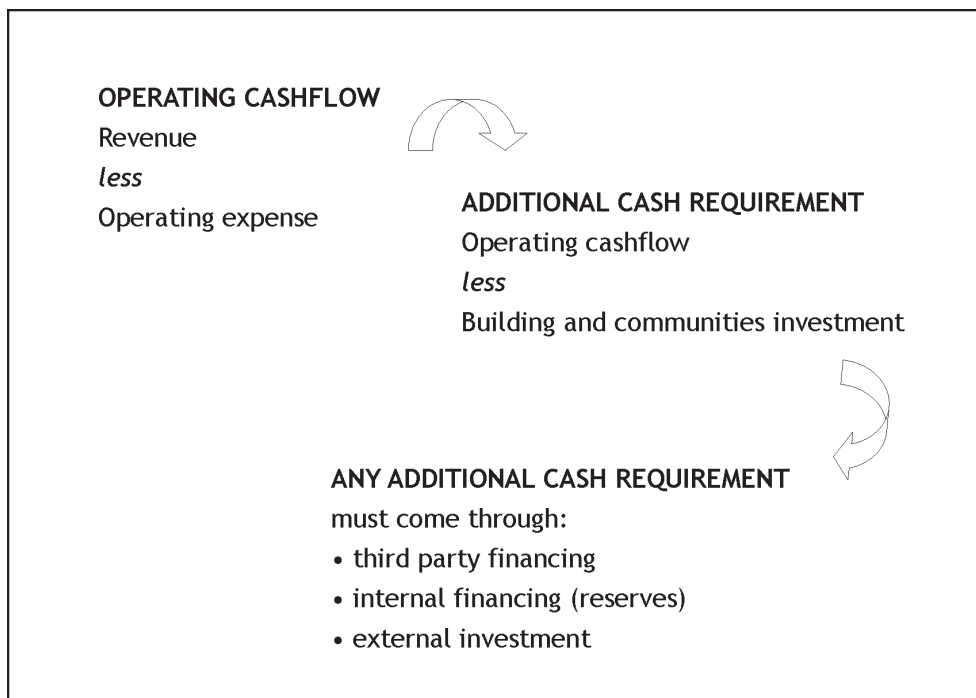
The 2006-2008 Toronto Community Housing Investment Plan is the budgetary framework for implementation of the Community Management Plan.

The objectives for this Investment Plan include:

- ensuring that there are financial resources available to implement the Community Management Plan initiatives; and
- applying the greatest amount of investment possible to areas where Toronto Community Housing will achieve the greatest return against Community Management Plan objectives.

## Funding Sources

Funding for the Community Management Plan comes from three sources: revenues from operations, borrowing, and reserves. Operating cashflow is the total of all revenues, minus the cost of operations. Additional cash requirements to fund Toronto Community Housing initiatives over and above daily operations must also be funded through its operating cashflow. Where there are not enough funds in the operating cashflow to cover daily expenditures and strategic initiatives, Toronto Community Housing must make up the additional cashflow requirement through either third party financing, withdrawal from internal reserves, or through investment by external sources.



## Context for Financial Planning

The financial plan outlining the revenue, operating and investment plans for the 2006-2008 period are shown in Tables A and B. The plan is based on the following key assumptions faced by Toronto Community Housing:

- there are fewer financial resources available than needed;
- needs and costs increase with time;
- operating expenditures have been reduced to a minimum, and therefore internal cashflows have been maximized; and
- additional financing leverages the value of the investment.

In developing the Investment Plan for the Community Management Plan, Toronto Community Housing faces the following challenges:

1. revenue increases below the cost of inflation;
2. expenditures rising faster than inflation; and
3. reductions in cashflow.

A description under each key challenge area follows.

### 1. Revenue increases below the cost of inflation.

Increases generated through non-rental revenues and subsidies tied to inflation cannot make up for decreasing rental revenues. The net impact is an overall revenue increase that is below the level of the cost of inflation.

- **RGI revenue is expected to stay flat or drop for the 2006-2008 period.**

Historically, rent geared-to-income (RGI) revenue has been increasing by 2% to 3% per year. This trend stopped two years ago and it is not expected to resume during this planning cycle. Both new and existing RGI tenant rents are dropping from previous levels. This is a major challenge for Toronto Community Housing as RGI revenue represents 38% of housing operations revenue. Market revenue, representing about 9% of housing operations revenue, is budgeted to increase by 2.1% for each of the next three years. On the average, assuming market rent increases will be sustainable, rental revenue will still only have an average increase of less than 0.5%. Total rental revenue is expected, at best, to stay flat for the three-year planning horizon.

- **Non-rental revenues will increase.**

Implementation of the approved Revenue Plan to align pricing on tenant services such as parking, laundry, and cable TV to low-end of market, as well as increases in commercial revenue should pick up the Community Management Plan non-rental revenue target not achieved in 2005.

The phased implementation of the Revenue Plan will increase 2006, 2007 and 2008 non-rental revenue by \$3.8M, \$2.6M and \$2.0M respectively. These revenues offset only some of the loss in rental revenues.

- **Subsidy revenue will increase, but will primarily cover mortgages and taxes inflation only.**

Toronto Community Housing receives approximately one-third of its revenue through subsidy. Toronto Community Housing's subsidy is guided by an Operating Agreement between Toronto Community Housing and the City as administrator of social housing. While the subsidy will increase, the increases are primarily to cover the costs of mortgages and taxes.

Overall, the total revenue from housing operations (excluding Access Housing Connections Inc.) will increase by less than \$10M on a budget of more than \$500M, or an average annual increase of about of 1.7%. With general inflation running at about 3%, overall revenue is running well below the cost of inflation for the period. This is a significant issue for Toronto Community Housing.

## 2. Expenditures rising faster than inflation.

Increases in manageable costs (maintenance, labour, etc.) and utilities are expected to continue to surpass the cost of inflation.

- **Manageable cost is expected to increase by an average of 2.4% annually.**

Manageable costs are operating costs less mortgage payments and taxes. This is based on the assumption that Toronto Community Housing can control non-wage expenditures below inflation through economies of scale and productivity improvement measures, but cannot control mortgages or taxes. Wage and benefit settlements that are above the rate of inflation will put further upwards pressure on manageable costs. The overall 2006 manageable cost at \$141.6M or \$2,433 per unit is within the Provincial cost benchmark range for Toronto Community Housing (\$2,318 to \$2,576).

- **Utility cost increases averaging about 7.2%, with hydro, gas and water at 4%, 8% and 6% respectively.**

2007 and 2008 increases are estimated at approximately 5% per year; this with a significant amount of energy efficiency work in place. The utilities budget is the single largest cost increase facing Toronto Community Housing.

- **Mortgages and taxes are cost pass-through items and the impact is included in the subsidy budget.**

There is no direct impact on Toronto Community Housing costs.

Increases in manageable costs and utilities are expected to rise faster than the cost of inflation. In combination with decreasing revenues, the impact on Toronto Community Housing is significant.

## 3. Reductions in cashflow.

The result of decreasing revenues and increasing expenses is a reduced operating cashflow that Toronto Community Housing must manage within maintaining operations, rehabilitating the portfolio, and implementing the Community Management Plan.

- **Operating cashflow will be reduced over the planning period.**

As shown in Table A, against the 2005 plan, the overall impact of a lower revenue base and cost increases from wages, utilities and other operating costs will result in a net reduction of operating cashflow of more than \$11M for the three-year planning period.

**Table A – 2006-2008 Operating Plan**

	2005 Budget Revised per Operating Agreement	2005 Projection (September)	2006	2007	2008
<b>REVENUE</b>					
RGI Rents	216,100,000	210,373,785	210,662,600	210,662,600	210,662,600
Market Rental Revenues	48,515,000	48,543,397	49,776,700	51,021,100	52,296,600
Non-Rental Revenue (net of bulk cable charge pass-through)	25,375,200	23,089,500	26,815,600	29,479,800	31,386,600
Bad Debt Allowance	(2,040,000)	(1,826,215)	(2,000,000)	(2,000,000)	(2,000,000)
Other Revenue (TCHC Rent Supplement Buildings)	3,282,000	3,102,000	3,319,200	3,457,500	3,601,600
<b>Subtotal</b>	<b>291,232,200</b>	<b>283,282,467</b>	<b>288,574,100</b>	<b>292,621,000</b>	<b>295,947,400</b>
Housing Program Subsidies	261,489,670	261,489,670	266,244,706	270,846,800	277,112,700
Additional Subsidies for Capital	-	-	5,000,000	5,000,000	5,000,000
<b>Total Housing Operations Revenue</b>	<b>552,721,870</b>	<b>544,772,137</b>	<b>559,818,806</b>	<b>568,467,800</b>	<b>578,060,100</b>
AHCI - Subsidies	28,698,000	28,698,000	28,802,100	29,918,000	31,079,000
<b>TOTAL REVENUE</b>	<b>581,419,870</b>	<b>573,470,137</b>	<b>588,620,906</b>	<b>598,385,800</b>	<b>609,139,100</b>
<b>EXPENDITURES - HOUSING OPERATIONS</b>					
<b>Manageable Cost</b>					
Building Operations & Maintenance & Tenancy Mgmt	100,748,000	102,514,000	103,943,200	106,230,000	108,567,100
Community Support Services	5,996,000	5,996,000	6,151,900	6,287,200	6,425,500
Community Safety Services	9,476,000	10,226,000	11,339,400	11,588,900	11,843,900
Corporate & Shared Services	20,389,000	18,933,000	20,125,300	20,568,100	21,020,600
<b>Total Manageable Cost</b>	<b>136,609,000</b>	<b>137,669,000</b>	<b>141,559,800</b>	<b>144,674,100</b>	<b>147,856,900</b>
<b>Other Costs</b>					
Insurance	4,961,000	4,161,000	3,750,000	3,937,500	4,134,400
Utilities	101,406,000	100,106,000	106,683,000	111,483,700	116,500,500
Property Taxes - Hsg Program	106,358,151	106,358,151	108,024,000	110,184,500	113,490,000
Property Taxes - Other	9,191,849	8,391,849	8,167,800	8,535,000	8,919,000
Mortgage - Housing Program	83,630,000	83,631,734	83,632,000	83,632,000	83,632,000
Other Mortgage & Interest	11,890,000	12,028,409	12,028,400	12,028,400	12,028,400
Other Operating Cost (Commercial)	4,502,200	3,174,040	3,200,000	3,374,400	3,455,100
<b>Total Other Cost</b>	<b>321,939,200</b>	<b>317,851,183</b>	<b>325,485,200</b>	<b>333,175,500</b>	<b>342,159,400</b>
<b>TOTAL HOUSING OPERATIONS</b>	<b>458,548,200</b>	<b>455,520,183</b>	<b>467,045,000</b>	<b>477,849,600</b>	<b>490,016,300</b>
<b>Access Housing Connections (AHCI)</b>	-	-	11,524,817	10,804,600	12,166,700
Wait List Management & Admin	4,165,000	4,165,000	4,269,100	4,363,000	4,459,000
Rent Supplement Programs - Landlord Payments	24,533,000	24,533,000	24,533,000	25,555,000	26,620,000
<b>Total AHCI</b>	<b>28,698,000</b>	<b>28,698,000</b>	<b>28,802,100</b>	<b>29,918,000</b>	<b>31,079,000</b>
<b>TOTAL EXPENDITURES</b>	<b>487,246,200</b>	<b>484,218,183</b>	<b>495,847,100</b>	<b>507,767,600</b>	<b>521,095,300</b>
<b>OPERATING CASHFLOW</b>	<b>94,173,670</b>	<b>89,251,954</b>	<b>92,773,806</b>	<b>90,618,200</b>	<b>88,043,800</b>

A brief description of Toronto Community Housing's financial picture follows.

## Operations

Toronto Community Housing has reduced operating expenditures over the past three years. Operating cost reductions have primarily been achieved in the administrative and corporate spending areas. While there has been some reallocation of budget amounts between operating categories, stable funding has remained for the buildings and operations expenditures, community development and community safety. Because Toronto Community Housing revenues have not risen in proportion to the cost increases, there has been an effective decrease in funds available overall for operations.

## Reserves

Toronto Community Housing has two primary reserves:

- **Capital Replacement Reserve** - restricted to non-profit programs); and
- **Unrestricted Contingency Reserve** - for the purpose of addressing emergency repairs and critical needs in the portfolio (such as equity for the Building Renewal Program). The Unrestricted Contingency Reserve is also used to fund non-building capital (information systems, vehicles, equipment), and housing development and redevelopment initiatives.

Under current *Social Housing Reform Act* guidelines, the Capital Replacement Reserves can only be used for the non-profit housing portfolio. Although Toronto Community Housing has the Unrestricted Contingency Reserve, a significant portion of this reserve came from funds raised through operating surpluses in the non-profit portfolio (prior to the creation of Toronto Community Housing in 2002). Prior to

amalgamation with the Metro Toronto Housing Corporation (MTHC), Toronto Housing Company (THC), the former municipal non-profit, had total reserves of \$92.5M made up of \$57.5M capital and \$35M unrestricted reserves. The unrestricted reserves for the non-profit program were augmented in recognition that the mandatory reserve contributions will be insufficient to maintain the non-profit portfolio in a good state of repair. Approximately 65% of the current Unrestricted Contingency Reserve relates to requirements in the non-profit component of the portfolio.

The annual mandatory contribution to the Capital Replacement Reserve is indexed to inflation, and for 2004 it was \$6.7M. No contributions to the Unrestricted Contingency Reserve are planned at this time as there is no available allocation to be made. At the current rate of reserve depletion (approximately \$11M per year over the planning horizon), the reserves will be exhausted in 10 years. However, depletion of the reserves would not only be financially irresponsible, the non-profit program requires that reserves are maintained.

The reserves must be maintained at reasonable levels. Good management requires sufficient reserves. There is no other source of emergency operating funding available to Toronto Community Housing. Past experience clearly shows such funds are required, either to address legislated changes to building codes, occupancy standards or other bylaws, and to ensure adequate operating cashflows in the event of sudden shifts in operating revenues or costs. The current Unrestricted Contingency Reserve is approximately 9% of the annual Toronto Community Housing budget, just one month of operating funds.

Without an increase in the level of subsidy to Toronto Community Housing, a choice will be required between reduced capital spending to support Community Management Plan initiatives such as investment in community health projects (youth leadership, community capacity building,



social investment grants), eliminating this spending altogether, or drawing down the various reserves to meet annual requirements, accelerating the depletion of the reserves. Toronto Community Housing is requesting an increase in subsidy of \$5M annually to stem the rate of reserve depletion and enable some form of building and community investment to continue.

In 2004, due to the increased needs in capital spending in the non-profit portfolio, the Capital Replacement Reserve (restricted fund) was drawn down by \$5.6M to a year-end balance of \$61.7M as noted in the 2004 Financial Statements. The following is a summary of the fund transactions during the three years between 2002 and 2004:

Mandatory contribution	\$19.3M
Investment income	\$ 8.4M
Additional contribution and transfer	\$17.3M
Withdrawal for capital expenditure	(\$39.2M)

Between 2002 and 2004, the Capital Replacement Reserve increased by only \$5.7M from \$56M to \$61.7M. This is an indication of an aging non-profit portfolio. Without the additional capital reserve contribution of \$17M in 2003, the Capital Replacement Reserve would have been reduced by \$12M during this period.

### Debt Servicing

Toronto Community Housing currently has just over \$1B in debt. The majority of this is mortgage debt. In 2006 to 2008, this amount will increase by \$70M to finance the Building Renewal Program (\$50M) and the Appliance Replacement Program (\$20M). Debt services for these programs are primarily funded from energy savings budgeted in utility costs and have been accounted for in the operating cashflow similar to mortgage debts. A portion of the Building

Renewal Program will be financed from operating cashflow during the four-year implementation period.

### Building and Community Investment Plan

The Investment Plan is based on having cashflow available for capital repairs, the Building Renewal Program, Community Management Plan initiatives, and mandatory contributions to replacement reserves. The reduction of operating cashflow relative to previous years has a significant impact on the Investment Plan. For this reason, Toronto Community Housing is requesting an increase of \$5M in subsidy funding in order to implement the planned investment program.

Tables B and C show the 2006-2008 Buildings and Communities Investment Plan and the funding of the investment respectively. This plan reflects similar priorities as noted in the previous plan, but has to deal with the reality of reduced operating cashflow and an increase in priority to deal with the deferred capital. This is achieved by a significant increase in drawing down the Toronto Community Housing capital and unrestricted reserves.

Table D is a re-stating of Tables B and C, but has prioritized the investment into discretionary or committed investments versus non-discretionary ones to illustrate the impact to reserves. Reserves will be drawn down at a rate of about \$11M per year for the next three years. The total amount of the reserves at the end of 2004 was about \$132M. At this current rate of depletion, the reserve will be gone in about 10 years. This does not take into account that there may be legislated restrictions on where and how the reserves should be spent.

It should be noted that this net withdrawal is the result of partially addressing the \$224M of deferred capital through a debt program. This deferred capital is largely the result of the downloaded former Provincial housing portfolio

without adequate capital provisions. This debt program will add \$6.5M to \$8M of cash requirement to the bottom-line. As noted earlier, Toronto Community Housing has requested a subsidy increase of \$5M per year. This additional funding would have a significant impact to the effort to deal with deferred capital while reducing the reserves depletion rate to about \$6M per year, almost doubling the life of the reserves.

From the tables in this Investment Plan section, it should be noted that there is reduced operating cashflow from operations over the planning period ahead. Reduced revenues and increased costs will mean it is not possible to maintain current levels of expenditures without significantly impacting reserves. In order for Toronto Community Housing to borrow funds to begin to address the deferred maintenance issues, additional revenues of \$5M are being



**Table B – 2006-2008 Buildings & Communities Investment Plan**

	2005	2005 Projection	2006	2007	2008
<b>INVESTMENT</b>					
<b>Housing Operations Capital Program</b>					
Building Capital	54,000,000	52,000,000	52,000,000	50,000,000	50,000,000
Building Capital c/o to 2006	-	2,000,000	-	-	-
Building Renewal Program (BRP)	34,000,000	5,000,000	41,770,000	31,770,000	21,770,000
LD/GTI Projects	2,580,000	2,580,000	-	-	-
Appliance Program	9,300,000	9,300,000	10,000,000	10,000,000	5,000,000
<b>Corporate Programs:</b>					
Green Initiatives	1,000,000	1,000,000	1,000,000	2,000,000	3,000,000
Accessibility Plan	1,000,000	1,000,000	1,500,000	2,000,000	3,000,000
Corporate Other (insurance reserve, IT, commercial, vehicles, etc)	6,000,000	4,000,000	6,400,000	5,600,000	3,400,000
<b>Total Building Capital Plan</b>	<b>107,880,000</b>	<b>76,880,000</b>	<b>112,670,000</b>	<b>101,370,000</b>	<b>86,170,000</b>
Green Education Program	250,000	250,000	250,000	250,000	250,000
Tenant Council Support and Community Health Pilots	850,000	850,000	850,000	850,000	850,000
Healthy Organization Initiatives (Leadership and Staff Training Programs)	720,000	720,000	700,000	700,000	700,000
Social Investment Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Development Strategy-Redevelopment Projects	2,500,000	2,500,000	2,000,000	2,000,000	2,000,000
Other Investments	2,150,000	2,150,000	1,000,000	1,000,000	1,000,000
Reserve Contributions (Capital)	16,370,000	8,000,000	7,000,000	7,000,000	7,000,000
Reserve BRP equity	-	13,000,000	8,000,000	13,000,000	1,000,000
Reserve Contributions (Development, Regeneration & CES)	11,000,000	14,000,000	15,000,000	12,000,000	12,000,000
Corporate Contingency	5,500,000	5,500,000	3,000,000	3,000,000	3,000,000
Transition Expenditures	6,000,000	6,000,000	-	-	-
<b>TOTAL INVESTMENT</b>	<b>154,220,000</b>	<b>130,850,000</b>	<b>151,470,000</b>	<b>142,170,000</b>	<b>114,970,000</b>

**Table C – Funding of 2006-2008 Buildings & Communities Investment Plan**

	2005	2005 Projection	2006	2007	2008
<b>FUNDING OF INVESTMENT</b>					
Cashflow from Operations	94,173,670	89,251,954	92,773,806	90,618,200	88,043,800
Building Renewal Program (BRP) & Other Carryover	14,000,000	14,000,000	15,000,000	8,000,000	13,000,000
Reserves Withdrawn to fund Capital, Building Renewal Program (BRP) Support & Revenue Plan & Other Investment	16,370,000	16,370,000	17,270,000	17,070,000	17,470,000
Other	2,500,000	-	-	-	-
<b>3rd Party Financing:</b>					
Energy Savings to Finance BRP	16,000,000	-	25,000,000	25,000,000	-
Energy Savings to Finance Appliance Program	9,300,000	9,300,000	10,000,000	10,000,000	5,000,000
Refinancing of Metro Loan	2,580,000	2,580,000	-	-	-
<b>TOTAL FUNDING</b>	<b>154,923,670</b>	<b>131,501,954</b>	<b>160,043,806</b>	<b>150,688,200</b>	<b>123,513,800</b>
Cashflow Before Debt Service Provision	703,670	651,954	8,573,806	8,518,200	8,543,800
Provision for Corporate Debt Services	-	-	8,000,000	8,000,000	8,000,000
<b>FREE CASHFLOW</b>	<b>703,670</b>	<b>651,954</b>	<b>573,806</b>	<b>518,200</b>	<b>543,800</b>



**Table D – Funding of 2006-2008 Buildings & Communities Investment Plan - Reserves**

	2005 Budget Revised per Operating Agreement	2005 Projection (September)	2006	2007	2008
<b>OPERATING CASHFLOW</b>	94,173,670	89,251,954	92,773,806	90,618,200	88,043,800
<b>Non-discretionary Requirements</b>					
Mandatory Capital Reserve Contribution	6,470,000	6,470,000	7,000,000	7,000,000	7,000,000
Building Renewal Program (BRP) & Appliances (TCHC Equity Portion)	8,000,000	8,000,000	10,000,000	10,000,000	8,000,000
Revenue Plan Initiatives	-	-	2,000,000	1,300,000	200,000
Insurance Reserve	1,000,000	1,000,000	1,300,000	1,200,000	1,200,000
Regent Park Redevelopment	11,000,000	14,000,000	15,000,000	12,000,000	12,000,000
Provision for Debt Services	-	-	8,000,000	8,000,000	8,000,000
<b>Total Non-discretionary Requirements</b>	<b>26,470,000</b>	<b>29,470,000</b>	<b>43,300,000</b>	<b>39,500,000</b>	<b>36,400,000</b>
<b>Net Cashflow Available for Discretionary Investments</b>	<b>67,703,670</b>	<b>59,781,954</b>	<b>49,473,806</b>	<b>51,118,200</b>	<b>51,643,800</b>
<b>Discretionary Investments</b>					
<b>Investment in TCHC Asset</b>					
Base Program	56,580,000	56,580,000	52,000,000	50,000,000	50,000,000
Green & Accessibility Initiatives	2,000,000	2,000,000	2,500,000	4,000,000	6,000,000
Development Strategy- Redevelopment Projects	2,500,000	2,500,000	2,000,000	2,000,000	2,000,000
Corporate Other (IT, Commercial Portfolio, etc.)	6,170,000	4,170,000	3,100,000	3,100,000	2,000,000
Corporate Contingency	5,500,000	5,500,000	3,000,000	3,000,000	3,000,000
Investment in Healthy Community	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
Investment in Healthy Organization (Training & Other)	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Capital & Contingency Reserve Contributions	9,900,000	1,530,000	-	-	-
Transition	6,000,000	6,000,000	-	-	-
<b>Total Discretionary Investments</b>	<b>92,450,000</b>	<b>82,080,000</b>	<b>66,400,000</b>	<b>65,900,000</b>	<b>66,800,000</b>
<b>Cash Shortfall</b>	<b>(24,746,330)</b>	<b>(22,298,046)</b>	<b>(16,926,194)</b>	<b>(14,781,800)</b>	<b>(15,156,200)</b>
Rebate, Refinancing & c/o from prior years	9,080,000	6,580,000	2,000,000	-	-
<b>Net Shortfall</b>	<b>(15,666,330)</b>	<b>(15,718,046)</b>	<b>(14,926,194)</b>	<b>(14,781,800)</b>	<b>(15,156,200)</b>
Withdrawal from Reserves	16,370,000	16,370,000	15,500,000	15,300,000	15,700,000
<b>Free Cashflow</b>	<b>703,670</b>	<b>651,954</b>	<b>573,806</b>	<b>518,200</b>	<b>543,800</b>
<b>Reserves Net of Contributions &amp; Free Cashflow (+contribution / - withdrawal)</b>	<b>703,670</b>	<b>(7,718,046)</b>	<b>(7,926,194)</b>	<b>(7,781,800)</b>	<b>(8,156,200)</b>

Communities



Organization



City Building



Governance



# Strategic Focus Areas

Toronto Community Housing's  
Community Management Plan 2006 | 2007 | 2008  
builds on previous strategic plans implemented by the organization.

