

 **quality** homes
vibrant
communities
service
excellence



Toronto
Community
Housing



2013 Annual Report

Building community in the city we call

home



Toronto
Community
Housing

Building community in the city we call

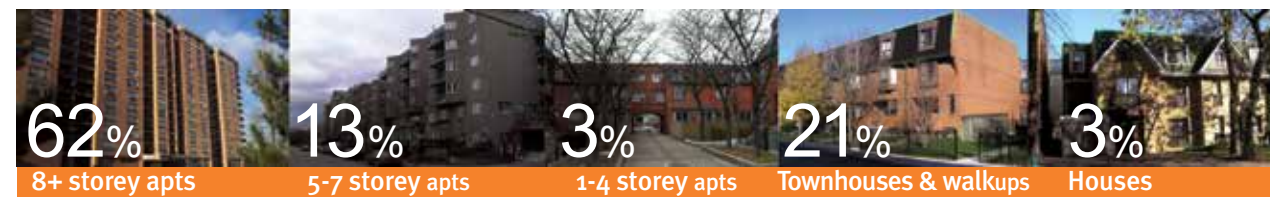
home

2013 Annual Report



Who we are

Toronto Community Housing is the largest social housing provider in Canada and the second largest in North America. It is home to about 58,500 low and moderate income households, that include seniors, families, singles, refugees, recent immigrants to Canada and people with special needs. Residents come from diverse backgrounds. This diversity includes age, education, language, sexual orientation, mental and physical disability, religion, ethnicity and race as well as increasing diversity in lifestyles and values. Our portfolio includes more than 2,200 buildings in more than 350 communities across the city including high-rise, mid-rise, and low-rise apartments, townhouses and houses.



Most of our buildings are 40 to 50 years old.



Our Mission

Our core mission is to provide clean, safe, well-maintained, affordable homes for residents. Through collaboration and with residents' needs at the forefront, we connect residents to services and opportunities, and help foster great neighbourhoods where people can thrive.

Our Vision

Better homes, better neighbourhoods and a better Toronto for all. We will provide better homes for residents and help build better neighbourhoods. Our work will make Toronto a better place to live by delivering real social value.

Our Values

Respect ...

We respect people as individuals and create environments where fairness, trust and equitable treatment are the hallmarks of how we work.

Accountability ...

We are accountable for our actions, accept responsibility for our performance and share the results of our work in an open, honest and transparent manner.

Community Collaboration ...

We recognize that we can do more together than alone. We seek out partnerships with residents, the City of Toronto, stakeholders and government to combine efforts and resources in pursuit of common goals.

Integrity ...

We perform our duties with the utmost regard to the high standards expected of a corporation established to deliver social housing.

“We will...

A message from the Board Chair

The Board of Directors is committed to driving change and continuous improvement to transform Toronto Community Housing into a landlord of excellence. The corporation’s strategic plan, *Homeward 2016*, provides bold and realistic responses to our challenges and is guiding transformational change at every level of the company.

To strengthen transparency and accountability, in 2013 the Board put in place new reporting processes to better track and share the company’s financial and overall progress. We also revised our Board Committee structure to ensure that we have better oversight of the key areas that will drive our success over the short and long term.

In 2013, Toronto Community Housing worked with Infrastructure Ontario and our Shareholder, the City of Toronto, to find innovative solutions for generating \$2.6 billion over 10 years to tackle the backlog of repairs in our portfolio of 2,200 buildings. The City has agreed to provide

one-third of this required amount, or \$864 million. In partnership with the City we have launched the *Close the Housing Gap* campaign to urge the federal and provincial governments to pay one-third each as their fair share of Toronto Community Housing’s capital repair needs.

Working with the City of Toronto, our residents, private developers and community partners, Toronto Community Housing is revitalizing and transforming our aging housing infrastructure to build better homes, better neighbourhoods and a better city for all. We ended 2013 with active Revitalization projects in Allenbury Gardens, Alexandra Park, Lawrence Heights, Leslie Nymark, the Railway Lands, Regent Park and West Don Lands, and development projects in the planning stage at 250 Davenport and Don Summerville.

As a social housing provider, Toronto Community Housing has a duty to connect residents to the supports and services they need. Staff have worked hard this year to develop innovative new projects

“The corporation’s strategic plan, *Homeward 2016*, provides bold and realistic responses to our challenges and is guiding transformational change at every level of the company.”



and partnerships in this area. This includes support from the Toronto Local Health Integration Network (Toronto LHIN) to bring services to our most vulnerable residents where they live and when they need it most.

Much diligent work has been done at all levels of the company to implement changes recommended by the City’s Auditor General and Ombudsman. The Ombudsman’s recommendations in particular cut to the heart of our challenge, as a social housing landlord, of staying focused on our responsibilities as a landlord while assisting households that need support. We continue to grapple with this question but are getting closer to finding lasting solutions.

To promote housing stability for seniors and vulnerable persons, in 2013 Toronto Community Housing established the Office of the Commissioner of Housing Equity, the first of its kind in North America. The Commissioner is independent, reporting directly to the Board of Directors, and the office works to ensure fair processes and equitable treatment of seniors and vulnerable residents facing eviction for arrears.

Toronto Community Housing did some outstanding work over the past year to improve the lives of residents, respond to operational and business challenges, and provide value to our Shareholder. This annual report showcases some of our successes and describes how we are working to pursue our vision of better homes, better neighbourhoods, and a better Toronto for all.

I want to thank our 1,600 employees for all the work they do daily to serve our residents, and thank the Board of Directors for their time and efforts in guiding this important work.



Norman W. (Bud) Purves

Norman W. (Bud) Purves
Chair, Board of Directors

Inside

Strategic Plan 2013-2015	8
Quality Homes	10
Vibrant Communities	18
Service Excellence	28
Summarized Financial Statements	34
Board and Executive	38

Homeward 2016

Homeward 2016, our three-year strategic plan, is the result of extensive consultation and contemplation. Residents told us that we need to improve building conditions, build public support, and improve safety and access to support. Stakeholders told us to do more with the private sector. Staff wanted to see us support neighbourhood building and deliver operational excellence. We listened. We will improve the quality of our housing stock while pursuing new opportunities to build and regenerate with the private sector. We will build vibrant communities and contribute to creating better neighbourhoods. We will be more responsive and provide excellent service for all. We will.



Vibrant communities

We aim to create and foster opportunities that contribute to improved well-being for residents and neighbourhood quality of life. Many of our residents face barriers in accessing services and opportunities. As a social housing provider, it is our duty to provide social value and improve the well-being and quality of life of our residents. This requires resources, partnerships and an innovative approach.