The plan falls out under four strategic focus areas.  
Each focus area outlines a number of key initiatives that  
Toronto Community Housing will undertake over the next three years  
in order to achieve the related goals.

The focus areas are supported by the Investment Plan.

Progress against the plan is reported to the Board of Directors on a quarterly basis.





## Focus on **Communities**

Toronto Community Housing remains committed to its goals of buildings in a good state of repair, quality service for all tenants, the health of its communities and the engagement of its tenants and the broader community.

As the focus moves toward accelerating community governance, the commitments of the organization as they relate to the tenants and communities it provides housing to become more focused.





# Communities Commitments

## 1.1 | ASSET IMPROVEMENT

	2006	2007   2008
<b>1.1.1 Building Renewal Program</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Implement Phase 1 of the program.</li><li><input type="checkbox"/> Initiate an Energy Performance Monitoring and Verification Plan.</li><li><input type="checkbox"/> Evaluate the site selection process for Phase 2 of program.</li><li><input type="checkbox"/> Determine options and costs for the Phase 2 program.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Allocate 2007 and 2008 funds.</li><li><input type="checkbox"/> Evaluate ongoing projects.</li></ul>
<b>1.1.2 Accessibility Plan</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Approve and implement the plan.</li><li><input type="checkbox"/> Develop and implement a unit modification protocol.</li><li><input type="checkbox"/> Launch an education program.</li><li><input type="checkbox"/> Implement standards for new and redeveloped housing.</li><li><input type="checkbox"/> Allocate \$1.5M for upgrades.</li><li><input type="checkbox"/> Identify impacts of legislation.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Ongoing implementation of the Accessibility Plan.</li></ul>
<b>1.1.3 Green Plan</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Appoint a Green Plan coordinator and project manager.</li><li><input type="checkbox"/> Establish a leadership team of staff and tenants.</li><li><input type="checkbox"/> Hold a Green Forum.</li><li><input type="checkbox"/> Pilot a high-rise waste diversion program.</li><li><input type="checkbox"/> Evaluate a tenant education pilot.</li><li><input type="checkbox"/> Apply learnings from the tenant-paid utility site pilot.</li><li><input type="checkbox"/> Set and achieve 2006 targets.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Apply for Green Plan grants/rebates.</li><li><input type="checkbox"/> Hold 2007 and 2008 Green Forums.</li><li><input type="checkbox"/> Set and achieve 2007 and 2008 targets.</li></ul>

# Communities Commitments

## 1.1 | ASSET IMPROVEMENT continued

	2006	2007   2008
<b>1.1.4 Asset Management</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Introduce an electronic tool to collect unit inspection data.</li><li><input type="checkbox"/> Implement the building condition audit schedule.</li><li><input type="checkbox"/> Link the collection tool, audit schedule and EasyTrac to the Asset Enterprise System.</li><li><input type="checkbox"/> Implement the Asset Enterprise System.</li><li><input type="checkbox"/> Update the long-term capital requirements plan.</li><li><input type="checkbox"/> Revise the annual planning system.</li><li><input type="checkbox"/> Implement a preventive maintenance program for all assets.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Continue building condition audits.</li><li><input type="checkbox"/> Update the long-term capital requirements plan.</li></ul>

## 1.2 | QUALITY SERVICE TO TENANTS

<b>1.2.1 Quality Service</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Implement EasyTrac in every Community Housing Unit.</li><li><input type="checkbox"/> Align EasyTrac data reports with performance reviews and planning cycles.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Explore EasyTrac convenience options (ie. service kiosks, internet access, etc.).</li></ul>
<b>1.2.2 Tenant Survey</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Conduct survey.</li><li><input type="checkbox"/> Report 2006 performance against 2004 results.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Conduct 2008 survey.</li><li><input type="checkbox"/> Report 2008 performance against 2006 results.</li></ul>

# Communities Commitments

## 1.3 | HEALTHY COMMUNITIES

	2006	2007   2008
<b>1.3.1 Community Health Framework</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Evaluate pilot initiatives.</li><li><input type="checkbox"/> Implement a framework.</li><li><input type="checkbox"/> Identify and report on community health indicators.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Implement community health initiatives.</li></ul>
<b>1.3.2 Seniors' Strategy</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Develop and implement a strategy.</li><li><input type="checkbox"/> Develop a protocol for buildings with mandate changes.</li><li><input type="checkbox"/> Assess and initiate "aging in place" requirements.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Evaluate the strategy.</li></ul>
<b>1.3.3 Children and Youth Strategy</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Review study findings and develop a strategy.</li><li><input type="checkbox"/> Implement recommendations from the evaluation of services.</li><li><input type="checkbox"/> Sets standards and indicators for the strategy.</li></ul>	
<b>1.3.4 Community Safety</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Evaluate the Community Safety Plan.</li><li><input type="checkbox"/> Set standards in security materials, products and services.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Apply evaluation recommendations.</li></ul>
<b>1.3.5 Community Economic Development</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Conduct a Board of Directors workshop.</li><li><input type="checkbox"/> Develop and implement a community economic development program.</li><li><input type="checkbox"/> Initiate pilots and act on economic development opportunities.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Evaluate pilots.</li><li><input type="checkbox"/> Review and communicate economic development opportunities and policies.</li></ul>
<b>1.3.6 Anti-Racism Program</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Initiate study circles for tenants, staff and the Board of Directors.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Continue implementation of the program.</li></ul>

# Communities Commitments

## 1.3 | HEALTHY COMMUNITIES continued

	2006	2007   2008
1.3.7 Social Investment Fund	<ul style="list-style-type: none"><li><input type="checkbox"/> Evaluate the fund.</li><li><input type="checkbox"/> Expand on communication and education.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Apply evaluation recommendations.</li></ul>

## 1.4 | COMMUNITY ENGAGEMENT

1.4.1 Tenant Participation System	<ul style="list-style-type: none"><li><input type="checkbox"/> Evaluate the system.</li><li><input type="checkbox"/> Apply evaluation recommendations.</li><li><input type="checkbox"/> Hold tenant elections.</li><li><input type="checkbox"/> Hold a Tenant Forum.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Hold 2007 and 2008 Tenant Forums.</li></ul>
1.4.2 Community Business Planning	<ul style="list-style-type: none"><li><input type="checkbox"/> Complete the 2006 planning cycle.</li><li><input type="checkbox"/> Evaluate the process to ensure democracy.</li><li><input type="checkbox"/> Apply evaluation recommendations.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Complete 2007 and 2008 planning cycles.</li></ul>
1.4.3 Neighbourhood Engagement Strategy	<ul style="list-style-type: none"><li><input type="checkbox"/> Participate in the United Way Strong Neighbourhoods campaign.</li><li><input type="checkbox"/> Participate on City interdivisional teams for priority neighbourhoods.</li><li><input type="checkbox"/> Develop local and portfolio-wide engagement strategies.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Implement local and portfolio-wide engagement strategies.</li></ul>

# Focus on Communities

The strategic focus on Communities sets out a number of initiatives aimed at furthering Toronto Community Housing's goals in the outcome areas of:

- Asset Improvement;
- Quality Service;
- Healthy Communities; and
- Community Engagement.

Building the responsibility and accountability of Community Housing Units, maintaining buildings in a good state of repair, improving service delivery, building the health of communities, and engaging tenants and communities are key priorities for Toronto Community Housing. The goals set out by Toronto Community Housing, where tenants and communities are engaged in making the decisions that have a direct impact on their communities, and where tenants and communities are vital participants in their neighbourhoods are fundamental elements of the community-based organization that Toronto Community Housing is working toward.

The initiatives identified throughout this section build on the foundations put in place through implementation of the first two Community Management Plans. They are aimed at responding to the requirements and interests of stakeholders. The initiatives are intended to ensure that Toronto Community Housing reaches its goals of well-maintained buildings, service excellence, and healthy communities with stakeholders engaged in the decision-making processes of the organization.

There are key priority areas in which tenants have a lot invested, and which generate a great deal of interest by many stakeholders. There are also areas where Toronto Community Housing needs to clarify, or in some cases, define its role. This may involve difficult choices about setting priorities and allocating resources. There are never sufficient resources to match the brilliance and the number of ideas, or to fill the gap in the need for services and programs. Toronto Community Housing is committed to making these choices in consultation with those who are affected or have an interest, and in working with partners to fill the gap in those areas that are not considered to be Toronto Community Housing's primary area of responsibility.

The goal is to ensure that Toronto Community Housing tenants are receiving the same rights and services as other citizens of Toronto. Toronto Community Housing needs to ensure that its actions are not inadvertently preventing that from happening. Toronto Community Housing will review the services it delivers, assess them against the needs of the community, and work with stakeholders to determine the best delivery method. That will enable the organization to focus on the areas that are its prime responsibility. This will involve much discussion with Toronto Community Housing communities, City partners and community agencies over 2006 and into 2007.

## ASSET IMPROVEMENT

Toronto Community Housing manages and maintains a large and aging housing portfolio. While every effort is made to ensure all units and all buildings are well-maintained, it is an increasingly difficult and resource-intensive effort. The older the asset gets, the more it costs to operate, and the harder it is to maintain at a set standard: aging energy systems are not as efficient as new ones, aging structures require more frequent repair, and older designs are decreasingly less suited to the needs of tenants and communities. Without adequate investment in basic building repairs, Toronto Community Housing will continue to be caught in the vicious circle of a deteriorating quality of accommodation and rising operating costs.

Historically, the lack of capital funding has resulted in the majority of capital investment being focused on ensuring life safety systems meet current standards, that the structural integrity of buildings is maintained, and that roof repairs and the replacement of mechanical systems is carried out. Relatively little expenditure could be made on building interiors or unit refurbishment. Most buildings in the Toronto Community Housing portfolio require much needed interior upgrades, an area that most impacts tenants.

Maintaining the physical condition of its properties is critical for Toronto Community Housing in building healthy communities and in providing sustainability of the asset over the long-term. Buildings in a good state of repair require less spending, contribute to healthy and safe communities, result in a higher degree of tenant satisfaction, and reduce potential liability to Toronto Community Housing and the City. A deteriorating housing stock has a direct social

and economic impact experienced most directly by the tenants who live in these communities, but also felt across the surrounding neighbourhoods in which the Toronto Community Housing community exists.

Through initiatives like the Building Renewal Program, building condition audits and the Unit Inspection Program, Toronto Community Housing is attempting to bring historically under-funded buildings up to standard. However, there are scarce resources to do this. By capturing the data gathered through the initiatives described here and other asset-related initiatives, Toronto Community Housing expects to have access to better planning information, ensuring that building maintenance and improvement plans are built on accurate information about the asset, supported by appropriate preventive maintenance programs, and factor in goals related to accessibility and the greening of Toronto Community Housing. The initiatives that follow will assist Toronto Community Housing in taking specific steps to reduce the capital repair deficit that exists within the portfolio, and improve the quality of the asset as part of the goal of healthy communities, including:

- improving the information available on the condition of units;
- identifying opportunities to leverage alternative financing of capital repairs;
- creating efficiencies in the way capital expenditures are managed; and
- responding to issues of accessibility and the environment.

Toronto Community Housing inherited an asset that required extensive repairs to bring it up to the standard that Toronto Community Housing committed to giving tenants, without the accompanying resources to accomplish it. It has carried out detailed building condition audits, committing to audit one-third of the portfolio each year. These audits have confirmed that there is an immediate need for an investment of what is estimated to be a \$224M gap to bring the housing stock back up to good condition. Over the next 10 years more than \$1B is required to maintain this good state of repair. Toronto Community Housing will contribute the majority of these funds - over \$800M - through annual capital spending that will also result in a depletion of reserves. However, even depleting reserves does not generate enough resources to bridge the immediate need for \$224M. In addition, depleting reserves is a short-term strategy only. There are great risks in running with insufficient reserves for a corporation with \$6B in assets.

The Building Renewal Program (BRP), initiated in 2004 to respond to energy issues and the state of repair, is an innovative program melding energy efficiency with building upgrades. It covers 64 buildings that are home to 7,600 units across 19 communities in a three-year \$100M investment. The program is in part a self-financing initiative. Upgraded energy systems reduce energy operating costs and those dollars saved on energy costs are redirected over the longer-term to payback the money borrowed to do the work. The program includes extensive tenant and staff involvement in setting priorities, as well as comprehensive education and training on energy conservation for both staff and tenants to sustain the efficiencies.

While Toronto Community Housing recognizes that there is a desire to expand the Building Renewal Program, it does not have the funds to commit to further financing for this type of work. This phase of the program alone requires Toronto Community Housing to commit almost \$7M of its annual operating budget over the next 15 years to paying off the debt incurred to run the program. Until Toronto Community Housing can be assured of its ability to increase its debt repayment capacity, it cannot commit to a larger Building Renewal Program.

**Accomplishments to date**

- ☑ Building Renewal Program initiated.
- ☑ Building audits and assessments completed.
- ☑ Program financing put in place.
- ☑ Contracts signed and executed in 19 communities.
- ☑ Engineering work completed on all 19 sites.

**Focus for 2006 | 2007 | 2008**

In 2006, Toronto Community Housing will continue to implement the program, establish an energy performance monitoring plan to assess the benefits of the program, and begin the tenant and staff education component.

The first phase of the program is entirely funded from Toronto Community Housing reserves, equity contributions and borrowing.

While the program will not upgrade every aspect of the building, it will significantly improve the look and livability. This is a three-year program that will take the full three years to complete all 64 buildings. At the end of the program, tenants will be living in a much upgraded building with efficient energy systems.



Improving the accessibility of communities and places of work is and will continue to be a key priority for the organization. Toronto Community Housing has an Accessibility Policy that sets out the values and commitments of the organization in response to issues of accessibility for its tenants. The policy provides the foundation for the development of the Accessibility Plan. The Accessibility Plan is intended to set out the expectations, standards and work that will transform Toronto Community Housing into an organization that is aware of the issues of accessibility and is working toward addressing them.

**Accomplishments to date**

- ☑ An Accessibility Policy for Tenants was developed.
- ☑ \$1.5M was spent in 2004 on improving accessibility in buildings.
- ☑ \$1M was spent in 2005 on numerous accessibility upgrades.
- ☑ The process to develop an Accessibility Plan was initiated.

**Focus for 2006 | 2007 | 2008**

Toronto Community Housing will develop an Accessibility Plan which will identify its accessibility needs and priorities, and its goals and objectives related to accessibility across its portfolio. The plan will outline the processes and procedures needed to assist in improving accessibility at the individual unit level as well as across the portfolio.

The Accessibility Plan will set standards for new development, redevelopment, capital and maintenance repairs, ensuring accessibility improvements are made where opportunities exist. In addition, the plan will respond to the need for a unit modification protocol that will provide communities with the necessary tools to assess and respond to unit modification requests.

The plan will be developed in consultation with staff, tenants, accessibility-focused workgroups and will factor in the objectives set out in the Accessibility Policy for Tenants, building condition audits, analysis of the wait list, an analysis of unit modification requests, legislation, and financial considerations.

The Accessibility Plan will address not only structural and technological barriers, but also attitudinal and systemic barriers. Workshops, education and communication will be key pieces of the plan.

To financially support the plan, Toronto Community Housing will allocate \$1.5M in each year of the 2006-2008 period covered by this Community Management Plan.

Toronto Community Housing developed a Green Plan in conjunction with Toronto Environmental Alliance and in consultation with staff, tenants, and community partners. The plan sets out a comprehensive approach to the greening of Toronto Community Housing which includes numerous initiatives and activities which engage staff, tenants and stakeholders.

Engaging and educating staff and tenants on energy savings, environmental issues and green opportunities is key to the success of the Green Plan, helping to sustain a green lifestyle, by putting a green influence on the decisions made by staff and tenants.

Achievement of the objectives set out in the Green Plan will place Toronto Community Housing as a leader in the field of green, affordable housing. The plan brings Toronto Community Housing to Kyoto-compliance by the year 2012 through the reduction of greenhouse gases and storm water run-off, by meeting and exceeding City solid waste diversion targets, and by undertaking a number of other green initiatives. All of the Green Plan efforts will assist not only Toronto Community Housing communities, but also the City of Toronto, in reaching environmental goals.

#### Accomplishments to date

- ☑ A Green Plan was developed.
- ☑ Appliance replacement program initiated and ongoing.
- ☑ Low-flush toilets installed in most units.
- ☑ Energy efficiency training pilot program for staff and tenants has resulted in a 15% energy savings at the pilot site.
- ☑ A review of education and energy tools at a tenant-paid utility site conducted, and the results shared with tenants.
- ☑ Energy audits performed in the scattered housing portfolio, resulting in energy upgrades.
- ☑ Work initiated with partners on cogeneration opportunities.
- ☑ Gold "LEEDS" rating achieved for the Regent Park building design.
- ☑ Start-up of numerous community gardens.

#### Focus for 2006 | 2007 | 2008

While a significant amount of work was done in 2005 to implement the Green Plan, there was no overarching coordination and leveraging of learnings. To maximize the benefits of green initiatives and successes, Toronto Community Housing will undertake a more focused, holistic approach to implementation of the plan, ensuring that priorities are set, resources allocated, linkages made between local and portfolio-wide plans, learnings shared, and successes celebrated.

Toronto Community Housing will establish a staff-tenant leadership team to continue to work on green initiatives that improve energy efficiency, waste management and recycling practices, provide tenant and staff education, explore community district heating options, and set green standards and targets.

Coordination will also ensure that attention is paid to the financial opportunities available through various green grants and rebates that are made available for environmental work and pilots. In addition, Toronto Community Housing will allocate \$1M over each of the next three years, with additional resources set aside for green education.

Toronto Community Housing has a portfolio with over 2,000 buildings of different size, age and built-form. These sites are at different levels of repair having had differing upgrades in building systems, structure, common areas and unit interiors. Managing this diverse portfolio is a key challenge.

Coordination and communication of building information to inform capital planning, preventive maintenance and other asset-based decisions is critical to maintaining the asset in a good state of repair, making divestment and reinvestment decisions, leveraging the land, and in ensuring costs are maintained at an acceptable level. Buildings in a good state of repair is one of Toronto Community Housing’s key commitments. Having the right information on all aspects of the asset kept current will ensure that resources are allocated to the right priority areas and that the asset decisions are made based on the best information.

**Accomplishments to date**

- ☑ Process and information systems put in place to better manage asset information.
- ☑ Building condition audits initiated.
- ☑ An annual unit inspection program initiated, and upgraded to include a fire safety check, and a review of unit repairs and appliance needs.

**Focus for 2006 | 2007 | 2008**

In 2006, Toronto Community Housing will move toward the electronic capture of asset information. While there have been accomplishments in this area that have helped quantify the cost of the repair backlog, further developments need to be made in the areas of identifying emergency repairs, maintenance needs and capital work.

The use of standardized processes and information systems will enable the capture of information on work performed in units and buildings, unit inspection data, building condition audit information, energy audit information, and other asset data. The use of such tools as handheld tools to electronically capture unit inspection data, and repair requests captured through EasyTrac, will all feed asset information to one information source in an Asset Enterprise System.

Through the course of implementing improved maintenance and capital processes, Toronto Community Housing will also review the type of information that is being collected, how it is being used, and identify other information that is required to ensure that the asset is maintained in a good a state of repair.

## QUALITY SERVICE TO TENANTS

Consultations on the Community Management Plan and local business plans, along with the results of the Tenant Survey, revealed that tenants feel service has improved from the time that Toronto Community Housing was established. However, there are still a number of concerns related to the delivery of service. Most pressing is the desire for a clear, consistent approach in requesting service and clear response times.

Customer service is one of the most fundamental aspects of where Toronto Community Housing needs to excel. While there has been significant movement in the area of service delivery, there are still improvements to be made. The focus of this Community Management Plan will be on bringing quality service back onto Toronto Community Housing's primary agenda.