We will:

1. Increase neighbourhood building and improved community safety
2. Create economic opportunities for our residents
3. Strengthen communities and resident leadership
4. Support housing stability

“ Homeward 2016 sets out the strategic priorities that will drive TCH to deliver social housing in our city better than ever before. ”



Quality homes

All Toronto Community Housing residents deserve to live in homes that are clean, safe and in good repair. We are committed to ensuring this is the case. However, there are challenges given the tsunami of building repairs that we now face. We will focus our efforts on innovative ways to improve, renew and maintain our housing stock.

We will:

1. Improve building conditions
2. Maximize land value and expand housing options
3. Maintain the condition and quality of new and repaired buildings

Service excellence

We are accountable to residents and the citizens of Toronto for the housing we deliver with the dollars invested. We will put residents at the heart of everything we do. We will search for better and smarter ways to operate while ensuring residents' needs and voices are central to our decision making.

We will:

1. Provide excellent customer service
2. Increase revenues
3. Demonstrate value for money and public accountability





Quality homes

We will deliver

clean, safe, affordable places to live

Toronto Community Housing is committed to providing quality homes for all residents. However, we are facing some major challenges in ensuring that happens over the long term. In 2013, we started to make real progress in our planning to overcome these challenges. A 10-year Capital Financing Plan has been developed with the City of Toronto, and we launched the *Close the Housing Gap* advocacy campaign with the City to call on the federal and provincial governments to pay their share of the massive repair bill we face to maintain the quality of our housing stock. With the City, we have pursued many innovative ideas to stretch our dollars as far as we can. We have also continued to work toward our goal of revitalization, renewal and development in a number of communities.

“ Our duty is to create better communities that are clean, safe and integrated with their surrounding neighbourhoods. ”



Photos page 10: Top: 230 Sackville Street. Bottom left: Alexandra Park townhome rendering. Bottom right: unit interior 230 Sackville.



“ Staff were proud of what they had done to help this family. They did not just organize repairs. ”



State of Good Repair: In Your Unit Program

Following outreach by staff to connect residents with the *State of Good Repair: In Your Unit* program, the team showed up for their inspection and found conditions no landlord wants to find.

There were bed bugs in the sofa, holes in the walls and a damaged bathroom. The floors were wrecked from constant wheelchair use and some interior doors were broken or missing. A wheelchair bound elderly woman and her two sons with intellectual disabilities lived there.

The State of Good Repair: In Your Unit program enables residents to request repairs that, although non-essential to the structure or maintenance of the unit, are valuable to improving the atmosphere or living conditions. It includes general repairs, dry walling and painting where needed, as well as kitchen and bathroom work. The program also helps Toronto Community Housing identify issues in units that could turn into longer term problems and plan for future repairs. It is taking place in 80 communities with the greatest needs and is actively promoted in each building in the lobby areas and by staff going door to door. Resident meetings are held to tell them about the scope of work, process and requirements.

The State of Good Repair: In Your Unit program is very easy for people to access:

- 1) Residents tell staff what needs to be done.
- 2) Staff inspect the unit and draw up a list.
- 3) Staff organize the repairs and inspect the work when finished.

While fixing up a whole unit is normally beyond the scope of this program, in this case our staff took action to help a vulnerable household get back their quality of life.

First, following pest management protocols and procedures, staff arranged for the necessary inspections, preparations and pest management treatments to rid the unit of bedbugs. The unit's floors were replaced. The bathroom was upgraded and the holes in the walls were fixed. Building staff helped out by painting the entire unit and finding clean new couches to replace the bed-bug-infested ones. Staff also contacted the local Community Services Coordinator to help connect the family to any supports and follow up care they might need after the work was completed.

During the final inspection, staff met with one of the sons who lives in the unit. His gratitude was overwhelming. Grinning from ear to ear, he continually thanked the staff—who told him no thanks were needed, they just wanted the family to be more comfortable and happy with where they live. The staff were proud of what they had done to help this family. They did not just organize repairs. With the *State of Good Repair: In Your Unit* program and some care and attention to the needs of residents, they provided a family with a better home.

10-Year Capital Financing Plan

Because much of our housing was built 40 to 50 years ago, Toronto Community Housing faces an imminent and massive “spike” in capital repair needs, as these buildings will all reach the end of their useful life at once. If we are to maintain our housing stock in good repair and prevent further increases to our current backlog of \$862 million, we will need to invest \$2.6 billion into capital repairs over 10 years. This tsunami of repairs is the biggest single threat to meeting our strategic objective of providing quality homes for our 58,500 households.

Together with our shareholder, the City of Toronto, we have set a new course for improving our buildings through our 10-Year Capital Financing Plan. We have sold 26 stand-alone properties to generate revenue that we will use to improve our current housing stock. We also remortgaged 30

properties through Infrastructure Ontario to create a reserve that will enable TCH to repair and maintain these properties over the long term. The additional funds generated through this re-financing agreement will be used to address our capital backlog. TCH will continue to work with our partners to pursue innovative ideas to stretch our dollars as far as we can to build on the progress made this year.



Revitalization

Our Development Division ended 2013 with active projects in nine communities. Work continued on Revitalization projects in Regent Park, Alexandra Park, Leslie Nymark, Allenbury Gardens, the Railway Lands, Lawrence Heights and the West Don Lands, and new development projects began at 250 Davenport and Don Summerville.

Many of these projects reached important milestones in 2013. In Regent Park, the board approved our plan to move forward with Phases 3 to 5 of the Revitalization, while in Alexandra Park, the board approved the business plan to move ahead with Phase 1. Following a selection process that involved residents directly in decision making, we selected Context and Metropia as our joint development partners in Lawrence Heights. In Allenbury Gardens, City Council approved the bylaw and official plan amendments necessary to allow us to move ahead with Revitalization.

The Development Division’s hard work also gave us new building openings to celebrate in both the Railway Lands and Regent Park. In the Railway Lands, a new 35-storey rental building with 133 rent-geared-to income units and 294 affordable rental units was completed and occupied. In Regent Park, we opened a new 10-storey rental building with 105 rent-geared-to-income units and 50 affordable rental units at 230 Sackville and began construction on our next rental building down the street at 180 Sackville.

Through our Revitalization work, we have now secured partnerships with many of the leading developers in Canada today – Tridel, Context, Metropia, Diamondcorp, FRAM Building Group, Urbancorp and the Daniels Corporation. Through our RFP process, the list of development companies who want to do business with us has grown exponentially. These partnerships bring expertise and economies of scale to TCH and help limit our risk in redevelopment.



In selecting developer partners in Lawrence Heights, 250 Davenport and Don Summerville through competitive bidding processes, we secured contributions of more than \$1 million toward jobs, training opportunities and scholarships for residents. For example, as part of the Lawrence Heights partnership agreement, the first *Limitless Heights Scholarships* were awarded to 21 Lawrence Heights residents at a dinner in September, providing them with \$5,000 bursaries to attend post-secondary institutions.