Change processes often lead to a lessened focus in other areas. Now that Toronto Community Housing has put the fundamentals of change in place and foundations have been set in many of the areas, balancing the change aspects with the day-to-day management will be both the challenge and the focus in moving forward.

Stakeholders have recognized the work involved in carrying out the changes that were needed. Two years into those change processes, stakeholders are now anxious to see the positive impacts on the day-to-day operations. This Community Management Plan will focus on those initiatives that recognize the need to continue with the change agenda while managing the daily commitments and delivery of service.

The outcome area of quality service identifies initiatives that respond to this need. Focusing on where quality service can be projected and how it becomes an integral piece of the work that is performed in both the local Community Housing Units and at every intersection between Toronto Community Housing and tenants, is where resources and energy will be applied over the next three years of the plan.



Toronto Community Housing is committed to delivering quality service at every level of the organization. The results of the 2004 Tenant Survey revealed that while service is beginning to improve, Toronto Community Housing must go further into service delivery improvements to meet the standard of service excellence it has set.

In 2005, EasyTrac was piloted in two Community Housing Units. EasyTrac is a tool which assigns a service number to each tenant service request. This service number is then used to record each service request as it gets assigned to the appropriate staff or unit within the organization. This enables tenants to monitor the status of their request and enables staff to manage and prioritize their workload. EasyTrac will also be used to capture service request data to provide critical asset information that can then be used to develop the Capital Plan and preventive maintenance programs. The learnings from the prototypes will ease the roll-out across the portfolio.

Rolling out the use of EasyTrac across the portfolio will ensure that all tenants have access to a service number and are easily able to track the status of their request. In addition, other initiatives focused on bringing quality service to the forefront will take place over the course of the plan.

#### Accomplishments to date

- ☑ EasyTrac successfully piloted in two Community Housing Units.
- ☑ Pilot customer service training taking place.
- ☑ Roll-out schedule for EasyTrac implementation across the portfolio developed.
- ☑ Results of Tenant Survey responded to.

#### Focus for 2006 | 2007 | 2008

2006 will see a concerted focus on enhancing the quality of service delivered in Toronto Community Housing. EasyTrac will be rolled out to all Community Housing Units by the second quarter of 2006.

Customer service training will be a requirement for all front-line staff and customer service tools like “leave behind” maintenance notes will be implemented across the portfolio, improving communication with tenants which will enhance service delivery.

An evaluation of EasyTrac and analysis of the data will help identify where service has improved and where further work is needed. Options for tenant access to information such as service kiosks and internet service will be explored further into the plan.

Providing quality service to tenants is a value which Toronto Community Housing is committed to delivering across its portfolio. Providing appropriate work tools and training, and applying learnings will help achieve this quality goal.

The first Community Management Plan stated clearly that Toronto Community Housing wanted to hear what tenants had to say about service, service quality, tenant engagement and community health. Toronto Community Housing committed to conduct a tenant survey, and to use the results of the survey as a baseline from which to improve. This commitment was met, with the first Toronto Community Housing Tenant Survey conducted in the fourth quarter of 2004. The survey, which received good response from tenants, provided valuable information at both the portfolio-wide and Community Housing Unit level.

Tenant response to the survey indicated that while it was clear that progress was being made and that improvements could be seen in many areas, a more focused effort for improvements was needed. Tenants identified that building cleanliness, community safety and security were areas that needed improved services. Tenants also identified staff-tenant relations, meeting the diverse needs of tenants, and building conditions as areas that required further monitoring.

**Accomplishments to date**

- ☑ A tenant survey was conducted in 2004.
- ☑ Results of the survey communicated to Tenant Representatives and staff.
- ☑ Management response to the survey results provided to the Board of Directors.
- ☑ Community Housing Units are responding to the Tenant Survey through local business plans and initiatives such as building condition audits, building walkthroughs, etc.

**Focus for 2006 | 2007 | 2008**

Response to the findings of the survey have been incorporated into the Community Management Plan and local business plans for 2006. Each Community Housing Unit will work with their Tenant Council to assess the survey results and apply findings to their Community Housing Unit by identifying priority areas and developing solutions to address issues specific to their community. Portfolio-wide responses will be used to develop building cleanliness audits, increased outreach, renewed communication of the Tenant Complaint Process, and clarification on service standards.

A Tenant Survey will be conducted in 2006 and will measure progress against the baseline established with the 2004 survey. Information received through the survey will assist the organization in ensuring that service targets and initiatives are being met, that initiatives implemented are achieving the objectives they were set out to achieve, and that tenant engagement and decision-making is increasing. Survey results will also identify where commitments have not been met, and guide the development of appropriate action plans to ensure that the quality commitments are met.

## HEALTHY COMMUNITIES

Toronto Community Housing is committed to investing resources in the creation of healthy communities. Creating healthy communities requires recognition of the specific characteristics of each community by both Toronto Community Housing and its stakeholders. Different communities have different strengths and different areas that require strengthening. While Toronto Community Housing can have an overarching commitment to community health, how that commitment is fulfilled in each community will vary, and for the most part, will take place differently from neighbourhood to neighbourhood.

Toronto Community Housing recognizes that the goal of creating healthy communities is not solely its responsibility, nor can it achieve it on its own. As part of creating and enabling healthy communities, Toronto Community Housing will continue to work at aligning the organizational and financial support of community partners, and identifying where there may be synergies in the way services are delivered in its communities.

In 2006, Toronto Community Housing will implement numerous programs that have been developed to address the many issues identified in its communities. These include programs to address community safety, issues facing youth, economic opportunity, and anti-racism. In addition, work related to the Social Investment Fund and the continued focus on community partners will give Toronto Community Housing more experience in working collaboratively to improve the health of its communities. It will also identify the indicators of health that have risen out of the community health pilots that were in place throughout 2005. Those indicators will be used to identify Toronto Community Housing's progress in working with others to achieve community health.

Importantly, Toronto Community Housing will develop an over-arching Community Health Framework. This framework is intended to assist communities and staff understand where Toronto Community Housing feels it should invest its resources, how and when to best leverage partnerships, and make a link between the high level goals of the Community Management Plan and the actions taken on the ground in communities.



Toronto Community Housing has been promoting the development of healthy communities through the use of pilots to help define community health, and identify the linkages, supports, resources and opportunities that are needed to build community health. The pilots will also identify indicators of community health that will be used to set baselines and measure progress. These components will form the framework under which community health initiatives will be undertaken at the local level in addressing the following issues of community health:

- safe communities;
- engaged communities;
- access to community resources;
- quality housing;
- quality services; and
- inclusive and equitable communities.

It is clear that the health of a community is dependant on the community itself: its demographics, its supports, resources and opportunities that are available, its location within the city, and the relationships and partnerships established within and outside the community. This means that the framework that Toronto Community Housing puts in place must recognize that the method and approach to achieving the goals of a healthy community are best decided and applied on the ground by each individual community and need to accommodate external factors.

#### Accomplishments to date

- Community Health indicators identified.
- Five community health pilots implemented.
- Visioning sessions held to identify next steps.

#### Focus for 2006 | 2007 | 2008

Toronto Community Housing will evaluate the success of the community health pilots as they are completed in 2006. The evaluation will assist Toronto Community Housing in its work with community partners in the development of community health strategies that are appropriate to its communities. These strategies will identify the roles of Toronto Community Housing and the community partners, whether they be agencies, schools, or the City.

The experience and indicators of health developed through the pilots will provide Toronto Community Housing with the information it needs to build a Community Health Framework in 2006. The framework will act as a guide for individual communities as they each work on the issues and priorities that are specific to their community and their neighbourhood. While Toronto Community Housing aspires to have healthy communities throughout its portfolio, it, recognizes that the way in which it gets there will be different in each community.



Toronto Community Housing provides homes to approximately 21,000 senior households, representing approximately one-third of the households in the portfolio. Toronto Community Housing's seniors reside in buildings that are designated specifically for seniors, as well as in mixed buildings which include singles and families. However, over time, occupancy in some of the buildings designated for seniors has changed. This has worked well in some communities and has resulted in issues for others.

In developing a Seniors' Strategy, buildings with a seniors' mandate will be reviewed. The strategy will review the needs of seniors in Toronto Community Housing, and make recommendations to address housing-related issues and the needs of seniors within their community. The work in developing the strategy will link to other initiatives related to community health, engagement, accessibility and working with partners.

**Accomplishments to date**

- ☑ A research partnership with Ryerson University on seniors initiated.
- ☑ Background data on seniors in Toronto Community Housing collected.

**Focus for 2006 | 2007 | 2008**

Toronto Community Housing will conduct an assessment on buildings that were built with a seniors' mandate, but have since changed its occupancy to include non-seniors. This assessment will help determine what has worked in the changing of mandates and what needs to be done. In some cases, there may be a need and justification to return to the seniors' mandate, while in other cases, linkages to community supports and programs may need to be established. The learnings from the review of mandate changes will be used as input into the development of a protocol for future mandate changes. The protocol will help determine if a mandate change is the best response over the longer term, as well as identify actions to take upon a mandate change, including integration, communication and education standards.

Toronto Community Housing's Seniors' Strategy will include a review of building mandates, as well as a review of Toronto Community Housing linkages to community services available for seniors and "aging in place" requirements. The strategy will explore Toronto Community Housing's linkages with services, supports and programs that are important to seniors, and explore the role of Toronto Community Housing in responding to the needs of its seniors.

Toronto Community Housing has always recognized that children and youth are important stakeholders in the community; it has also recognized that youth are an under-serviced sector within the context of its service focus.

Toronto Community Housing is committed to children and youth programs that are inclusive, child and youth-centered, innovative and well-run, and founded on youth development principles. A renewed look at a Children and Youth Strategy will take all those factors into account, and will engage youth and those who work with youth in identifying the areas of most need in Toronto Community Housing communities.

**Accomplishments to date**

- ☑ A review of children and youth programs was initiated in 2005, and will be completed by year-end.
- ☑ Youth speaker series held on “Youth Violence”.
- ☑ Youth Employment Resource Centres established.
- ☑ Youth Apprenticeship Program successfully engaged in with the Carpenters Union.
- ☑ Youth hired through agencies providing life support skills in implementation of the Accelerated Spending Program.

**Focus for 2006 | 2007 | 2008**

The recommendations from the 2005 review of children and youth programs will be used in the development of a Children and Youth Strategy. The strategy will ensure that children and youth are recognized in the design and service delivery aspects of Toronto Community Housing.

In developing the strategy, Toronto Community Housing will review the many programs it currently delivers, and make recommendations as to whether these programs are best delivered through a City department or agency with Toronto Community Housing providing the linkages and community space within its communities. The strategy will focus on leveraging resources which will ensure that children and youth in Toronto Community Housing have access to resources and opportunities available in the broader community.

A focus on linking youth to life skills through economic opportunities as Toronto Community Housing partners with its vendors and unions will be a significant improvement on the recognition of youth and their needs in Toronto Community Housing.

In 2003, Toronto Community Housing put community safety planning in place to engage tenants in the development of safe and secure communities. Community safety planning has continued throughout the portfolio over the course of 2004 and 2005.

As safety plans have been developed, communities are identifying the need to look at safety as just one component of community living. To that end, safety plans are being developed as part of the 2006 business planning process which is taking place during the fourth quarter of 2005.

**Accomplishments to date**

- ☑ Community safety planning in place since 2003.
- ☑ Safety plans incorporated into the business planning process.
- ☑ 62 Community Safety Plans in place.

**Focus for 2006 | 2007 | 2008**

Toronto Community Housing will undertake a structured evaluation of the overarching Community Safety Plan in 2006 and put in place a security planning framework that provides and communicates standards. This framework will incorporate learnings from experiences in communities that were part of the Accelerated Spending Program where numerous new types of initiatives were undertaken in an effort to work with communities in building safe and healthy communities. Next steps will also be guided by the outcomes of a Board of Directors workshop on community safety and evaluation of the Community Safety Plan.

Learnings from initiatives undertaken in different communities will be communicated across the portfolio and will be used to set standards in materials, products and services. This includes landscaping guidelines to ensure open view spaces and identification of key graffiti removal products, as well as high technology security devices with monitoring programs in place.

Community safety is of prime importance to Toronto Community Housing and its tenants. Toronto Community Housing is currently spending over \$12M annually on straight security services. In addition, there are other dollars spent on youth and children’s programs, community development and community health initiatives. To increase that in any way would require dollars being directed away from another aspect of community living. A holistic approach must be used.

Opportunity for economic development is a key indicator of community health. The absence of economic opportunity and the resulting issues of poverty is an underlying community health issue for many tenants of Toronto Community Housing. Toronto Community Housing is committed to looking at ways in which its spending power can benefit tenants and neighbourhoods in which it has housing communities.

**Accomplishments to date**

- ☑ Pre-apprenticeship program developed with the Carpenters Union.
- ☑ Employment of Regent Park tenants in the demolition of 30 Regent Street.

**Focus for 2006 | 2007 | 2008**

Toronto Community Housing will work with its Board of Directors over the coming year to identify its role, including the identification of initiatives, commitments and objectives, and recognizing and linking to the role of the City and community partners in the quest to provide economic opportunities in communities.

Reviewing current practices within Toronto Community Housing to see how to best promote community economic development is the first step. Looking at Toronto Community Housing’s purchasing power and determining opportunities within that framework will follow. Toronto Community Housing may be in a position to lever its purchasing power to provide direct benefit in those communities where it has housing.

Toronto Community Housing needs to examine the “tapering off of benefit” that is often seen to penalize low-income participants in any economic development initiative. Geared-to-income rents increase as income increases, and income benefits decrease as income increases. For some recipients of income benefits it could mean disqualification for that benefit with a very long timeframe to regain the benefit if the economic opportunity does not work out over the long term. That makes accepting community development opportunities difficult for some tenants. Toronto Community Housing’s strategy must recognize this and ensure that working and advocating with community partners and tenants is a key part of the plan. Advocating against the “tapering off of benefits” that occurs in benefit programs will ensure that those who could most benefit from economic development opportunities are best able to take advantage of them.

Toronto Community Housing has developed an Anti-Racism Program through consultation with a cross-functional team of staff. The program sets out Toronto Community Housing’s commitment to actively address racism in the organization and across Toronto Community Housing communities.

The Anti-Racism Program takes equity and anti-racism beyond just policy, and deals with it as learning and organizational change issues and opportunities. The program is designed to bring staff face-to-face with the issue of racism. Dealing directly with the issue of racism allows for an open discussion on diversity, cultural sensitivity and other forms of discrimination. The program will also assist staff in understanding how racism interplays with economic opportunity, poverty, youth issues and other factors of marginalization that Toronto Community Housing communities face on a daily basis.

**Accomplishments to date**

- ☑ Anti-Racism Program approved by the Board of Directors.
- ☑ Anti-Racism sessions held.
- ☑ A Diversity Initiatives Action Group formed.

**Focus for 2006 | 2007 | 2008**

The Anti-Racism Program will be initiated in the Community Management Plan 2006 | 2007 | 2008 cycle by using study circles and developing indicators that can be reported against to show Toronto Community Housing’s progress.

The program will be rolled-out to staff, tenants and the Board of Directors, visibly showing that it applies to the organization as a whole and that it is an area of great importance for Toronto Community Housing in striving to meet its objectives.

Some communities have identified anti-racism training as something that they want to explore as part of their business plan. Work with those communities to identify a program that works best will be undertaken first.

Toronto Community Housing established the Social Investment Fund (SIF) in 2004 to encourage partnerships and bring together tenants and community organizations with the common goal of improving the quality of life in Toronto Community Housing communities. The goal of the Social Investment Fund is to invest in projects that:

- promote community health;
- engage tenants in community initiatives;
- increase safety and security;
- promote economic development; and
- support youth development and leadership.

The program has received tremendous response, with the number of applications received far exceeding the grant allocation amount. The overwhelming response has shown the need for this type of program. It has also shown the creativity and innovation of tenants and communities in working together to improve the health of their community.

**Accomplishments to date**

- ☑ 89 applications were received, requesting a total of \$5.5M.
- ☑ The total allocation for 2004 of \$1M was approved.
- ☑ In 2005, 69 applications have been received to date.

**Focus for 2006 | 2007 | 2008**

Toronto Community Housing will conduct a comprehensive evaluation of the Social Investment Fund in 2006. The evaluation will be used to ensure that the program is achieving the stated outcomes, that the applications received address issues that are currently being faced by Toronto Community Housing communities, that the grants are enabling sustainable change in Toronto Community Housing communities, and that supports provided throughout the application process promote applications from diverse community groups with linkages to Toronto Community Housing tenants and/or tenant groups.

The evaluation will provide Toronto Community Housing with learnings on what needs to be changed, identification of education and communication supports needed, and the types of programs that have had the most sustainable impact in Toronto Community Housing communities.

# COMMUNITY ENGAGEMENT

Toronto Community Housing is committed to engaging with tenants, staff and others in its decision-making processes. It recognizes the need to promote improved choice, decision-making and empowerment for tenants in their communities that also engages and connects them to the broader community where access to resources and supports can be tapped into. Communication, education and tenant participation are seen as essential components of community engagement.

Toronto Community Housing feels strongly that community engagement should involve various stakeholders in the community, including tenants, staff and community agencies. Community engagement activities range from providing information to the various stakeholders through to their participation in resource allocation decisions.

The initiatives identified within this outcome area are aimed at building further engagement with tenants and the broader community. A focus on responding to the review of the Tenant Participation System, learning from and improving the business planning processes, and engaging as part of the general neighbourhood will be a priority over the three-year period. This will enable the further engagement of tenants and Tenant Representatives in governance and decision-making processes within Toronto Community Housing and the broader community which they form a part of.



Toronto Community Housing put the foundations for the Tenant Participation System (TPS) in place early in 2003. The system continues to evolve as the organization and its tenants, Tenant Representatives and staff gain experience with successful engagement strategies. The majority of Toronto Community Housing buildings have at least one Tenant Representative, and the Tenant Representatives within a Community Housing Unit (CHU) meet together as a Tenant Council to work through issues, successes and strategies for their communities. Tenant Representatives take the decisions made at the Tenant Council back to the tenants in their building and bring the opinions of tenants back to the Tenant Council. The system is getting stronger making the potential for tenant governance more of a reality.

In late 2005, Toronto Community Housing initiated an evaluation of the Tenant Participation System. The evaluation framework was developed with the input of tenants and set out a comprehensive look at where the organization is within the evolution of the Tenant Participation System, as well as where it needs to go to evolve to truer forms of tenant and community decision-making and governance.

**Accomplishments to date**

- ☑ Tenant Participation System implemented and supported.
- ☑ Evaluation of the Tenant Participation System initiated.
- ☑ Annual Tenant Forums held.

**Focus for 2006 | 2007 | 2008**

The results of the evaluation will be used to inform engagement strategies, Tenant Council operations, decision-making opportunities and the tenant elections being held in 2006. Elected Tenant Representatives are in place for three-year terms and those initial terms expire in 2006. Full scale democratic elections will be held in every building.

To move toward community governance, Toronto Community Housing needs to build strong tenant leaders with engaged communities so decisions can be made at the point of impact. Toronto Community Housing will be working hard over the course of the plan to ensure that the learnings from the evaluation of the Tenant Participation System are used to increase tenant engagement and staff’s ability to open up the decision-making processes.



A crucial event in the Tenant Participation System framework is the building of community business plans. The end of 2005 saw the building of business plans for 2006 that took into account much learning gained from the 2004 process.

Local business planning sees tenants involved at the building level in identifying the priorities for their community. The priorities identified by each building are presented to the Tenant Council where community-wide priorities and potential solutions are identified. Those discussions form the strategies and resource allocation decisions that form the Business Plan. That Business Plan becomes a living document which Toronto Community Housing Community Housing Unit Managers are held accountable to by tenants and by the organization.

As part of the local business planning process, staff and tenants also provide input into the allocation of capital dollars for projects at the building level, the Community Housing Unit and across the portfolio. This part of the capital planning process is completely tenant-developed and tenant-driven allocating an annual \$9M in capital expenditures. Each community has a specific allocation which is broken down by building. The capital decisions for those funds are made at the building and community level.

Tenants then determined that 20% of the \$9M allocation would be directed to capital repair projects from across the portfolio where the community allocation was not sufficient to address the issue. Tenants determined that each Community Housing Unit would submit and present one project that the community was unable to fund. The Tenant Representatives from across the portfolio work together to determine which unfunded capital project will get an allocation from the 20% pot. This is an extremely democratic and engaged way of assigning capital dollars in those areas where tenants directly feel the impact. The capital allocations in this area are focused on common areas, landscaping, in-suite upgrades: areas where tenants feel the most visible impact on a day-to-day basis.

**Accomplishments to date**

- ☑ Community Business Plans for all Community Housing Units developed.
- ☑ Portfolio-wide capital decision process determined by tenants.

**Focus for 2006 | 2007 | 2008**

An evaluation of the Community Business Planning process will take place in 2006 to influence the 2007 planning cycle. Toronto Community Housing will review the process to ensure that it is leveraging the opportunity of business planning to build capacity in its tenants and staff, to engage in democratic decision-making, and to ensure that the local business plan links local needs back to portfolio-wide strategies and resource allocations.

Toronto Community Housing has a large portfolio that houses 6% of the population of the city of Toronto. Its tenants are citizens of the city of Toronto and as such, deserve the same rights, responsibilities and services that all citizens of Toronto receive. However, often Toronto Community Housing tenants are not connected to the same services as other citizens. This has in part been due to such things as the built-form of the community, where some communities are physically cut-off from the surrounding neighbourhood, as well the fact that some services and programs that were not necessarily housing-related were provided to tenants by the housing corporation of the day, further isolating them from a neighbourhood experience.

Since Toronto Community Housing was established, it has been working to break down those barriers. There have been many initiatives aimed at bringing partners into its communities and in linking tenants to services and programs in the broader neighbourhood. There have been many good starts in this area over 2005, including Toronto Community Housing participation in the Mayor's Task Force on Community Safety and in the United Way's Strong Neighbourhoods campaign, as well as in partnering with the City on their interdivisional working groups and neighbourhood action teams, looking at holistic approaches to offering services.

#### Accomplishments to date

- ☑ Community Business Plans for all Community Housing Units developed.
- ☑ Participation in the City's Neighbourhood Action Teams.
- ☑ Discussions with community partners.
- ☑ Participation in the City's interdivisional workgroup.