Financial value of all scholarships in 2013: \$109,124.09

Close the Housing Gap Campaign

The City of Toronto has committed to contributing a substantial amount of financial support to deal with the backlog of repairs. But the harsh reality is that we will not be able to solve this problem unless Queen’s Park and Ottawa come to the table. Therefore, we have launched with the City of Toronto the *Close the Housing Gap* advocacy campaign calling on the federal and provincial governments to step up and pay their fair share of funding for Toronto Community Housing’s capital repairs. To achieve our goal of providing clean, safe, well-maintained homes for our residents, all levels of government must come to the table.

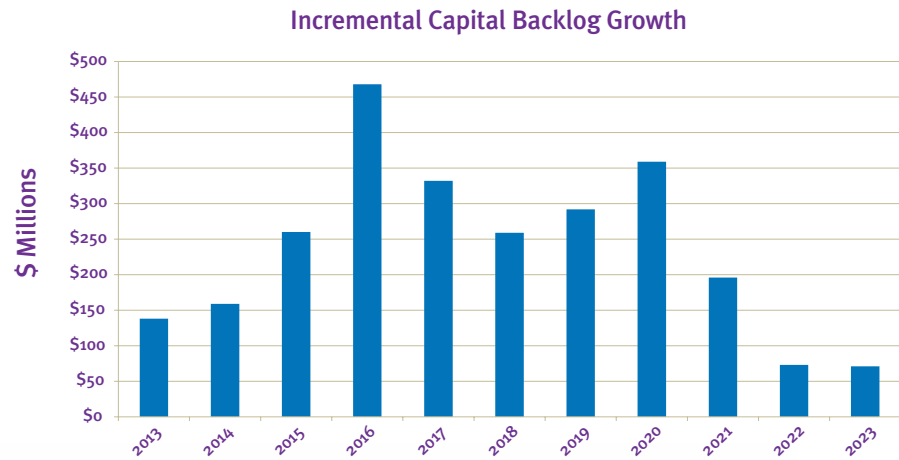
Close the Housing Gap rally on Parliament Hill



fast facts

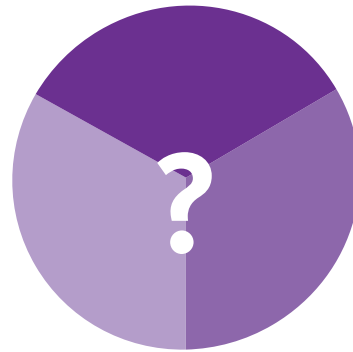
\$2.6 Billion
in capital repair needs

Toronto Community Housing faces an imminent spike in capital repair needs—an estimated \$2.6 billion over 10 years—to keep our aging buildings in good repair.



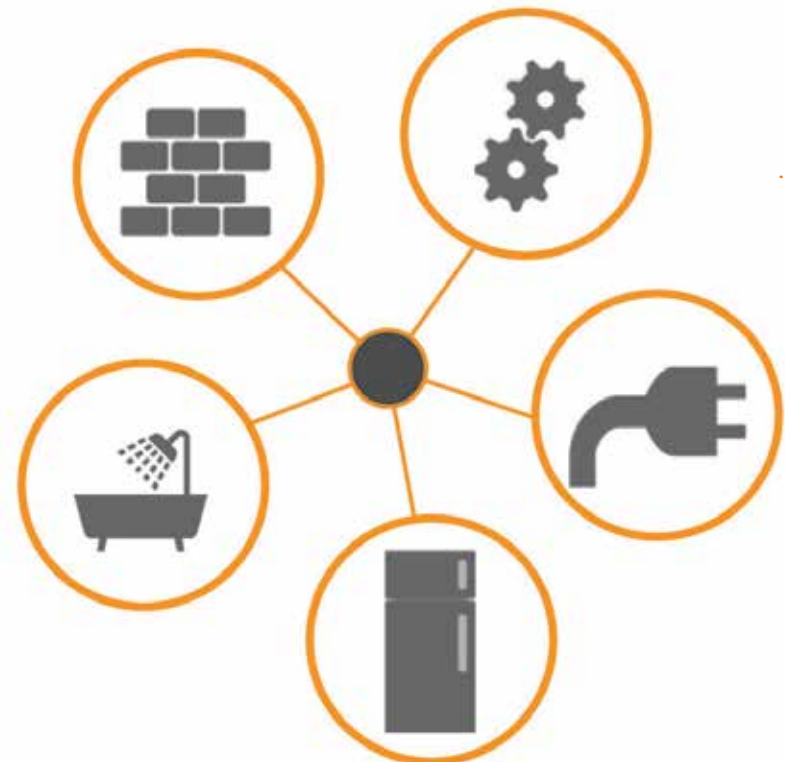
Toronto

Together with Toronto Community Housing, the City of Toronto has committed one-third of what is needed.



Governments of Ontario & Canada?

The federal and provincial governments are being asked to contribute **\$864 million** each.