#### Focus for 2006 | 2007 | 2008

A key City initiative which Toronto Community Housing intends to contribute to in a much greater way across 2006 is the City's Clean and Beautiful Campaign. Working to find ways to join in on the "sweep it, design it, grow it, build it and celebrate it" concept of the campaign will assist in tenants recognizing and being recognized by the broader community.

Further steps will be taken to work with tenants and others on integrating Toronto Community Housing communities into the broader neighbourhood and on engaging the broader neighbourhood in recognizing and dealing with the issues facing Toronto Community Housing communities. Issues of safety, disenfranchised youth and issues of poverty cannot be addressed by any one body alone; they must work as a whole leveraging the best of both.





Focus on

# Organization

Toronto Community Housing continues to work in partnership with management, labour and staff in building and sustaining a healthy organization.



# Organization Commitments

2006

2007 | 2008

## 2.1 Healthy Organization Strategy

- Develop Organizational Health indicators.
- Establish baseline measurements through an employee survey.
- Respond to the employee survey.
- Develop, communicate and implement the Healthy Organization Strategy.
- Initiate an evaluation of the Rewards & Recognition Program and Employee Wellness Programs in the context of the Healthy Organization Strategy.

- Put healthy organization monitoring tools in place.
- Implement action plans based on employee survey results.
- Evaluate progress against indicators.
- Revise the Rewards & Recognition Program as required based on results of the evaluation.
- Re-issue the employee survey.

## 2.2 Collective Bargaining Agreements

- Negotiate a contract with OPSEU 529 Security.
- Negotiate first collective agreements with CUPE Locals 79 and 416.

- Enhanced opportunities for joint issue management and communication with labour.

## 2.3 Workplace Diversity Plan

- Develop a workforce profile tool.
- Develop a Workplace Diversity Plan.
- Set diversity targets.
- Review and amend policies and practices to identify systemic barriers.
- Develop recruitment strategies that promote diversity.

- Ongoing analysis of workforce diversity.
- Evaluate recruitment strategies.
- Report performance against diversity targets and indicators of a diverse workplace.

# Organization Commitments

	2006	2007   2008
<b>2.4 Training and Development</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate the Community Training Program.</li> <li><input type="checkbox"/> Implement Passport to Learning.</li> <li><input type="checkbox"/> Promote the Lifelong Learning Centre.</li> <li><input type="checkbox"/> Conduct an interim evaluation of the Leadership Development Program.</li> <li><input type="checkbox"/> Implement Phase 2 of the Leadership Development Program.</li> <li><input type="checkbox"/> Implement a pilot Supervisor Development Program.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete the formal study component of the Leadership Development Program.</li> <li><input type="checkbox"/> Monitor and measure the outcomes of the Leadership Development Program.</li> <li><input type="checkbox"/> Evaluate and refine the pilot Supervisor Development Program.</li> <li><input type="checkbox"/> Implement a Supervisor Development Program.</li> </ul>
<b>2.5 Succession and Recruitment Strategy</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop a succession and recruitment strategy for Community Housing Unit Managers.</li> <li><input type="checkbox"/> Develop an organizational succession and recruitment plan.</li> <li><input type="checkbox"/> Align the recruitment strategy with the Workforce Diversity Plan.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate succession and recruitment strategies.</li> <li><input type="checkbox"/> Refine strategies where required.</li> </ul>
<b>2.6 Safe Working Environment</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review the Due Diligence Program.</li> <li><input type="checkbox"/> Complete Ontario Health &amp; Safety (OH&amp;S) training for supervisors and managers.</li> <li><input type="checkbox"/> Initiate OH&amp;S training for contractors.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Respond to due diligence issues raised through a review of programs.</li> <li><input type="checkbox"/> Evaluate programs and revise where required.</li> </ul>
<b>2.7 Pension Service Equalization</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop options/recommendations for bridging the pension benefits for affected staff.</li> <li><input type="checkbox"/> Apply for a \$15M provincial severance package to apply against the pension equalization plan.</li> </ul>	

# Focus on Organization

Behaving as a healthy organization and creating a safe, supportive and dynamic workplace is a priority for Toronto Community Housing. Setting benchmarks and indicators in these areas is an important part of measuring the organization's success in providing a healthy organization in partnership with staff, management and labour.

Toronto Community Housing is moving forward with fundamental changes in the structures and culture of the workplace. There are many organizational changes required in implementing a community-based model in the areas of operations and governance. Achieving the results is challenging for all staff. Maintaining and enhancing a healthy workplace is key to the success of driving the change that is needed; this means having a safe place to work, and an environment that supports individuals in their work, and promotes and recognizes excellence. Key to this organizational success is well-designed training and development programs, and an environment that fosters creativity and innovation.

Over the course of 2006, formal benchmarks will be developed to assist Toronto Community Housing in measuring the health of the organization. Until these formal benchmarks are in place, Toronto Community Housing defines a healthy organization as being one that:

- cares about its employees;
- respects its employees;
- is governed by equity and fairness;
- commits to ensuring the respect of human rights;
- is a diverse workforce reflecting the communities we serve;

- provides training, development and advancement opportunities;
- communicates clearly and transparently;
- demands the best from each person and holds them responsible and accountable;
- recognizes the innovation and achievements of its staff; and
- engages the leadership potential at every level.

Toronto Community Housing will undertake the initiatives listed in this section in partnership with staff over the next three years toward the goal of a healthy organization. Progress towards achievement of the desired outcome of each initiative will be monitored and reported on so that those learnings can be shared and applied. Toronto Community Housing acknowledges that while the foundations of a healthy organization can be put in place through implementation of the initiatives identified, it is the day-to-day interactions that truly create a healthy organization. It takes the commitment of all staff to make the organizational changes that are the product of the Community Management Plan take hold. Everyone is responsible for the creation and maintenance of a healthy organization.





Over the past few years, Toronto Community Housing has been successful in putting in place many of the pieces needed for a healthy organization. An overarching Healthy Organization Strategy will provide staff with a framework to guide future actions and initiatives that aims to sustain a healthy organization.

The Healthy Organization Strategy will identify the goals, the indicators and the measurement tools to ensure that what is done is done in a way that best meets the goals of a healthy organization. The strategy will identify indicators of organizational health, provide a baseline assessment of those indicators, identify the actions and initiatives that promote and sustain a healthy organization, as well as identify the outcomes that the strategy is trying to achieve. The strategy will include actions that can be taken immediately as well as longer-term initiatives.

**Accomplishments to date**

- ☑ Rewards & Recognition events and awards in place.
- ☑ Flexible Workplace Policy approved by the Board of Directors in 2005.
- ☑ Draft Staff Orientation Program developed.
- ☑ Senior Management Orientation Program in place.
- ☑ Draft indicators of a Healthy Organization developed.
- ☑ Plan for developing a Healthy Organization Strategy developed.

**Focus for 2006 | 2007 | 2008**

Development of the strategy will take place in 2006 with indicators, actions and measurement tools identified and refined over 2007 and 2008.

Building on the strategy, Toronto Community Housing will focus on improving communication in the organization, and implementing the Staff Orientation Program and the flexible workplace framework through 2006.

Having simple and rapid access to information and tools to perform jobs, feedback from managers on performance, and open communication within the organization are some of the outcomes that will be achieved throughout 2006 in support of a healthy organization.

While having the right tools and creating the right environment are key to building a healthy workplace, the development of leaders is just as important. An investment in developing leaders will be a priority focus over the next three years. Building on the success of 2005’s Senior Management Leadership Program, leadership development at the staff, supervisory and senior management levels will take place over the course of the Community Management Plan.

In 2004, Toronto Community Housing negotiated its first collective agreement with OPSEU Local 529 representing Community Safety staff. As this first contract comes up for renewal, a decision by the Ontario Labour Relations Board (OLRB) has been received on the “related employer” matter affirming that Toronto Community Housing is the employer. Toronto Community Housing is now in a position to begin negotiating first collective agreements with the remaining labour groups.

The OLRB decision is a significant milestone, as it enables Toronto Community Housing and the unions to move forward in developing contracts that meet the vision and values of the organization while respecting employees and their rights.

**Accomplishments to date**

- ☑ OLRB decision on “related employer” resolved. Toronto Community Housing is the employer.
- ☑ First collective agreement negotiated with OPSEU 529.
- ☑ Labour-management discussions on implementation of the community staffing model have taken place.

**Focus for 2006 | 2007 | 2008**

Now that the Ontario Labour Relations Board (OLRB) ruling has been received, Toronto Community Housing will begin preparing for the bargaining process for first contract negotiations with CUPE Locals 416 and 79. Negotiations are expected to begin in 2006.

Negotiations to renew the collective agreement between Toronto Community Housing and OPSEU 529 will also begin in 2006. This agreement expires in April 2006.

First contract negotiations provide Toronto Community Housing with the opportunity to work with labour in developing agreements that respond to its unique needs, promote its commitment to quality, adheres to its values, and respects its employees. The collective agreements are key to providing the environment needed to promote a healthy organization. An agreement that responds to where Toronto Community Housing is going as an organization and respects employees as one of its primary success factors will be as successful for staff as it will be for the organization.

Toronto Community Housing has a large portfolio that houses a very diverse population. For the organization to truly understand the communities it is working with, its workforce needs to reflect the diversity of its communities. Diversity is a strength that enriches both ideas and practices.

Diversity includes diversity of race, culture, language, ability and sexual orientation. The creativity and the knowledge that diverse perspectives bring to service delivery and community relationships is essential to the organization’s quality commitment. The development of a Workplace Diversity Plan will increase the diversity of the organization, more closely reflecting the Greater Toronto Area demographics, the pool of eligible qualified job seekers, and the communities it serves. This will provide Toronto Community Housing with an organization with the different insights and perspectives that a diverse workplace brings to the development of its policies, practices and strategic initiatives.

**Accomplishments to date**

- ☑ Plan for developing the Workplace Diversity Plan developed.
- ☑ Workplace diversity framework being developed in consultation with key stakeholders.

**Focus for 2006 | 2007 | 2008**

In 2006, Toronto Community Housing will further the development of a diverse workplace through:

- the completion of a workplace diversity assessment;
- the review of employment policies and practices to identify potential barriers to diversity;
- the objective assessment of job-related skills; and
- realistic targets for a diverse workforce.

The impacts of the Workplace Diversity Plan will take time to be felt through the organization, as staff turnover rates are low. The use of promotional and developmental opportunities will provide the organization with some ability to accelerate the program. Organizational changes that continue to take place will provide the best opportunity to truly make a difference in the face of the organization.

To truly effect the culture consistent with the goals of a Workplace Diversity Plan, Toronto Community Housing will move forward in an aggressive way, quickly identifying barriers to diversity to ensure that all staff vacancies are filled within a framework of providing the greatest opportunity for the building of a diverse workforce.

Employee development will continue as a priority for Toronto Community Housing as the Community Management Plan 2006 | 2007 | 2008 is implemented. The development of employees is as important to staff as it is to the organization. A training and development approach that provides personal and professional development and enables both career development skills and core skill development in areas directly related to their work will provide greater employee satisfaction resulting in higher productivity.

Highly skilled staff who are trained in their areas of responsibility are more comfortable, more confident, and better able to provide service in a manner consistent with the values of the organization. The development of staff makes full use of staff creativity and leadership, increasing the capacity for change, and the mobilization of creativity and ideas. The benefits of a staff-centered training and development program is well worth the investment, and Toronto Community Housing is prepared to make that investment.

Adult learning principles will guide development and enhancement of the training programs that Toronto Community Housing puts in place. Applying learning from experience, reflection, evaluation and feedback will also be an important part of the training approach. Learning will take place in a setting where diverse voices and facilitators enrich ideas and engage participants in a broader discussion.

**Accomplishments to date**

- ☑ Community Training Plans in implementation across 19 communities.
- ☑ Staff in other Community Housing Units in the process of developing their training plans.
- ☑ First community training leadership forum held 2005.
- ☑ Pilot Leadership Development Program completed.

**Focus for 2006 | 2007 | 2008**

In 2006, Toronto Community Housing will continue working with all business units to develop training plans that meet their unique requirements.

Evaluation of the Leadership Development Program and the Community Training Plan processes will inform the next phases of those programs, as well as provide key learnings that will be used to develop other training over the course of 2006, 2007 and 2008.

Toronto Community Housing is committed to building on the positive results gained from empowering staff to develop training programs within a framework that sets out the direction and values of the organization. Experience has shown that this approach results in training and development that responds to the direct needs of staff and the organization.

In order to lead the organization, Toronto Community Housing needs a diverse, skilled and engaged senior management team to advance the organization’s vision and to play a key role in transforming organizational culture. It is critical that Toronto Community Housing develop a comprehensive plan with programs that build in-house capacity that make it possible to fill positions with knowledgeable, interested applicants who are connected to the goals and values of the organization. This will require strategies that assist in the recruitment and retention of managers with qualifications to both manage the business and effect organizational change.

Toronto Community Housing needs to attract good candidates who believe in the mission of the organization as well as provide promotional opportunities for staff who have built their experience in the organization. A critical position in the organization is the Community Housing Unit Manager. It has evolved into a complex role: being a front-line manager, a key player in communities and neighbourhoods, and managing the finances and tenancy administration of a housing portfolio. The balance of skills and management capacity is essential. Over the next seven years, close to one-third of current Community Housing Managers will be eligible to retire from Toronto Community Housing. Succession planning for this position is critical to the continued implementation of the community model and the continuity of operations, and will be a prime focus area over the course of this plan.

The succession and recruitment strategy will link with other strategic initiatives in the organization, most specifically the Workplace Diversity Plan to ensure that the achievements of one initiative furthers the goals of other related initiatives.

**Accomplishments to date**

- ☑ Community Housing Unit Supervisors position established.
- ☑ Recruitment and succession plan action steps identified through the Senior Manager Action Learning Project.
- ☑ Analysis of workplace demographics by job position performed.

**Focus for 2006 | 2007 | 2008**

Through the course of this Community Management Plan, Toronto Community Housing will develop a succession and recruitment strategy for senior managers, with a 2006 focus on the position of the Community Housing Unit Manager. The plan will include the identification of key accountabilities and an approach to developing the skills and experience to be successful in the position.

Retention of managers through the continued investment in training and development, and by strengthening peer support and mentorship, communication, formal learning plans and regular feedback will be ongoing. Further work in expanding the program and developing an ongoing approach to ensure that the plan is aligned with the organization as it continues to evolve will carry forward in 2007 and 2008.

Toronto Community Housing works closely with labour and management to promote a safe working environment. The responsibility for a safe work environment rests with all employees and agents of the organization.

The programs that Toronto Community Housing has in place are designed to ensure:

- that communication and training is in place to inform all parties of their rights and responsibilities in the workplace;
- there are mechanisms in place to resolve disputes that arise in maintaining a safe work environment;
- hazards are identified and workplace risks are minimized;
- the safe return to work of employees injured at work; and
- compliance with Ontario Health & Safety (OH&S) and other workplace safety requirements.

Toronto Community Housing is committed to ensuring that existing programs meet the organization’s need for a safe working environment. These programs will be reviewed on an ongoing basis to make sure they meet their identified outcomes.

**Accomplishments to date**

- ☑ Ontario Health & Safety (OH&S) Training initiated for all managers and supervisors with direct reports.
- ☑ Contractor Health & Safety Program developed.
- ☑ Disability Management Program launched in late 2005.

**Focus for 2006 | 2007 | 2008**

In 2006, Toronto Community Housing will continue to implement Ontario Health & Safety (OH&S) programs to ensure training and awareness of rights and responsibilities in the workplace. Training for managers and supervisors will be completed over the course of the year.

Work will continue with education and communication on safe workplace rights and responsibilities, Joint Health & Safety Committees, return-to-work programs, and due diligence.

An audit of the OH&S programs will be initiated in 2006 to ensure compliance with due diligence requirements. Work will carry on over 2007 and 2008 to ensure labour and management remain partners in maintaining a safe workplace.

Provincial downloading has resulted in a break of pension service for some Toronto Community Housing staff. There was a legislative requirement that forced former Provincial staff to change from one pension plan to another without carrying over the full benefits accrued in the former plans to the new one. Toronto Community Housing has been advocating to have the pensions held at the Province transferred to the Ontario Municipal Employees Retirement System (OMERS); however, this advocacy has not been successful.

Under the present circumstances, the staff affected will receive smaller pensions upon retirement and/or will need to work for longer periods of time to secure the pension that they would have been eligible for under the original plan.

Toronto Community Housing will continue to advocate on behalf of the affected staff and will explore other options to achieve equalization of service for them.

**Accomplishments to date**

- ☑ Advocated to the Provincial Government for changes in the legislation to allow for the transfer of pension assets.
- ☑ Contacted other businesses where downloading had the same impact.

**Focus for 2006 | 2007 | 2008**

Toronto Community Housing will continue to advocate on behalf of staff whose pensions have been negatively impacted by Provincial downloading.

In 2006, if the advocacy program is not successful in achieving equity for the affected staff, Toronto Community Housing will prepare options and recommendations on its ability to provide supplemental pension benefits for them. These options will include requesting the \$15M that was transferred over to the City of Toronto by the Province for the purpose of paying out severance for the Provincial staff be transferred to Toronto Community Housing where the severance costs are actually being incurred.

Toronto Community Housing has not received any portion of the \$15M even though it currently carries the liability and has been paying out severance for those staff who have left the organization since integration. Applying the \$15M to the equalization of pension plans would provide equity for the affected staff who had their pensions split because of downloading.



Focus on

# City Building

Toronto Community Housing is moving forward with its goals to revitalize communities and increase the number of affordable housing units in the city of Toronto.





# City Building Commitments

## 3.1 DEVELOPMENT AND REDEVELOPMENT

	2006	2007   2008
<b>3.1.1 Don Mount Court and Regent Park Revitalization</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Demolition at Don Mount Court and Regent Park.</li><li><input type="checkbox"/> Construction to begin at Don Mount Court and Regent Park.</li><li><input type="checkbox"/> Review of sites.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Continue construction at Don Mount Court and Regent Park.</li></ul>
<b>3.1.2 City Initiatives</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Move forward with the delivery of affordable housing in District 3 West Don Lands of the Waterfront revitalization plans.</li><li><input type="checkbox"/> Move forward with the Railway Lands revitalization.</li><li><input type="checkbox"/> Provide development expertise in affordable housing production, green buildings and general housing specifications.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Start construction in District 3 West Don Lands of the Waterfront.</li><li><input type="checkbox"/> Start construction in the first block of the Railway Lands.</li><li><input type="checkbox"/> Continue providing development expertise as opportunities arise.</li></ul>
<b>3.1.3 Other Development Opportunities</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Acquisition and renovation of 88-90 Carlton Avenue.</li><li><input type="checkbox"/> Preparatory work to assess redevelopment opportunities.</li><li><input type="checkbox"/> Leverage opportunities that arise through other parties initiatives.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Assess ongoing opportunities.</li><li><input type="checkbox"/> Planning and development work.</li></ul>

## 3.2 LEVERAGING THE ASSET

<b>3.2.1 Infill Opportunities</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Development approvals for 331 Bartlett.</li><li><input type="checkbox"/> Development approvals for 1900 Sheppard Avenue.</li><li><input type="checkbox"/> Assess further opportunities for infill potential.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Complete construction at 331 Bartlett.</li><li><input type="checkbox"/> Complete construction at 1900 Sheppard Avenue.</li><li><input type="checkbox"/> Ongoing review of infill opportunities.</li></ul>
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# City Building Commitments

## 3.2 LEVERAGING THE ASSET continued

	2006	2007   2008
<b>3.2.2 Divestment- Reinvestment Strategy</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Assess potential sale of a selected group of high-value scattered housing.</li><li><input type="checkbox"/> Initiate Infill redevelopment to consolidate replacement units sold and reinvestment from sale proceeds.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Ongoing implementation of divestment/reinvestment strategy.</li><li><input type="checkbox"/> Development and construction of replacement projects.</li></ul>
<b>3.2.3 Underperforming Assets</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Assess Collegeview Apartment options.</li><li><input type="checkbox"/> Assess Church/Granby options.</li><li><input type="checkbox"/> Assess options for priority buildings with vacant bachelor units.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Implement approved options on underperforming assets.</li></ul>
<b>3.2.4 Asset Approval Process</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Work with the City to streamline approval processes.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Initiate protocols around approval processes.</li></ul>

# Focus on City Building

Toronto Community Housing's Community Management Plan 2006 | 2007 | 2008 recognizes that it has a role in building the city of Toronto through:

- the revitalization of its communities;
- the building of new housing;
- partnering with the City by leveraging its expertise and its asset to provide an integrated approach to dealing with community and neighbourhood issues;
- exploring options provided by other party initiatives;
- working with the City to streamline development/redevelopment/land/real estate approval processes; and
- leading and advocating on design excellence, balanced and healthy communities, and environmentally sustainable approaches to community building.



As it sets out to achieve its goals and commitments related to the building and revitalizing of its communities, Toronto Community Housing is committed to ensuring that within its financial limits, higher standards of design are entered into its development and redevelopment initiatives. Bringing key design learnings into all new and revitalized building and maintenance initiatives, including design aspects related to environmental, accessibility and community living, are part of Toronto Community Housing's quality commitment.

In addition to supporting its values through design concepts, Toronto Community Housing will also create structures and processes that ensure that tenants and communities are at the heart of the planning and design processes. And while Toronto Community Housing may not have full financial ability to meet these goals on its own, it will work with partners to secure the financial resources needed to expand and enhance its communities and city building initiatives.



## 3.1 Outcome Development and Redevelopment

Toronto Community Housing has \$6B in social housing stock. This represents a significant portion of real estate in the city. Unfortunately, this significant real estate asset is aging. The average age of a multi-residential building in the Toronto Community Housing's portfolio is 33 years. This begins to create problems in its communities as well as with surrounding neighbourhoods. Building systems require replacement, energy loss is high, the appearance of the buildings is worn, and operating costs rise with the age of the building. When the extent of repairs required to bring a building up to standard exceeds the cost of reconstruction, then redevelopment needs to be considered.

Toronto Community Housing's outcomes related to development and redevelopment focus on initiatives that look to update its communities and add new affordable housing. Toronto Community Housing does not have the resources to revitalize communities and increase affordable housing on its own; however, by being open to working with the City and other partners on innovative approaches to development and revitalization, Toronto Community Housing can lend its expertise and assets to move projects forward, revitalizing its communities, and increasing affordable housing in the city of Toronto and other surrounding neighbourhoods.