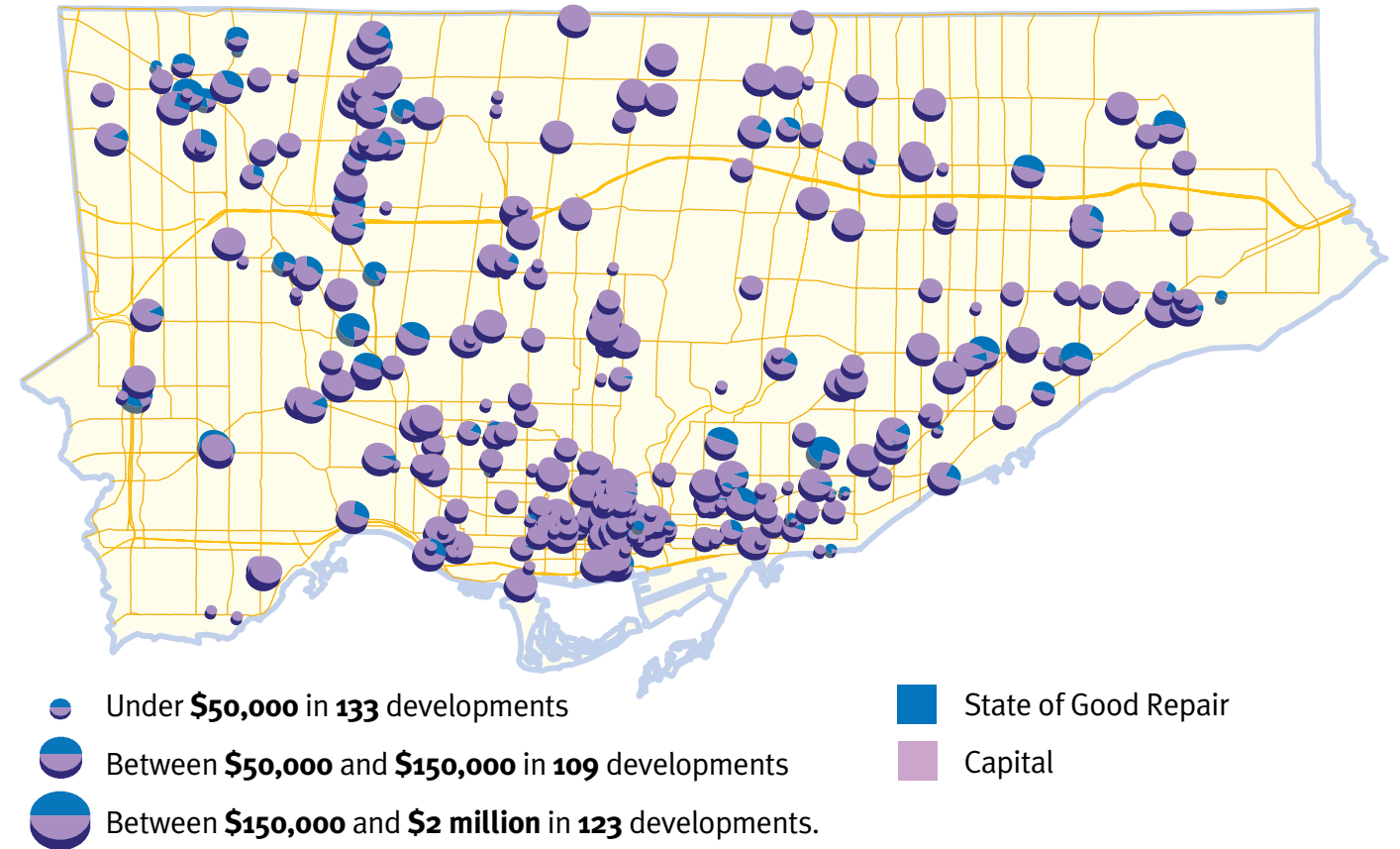


What are capital repairs?

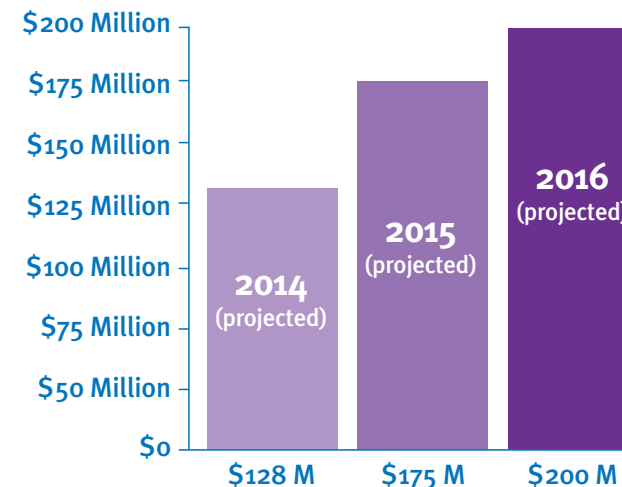
Capital repairs at Toronto Community Housing include life safety systems, roofs, exteriors, heating and cooling systems, plumbing, electrical and interiors.

2013 Repair Investments

We spent \$70 million improving buildings across the city in 2013, through planned capital repairs and the *State of Good Repair: in Your Unit* program.



Capital Spend



Accessibility Repairs

We spent \$920,000 to provide accessibility improvements, and completed 110 unit assessments.

Modified 25 units, changes included:

- washrooms
- installation of automatic door openers
- new or enhanced full wheelchair modified units to include kitchens, bathrooms and doors.

9 development improvements include:

- better access to buildings
- improvements to building entry
- hallway improvements
- accommodations to common rooms and amenity spaces





Vibrant communities

We will build

safe, healthy, liveable communities where people can thrive

Toronto Community Housing is not just bricks and mortar. In 2013, we renewed our commitment to the people and communities we serve through strategic investments and partnerships. We invested \$1.4 million in our *Year of the Youth* program to help young residents develop the skills and confidence they need to reach their potential and make a difference in their own lives and their communities. 50 youth received \$1,000 or more in Youth Action Grants to develop and deliver programs to improve where they live. We also launched *Connected for Success*, a partnership with Rogers Communications, Compugen and Microsoft Canada that gives rent-geared-to-income households access to low-cost internet and computers. Over the program's first four months, more than 500 residents signed up for low-cost internet and another 600 purchased computers. Community Safety was also a key concern for us this year. We invested in new CCTV cameras and completed a number of safety audits in high-need communities.

Our duty as a landlord is to ensure we have safe, healthy, liveable communities where people can thrive.



Youth Action Grants

2013 was the *Year of the Youth* at Toronto Community Housing. For some young people, the impact of what they did this year will last a lifetime.

Ohemaa was frustrated. As a pregnant, young mom she was looking for information about raising kids that went beyond the basics. She wanted to know the ‘why’ behind things. And, she wanted to find this out in a place where young moms wouldn’t feel judged. Ohemaa could not find a parenting space that met her needs. So, she trained as an Early Childhood Educator (ECE) to get a better understanding of child development. After qualifying, Ohemaa felt more knowledgeable and empowered in raising her son. But Ohemaa realized that other young parents would also benefit from having more information and a safe space.

When the opportunity arose to apply for a Youth Action Grant with Toronto Community Housing, Ohemaa was ready with her idea. She was awarded \$1,000 for a summer grant and *Baby Steps Parenting* was born. *Baby Steps Parenting* offers programs for young moms to get more information and support about raising their kids while having some much needed ‘me’ time. The program combines learning new activities to do with children at home with a workout.

After a successful pilot in the summer, Ohemaa received a next stage grant of \$10,000 from Toronto Community Housing at the *If I Ruled T.O.* youth summit to continue her program. She now regularly has up to 10 young moms attending each week who tell her how grateful they are to have somewhere they can finally go to unwind and meet

others in a similar situation. Ohemaa is also now offering reading programs for young dads and is very proud that they are starting to attend too. One young father was able to record himself reading books for his daughter to listen to while he went home to Ghana for a month.

Grant writing, outreach and program planning were all part of a big learning curve for Ohemaa. However, she says she has also learned that if you work hard, people are willing to help. Ohemaa is extremely thankful for the support of her friends and family. They invested financially in her program and provided ongoing enthusiasm for her ideas. Ohemaa is also very grateful for the grants from Toronto Community Housing. When she first started the program, Ohemaa applied elsewhere for money to continue the project but was told her dream was too big. But as Ohemaa has demonstrated, youth dreams are never too big. Ohemaa says youth have the energy and the creativity to find solutions for change. They just need opportunities to ‘prove themselves and develop new skills they might not have acquired otherwise.’

Ohemaa’s next big dream is to open her own space where she can continue to develop programs for young parents. And given all that she has accomplished in less than a year, we have no doubt she will make it happen.



“ I have lots of ideas. But this is the first time I had an idea and could make it come alive. ”

Ohemaa, Youth Action Grant Recipient



Youth Employment

Over 450 youth attended our Summer Employment Fair in April to find out more about TCH summer job opportunities. More than 80 Toronto Community Housing staff, from the front line to executive level, conducted over 300 interviews for positions with our annual *Rookie League* baseball program in partnership with the *Jays Care Foundation*. Applicants also attended workshops hosted by community partners who focused on helping them develop job-search and networking skills.

The job fair highlighted some significant barriers to employment for many youth and helped us realize the importance of providing diverse opportunities to increase access to work experience. In July, we

started a new summer employment program called *YouthWorx*. This program employed over 100 youth aged 14 to 29 to perform light repair work, sign painting, gardening and clean-up projects in 11 neighbourhoods across the city.



"I was directly part of cleaning up my community and building, making it safer for the kids to play at the park," said Maltia, a *YouthWorx* participant. *"It's been almost five years since I had my last job and YouthWorx has reminded me that my options in life are limitless."*

- Over 750 residents attended job fairs
- 303 job placements for residents (both internally and through direct partnerships)

Youth Summit

The centrepiece of our *Year of the Youth* was the *If I Ruled T.O. Youth Summit* that more than 1,100 youth attended on October 27th at the Sheraton Centre. Youth attendees engaged politicians, community and business leaders to tell them about the kinds of changes and decisions they would make in their communities and city if they were in positions of power.

"It was inspiring to hear from so many young people about the changes they want to see in their communities and in their city," said Gene Jones, our President and CEO. *"I am proud of the youth who stepped up to share their ideas and make our first youth summit a success."*

Youth Recreation Programs

We had very strong participation in our summer recreational programs for young residents this year:

- More than 1,300 kids participated in *Rookie League*
- 240 kids played soccer in *KickStart*, our soccer partnership with the MLSE Foundation
- 300 kids and youth took part in the *Search for the Stars* track meet at Varsity Stadium
- 70 teenaged youth took part in the *Midnight Madness Basketball*, a new program and partnership with the University of Toronto's Scarborough campus
- We opened 12 swimming pools and, in partnership with Superior Pools, held swimsuit giveaways at Jane Firogrove and Sheppard Victoria Park where 400 boys and girls under 12 got a new swimsuit



Programs for All

In 2013, 32 partnerships were formed to support resident capacity building and economic development initiatives for residents. This resulted in 68 workshops across the city.

- 5 childcare centres
- 6 women-only programs
- 9 arts-based programs
- 9 technology-based programs
- 11 programs for parents/families
- 14 parent support programs
- 16 community resource hubs
- 23 community development initiatives
- 26 youth programs
- 32 capacity building and educational programs
- 41 programs for children
- 43 food security programs
- 64 community gardens
- 69 health and wellness programs
- 201 senior-focused programs
- 1,937 residents engaged/connected to economic development opportunities

Improving Community Safety

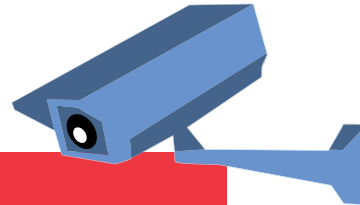
Our Community Safety Unit (CSU) held several meetings at buildings across the city to inform and engage residents on safety issues. CSU helped to promote the formation of resident-led community safety councils. We also worked with the Safety Task Force established by the Toronto Police Services Board. New CCTV security cameras were installed in 2013, placing cameras in all of our communities.

Joint Patrols

The Toronto Police Service and Toronto Community Housing Special Constables continually participate in joint patrols and walkthroughs in our buildings. More than 200 joint patrols were conducted between July 1, 2013 and December 31, 2013.

Community Outreach and Engagement

In 2013, Toronto Community Housing established 21 Safety Councils in communities throughout our portfolio. CSU held six community meetings with representatives from the City of Toronto, Crisis Response Centre, Crime Stoppers and the Toronto Police Service. In addition, CSU conducted 20 community safety audits across the City.



- 1,432 new cameras installed in 2013
- Number of times CCTV footage helped the Toronto Police Service in 2013: 755 vs. 224 in 2012

Albert Road Program

The residents participating in the Albert Road program have multiple challenges. They were once homeless, have primary care needs, substance use issues or mental health concerns, and have very low or fixed incomes.

The Toronto Central LHIN has provided close to \$300,000 fund this pilot project to bring the services these residents need and partner agencies right into the building to make it a safer and healthier place to live for all. The services include enhanced building security, onsite medical services and addiction supports. This is an exciting opportunity to test approaches and ideas that may also work in other buildings where staff have identified residents in need of additional supports.

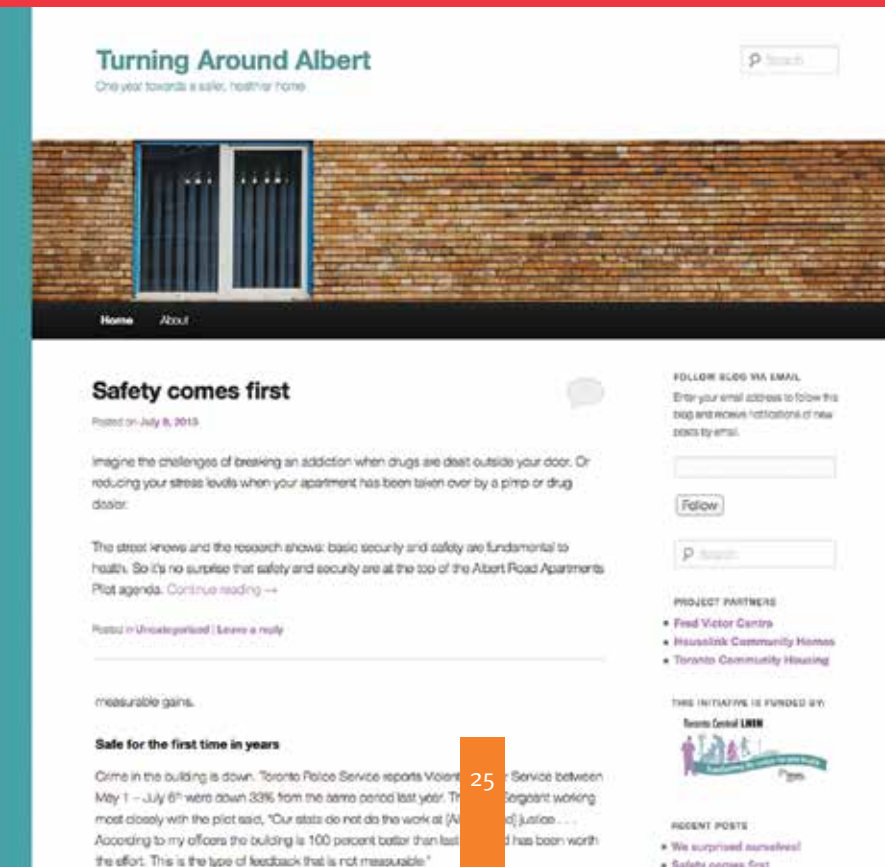
Already we are seeing positive results. The Toronto Police Service have reported that violence-related call outs to the community