Toronto Community Housing recognized the structural issues of Don Mount Court were going to require more than just “repair”. It moved in and started the redevelopment process that needed to happen, engaging tenants and the broader neighbourhood in the redevelopment and new development processes and decisions. The revitalization of Don Mount Court is underway.

The revitalization of Regent Park was something that had been proposed and talked about by housing corporations and governments time after time, but had never actually moved forward. Toronto Community Housing made it happen. The revitalization of Regent Park has started. Tenants in Phase 1 have been relocated. The demolition permit has been granted. Engagement of tenants and stakeholders has been strong. Regent Park is expected to take up to 15 years from start to finish, and is being done in phases to cause the least amount of disruption as possible and to phase the financial investment needed.

**Accomplishments to date**

- ☑ Don Mount Court approvals received.
- ☑ Don Mount Court tenants relocated.
- ☑ Demolition of Don Mount Court begins.
- ☑ Don Mount Court receives Ontario Municipal Board (OMB) approval.
- ☑ Regent Park receives Board of Directors, City and Ministry approvals.
- ☑ Regent Park planning wins an award.
- ☑ Relocation of Regent Park Phase 1 tenants completed.
- ☑ High profile architectural competition to select design for flagship Regent Park building (22-storey) in Block 14 a success.
- ☑ Demolition permit for Regent Park Phase 1 obtained.
- ☑ Acquisition of 30 Regent (former 51 Police Division) completed.
- ☑ Deconstruction, demolition and land remediation of 30 Regent completed.
- ☑ 30 Regent Site Plan application submitted.

**Focus for 2006 | 2007 | 2008**

Work has been successful at Don Mount Court and demolition is now underway with a new development expected to be up and tenanted by late 2006 or early 2007. Tenants will continue to be involved throughout the process. Relocated tenants will be offered the first right of refusal for those units that meet their needs in the new Don Mount Court development.

Toronto Community Housing has also achieved the community engagement and the approvals it needs to make the Regent Park revitalization a reality. It will continue to work with senior levels of government to secure the required financial commitment to fulfill all aspects of the Regent Park vision. With Phase 1 tenants relocated, the demolition will begin and construction of Phase 1 site infrastructure will start in late 2006.

Throughout the Regent Park revitalization process, all stakeholders will continue to be involved as Toronto Community Housing maintains its commitment to neighbourhood engagement, design excellence, and environmentally sustainable approaches to community-building.

Toronto Community Housing often finds itself being invited to participate in City-led development and/or redevelopment opportunities. The City and Toronto Community Housing share many of the same goals in improving communities and neighbourhoods, and in increasing the number of affordable housing units in the city. Toronto Community Housing has the structural ability to respond quickly and innovatively, applying new ideas to old issues. There are many areas where working together with the City toward achievement of goals could benefit a larger number of stakeholders. Leveraging experience, expertise and opportunities in areas of joint interest will provide enriched opportunities and benefits for both Toronto Community Housing and the city.

In addition to replacing 2,000 existing rent geared-to-income (RGI) units with modern ones, and improving the condition of buildings that house thousands of other units, Toronto Community Housing is working toward the goal of adding 3,000 new units to the affordable housing stock over the next 10 years. The creation of 3,000 new units will require an estimated equity investment of \$150M. To achieve that goal, Toronto Community Housing will need financing and development partners. Partnering with the City will help the organization move closer to its goal of increasing affordable housing units across the city without requiring it to take out substantial additional financing that it cannot afford.

#### Accomplishments to date

- ☑ Toronto Community Housing appointed as the City's agent for planning, design and development of Blocks 31, 32 and 36 of the Railway Lands.
- ☑ Toronto Community Housing appointed to be the affordable housing provider for District 3 of the West Don Lands precinct of the City's Waterfront revitalization.
- ☑ Toronto Community Housing participates in a symposium on "Building Housing, Building Cities, the Dutch Experience" showcasing innovative housing solutions and an exchange of ideas between Toronto and the Netherlands.

#### Focus for 2006 | 2007 | 2008

In 2006, Toronto Community Housing will work with City representatives to improve co-ordination of initiatives which are beneficial to both organizations. Work in the areas where Toronto Community Housing has already accepted agent status on behalf of the owner will move forward, including:

- Railway Lands planning, design and development of assigned blocks;
- moving forward on affordable housing in District 3 of the West Don Lands precinct of the City's Waterfront housing revitalization;
- continuing to provide leadership, advocacy and learning forums to focus public attention on issues of design excellence, balanced communities and green housing development; and
- the provision of development expertise in affordable housing production, green buildings and general housing specifications.

Leveraging opportunities presented through other parties provides Toronto Community Housing with further opportunities to promote development and redevelopment initiatives, furthering the goals of the organization and the City.

Toronto Community Housing has the experience and often has underused land that could be prime sites for the development of new affordable housing. What Toronto Community Housing doesn't have is the financial capacity to develop and redevelop on its own. The cost of maintaining its buildings and working with priority communities that must be revitalized takes more than what Toronto Community Housing has. However, by working with other partners eager to get into the development field, Toronto Community Housing can leverage its experience and possibly its land, to promote and increase the development of affordable housing in the city.

**Accomplishments to date**

- ☑ Long-term lease acquisition and conversion of 2 Murray Street to 91 units of housing for formerly homeless individuals completed for transitional housing operator Deep Quong.
- ☑ Acquisition of privately-owned commercial premises and subsequent conversion to seven additional residential units at Silverthorn Place completed. Community Living provided a capital contribution and leases the units to provide housing and support to mentally and physically-challenged individuals.
- ☑ 111 Kendleton Drive redeveloped with 58 new apartment units for "aging in place" seniors supported by the City's Homes for the Aged.

**Focus for 2006 | 2007 | 2008**

Toronto Community Housing receives many unsolicited development opportunities. Staff review these opportunities to assess its ability to facilitate development opportunities that can be self-sustained financially through a combination of housing grants, community partners' capital contributions, rent supplements and asset-based borrowing. While it does not have the capacity to develop at this time, it remains open to other possibilities.

Toronto Community Housing will work on building its capacity to deliver new housing and acquire existing housing, making the most of available opportunities to add affordable housing units and revitalize communities.



## Leveraging the Asset

The city of Toronto is in need of rent geared-to-income and affordable housing units. Supporting Toronto Community Housing's asset and new housing initiatives advances the City's goals of revitalized neighbourhoods and communities, and increased affordable housing.

By facilitating approvals processes, aligning capital spending to maximize the benefits of redevelopment, and supporting social development goals, the City could work with Toronto Community Housing to further development and improve opportunities for additional units.

In reviewing its portfolio, Toronto Community Housing has identified a number of locations as potential sites for asset development/ revitalization. There are also site candidates where redevelopment would enable the leveraging of excess development density attached to those sites. Properties with that type of feature provide an opportunity for much needed revenue through the sale of marketable land, as well as the opportunity of increasing the number of units while creating mixed-income communities. Leveraging the asset also provides additional opportunities to:

- revitalize the community;
- create healthy communities;
- add affordable housing units;
- improve accessibility; and
- create environmentally sustainable buildings.

Toronto Community Housing intends to review its asset and make the most of the leveraging opportunities available to it.



Toronto Community Housing has a lot of property that could provide additional opportunities. There are properties across the portfolio where smaller scale redevelopment or smaller additions to the structure would provide additional affordable housing units.

The ability for infill development is an important leveraging opportunity for Toronto Community Housing; however, the redevelopment/development opportunity provided must be able to sustain the cost of the work that needs to be performed to leverage the best value out of the asset as Toronto Community Housing investment dollars are restricted.

**Accomplishments to date**

- ☑ Board of Directors approval received to proceed with 331 Bartlett.
- ☑ 331 Bartlett planning process initiated.
- ☑ Municipal approvals submitted for 1900 Sheppard Avenue.

**Focus for 2006 | 2007 | 2008**

Toronto Community Housing will review its portfolio development potential and the options and opportunities identified in its Portfolio Strategy related to infill opportunities.

Opportunities around assets like 331 Bartlett provide the organization with the ability to improve its stock while increasing the number of affordable housing units. Proposals such as 1900 Sheppard Avenue provide significant leverage in the opportunity to utilize City surplus properties, create meeting space for surrounding communities (Sheppard Yatescastle and Sheppard Magellan) and, work in partnership with community groups to provide supportive programs such as parenting and housing for young people.

Including tenants and the community in the process provides the organization with its broader engagement outcomes, while ensuring those impacted are kept informed.

Over 2006 and 2007, Toronto Community Housing will review and propose further opportunities and initiate planning approvals on selected redevelopment candidate sites as part of maximizing its infill opportunities.

Toronto Community Housing’s portfolio has been amassed through various programs and various means. There is a wide and complex array of asset types, not all of which maximize the asset. Toronto Community Housing needs to review the portfolio to determine the best way to leverage the stock. While there is always resistance to selling off any part of social housing, there is value in assessing the advantage of selling off pieces of the real estate portfolio which provide low levels of housing but could potentially generate high rates of sale dollars. Those dollars generated through the sale of pieces of the asset could then be reinvested in purchasing or redeveloping sites with a greater number of units.

In the face of limited available capital and operating funds and the multiple priorities facing Toronto Community Housing, the use of the equity in the portfolio through site intensification, the sale of some land for market housing, and the limited sale of small assets is necessary. Leveraging the asset will provide funds for new development. However, only a small portion of this development will address the housing needs for those on the wait list for rent geared-to-income housing. While building units to the affordable housing standard can be leveraged, additional government funds are required in the form of rent supplements or capital grants in order to make affordable rental housing truly affordable housing for those in need by bringing them to rent geared-to-income status. While affordable housing may be built with one-time investment dollars, rent geared-to-income housing requires ongoing funding to close the gap between the rent geared-to-income revenue and the cost of maintaining the building on an ongoing basis.

**Accomplishments to date**

- ☑ 15-unit building on 430 Broadview sold.
- ☑ Single family home sold to facilitate local development.

**Focus for 2006 | 2007 | 2008**

Toronto Community Housing will review its Portfolio Strategy and bring forward options related to maximizing its asset. The sale of scattered houses for reinvestment in additional family units will be assessed and proposed early in 2006.

By selling high-value property and reinvesting in new housing that provides more units than that sold, the number of affordable housing units will be increased, accomplishing one of the outcomes of this strategy.

Toronto Community Housing has a large number of bachelor units which were primarily built for its seniors buildings. There is a very low demand for these bachelor units and vacancies are high. The cost of transforming bachelor units to one-bedroom units is significant, and Toronto Community Housing with its long list of priorities already financially challenging the organization, does not have the resources available to do it. In addition to the challenge of bachelor units, there are also a number of other hotel-type units that create tenanting challenges. There have been long standing issues related to tenanting and managing these sites/units. They were built for a specific tenancy type that is no longer in demand in the city. Vacancies are an issue and result in decreased revenue for Toronto Community Housing.

### Accomplishments to date

- ☑ Options on Collegeview Apartments developed.
- ☑ Discussions with prospective partners on Church/Granby options held.

### Focus for 2006 | 2007 | 2008

In 2006, Toronto Community Housing will review its asset to assess options related to sites that are currently underperforming. This is primarily due to the fact that the purpose they were built for and the design that accompanied them are no longer viable. This includes sites such as:

- Collegeview Apartments;
- Church/Granby; and
- priority sites with large numbers of vacant bachelor units.

One option for bachelor units often suggested by stakeholders is the conversion to one-bedroom units. While conversion will be assessed, it is not a realistic option for the number of bachelor units that Toronto Community Housing has due to the cost and impact on service levels. In addition to the capital cost of transforming two units into one, there are ongoing costs related to potential reductions in subsidy due to the reduction in the number of units. In addition, Toronto Community Housing is held to a set service level wherein it must maintain the number of rent geared-to-income units that it currently has. Conversion would reduce that number, resulting in Toronto Community Housing having to replace them. Replacement of units would require financing that Toronto Community Housing does not currently have.

Over 2006, Toronto Community Housing will look at options and partners to develop approaches that recognize the financial restrictions.

The City of Toronto has approved the creation of an Affordable Housing Committee and an Affordable Housing Unit to assess opportunity and to streamline approval processes for increasing affordable housing. The new committee will take over much of the process, although the role of the local community councils will remain, and should reduce the existing four year development approval process by at least a year and half. While this is a good sign, Toronto Community Housing hopes to work with the City as both the Service Manager and the Shareholder to streamline the administrative requirements related to approvals for Toronto Community Housing land and real estate transactions that it is currently tied to.

**Accomplishments to date**

- ☑ Approvals identified in the Operating Agreement.
- ☑ Discussions with City officials.

**Focus for 2006 | 2007 | 2008**

Toronto Community Housing will work with the City of Toronto to streamline the Service Manager, Shareholder and Ministerial approvals currently required through the *Social Housing Reform Act*, the Operating Agreement between Toronto Community Housing and the City as Service Manager, and the Shareholder Direction between Toronto Community Housing and the City as Shareholder. The current approval process often jeopardizes time-sensitive opportunities due to the length of time and investment of resources and staff time in getting through these approval steps before an opportunity even works its way through to the regular planning process approvals required of any project.

Clarification of Shareholder and Service Manager requirements against what is legislated will improve approval processes. Toronto Community Housing will also work with the City to develop protocols to streamline early processes.



## Focus on **Governance**

Toronto Community Housing has moved further into a focused model of governance with management, self-management and subsidiary governance. The focus over the next three years will be on the promotion of community governance and the assurance of appropriate governance tools and control systems.



# Governance Commitments

## 4.1 ORGANIZATIONAL GOVERNANCE

	2006	2007   2008
<b>4.1.1 Community Governance</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Work with communities to identify prototype options.</li><li><input type="checkbox"/> Put a community governance framework in place.</li><li><input type="checkbox"/> Work with interested prototype communities on selected governance models.</li><li><input type="checkbox"/> Evaluate the Atkinson Cooperative.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Initiate prototypes in two communities.</li><li><input type="checkbox"/> Evaluate prototypes and apply learnings.</li><li><input type="checkbox"/> Ongoing review and assessment of prototypes.</li></ul>
<b>4.1.2 Advocacy Program</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Put a coordinated program in place.</li><li><input type="checkbox"/> Develop and implement advocacy campaigns related to housing, and shelter components of Ontario Works (OW) and the Ontario Disability Support Program (ODSP).</li><li><input type="checkbox"/> Document Toronto Community Housing experiences.</li><li><input type="checkbox"/> Develop research capacity.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Ongoing review of advocacy issues.</li><li><input type="checkbox"/> Identify research activities to support the Advocacy Program.</li></ul>

## 4.2 ACCOUNTABILITY

<b>4.2.1 Governance Tools</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Use the accountability framework.</li><li><input type="checkbox"/> Review accountabilities.</li><li><input type="checkbox"/> Provide staff updates on legislative and policy requirements.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Provide staff updates on legislative and policy requirements.</li></ul>
<b>4.2.2 Values-Driven Procurement System</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Assess expenditures and control systems.</li><li><input type="checkbox"/> Develop additional standard specifications and pre-qualified vendor lists.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Expand and refine standard specifications and vendor lists.</li><li><input type="checkbox"/> Evaluate vendor performance.</li><li><input type="checkbox"/> Review control systems, procurement practices and policies.</li></ul>



# Governance Commitments

## 4.2 ACCOUNTABILITY continued

	2006	2007   2008
<b>4.2.3 Board Assessment Program</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Conduct an assessment of the Board of Directors and discuss findings in a workshop.</li><li><input type="checkbox"/> Implement the assessment and workshop recommendations.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Conduct an assessment of the Board of Directors and discuss findings in a workshop.</li><li><input type="checkbox"/> Implement the assessment and workshop recommendations.</li></ul>

# Focus on Governance

Good governance is of the highest importance to all organizations. Toronto Community Housing's focus on implementing community-based and subsidiary governance structures makes the need for a strong and comprehensive system of governance critical for its success. A focused model of governance has provided Toronto Community Housing with a framework that integrates multiple accountable governing bodies. Toronto Community Housing is working to set in place a governance framework that allows for flexibility and innovation within prescribed parameters. This allows governance structures that provide focused oversight and engaged decision-making, while still maintaining the organization's "brand" through the application and belief in the same value system.

The Community Management Plan has been consistent over the past three years in identifying Good Governance as a fundamental strategic objective. The following components of governance are an integral part of the work that Toronto Community Housing does, whether it is done corporately, through a subsidiary, or at the Community Housing Unit:

- clear accountability;
- transparent decision-making;
- goal and priority setting;
- multiple stakeholders involved in the setting of priorities and decision-making;
- appropriate resource allocation;
- performance measurement;
- innovating, adapting, learning; and
- monitoring and evaluating results.



# Organizational Governance

Organizational governance addresses the initiatives needed to put in place the structures and features of governance that provide Toronto Community Housing with the ability to move further into a focused governance model.

Over the past few years, Toronto Community Housing has been able to put in place many of the building blocks that pave the way for the focused governance model it has adopted. The establishment of the Community Housing Units, the realignment of business units, and the incorporating of subsidiaries has all provided key governance learnings that can be transferred to this Community Management Plan's focus on community governance.

The ultimate sign of success that the governance model is working will be when Toronto Community Housing's subsidiary businesses are successful in their own right, and community-governed housing units are approached at the broader community level as the housing resource for their city neighbourhood.



One of Toronto Community Housing's key objectives is to introduce community models of governance to those communities that have the interest, energy and drive to develop into self-governing communities. Tenant or community governance will enable tenants and community partners to be the decision-making body in their community.

Toronto Community Housing has had Tenant Councils in place for over two years. The Tenant Councils have evolved from bodies that provide advice to the Community Housing Unit Manager to being active participants in resource allocation and business planning. This experience will help to inform the development of self-management prototypes planned for 2006.

**Accomplishments to date**

- ☑ Tenant Councils implemented.
- ☑ Recommendations made from the Self-Management Committee.
- ☑ Initial discussions with a number of communities around self-management held.
- ☑ Atkinson Co-operative created.

**Focus for 2006 | 2007 | 2008**

The establishment of tenant and community Boards of Directors is the next step in Toronto Community Housing's community governance plan. Toronto Community Housing must determine, in consultation with tenants and other stakeholders, the best way to form self-governance units, where prototypes are best implemented, and what the ideal framework for these prototypes should be.

It will be a challenge to ensure that Toronto Community Housing staff, tenants and stakeholders are all working toward common goals, with a common set of values, while increasingly recognizing and taking on local management and business ownership. The governance components and tools put in place must meet these challenges, while at the same time, encourage innovation and leadership.

By working together with interested communities, Toronto Community Housing will explore the structures, supports and tools required for successful local governance.

Moving forward on community governance will include initiatives related to:

- governance prototypes;
- a community governance framework; and
- an evaluation of the Atkinson Co-operative.

Increasingly, Toronto Community Housing is faced with the impacts of policies, resource allocation decisions, and the need to address issues in neighbourhoods and housing communities. Tenants and other stakeholders look to Toronto Community Housing as an organization that can use its resources and position as a large provider of housing to influence decisions that affect both the organization and the tenants that live in its communities. Advocacy can be used not only to effect change directly related to the Toronto Community Housing mandate and communities, but to also effect change within the social housing sector, and on other social issues areas such as poverty, homelessness, social isolation and environmental sustainability.

Advocacy work is primarily to raise funds and awareness for specific housing and poverty-related issues, but it can be also be used to increase confidence levels among those with influence and decision-makers, to help build trust, and to manage expectations among all stakeholder groups as it draws others in and clarifies the role of Toronto Community Housing.

**Accomplishments to date**

- ☑ *Social Housing Reform Act (SHRA)* Advocacy Program launched.
- ☑ \$224M funding campaign to fund Toronto Community Housing’s capital deficit launched.
- ☑ MPs, MPPs invited to spend a night in a Toronto Community Housing community to see issues first-hand.

**Focus for 2006 | 2007 | 2008**

Toronto Community Housing has strong, interested and engaged tenants, staff and Board members. Coordination of these voices in an advocacy campaign to create positive changes in Toronto Community Housing communities and in the neighbourhoods they are part of, will benefit more than Toronto Community Housing. It will also position the organization as an integral part of the community and the sector.

Over 2006, a coordinated approach to advocacy will be developed. This will include identifying key issues of interest and the role of tenants, staff and the Board of Directors. Key initiatives across 2006 related to bringing an advocacy profile to Toronto Community Housing include:

- advocacy campaign development;
- social housing issues profiling;
- Toronto Community Housing experience documentation;
- funding partners identification; and
- capacity for research.

## OUTCOME 4.2 Accountability

To be accountable in whatever governance model is in place, governing principles and supports must be clear, accessible and aligned with the self-governance models that Toronto Community Housing is putting in place and the values it is built on.

Governing bodies must be able to recognize their roles and responsibilities within the governing structure best suited to the needs of the particular community or business. The initiatives outlined in this outcome area move toward meeting those goals.



Toronto Community Housing’s evolutionary approach to business through comprehensive, consultative business planning, self-governed communities, subsidiaries and joint ventures, all require clear accountability frameworks. Oversight of those accountabilities ensuring that legislative, financial control and policy regulations are being adhered to, that Toronto Community Housing values are respected, and that Toronto Community Housing standards and commitments are being delivered, must be reflected in a way that is easily understood and easily applied. This requires a clear definition of each oversight role and the tools and supports that go with them.

Whether management remains within the Toronto Community Housing structure, through either direct or contract-delivered services or is established under a tenant or community Board, management practices must ensure that the growth of the community is not being unnaturally delayed due to values and opportunities not being clearly understood and practiced. This will require initiatives through 2006 that provide:

- clear communication of the expectations of each governing/managing/operating body;
- clear and transparent frameworks that set out the expectations, the value systems and the accountability mechanisms that are required of each; and
- governance tools that respect the parent corporation and the governing body.

**Accomplishments to date**

- ☑ Corporate risk assessment in place.
- ☑ Internal Review Schedule implemented.
- ☑ Conflict of Interest and Code of Conduct policies developed and implemented.
- ☑ Monthly and quarterly performance reported on.

**Focus for 2006 | 2007 | 2008**

Initiatives that put the right governance tools in place will be the focus over 2006 and through 2007 and 2008. Ensuring that the tools enable self-governance, while reflecting corporate values and that they are clearly communicated, will be key to the success of the model. Initiatives that focus on understandable accountability frameworks for direct management, community-governance and subsidiaries, as well as the review of contract management contracts and the monitoring and accountability components of each, will ensure that all types of management/governance reflect the values of the organization.

This will include:

- an accountability framework;
- a managerial review of accountabilities;
- staff refreshers on legislative and policy requirements; and
- a framework for the delivery of property management services.

One of the key delivery systems that must adjust to the changing model of management and governance is Toronto Community Housing’s procurement system. Toronto Community Housing is a large organization with significant spending power. A comprehensive look at the way in which it is making its purchases and where those purchases are being made could provide the organization with a procurement system that leverages its spending to further its strategic goals, while ensuring proper purchasing practices.

A basic requirement for Toronto Community Housing as it moves forward is putting in place a procurement system that enables communities to spend their dollars within their communities wherever possible, while continuing to take advantage of the savings earned through the economies of scale from purchasing at a global level. Understanding what it buys and where it buys it from will assist in setting up an easy-to-use, easy-to-understand system that makes the most of its spending, wherever that spending takes place, and has the proper controls in place to mitigate risk to the corporation.

**Accomplishments to date**

- ☑ Review of tender documents conducted.
- ☑ Initial draft of procurement policy developed.

**Focus for 2006 | 2007 | 2008**

A values-driven procurement system will clearly identify where spending is best exercised at a company-wide level in programs, and where spending is community-based bringing economic advantages to the community and its surrounding neighbourhood. A values-driven procurement system will provide all areas of the organization with tools such as pre-qualified vendor lists and a review and assessment of purchases to ensure ongoing value with systems in place to ensure risks are mitigated and proper procurement practices and policies are adhered to.

The focus for 2006 will be on performing an assessment of the organization’s spending habits and the relevant control systems, and quickly putting in place standard specifications and pre-qualified vendor lists for core services and products, adjusting control systems to ensure there are no gaps. Work over 2007 and 2008 will refine that done in 2006, in addition to expanding the number of specifications ready for application, broader application of pre-qualified lists and the sharing and evaluation of vendor performance learnings. A review of control systems, procurement practices and policies will also be undertaken.



Board assessment programs are aimed at ensuring that the Board of Directors, through its practices and structures, is aligned with the values and direction of the organization.

The Toronto Community Housing Board of Directors has undergone an assessment of its practices and structures prior to the appointment of Board members for the new term. An annual assessment of the Board conducted by an external consultant enables the Board to take an objective look at their accomplishments and how those accomplishments were achieved, to ensure that successful practices are carried forward and to identify any gaps in its structures or practices.

**Accomplishments to date**

- ☑ 2004 Board of Directors assessment completed.
- ☑ Board governance workshop conducted.
- ☑ Change in Board structure implemented.
- ☑ 2005 Board assessment process initiated.

**Focus for 2006 | 2007 | 2008**

It is good governance practice for Boards to conduct an annual assessment. The Toronto Community Housing Board of Directors recognized this and initiated Board assessments in 2004. The new Board will be taking part in an assessment at the Board and individual director levels. This assessment will begin at the end of 2005.

The Board assessment asks directors, senior management and the Shareholder to comment on the performance of the Board in the context of such areas as leadership, structure, roles, and individual contribution. A Board assessment program will also include a look at Board structure, Board performance, strategic planning, and Board workshops.

The results of the assessment will form the base of a Board workshop in early 2006. The workshop will respond to the results, providing the Board with the opportunity to discuss any impact on its structures, processes, agendas and relationships. The outcome of the workshop will be to shape the agendas, role, conduct, engagement and structure of the Board in accordance with the findings of the assessment and the discussion at the workshop.



# Implementation

The implementation of the Community Management Plan 2006 | 2007 | 2008 will continue to be guided by the principles of implementation that Toronto Community Housing put in place through previous Community Management Plans.

Developing better, more accessible communication tools and vehicles will assist Toronto Community Housing in ensuring that its stakeholders are involved and have access to the progress of the plan.

While strong support for the policy direction has been building, there is now a need to focus on the “quality of implementation”.



# Implementation

The Community Management Plan provides the framework for all activities that take place at Toronto Community Housing. The values and the commitments to quality govern how change and day-to-day decisions are made. The initiatives outlined in the plan are those that move Toronto Community Housing closer to achieving its vision of being a leading social housing provider.

## Principles of Implementation

How the Community Management Plan is implemented is key to the success of the plan. Toronto Community Housing must proactively manage each initiative, ensuring clear communication and understanding by both internal and external stakeholders. To ensure that the Community Management Plan is successful, implementation will continue to be guided by the following principles:

- **Engaging others**
  - involving affected stakeholders;
  - planning at the community level; and
  - engaging all stakeholders - tenants, staff, labour, community agencies, City officials, City Councillors and other interested members of the public.
- **Communicating at all levels**
  - communicating on a regular basis;
  - communicating in plain, easy-to-understand language;
  - communicating to all stakeholders; and
  - communicating the successes and the learnings.
- **Managing the impacts of change**
  - letting people know what the changes are and the impacts they will have;
  - assessing the impact and letting those affected have a say;
  - bringing the changes in one step at a time; and
  - balancing the changes required with the day-to-day operations.
- **Managing the day-to-day operations**
  - recognizing the impacts on the day-to-day delivery of service;
  - balancing change with the day-to-day operations; and
  - maintaining the standards in service delivery.
- **Monitoring the internal and external environment**
  - assessing the environment around Toronto Community Housing;
  - determining the impacts of a changing environment; and
  - changing to adjust to changes in the environment.
- **Researching best practices, options and issues**
  - learning from others;
  - sharing the best of the learnings; and
  - being up-to-date on the options available.
- **Evaluating and reporting on progress**
  - monitoring impacts and results;
  - reporting on progress; and
  - evaluating outcomes.

With so many initiatives identified by stakeholders as a priority, Toronto Community Housing must keep focused on maintaining a balance in order to not only move forward in some areas, but to move all of the organization forward and not lose anything along the way. The principles of implementation work to achieve that balance.

## 2006 | 2007 | 2008 Implementation

Toronto Community Housing will continue to apply the principles of implementation that have successfully supported it through the past two cycles of its Community Management Plan. Regular reporting on the progress of each initiative will remain an important part of holding the organization to its word. Reporting on the progress made to date, the issues that arise and the options available, will continue to be made available. This is intended to provide an opportunity for key stakeholders to understand where the initiatives are at and what effect they have had.

Progress, issues and achievements will continue to be reported through quarterly and annual performance reports at the management level and through the Board of Directors. Quarterly performance reports are available to the public. In addition, Community Housing Units will share updates on initiatives and progress at the community level through the Tenant Council. This regular reporting allows plans to be adjusted to take into consideration changes in the environment or unforeseen challenges in achieving the goals as stated.

Monitoring, reviewing and evaluating Community Management Plan initiatives and how they are being implemented is important in making sure that what the organization is doing is having the desired effect. The commitment to implement using the principles stated above and to monitor and evaluate throughout the change processes, while maintaining a focus on the day-to-day operations, will assist Toronto Community

Housing to live up to its commitments to quality housing, quality service and quality communities.

Toronto Community Housing will continue to refine its communication tools. A revision of the internet will be undertaken in 2006 with a view to improving the presentation and accessibility of information. The initiative to electronically link Tenant Representatives started in 2005, but stalled due to the departure of Toronto Community Housing's venture partner, will be resumed. The successful implementation of this endeavour will assist Toronto Community Housing in ensuring that Tenant Representatives are aware of the status of implementation of this Community Management Plan and can share that information with their community.



# Appendices

- A: Toronto Community Housing Background
- B: Toronto Community Housing Portfolio
- C: Stakeholder Consultation
- D: Community Partners
- E: 2005 Report Card



# Appendix A

## Toronto Community Housing **Background**

### The Organization

Toronto Community Housing (TCHC) is the not-for profit housing corporation with the City of Toronto as the sole shareholder. It was created through the integration of the former Toronto Housing Company (THC) and the Metro Toronto Housing Corporation (MTHC) and began operations on January 1, 2002.

### Governance

Toronto Community Housing is a standalone corporation with a 13-member Board of Directors. The directors are appointed by the shareholder under the following composition:

- Mayor or Mayor's designate;
- 3 City Councillors; and
- 9 citizens (2 of which are to be Toronto Community Housing tenants).

The Board of Directors are the decision-making body for the organization and are accountable for managing the business and its employees.

Toronto Community Housing's mandate is to provide affordable rental housing for low and moderate income households. To meet the mandate, Toronto Community Housing set a number of objectives in place:

- the development of safe and healthy communities integrated with the city;
- the implementation of a community management model that makes operational decisions at the local level while following the broader values of the corporation;

- maintaining and improving the physical conditions of the buildings;
- redeveloping and regenerating communities when necessary;
- creating new affordable housing to meet the needs of those on the wait list; and
- recognizing and building on the strength and capacity of the organization - the staff of Toronto Community Housing.

The Toronto Community Housing Board of Directors has committed to a focused model of governance leading to community governance structures that allow for specialized skills to oversee certain business activities. The Board has established four subsidiaries to manage the business of discreet components of its business. These subsidiaries have been established under the Ontario *Business Corporations Act* (OBCA) and each has its own directors who are accountable for the management of the business back to the Toronto Community Housing Board of Directors. The Chief Executive Officer and the Chief Financial Officer of Toronto Community Housing are cross-appointed to the subsidiary Boards and subsidiary Boards also tend to have a Toronto Community Housing Board member sit on them. The subsidiaries established by Toronto Community Housing are:

- **Access Housing Connections Inc. (AHC)** established to manage the central wait list for social housing and the rent supplement programs on behalf of Toronto Community Housing who administer them on behalf of the City as Service Manager.
- **Housing Services Inc. (HSI)** established to provide focused governance over the delivery of select property management services including call centre, small capital and maintenance. While HSI



currently provides these services to Toronto Community Housing Community Housing Units, the goal is that they will be in a position to sell these services to other non-profits, generating a revenue that can be invested back into Toronto Community Housing communities.

- **Don Mount Court Development Corporation (DMCDC)**  
established to provide focused oversight on the redevelopment of Don Mount Court.
- **Regent Park Revitalization Corporation**  
established to provide focused oversight on the revitalization of Regent Park over the 15-year timespan to redevelop the community, including the development of affordable housing and affordable housing ownership units. (*while established under the Ontario Business Corporations Act, a Board has not yet been put in place*)

## Shareholder and Service Manager

The City of Toronto interacts with Toronto Community Housing as both a Service Manager under the *Social Housing Reform Act, 2000* (SHRA) and as a Shareholder through the Shareholder Direction.

In the first instance, the SHRA and the Operating Agreement sets out the rules and agreements related to the provision of rent-geared-to-income assistance for tenants. Along with other legislated requirements, the Service Manager provides funding for Toronto Community Housing to carry out its responsibilities under the SHRA and ensures that it and the 230 other social housing providers in the city of Toronto follows the requirements of the Act. The relationship with the City as Service Manager is governed in this case by the formal requirements of the regulations and legislation and is further refined through an Operating Agreement set out between the Service Manager and Toronto

Community Housing. The Operating Agreement sets out the funding and reporting relationship and requirements along with an agreement on the number of rent-geared-to-income units that Toronto Community Housing must maintain. Toronto Community Housing reports on an annual basis to the Service Manager.

In the second instance, the City as Shareholder sets out business requirements for Toronto Community Housing and its interest in having the corporation follow certain fundamental principles. A Shareholder Direction between the City and Toronto Community Housing sets out the relationship identifying where Toronto Community Housing requires Shareholder approvals and what reporting the corporation is required to do. Toronto Community Housing reports twice a year on a formal basis to the shareholder - in the fourth quarter of each year with an update to its 3-year strategic plan, the Community Management Plan, and in the second quarter of each year with a review of the previous year's accomplishments and a copy of its audited financial statements.

Both of these relationships are high-level. The City has established Toronto Community Housing as an independent business entity so that it can concentrate on fulfilling its mandate and vision without the day-to-day involvement of the City.

## **Vision, Values and Commitment to Quality**

The initiatives and actions outlined in the Community Management Plan reflect the input received from tenants, staff and external stakeholders. These ideas are given direction by the Toronto Community Housing Board of Directors taking into account the financial capacity of the corporation, and the current environment, the intended outcomes of the plan. The vision and values of Toronto Community Housing govern the development of this plan.

### **Vision**

Toronto Community Housing seeks to be a pre-eminent publicly-owned social housing provider. In time, it is the desire that Toronto Community Housing become an organization against which other social housing providers are assessed □ a leading social housing provider seen as a leader in the communities in which it provides services. The Community Management Plan 2006 | 2007 | 2008 sets out the goals, targets and initiatives that will bring the organization closer each year to achieving the vision.

### **Values**

Toronto Community Housing will:

- provide quality housing that is healthy, safe and affordable;
- respect the human rights and dignity of all members of the community;
- ensure fair and equitable treatment of staff and tenants;
- ensure open communication between staff and tenants; and
- provide education and learning opportunities accessible to all staff and tenants.

## **Commitment to Quality**

Toronto Community Housing has made a commitment to quality:

**Quality Housing:** building renewal, cleanliness, preventive and direct maintenance.

**Quality Service:** good staff-tenant relationships, staff-tenant respect, service delivered to standard.

**Quality Communities:** engagement of tenants, tenant decision-making, safe and healthy communities.

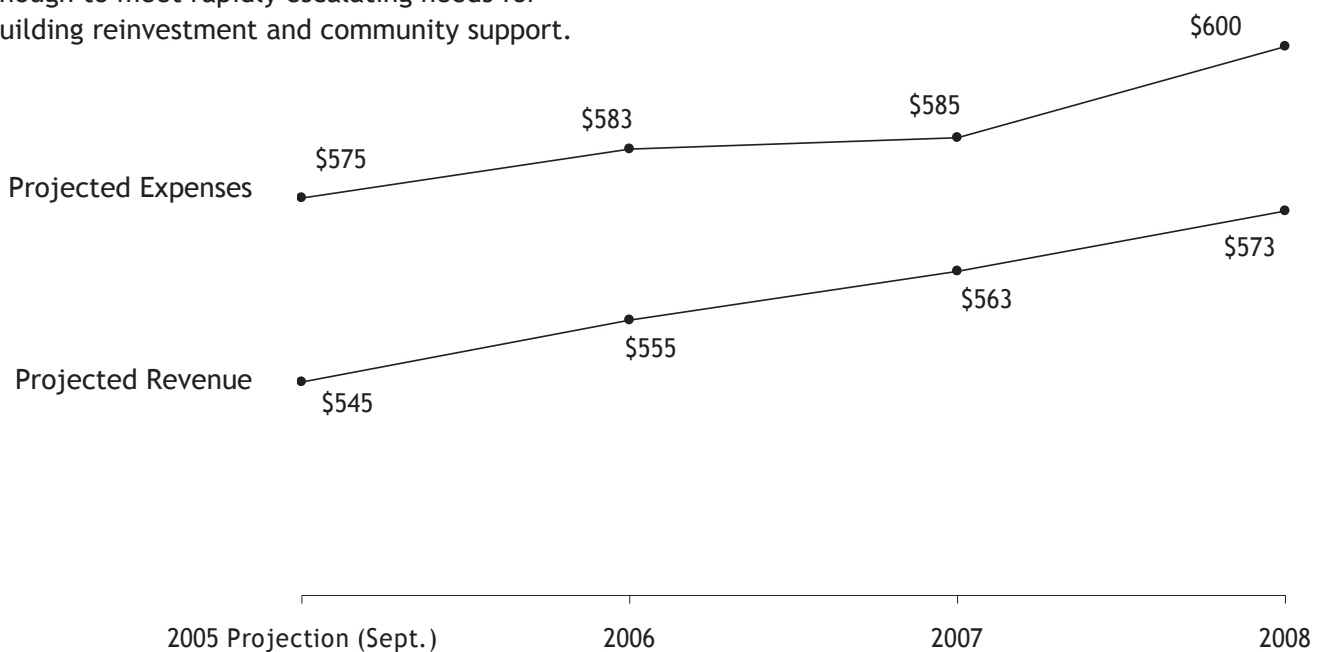
## Financial Snapshot

Toronto Community Housing was created in 2002 through the integration of two legacy corporations and quickly set about putting in place goals of reducing costs and increasing revenues in order to reallocate resources in a manner that would effect the goals of the new organization. As shown below, the success the organization has had in modestly increasing revenues until 2004 and in decreasing costs in 2001 and 2002. Toronto Community Housing has been able to do some of what it planned in expenditure reduction and revenue generation but there is only so much that can be done with building stock that is this old and aging and limited revenue sources.

The difference between revenues and expenditures - just under \$90M in 2005 - is invested in capital improvements to the communities and in social and governance projects in the Community Housing Units. It is projected that the difference and thus the capital available for investment, will decrease by \$2M to \$3M a year over the next three years. Even if the amount available for investment was not decreasing, the funds available would not be enough to meet rapidly escalating needs for building reinvestment and community support.

The Toronto Community Housing portfolio was downloaded with a huge capital repair deficit without the related dollars to address the existing capital repair requirements. While the exact dollar amount of the problem was not known at the time, the Provincial government was aware of the issue. It was repeatedly identified by the City, social housing providers and by housing advocates at the time of downloading to the City; however, it was not addressed. Toronto Community Housing is now faced with addressing the problem on its own as it cannot sit by while tenants live in building conditions that continue to deteriorate as the buildings continue to age. Initiatives have been put in place to slow down the impact, but Toronto Community Housing does not have the resources, nor can it generate sufficient resources on its own, to completely address the problem.

Toronto Community Housing  
Projected Revenues and Expenses



## Toronto Community Housing Communities

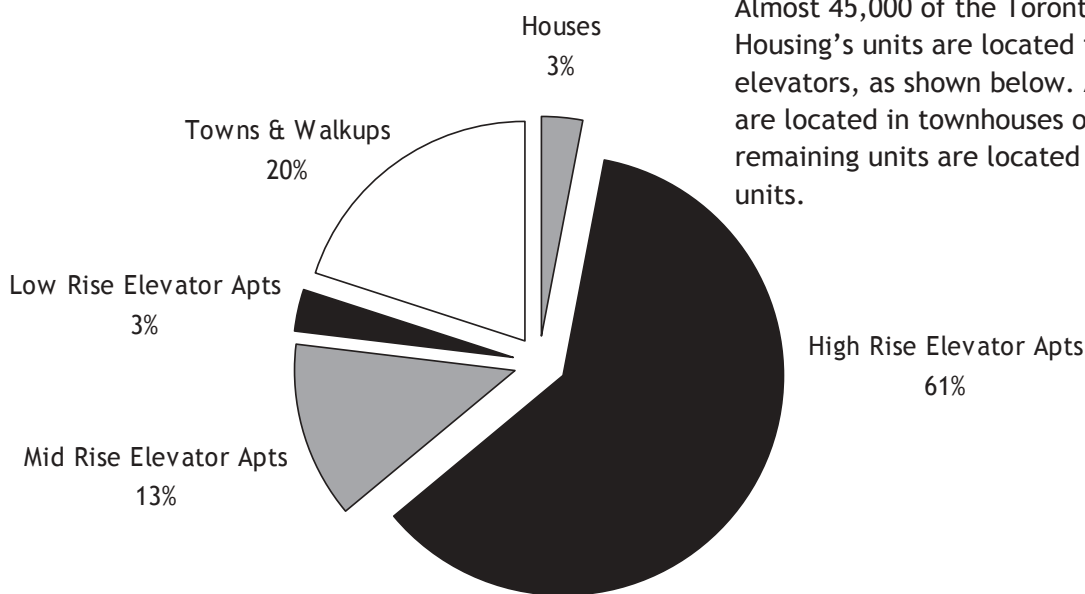
Toronto Community Housing provides over 58,500 units of housing across the city of Toronto. With over 48 million square feet of building space in over 2,000 buildings across 350 developments, Toronto Community Housing is the largest social housing provider in Canada and the second largest in North America. It is home to approximately six percent of Toronto’s population.

Toronto Community Housing’s tenants reflect the diversity of the city. They come from the world over, speak more than 70 languages, have a broad range of religious and spiritual beliefs, and represent all age groups and abilities. With an average household income at \$13,964 versus the city of Toronto average household income at \$69,125, Toronto Community Housing tenants include some of the city’s poorest, most vulnerable citizens.

As previously identified, the housing stock downloaded by the Provincial government to the City of Toronto is old, some of it more than 50 years old, and in desperate need of refurbishment. Toronto Community Housing has conducted building condition audits to determine the short and long-term capital investment requirements to bring the housing stock to a uniform good state of repair, and to maintain this good state of repair. The audits have identified an immediate capital investment requirement of \$224M and annual spending of at least \$53M in each of the next nine years (2005-2014).

The housing stock is complex to manage. There are over 350 locations across the city plus another 800 houses and small two to four-unit buildings. As well as many locations, Toronto Community Housing operates units in buildings it does not own and has co-operatives and agencies operating buildings and groups of units it does own. There are operating agreements with all of these groups that are specific to their operations and must be managed. This complexity adds administrative overhead, costs and complexity.

Toronto Community Housing  
Building Types



## Building Types

Almost 45,000 of the Toronto Community Housing’s units are located in buildings with elevators, as shown below. Another 11,000 units are located in townhouses or walk-ups, and the remaining units are located in scattered housing units.

## Building Age

The average age of units in elevator buildings in the Toronto Community Housing portfolio is 34 years. The average age increases to 45 years with houses factored in.