are down by one-third. Through interventions involving our staff and partners, a number of behavioural issues have been resolved that previously may have resulted in evictions. These situations have now become stable tenancies with the right supports in place for each individual. Residents have told us that they feel safer in their building and this is having an impact on their willingness to stay. Three years ago, the building had a vacancy rate of 15 per cent. The vacancy rate at the end of 2013 was three per cent.

A substantial increase in accessing services has also been noted. There are 46 residents regularly attending community programs. This is up from zero. They are taking part in a weekly drop-in, the breakfast club and the monthly tenant security meetings. This demonstrates that the residents are starting to take ownership of where they live and that a community is being created within the building. A great success so far.



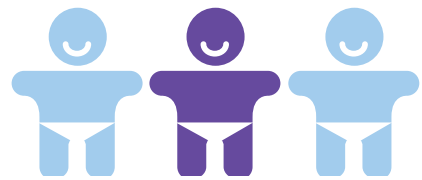
<http://turningalbertaround.wordpress.com>



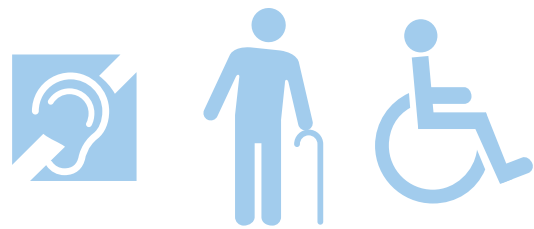


fast facts

2013 Resident Profile



Almost 1,500 babies born each year



29% of households have a member with a disability (vs 12.3% in Ontario)

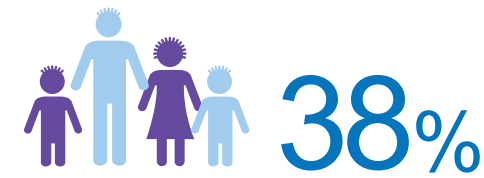
35% of (non-senior) households have at least one employed resident

58,500

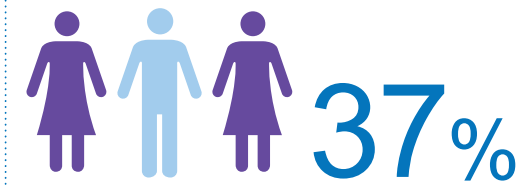
households: 90% RGI* vs. 10% market

94%

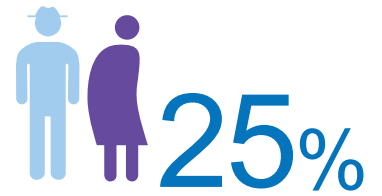
of RGI* households are living below the poverty line



Children & Youth (0-24)



Adults (25-58)



Seniors (59+)

30 TCH residents over 100 years old

At least 69 languages spoken.

Top 5 languages (other than English):

Chinese
中文

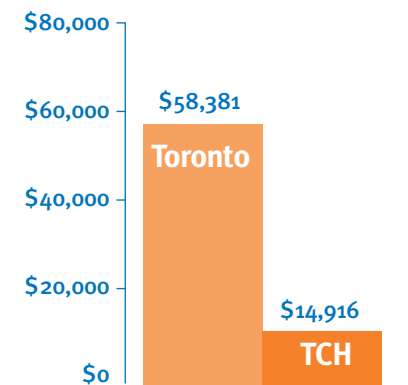
Spanish
Español

Russian
русский

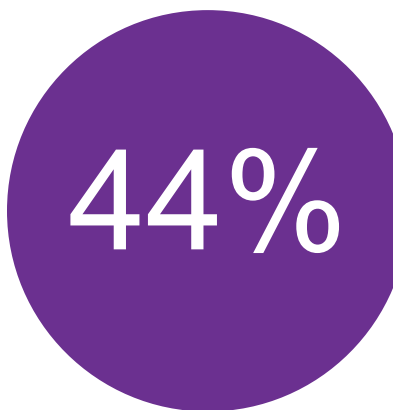
Somali
Soomaali

Tamil
தமிழ்

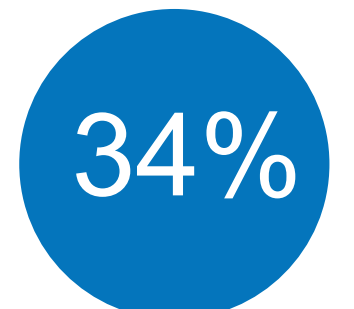
Median Income



63.5% of all resident incomes include government assistance



Percentage of income from rent vs. subsidies



*Rent Geared to Income





Service excellence



We will put

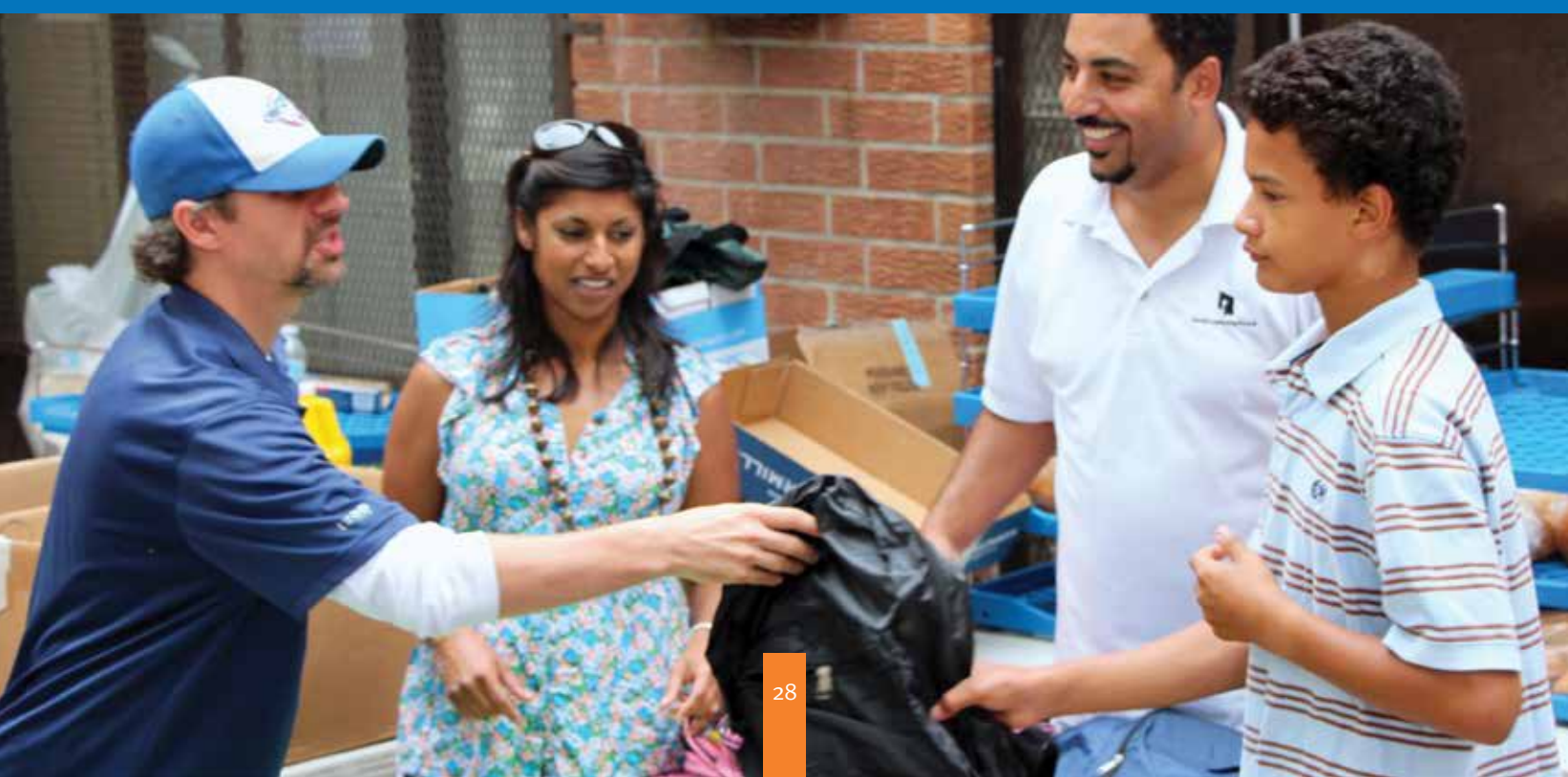
residents at the heart of everything we do

Customer service improvements and resident engagement have been key areas for us this year. We met with nearly 900 residents at 25 community meetings in 2013 to listen to their views about the issues affecting their communities. Based on feedback from these meetings we are improving service delivery and communications with residents.

As part of our response to the Ombudsman’s recommendations, we also established an external advisory committee to create an independent office of the Commissioner of Housing Equity, reporting to the Board of Directors. The Commissioner will help to ensure that seniors and vulnerable residents are treated fairly.

Our ability to respond to the needs of our customers in an emergency situation was put to the test during the ice storm in December when thousands of our residents were without power. The work we had already done this year to improve our customer service abilities paved the way for a comprehensive and compassionate response.

“ We will listen and be accountable to residents, partners and stakeholders. ”



“Over 10 days, TCH staff and volunteers gave up time they had planned to spend with loved ones and worked around the clock to support residents through the recovery process.”

Greg Spearn
Ice Storm Co-Executive Lead

Ice Storm Recovery

A devastating ice storm left thousands of our residents without power over the holidays. Our staff responded.

On December 21st and 22nd, freezing rain fell on Eastern Ontario. The quantity of ice caused severe damage, especially in the Greater Toronto Area. As trees and wires came down across Toronto, 19,400 Toronto Community Housing households in 168 buildings were without power.

Dec 21st Freezing rain begins with 30mm falling over the next 24 hours, causing severe damage to trees and electrical infrastructure across Toronto.

Dec 22nd Management begins to coordinate emergency response with the City – costs of this recovery over the next 10 days will reach approximately \$2.1 million. Additional staff are called in to handle increased call volumes at our Client Care Centre. Over the next 10 days staff will handle 3,074 incoming calls from residents.

Dec 23rd We implement the Emergency Response Plan. Each building without power is provided with 24-hour staff coverage for the remainder of the emergency response. Staff and volunteers begin to distribute flashlights, water, and blankets to affected residents.

Dec 24th The number of buildings without power is down to 27, leaving roughly 3,500 households still without power. Temperatures in Toronto drop. Staff and volunteers continue distributing meals including breakfast foods and hot meals to those without power.

Dec 25th By mid-day, 17 buildings remain without power. Nearly 3,500 meals are distributed.

Ice Storm Support

168 buildings without power affecting 19,400 units

Over the 10-day storm response, staff provided the following to affected residents:

- 53,328 snacks
- 7,930 meals
- 30,556 drinks
- 6,000 blankets
- 10,200 pizza slices

Dec 26th By 11:00 AM, the number of affected units has gone back up to 1,100 as new outages continue to occur. Staff continue to check in on buildings to assess conditions, and are redeployed throughout the day to ensure 24-hour coverage.

Dec 27th By 2:00 PM, the number of affected households is down to 400 and full or partial power is restored in all highrise buildings affected by the ice storm.

Dec 30th Power is restored to all but 3 units, which required additional repairs. We wind down our Emergency Response Plan, though supports continue to be provided to residents affected by power outages.

Dec 31st At 11 PM, power is restored to the final unit affected by the ice storm.

Jan 1st Gene Jones issues a statement – thanking staff, residents, Toronto Hydro workers, and City of Toronto partners for our team effort during the response to the ice storm.

fast facts

Service excellence

2013 Annual Unit Inspections

Every landlord is obligated to conduct annual unit inspections. Toronto Community Housing's 2013 annual unit inspections were a joint effort of six departments within the company. Staff completed an average of 700 inspections per day over 11 weeks. Annual unit inspections enable Toronto Community Housing to keep track of carbon monoxide detectors, smoke alarms, window locks, pests, clutter, water penetration and the condition of kitchens, bathrooms and flooring. As well as using the inspection results to plan repair work, we are using this information to identify where to take immediate action to address cleanliness, pest control and excessive clutter issues, and where residents should be connected to additional community supports.

Client Care Centre

Toronto Community Housing operates a Client Care Centre that residents can reach 24 hours a day, 365 days a year. Client Care agents respond to resident requests for repairs, maintenance, building emergencies and tenancy support. In 2013, our Client Care Centre answered more than 700,000 calls. Over the 10 days of the ice storm recovery in December, agents fielded more than 3,000 calls.

Transparency

Our commitment to transparency includes working to meet recommendations for improvement made by the Toronto Auditor General and the Toronto Ombudsman. These recommendations have led to changes that have strengthened a number of business practices at the company, enabling us to improve services to residents and accountability to our shareholder.