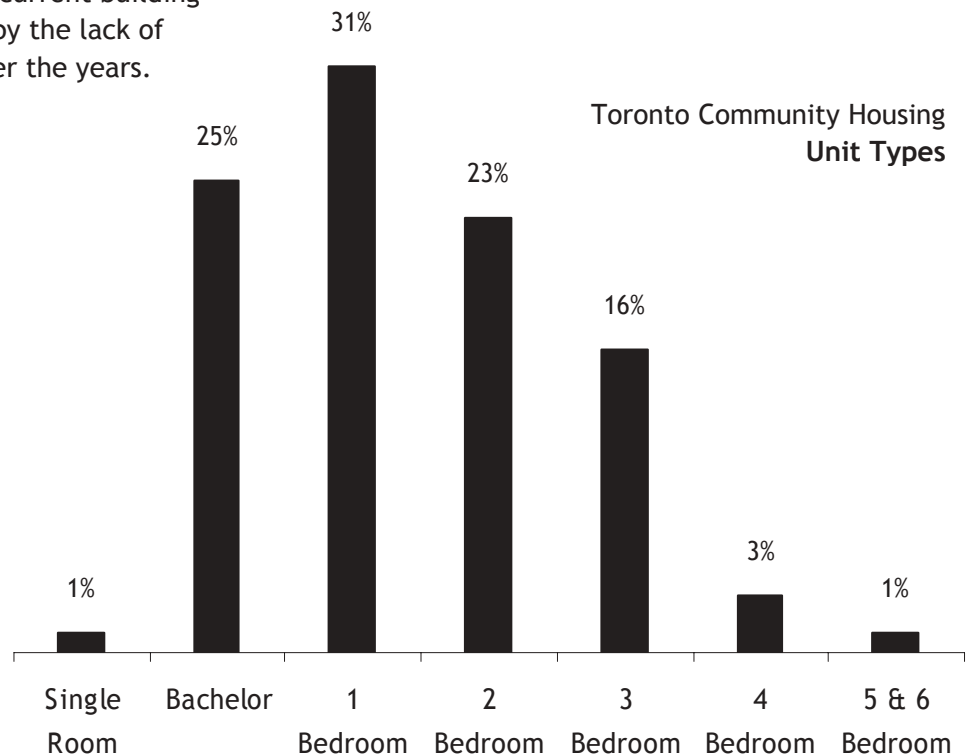
The oldest units are located in houses averaging about 69 years of age. Units in mid-rise elevator apartment buildings are the youngest class of buildings averaging 30 years. Units in high-rise elevator apartment buildings average 31 years of age, units in low-rise elevator apartment buildings average 39 years, and townhouses and walk-ups average 39 years of age.

Overall, the buildings are old, and therefore, are not built to current standards relative to amenity space, interior unit design, mechanical systems, accessibility, and solid waste disposal. Retrofitting will not always address these types of issues, as often the physical structure requires extensive modification to meet current building standards. This is compounded by the lack of investment in refurbishment over the years.

## Unit Types

The majority of units are bachelor units and one-bedroom apartments. These two types of units make up over 56% of Toronto Community Housing's portfolio. Another 39% of the units have two or three-bedrooms.

Even though there is a large wait list for housing, most of it is for family housing. There are not many applicants on the wait list that can be housed in the bachelor portfolio. In fact, though there is a long waiting list for social housing, Toronto Community Housing often faces vacancies in this part of the portfolio.



## Tenants

Toronto Community Housing's households comprise the following groupings:

- 36% families;
- 31% seniors; and
- 33% adults without dependents.

It is noteworthy that while the city's seniors' population averages 14%, Toronto Community Housing's seniors' population is 31%. However, an examination of the housing wait list shows that families reflect the highest number of applicants followed by single adults. Seniors on the wait list fall far below the percentage that Toronto Community Housing currently houses.

Changes in the wait list mean that future tenants of Toronto Community Housing will be different and have different needs than those of today. These changes will not occur quickly, as the turnover rate is about 10% per year. However, it appears that over time, there will be an increase in the number of single, non-senior households, in the number of households where Ontario Works (OW) is a source of income and in the number of employed households.

## Household Incomes

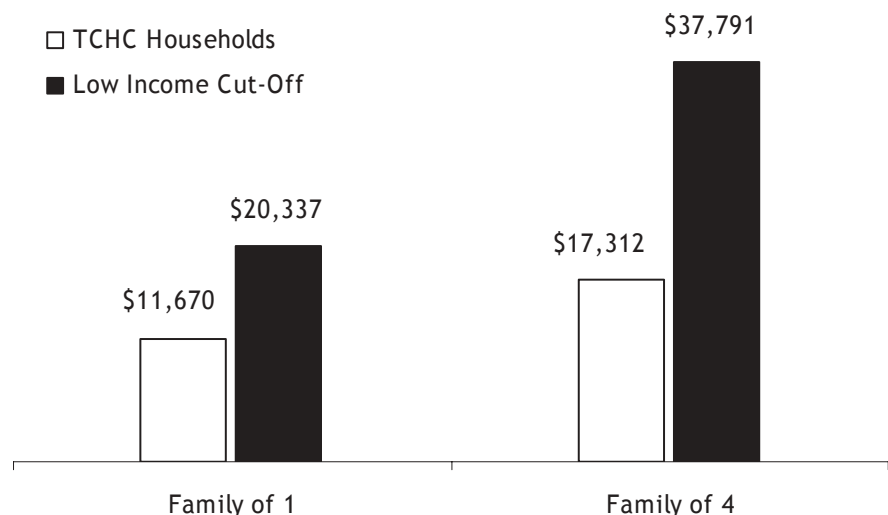
The average annual income of a household living in Toronto Community Housing is approximately \$13,964. The average annual household income in Toronto, as reported by the City of Toronto based on the 2001 census, was \$69,125. For a family of four, the Low Income Cut-Off (a measure from Statistics Canada to compare the relative economic well-being of households) for 2005 is \$37,791. This measure is used as one definition of poverty.

Currently, about 33% of rent geared-to-income households receive Ontario Works (OW) and Ontario Disability Support Program (ODSP) as their source of income. Of the households on the wait list, 42% have OW or ODSP as their source of income, double the current composition. This will lead to lower revenues as households receiving OW and ODSP have lower incomes than the current tenant average and so their rents will be less. It also has a direct impact on the service needs within communities as higher concentrations of poverty come together.

### Toronto Community Housing Household Incomes

**\$69,125**

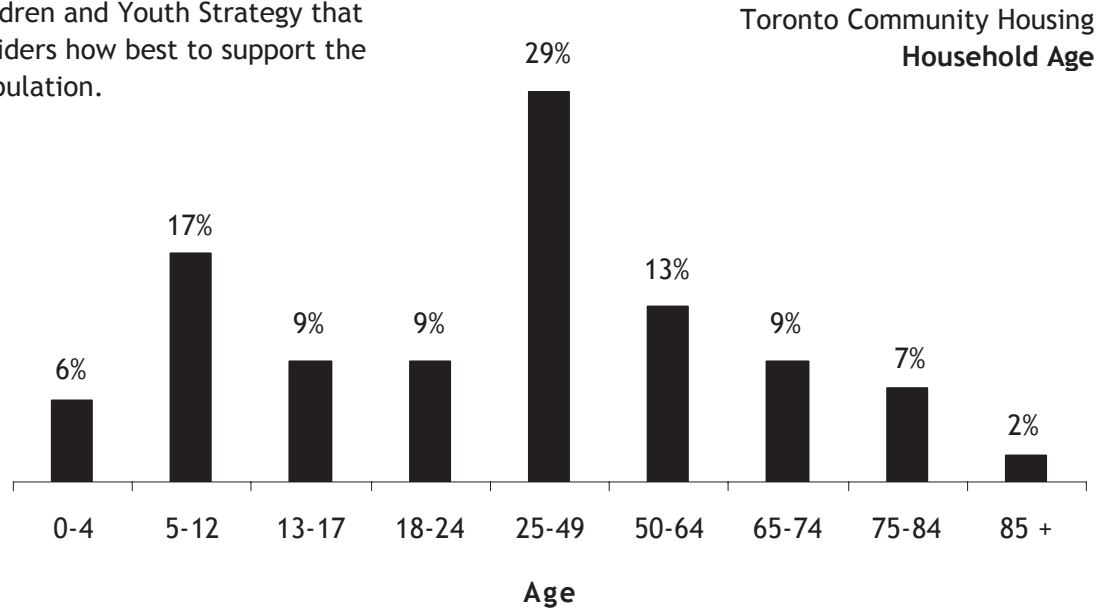
Average Toronto Household Income - 2001 Census



## Household Age

While a review of the wait list shows that Toronto Community Housing needs to prepare for more families and single persons, the current age demographic shows that in addition to a large number of seniors, there are a large number of tenants in the “baby boomer” years, as shown below. With the average tenancy lasting 12-14 years, there will be more “aging in place” requirements as the current population ages.

There are also a large number of children in the 5 to 12-year range. This will lead relatively quickly to a significant number of youth in Toronto Community Housing communities. In response, Toronto Community Housing is implementing a Children and Youth Strategy that recognizes and considers how best to support the increasing youth population.



# Appendix B

## Toronto Community Housing Portfolio

Devt No	Development Name	Devt No	Development Name
<b>Community Housing Unit 1</b>		<b>Community Housing Unit 2</b>	
<b>HUMBER VILLAGE</b>		<b>EGLINTON/LAWRENCE</b>	
13.....	Lightwood/Sanagan	102.....	Northacres Apartments
18.....	Torbolton Drive	110.....	King High Acres
26.....	Thistletown 2	163.....	Marjory Carton Apartments
29.....	Duncan Woods Drive	165.....	Saranac Apartments
30.....	Tandridge Crescent 1	185.....	Faywood Place
45.....	Kipling/Mount Olive	197.....	Bathurst Place
47.....	Albion/Shendale	200.....	Lawrence Heights
54.....	Tandridge Crescent 2	207.....	Champlain Place
58.....	Finch/Ardwick	216.....	Neptune Drive
101.....	Westacres	242.....	Scattered Units
106.....	Westacres Extension	850.....	Lawrence Avenue West (650)
114.....	Robert J. Smith Apartments		
176.....	Humberline Place		
177.....	Weston Towers	<b>Community Housing Unit 3</b>	
180.....	Rowntree Manor	<b>SENECA/DON VALLEY</b>	
210.....	Thistletown 1	31.....	Willowdale Avenue
217.....	Islington/Satterly	35.....	Finch/Brahms
220.....	Martin Grove Albion	36.....	Leslie/Finch
241.....	Scattered Units	125.....	Willowdale Manor
901.....	Queens Plate Drive (900-910)	130.....	West Don Apartments
		137.....	Beecroft Manor
		151.....	Seneca Towers
		152.....	Sheppard Place
		162.....	Cliffwood Manor
		169.....	The Kempford



Devt No	Development Name	Devt No	Development Name
<b>Community Housing Unit 4</b>		<b>Community Housing Unit 6</b>	
<b>SCARBOROUGH EAST</b>		<b>YORK/WESTON</b>	
6 .....	Mornelle/Ellesmere	37 .....	Dixington Crescent
15.....	Stableford Farms	98 .....	Weston/Bellevue
23.....	Lawrence/Galloway	111 .....	Humber Acres
72.....	Ellesmere/Markham	134.....	Eagle Manor
75.....	Morningside/Coronation	175.....	Trimbee Court
80.....	Lawrence/Orton	187.....	York Square
81.....	Lawrence/Susan	205.....	Scarlett Manor
129 .....	Village Apartments	206.....	Scarlettwood
135 .....	West Hill Apartments	219.....	Islington/St. Andrews
136 .....	Morningside Apartments		
211 .....	Kingston/Galloway	<b>Community Housing Unit 7</b>	
212 .....	Mornelle/Morningside	<b>ETOBICOKE/LAKESHORE</b>	
213 .....	Morningside/Ling	14 .....	East Mall
215 .....	Lawrence/Valia	62 .....	West Mall
244 .....	Scattered Units	132.....	Edwards Manor
		142.....	Griggs Manor 1
<b>Community Housing Unit 5</b>		155.....	Islington Manor
<b>SCARBOROUGH/WARDEN</b>		156.....	Woods Manor
1 .....	O'Connor Drive	172.....	Mabelle Place
113 .....	Woodland Acres North	194.....	Griggs Manor 2
115 .....	Woodland Acres South	202.....	Lerette Manor
120 .....	Centennial Apartments	221.....	Capri Road
124 .....	McClain Park Apartments	222.....	Dundas/Mabelle
143 .....	Sunrise Towers	247.....	Scattered Units
146 .....	Byng Towers		
208 .....	Warden Woods	<b>Community Housing Unit 8</b>	
245 .....	Scattered Units	<b>BLOOR WEST/CENTRAL</b>	
		59 .....	Queensway/Windermere
		83 .....	High Park/Quebec
		87 .....	Pendrith Park
		90 .....	McCormick Park
		181.....	Leonardo Court

Devt No	Development Name	Devt No	Development Name
196 .....	The Rankin Apartments	<b>Community Housing Unit 10</b>	
248 .....	Scattered Units	<b>SPADINA/DOWNTOWN</b>	
408 .....	Bloor/Keele (44-58)	128 .....	Collegeview Apartments
410 .....	Brunswick/Howland	150 .....	Kensington Manor
413 .....	Campbell/Antler	153 .....	Beverley Manor
430 .....	Frankel Lambert Townhouses	214 .....	Church/Granby
434 .....	Melita Crescent (470)	420 .....	Dundas/Beverley
460 .....	Lambert Court	450 .....	Hydro Block
476 .....	Davenport Road (1087)	477 .....	Sullivan Street (11)
479 .....	Wales/Casimir	484 .....	Simcoe/St. Patrick
491 .....	Carling/Irene	486 .....	McCaul Street (22)
493 .....	Perth Avenue (136-152)	488 .....	John Street (190)
665 .....	Property Houses	495 .....	Larch Street (15)
678 .....	Scattered Houses	723 .....	Elm Street (25)
695 .....	Bartlett Avenue (331)	736 .....	St. Joseph Street (21)
835 .....	SHOP House	800 .....	Chestnut/Elizabeth
 <b>Community Housing Unit 9</b>		 <b>Community Housing Unit 11</b>	
<b>DOWNTOWN/WEST</b>		<b>ST. LAWRENCE</b>	
32 .....	Atkinson Co-operative	401 .....	Bishop Tutu (25)
57 .....	Dunn Avenue	482 .....	Queens Quay West (679)
68 .....	Spencer Avenue	706 .....	Crombie Park
104 .....	May Robinson Apartments	709 .....	St. Lawrence Townhouses
121 .....	Alexandra Park Apartments	714 .....	The Esplanade (176)
189 .....	Springhurst Manor	721 .....	Scadding Avenue (15)
249 .....	Scattered Units	727 .....	The Esplanade (55)
404 .....	Bathurst/Adelaide	738 .....	The Esplanade (140)
416 .....	Dufferin/Gwynne	742 .....	Church Street (1)
465 .....	Laxton Avenue (3)	837 .....	SHOP Houses
466 .....	Queen/Vanauley		
469 .....	Springhurst/Dowling		
480 .....	Mitchell Avenue (63)		
483 .....	O'Hara Avenue (22)		
489 .....	Tyndall Avenue (102)		
679 .....	Scattered Houses		
836 .....	SHOP Houses		



Devt No	Development Name	Devt No	Development Name
<b>Community Housing Unit 15</b>		<b>Community Housing Unit 17</b>	
<b>NORTH TORONTO</b>		<b>NORTH YORK WEST</b>	
34.....	Don Mount Court	724.....	Mutual Street (25)
149.....	McMurrich Place	840.....	SHOP Houses
157.....	Janet Magee Manor	902.....	Wood Street (95)
160.....	Montgomery Place	<b>Community Housing Unit 18</b>	
164.....	Moore Place	<b>NORTH YORK/ETOBICOKE</b>	
168.....	The Sherwood	3.....	Jane/Milo
183.....	Joseph Brown Manor	4.....	Finch/Topcliffe
203.....	George Barker Manor	8.....	Dufferin/Wilson Heights
223.....	Roselawn/Marlee	25.....	Edgeley Village
255.....	Scattered Units	52.....	Finch/Tobermory
405.....	Bathurst/Eglinton	123.....	Edgeley Apartments
425.....	Elm Ridge Drive (165)	127.....	Northwood Apartments
481.....	Elm Ridge Drive (145)	198.....	Overbrook Place
701.....	Asquith Park	<b>Community Housing Unit 19</b>	
730.....	William Clarkin Mews	<b>DOWNSVIEW</b>	
731.....	Broadway Avenue (133)	11.....	Jane Street (2585)
732.....	Broadway Avenue (28)	17.....	Jane Street (2265)
733.....	Yonge Street (2401) (Broadway 8 & 12)	40.....	DeMarco Boulevard
734.....	Courtyard Co-op (Broadway 10)	41.....	Sheppard/Magellan
740.....	Holly Park	61.....	Jane/John Best
803.....	Eglinton Ave. E (220)	84.....	Jane/Falstaff
<b>Community Housing Unit 16</b>		116.....	Downsview Acres
<b>ST. JAMESTOWN</b>		199.....	Roding Park Place
66.....	Bleecker Street 1	224.....	Trethewey/Tedder
74.....	Bleecker Street 2	259.....	Scattered Units
108.....	Riverdale Acres		
154.....	Winchester Square		
170.....	Donvale Manor		
193.....	Wellesley/Jarvis Place		
209.....	Jarvis/Carlton Apartments		
316.....	South St. Jamestown 1		
336.....	South St. Jamestown 2		
357.....	Carlton Street (234-236)		
375.....	Jarvis Street (261)		
718.....	Mutual Street (145)		

Devt No	Development Name	Devt No	Development Name
<b>Community Housing Unit 20</b>		<b>Community Housing Unit 23</b>	
<b>DON VALLEY/EAST YORK</b>		<b>SCARBOROUGH NORTH</b>	
50.....	Flemingdon Park	9.....	Kennedy/Glamorgan
63.....	Agnes MacPhail	10 .....	Kennedy/Dundalk
99.....	Teesdale/Pharmacy	55 .....	Malvern 2
109 .....	East York Acres	64 .....	Hallbank/Pitfield
188 .....	Sanderling Place	76 .....	Finch/Birchmount
190 .....	Glenyan Manor	77 .....	Malvern 3
260 .....	Scattered Units	139.....	Tam O'Shanter Towers
690 .....	Scattered Houses	178.....	Empringham Mews
843 .....	SHOP Houses	186.....	Neilson Hall Apartments
<b>Community Housing Unit 21</b>		<b>Community Housing Unit 24</b>	
<b>SCARBOROUGH/KENNEDY</b>		<b>ETOBICOKE/YORK</b>	
16.....	Canlish Road	22 .....	Willowridge/Richview
53.....	Danforth/Midland	27 .....	Humber Boulevard
69.....	St. Clair/Birchmount 1	67 .....	Dundas/Gooch
73.....	Kennedy Road	71 .....	Jane/Woolner
78.....	St. Clair/Birchmount 2	122.....	Mount Dennis Apartments
96.....	Birchmount/Eglinton	147.....	Outlook Manor
103 .....	Scarborough Acres	173.....	Cooper Mills Townhomes
182 .....	Gus Harris Place	195.....	Silverthorn Place
261 .....	Scattered Units	264.....	Scattered Units
<b>Community Housing Unit 22</b>		694.....	
<b>DON MILLS/AGINCOURT</b>		Scattered Houses	
2 .....	Woodsworth/Northey	841 .....	
5 .....	Parkwoods/Rayoak	SHOP Houses	
20.....	Leslie/Nymark	<b>Community Housing Unit 25</b>	
28.....	Shaughnessy Boulevard	<b>DAVENPORT/MIDTOWN</b>	
39.....	Roywood Drive	46 .....	Pelham Park Gardens
48.....	Allenbury Gardens	65 .....	Davenport Road (250)
56.....	Sheppard/Victoria Park	141 .....	Louise Towers
79.....	Sheppard/Birchmount 1	161 .....	Doug Saunders Apartments
95.....	Sheppard/Birchmount 2	171 .....	Senator D. Croll Apartments
140 .....	Wishing Well Manor	174.....	Blake Towers
218 .....	Victoria Park/Chester Le	265.....	Scattered Units
262 .....	Scattered Units	445.....	Huron/Madison
		470.....	Symington Place
		487.....	St. Clair Avenue West (909)
		490.....	Bathurst Street (1400)

<b>Devt No</b>	<b>Development Name</b>
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675 ..... Scattered Houses  
842 ..... SHOP Houses  
950 ..... Northcliffe Boulevard (659)

**Community Housing Unit 26**

**SCARBOROUGH/McCOWAN**

7 ..... Midland Avenue (1201)  
21..... Kingston Road (3190)  
43..... McCowan Road (410)  
49..... Greenbrae Circuit 1  
60..... Eglinton/Markham  
70..... McCowan Road (400)  
82..... Gilder Drive  
100 ..... Greenbrae Circuit 2  
107 ..... Brimley Acres  
126 ..... Adanac Apartments  
144 ..... Cedarbrae Manor  
148 ..... St. George Manor  
266 ..... Scattered Units

**Community Housing Unit 27**

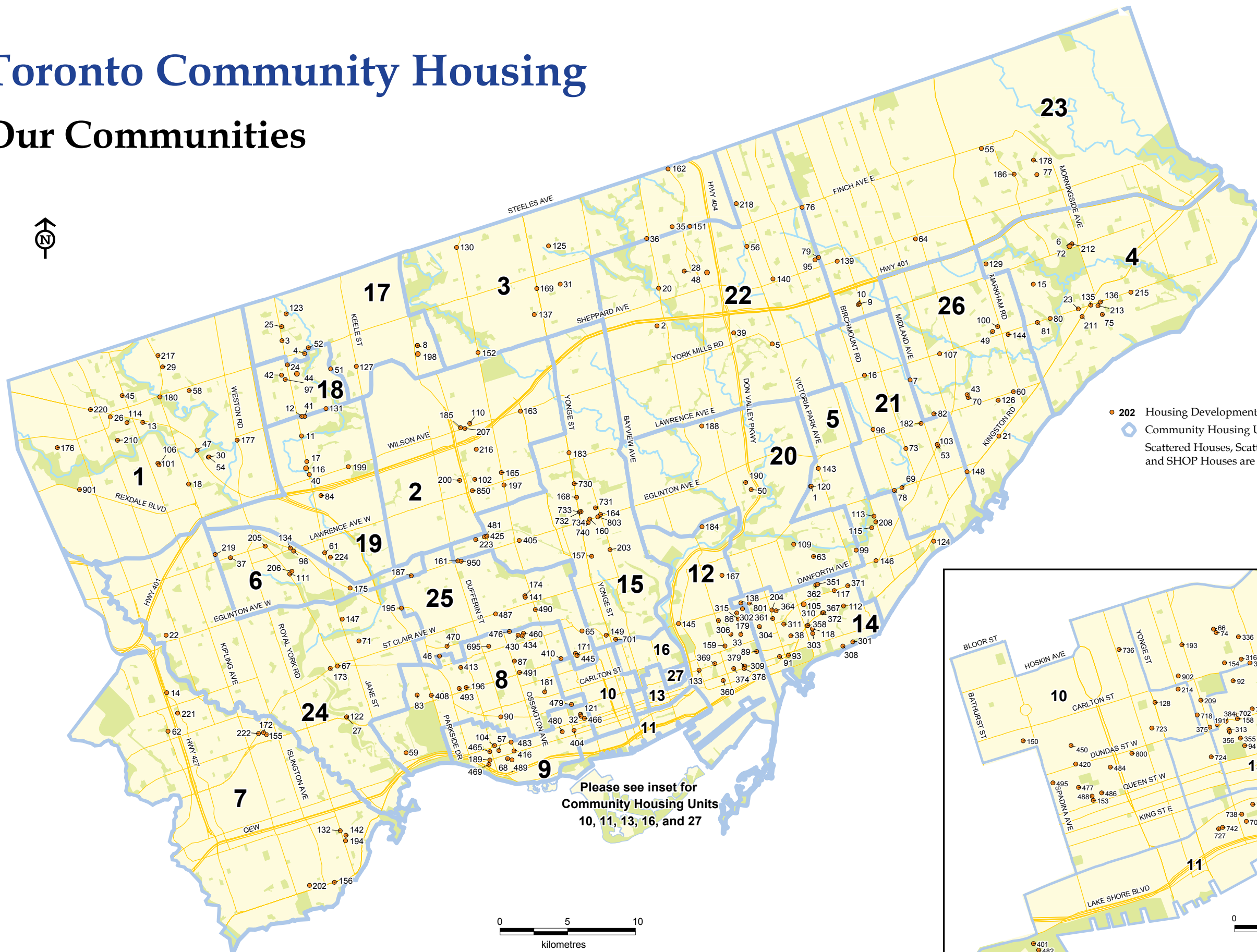
**REGENT PARK**

19..... Gerrard River  
85..... Regent Park (North)  
201 ..... Regent Park (South)



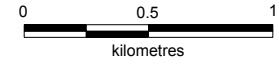
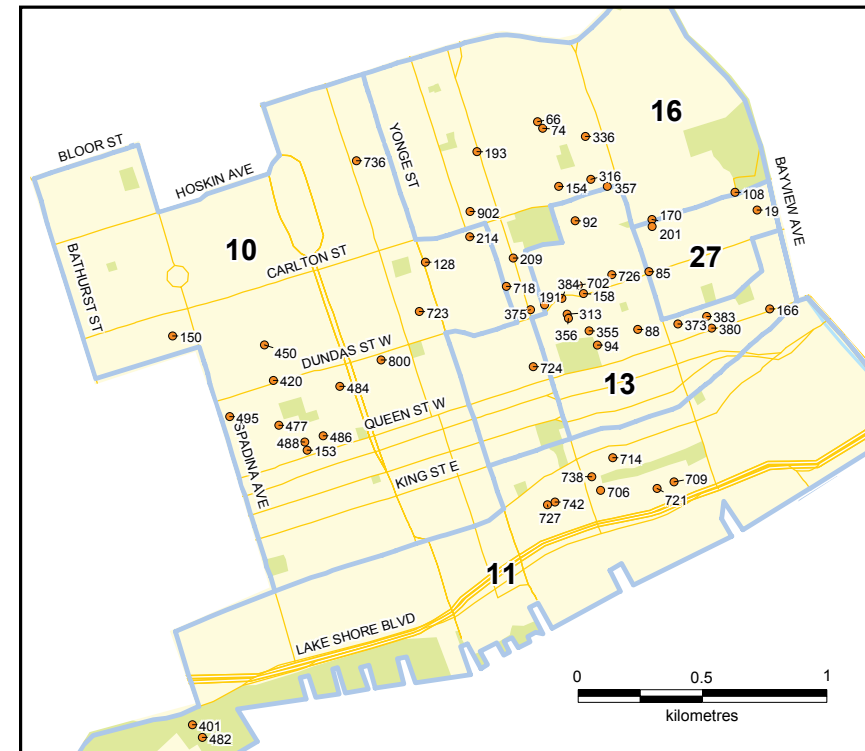
# Toronto Community Housing

## Our Communities



- 202 Housing Developments
- Community Housing Unit Boundary
- Scattered Houses, Scattered Units, and SHOP Houses are not shown on map.

Please see inset for  
Community Housing Units  
10, 11, 13, 16, and 27





# Appendix C

## Stakeholder Consultation

### Updating the Community Management Plan

The update to the Community Management Plan was developed through the review of the progress made to date on the initiatives identified in the Community Management Plan 2005-2007, the input received through consultations, the analysis of the current environment, and assessment of financial capacity.

Stakeholder consultation for the development of the Community Management Plan occurred in the context of local Community Business Planning meetings. Priorities from over 200 meetings in all 27 Community Housing Units informed the development of this update to the Community Management Plan as well as the local community business plans.

In addition to stakeholder sessions specifically related to the development of the business plans, input for the plan was also gathered from other engagements including the tenant survey and open space forums. Additional input received from staff, labour groups, senior managers, the Board of Directors and external stakeholders are incorporated into the update of this plan.

A careful assessment of Toronto Community Housing's financial situation was used to determine the financial capacity to implement the strategies needed, to identify where senior levels of government may want to invest, the extent to which the Shareholder/Service Manager is requested to outreach, along with a scan of environmental issues to determine any potential impact on Toronto Community Housing and its plans. All of these aspects were factored into the development of the Community Management Plan.

# Summary of CMP Consultation Report Back

## Tenant Input

Asset improvement was the number one issue raised by tenants with approximately 58% of tenant input identifying the following areas as issues:

- **Ongoing maintenance and cleanliness**  
Generally, tenants felt that service needs to be improved. Tenants also identified areas such as pest control, painting, windows and doors, exterior work such as snow removal and landscaping, and ventilation that needed improvement.
- **Upgrading the building**  
Issues related primarily to cosmetic improvements that impact the livability and enjoyment of the building were raised. Many of the requests were for upgrades to common areas (lobbies, halls, recreation rooms, etc.) and exterior arrears (landscaping, playgrounds, etc.). Tenants also felt that upgrades were needed in carpets and floors, kitchens, and windows and doors.
- **Accessibility initiatives that would remove physical and attitudinal barriers**  
Tenants wanted staff to be more sensitive in dealing with disabilities and mental health issues, as well as improvements to ramps, entries and access control systems that would improve the safety of the building.
- **Green initiatives such as improved programs for composting and recycling, and energy conservation**  
Tenants want to be involved in the greening of their communities and the conservation of energy.

Community safety received 23% of tenant input. Areas of interest included:

- improvements to lighting, fencing, windows and doors to improve safety;
- increased service levels from the Community Safety Unit, and requests for equipment to improve security; and
- the issue of loitering and its relationship to drugs and prostitution.

Additional issues raised by tenants included:

- healthy community issues such as the need for programs for seniors, youth and tenants with mental health issues, and the need for improved or increased local community/amenity space;
- community engagement issues such as improvements to the Tenant Participation System, improved communication between Tenant Representatives and tenants, and better tenant-staff relations; and
- quality of service issues such as increased staffing levels to improve service, better communication with tenants, and addressing issues such as tenant-paid utilities and a seniors housing mandate.

Tenant input had a strong undercurrent of “accountability” - who is accountable, holding staff accountable, holding Tenant Representatives accountable, clarifying who is responsible for what and having that clearly communicated.

## Staff Input

Staff input was balanced between priorities in the Organization and Communities focus areas.

### Organization

- Improve communication with staff:
  - more staff meetings,
  - open door policy for managers,
  - better sharing of information across the organization.
- Increase access to training and development opportunities, both personally and professionally.
- Recognize staff achievements.
- Pay attention to the capacity of the organization to deliver, including reassessing staffing levels as changes occur.
- Harmonize working conditions and collective agreements:
  - people working side-by-side doing the same job should be governed by the same conditions (hours, benefits, wages, etc.)

## Communities

- Make the Green Plan a priority for the organization:
  - engage tenants to conserve energy.
- Keep up on the day-to-day cleaning and maintenance.
- Manage information better:
  - make sure that information collected is used to inform future decisions (ie. unit inspection forms used to inform the Capital Program).
- Improve community safety (ie. cameras, loitering).
- Improve community partnerships to increase programs for tenants.



# Appendix D

## Community Partners

Toronto Community Housing works with many community partners in achieving its goals. The following list is in recognition and acknowledgement of those community partners. Although not individually listed below, Toronto Community Housing also recognizes the valuable contributions made by the many tenant groups that operate throughout Toronto Community Housing communities.

While every effort has been made to include all community partners, Toronto Community Housing acknowledges that there may be some omissions or errors on this list.

4 Villages Community Health Centre  
416 Drop-in Centre

### A

ACE  
Access Alliance Multicultural Community Health Centre  
Action for Neighbourhood Change  
Adventure Place  
African Canadian Cultural Collective  
African Food Basket  
African Francophone Women  
Agincourt Community Services  
Agincourt Pentecostal Church  
Albion Neighbourhood Services  
Anne Johnston Health Station  
Art Heart  
Art Start  
Arts for Children of Toronto  
AYCE

### B

Bellwoods Centre for Community Living  
Bengali Women and Families  
Better Beginnings  
Birchcliff Bluffs Neighbourhood Centre  
Black Creek Health Centre  
Black History Association

Braeburn Neighbourhood Services  
Breaking the Cycle

### C

Camps United  
Canadian Hearing Society  
Canadian Mental Health Association  
Canadian Tamil Youth Development Centre  
Care First Seniors and Community Services Association  
Cathedral of Hope Ministries  
Catholic Cross Cultural Centre  
Centennial College  
Central and Northern Etobicoke Support Services  
Central Neighbourhood House  
Centre for Addiction and Mental Health  
Centre for Spanish Speaking People  
Children's Aid Society  
Christian Resource Centre  
Circle of Care  
City of David Support Group  
City of Toronto  
Civitian Club  
Clarendon Foundation  
college Montrose Children's Place  
Community Care Access Centre  
Community Care East York  
Community Information Fairview

Community Matters  
Community Wellness Centre  
Community Outreach Programs in Addictions  
Coping in Tough Times  
Credit Counseling Service of Toronto  
Crime Concern  
Culture Link

## **D**

Daily Bread Food Bank  
Davenport Perth Community Legal Services  
Davenport Perth Community Ministry  
Davenport Perth Neighbourhood Centre  
Delta Family Resources  
Dixon Hall  
Don Mills Foundation  
Doorsteps Neighbourhood Services  
Downsview Conflict Mediation Services  
Downsview North Search and Rescue Mission

## **E**

East Metro Connections  
East Scarborough Boys & Girls Club  
East End Community Health Centre  
Eastview Neighbourhood Community Centre  
Ernestine's Women Shelter  
Etobicoke Housing Help Centre  
Evergreen

## **F**

Firgrove Ministry  
Flemingdon Neighborhood Services  
Food Bank Supplement Program  
Foodshare  
Fortino's Grocery Store  
Fred Victor Centre  
Frontlines  
FutureWatch

## **G**

Galloway Childcare Centre  
Gateway-Salvation Army  
Genesis Place

Gerrard Information Centre  
Good Sheppard Centre  
Greater Toronto Area Chinese Cultural Centre  
Greek Social Services  
Griffin Centre  
Growing Together

## **H**

Harbourfront Community Centre  
Healthy, Happy Chinese Seniors  
Heart and Stroke Foundation of Ontario  
Heritage Skills Development Centre  
Hinks' Center  
Hong Fook Mental Health Association  
Hoops Unlimited  
Horn of Africa  
Humber College

## **I**

Iranian Canadians Seniors Citizen Centre of Ontario  
Islamic Khadeem Committee  
Islamic Services and Resource Association  
Islamic Social Services  
Islington Evangel Centre

## **J**

Jamaican Canadian Association  
Jane & Finch Boys & Girls Program  
Jane Finch Community and Community Centre  
Jane Finch Community Legal Clinic  
Jane Finch Concerned Citizens Organization  
Jane/Falstaff Community Centre  
Japanese Cultural Centre  
Jewish Russian Group  
Jumblies Theatre

## **K**

Ken Bhagan Youth Programs  
Kingston/Galloway Neighbourhood Action Task Group

**L**

Leap of Faith Together  
 Lawrence Heights Community Centre  
 Learning Enrichment Foundation  
 Legal Aid Ontario

**M**

Macaulay Child Development Centre  
 Maon Noam - Jewish Educational and Cultural Network  
 March of Dimes  
 Masterpiece  
 McLeod House  
 Meals Here and There  
 Meals on Wheels  
 Metro Toronto United Church  
 Microskills Adult Learning Centre  
 Mid-Toronto Community Services  
 Midaynta

**N**

Neighbourhood Community Centre  
 Neighbourhood Link  
 Neighbourhood Information Post  
 Neptune Family & Child Resource Group  
 NERP  
 New Covenant Place  
 North Pole Light Choir  
 North York Community House  
 North York Vedic Cultural Sabha Inc.

**O**

Ontario Early Years Centre  
 Ontario Justice Education Network  
 Onyx Lions  
 Opportunities for Advancement  
 Osteoporosis Society of Canada

**P**

Parkdale Community Health Centre  
 Parkdale Golden Age Foundation  
 Participation House  
 PEACH

Premier Homecare Services Inc.  
 Progress Place

**R**

Reconnect Mental Health  
 Red Cross  
 Reena Foundation  
 Regent Park Neighbourhood Initiative  
 Rexdale Community Legal Clinic  
 Rexdale Community Health Centre  
 Rexdale Women's Centre  
 Rouge Valley East Optimist Club  
 Ryerson University

**S**

Salvation Army  
 Scarborough Addiction Services Partnership  
 Scarborough Community Care  
 Scarborough Grace Hospital  
 Scarborough Heart Health Network  
 Scarborough Neighbourhood Centre  
 Scarborough Support Services  
 Seaton House  
 Second Harvest Food Bank  
 Second Mile Club  
 Seneca College  
 Senior Adult Services in the Annex  
 Senior Link  
 Senior Peoples Resources in North Toronto  
 Sherbourne Health Centre  
 Silayan Community Centre  
 Social Planning Council of Toronto  
 Society of Sharing  
 Somali Child and Family Association  
 Somali Youth Association of Toronto  
 Somaliland Canadian Society of Metro Toronto  
 South Riverdale Community Health Centre  
 St. Francis Catholic School  
 St Michael's Hospital  
 St Paul's L'Amoreaux Seniors' Centre  
 St. Christopher House  
 St. Clair West Seniors Centre  
 St. Elizabeth Crisis Centre

St. Hilda's  
St. Joseph's Hospital  
St. Lawrence Co-operative Daycare  
St. Lawrence Neighborhood Association  
St. Lawrence Recreation Centre  
St. Michael's Hospital  
St. Stephens Community House  
St. Stephens Mediation Services  
STOP Community Food Centre  
Storefront Humber  
Street Health  
Strong Toronto, Strong Ontario  
Sunnybrook Lifeline Systems Canada  
Survivor Support Program of Toronto  
Syme Senior Centre

## **T**

Tamil Seniors' Association  
Tamil Youth Development Centre  
Thistletown Community Services  
Three Trilliums Community Place  
TOBIAS  
Toronto Catholic Board of Education  
Toronto Children's Breakfast Club  
Toronto Chinese Community Services  
Toronto City Mission  
Toronto District School Board  
Toronto Environmental Alliance  
Toronto Intergenerational Partnership  
Toronto Library Board  
Toronto Police Services  
Toronto Preschool & Language Program  
Toronto Western Hospital Health Information  
Resource Centre  
Toronto Women's Neighbourhood Link  
Tropicana Community Services  
Tropicana Youth Services  
Trudelle Network Group

## **U**

United Carpenters Union  
United Filipino Ethnic Cultural Association  
University of Toronto

Urban Arts  
Urban Promise

## **V**

Vasantham Tamil Seniors' Wellness Centre  
Villa Gaspar  
Victorian Order of Nurses

## **W**

Warden Woods Community Centre  
Wellesley Community Centre  
West Hill Community Services  
West Hill Diabetes Education  
West Hill Nurse Practitioner Access Centre  
West Hill Supportive Housing  
West Indian Volunteer Community Services  
West Toronto Community Legal Services  
Weston Historical Society  
Willowdale Legal Services  
Willowridge Information and Recreation Centre  
Women's College Hospital Senior Support  
Women's Educational Resource Centre  
Women's Health in Women's Hands  
Woodgreen Community Centre  
Working Women Community Centre

## **X**

Xcel Care Outreach

## **Y**

Yee Hong Centre for Seniors  
YMCA  
York Community Services  
York West Senior Citizens' Centre  
Yorktown Family Support Services  
Youth unlimited  
YouthLink  
YWCA



# Appendix E

## 2005 Report Card

The following is a progress report on initiatives identified in the Community Management Plan 2005-2007 and how these initiatives are carried forward to the Community Management Plan 2006 | 2007 | 2008.

### Communities Commitments

On Track	Requires Monitoring	Requires Action	Completed	Initiative as identified in the Community Management Plan 2005-2007	Initiative carried forward in the Community Management Plan 2006   2007   2008
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#### 1.1 ASSET IMPROVEMENT

●				1.1.1 Implement the Building Renewal Program	1.1.1 Building Renewal Program
	●			1.1.2 Implement the Unit Inspection Program	1.1.4 Asset Management
●				1.1.3 Implement an Asset Enterprise System	1.1.4 Asset Management
		●		1.1.4 Implement the Accessibility Plan	1.1.2 Accessibility Plan
●				1.1.5 Implement a Green Plan	1.1.3 Green Plan

#### 1.2 QUALITY SERVICE TO TENANTS

●				1.2.1 Implement a Service Management Tool	1.2.1 Quality Service
●				1.2.2 Respond to the Tenant Survey	1.2.2 Tenant Survey
●				1.2.3 Develop a Strategy for Seniors	1.3.2 Seniors' Strategy
●				1.2.4 Review Tenant-Paid Utilities	1.1.3 Green Plan

# Communities Commitments

On Track	Requires Monitoring	Requires Action	Completed	Initiative as identified in the Community Management Plan 2005-2007	Initiative carried forward in the Community Management Plan 2006   2007   2008
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## 1.3 HEALTHY COMMUNITIES

●				1.3.1 Develop a Community Health Strategy	1.3.1 Community Health Framework
	●			1.3.2 Improve Community Safety	1.3.4 Community Safety
●				1.3.3 Develop a Youth Strategy	1.3.3 Children and Youth Strategy
●				1.3.4 Create Economic Development Opportunities	1.3.5 Community Economic Development
●				1.3.5 Initiate an Anti-Racism Program	1.3.6 Anti-Racism Program
●				1.3.6 Build Community Partnerships	1.4.3 Neighbourhood Engagement Strategy
●				1.3.7 Implement the Social Investment Fund	1.3.7 Social Investment Fund

## 1.4 COMMUNITY ENGAGEMENT

●				1.4.1 Build Capacity for Tenant Councils	1.4.1 Tenant Participation System
●				1.4.2 Continue Community Business Planning	1.4.2 Community Business Planning
●				1.4.3 Enhance the Tenant Participation System	1.4.1 Tenant Participation System

# Organization Commitments

On Track	Requires Monitoring	Requires Action	Completed	Initiative as identified in the Community Management Plan 2005-2007	Initiative carried forward in the Community Management Plan 2006   2007   2008
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## 2.1 HEALTHY ORGANIZATION

●				2.1.1 Develop a Healthy Organization Strategy	2.1 Healthy Organization Strategy
●				2.1.2 Build Good Management-Labour Working Relationships	2.2 Collective Bargaining Agreements
	●			2.1.3 Negotiate First Collective Bargaining Agreements	2.2 Collective Bargaining Agreements
	●			2.1.4 Develop a Workplace Diversity Plan	2.3 Workplace Diversity Plan
●				2.1.5 Recognize the Achievements of Staff and Tenants	2.1 Healthy Organization Strategy
●				2.1.6 Structure the Organization to Align with the Corporation's Goals	2.1 Healthy Organization Strategy

## 2.2 EMPLOYEE DEVELOPMENT

●				2.2.1 Implement Community Housing Unit and Business Unit Training Plans	2.4 Training and Development
●				2.2.2 Initiate a Leadership Development Program	2.4 Training and Development
●				2.2.3 Develop a Supervisor Development Program	2.4 Training and Development
●				2.2.4 Develop Accountability Tools	2.1 Healthy Organization Strategy
●				2.2.5 Develop an Employee Orientation Program	2.1 Healthy Organization Strategy

# Organization Commitments

On Track	Requires Monitoring	Requires Action	Completed	Initiative as identified in the Community Management Plan 2005-2007	Initiative carried forward in the Community Management Plan 2006   2007   2008
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## 2.3 GOOD WORKING ENVIRONMENT

	●			2.3.1 Improve Communication with Staff	2.1 Healthy Organization Strategy
●				2.3.2 Ensure a Safe Working Environment	2.6 Safe Working Environment
●				2.3.3 Provide Wellness Support	2.1 Healthy Organization Strategy
●				2.3.4 Provide Appropriate Work Tools	2.1 Healthy Organization Strategy
●				2.3.5 Establish a Flexible Workplace Framework	2.1 Healthy Organization Strategy
	●			2.3.6 Advocate on the Transfer of Pension Assets	2.7 Pension Service Equalization

# City Building Commitments

On Track	Requires Monitoring	Requires Action	Completed	Initiative as identified in the Community Management Plan 2005-2007	Initiative carried forward in the Community Management Plan 2006   2007   2008
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## 3.1 BETTER NEIGHBOURHOODS

●				3.1.1 Advocate for Resource Investments	4.1.2 Advocacy Program
●				3.1.2 Revitalize Communities	3.1.1 Don Mount Court and Regent Park Revitalization
					3.1.3 Other Development Opportunities
●				3.1.3 Build New Housing for Low-Income Households	3.1.3 Other Development Opportunities

## 3.2 SHARED EXPERIENCE

●				3.2.1 Implement the Green Plan	1.1.3 Green Plan
●				3.2.2 Share Learnings and Experiences	4.1.2 Advocacy Program

# Governance Commitments

On Track	Requires Monitoring	Requires Action	Completed	Initiative as identified in the Community Management Plan 2005-2007	Initiative carried forward in the Community Management Plan 2006   2007   2008
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## 4.1 ACCOUNTABILITY

●				4.1.1 Refine the Accountability Framework	4.2.1 Governance Tools
		●		4.1.2 Align the Audit and Review Plan with the Governance Model	4.2.1 Governance Tools
●				4.1.3 Enhance the Performance Measurement Program	4.2.1 Governance Tools

## 4.2 GOVERNANCE

●				4.2.1 Initiate Community Governance Prototypes	4.1.1 Community Governance
●				4.2.2 Implement a Board Assessment Program	4.2.3 Board Assessment Program
●				4.2.3 Assess the Tenant Participation System	1.4.1 Tenant Participation System
●				4.2.4 Develop and Maintain Corporate Relationships	4.1.2 Advocacy Program



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