Total number of calls answered by the Client Care Centre in 2013:

715,525

Transparency City of Toronto

Ombudsman's Recommendations

30 recommendations

10 complete
2 incomplete
1 not due
17 in progress

Auditor General Recommendations

80 recommendations

40 completed prior to 2013
19 completed in 2013
3 no longer applicable
18 in progress

2013 Annual Unit Inspections

700

Average No. of Inspections Completed Per day

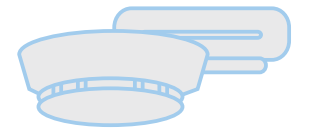
43,408

No. of Units with a "Pass" in all Categories (Kitchen, Bathroom, Floor and Water Penetration)



1,884

CO Detectors replaced

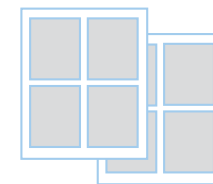


2,552

Smoke alarms replaced

2,823

Window locks and screens repaired or replaced

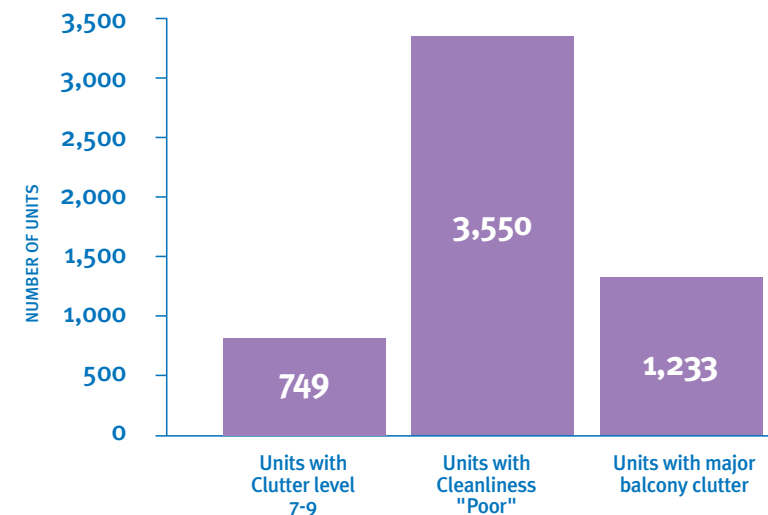


44,657

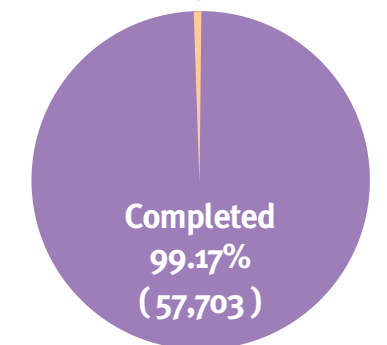
N° of units without any pest problems



Unit Condition Highlights – Clutter



Not completed 0.83% (481)



Summary of Financial Statements

Toronto Community Housing is committed to transparency. We provide our financial results to the City of Toronto, as well as other key stakeholders, and we post the State of Good Repair Fund financials and Board and employee expenses on our website.

2013 Key Financial Highlights

We finalized a mortgage transaction with Infrastructure Ontario for \$154.7 million which will provide significant new capital funding for our properties.

A 10-year capital financing plan that reflects a need of \$2.6 billion over 10 years to maintain a state of good repair for our properties was unanimously approved by City Council. (See page 14.)

Favourable financial results in 2013 included an improvement to our net asset position, which is needed to address a growing and significant capital backlog.

We implemented more internal controls recommended by the City Auditor General which continue to strengthen our financial controls.

Report on Financial Performance

Toronto Community Housing strengthened its financial position by \$51.8 million with total net assets increasing from \$798.0 million in 2012 to \$849.8 million in 2013.

Net income for 2013 was \$54.6 million compared with \$60.1 million in 2012. The decrease of \$5.5 million is primarily a result of:

- Lower external sales from a subsidiary of \$6.8 million as compared with the prior year.
- Lower joint venture income of \$13.3 million as compared with the prior year.
- There were gains in rent revenue from residential and commercial sources of \$9.4 million as compared with the prior year and gains on the sale of assets of \$4.7 million as compared with the prior year.

Cash position decreased by \$21.3 million in 2013 compared with a decrease of \$77.9 million in 2012. The decrease of \$21.3 million is as a result of:

- 169.3 million in cash in-flows from operations as strong operating cash flow performance continues;
- \$122.8 million in cash out-flows for investing activities, predominantly to establish cash reserves for capital spending;
- \$141.8 million in cash out-flows for capital activities, to fund capital repair needs and investments in newly developed properties; and
- \$74.0 million in cash in-flows from financing activities, resulting from the success of the Infrastructure Ontario mortgage transaction.

Summary of Financial Statements

(in thousands of dollars)

	December 31, 2013	December 31, 2012
	\$	\$
Assets		
Current assets		
Cash	29,026	50,384
Restricted cash	107,256	-
Investments	716	111,524
Accounts receivable	75,027	108,930
Prepaid expenses	6,401	7,520
	218,426	278,358
Loans receivable	15,194	16,572
Grants receivable	13,491	10,145
Equity investments	15,541	15,486
Investments for capital asset replacement reserve	34,829	34,102
Investments for internally restricted purposes	163,069	50,320
Investments for capital expenditures under restrictions with lenders	11,903	-
Receivable from the City of Toronto	26,325	21,325
Housing projects acquired or developed	1,562,347	1,555,623
Improvements to housing projects	899,181	905,736
Guaranteed equity housing project	8,946	9,212
Prepaid lease	1,135	1,190
Total assets	2,970,387	2,898,069

Summary of Consolidated Statements of Financial Position

<i>(in thousands of dollars)</i>	December 31, 2013	December 31, 2012
	\$	\$
Liabilities		
Current liabilities		
Bank loan	-	4,000
Accounts payable and accrued liabilities	114,507	131,387
Tenants' deposits and rents received in advance	12,334	12,313
Deferred revenue	854	1,440
Current portion of deferred revenue on long-term leases	71	71
Current portion of project financing	70,253	67,193
	198,019	216,404
Capital asset replacement reserve	37,427	34,102
Deferred revenue on long-term leases	1,115	1,186
Employee benefits	77,439	75,787
Project financing	1,236,040	1,173,940
Interest rate swap liability	3,278	4,698
Debenture loans	21,711	37,907
Deferred capital contributions	545,538	556,066
Total liabilities	2,120,567	2,100,090
Surplus		
Share capital		
Authorized		
Issued 100 common shares	1	1
Internally restricted surplus	186,836	50,320
Unrestricted surplus	663,414	745,303
Accumulated remeasurement gain	(431)	2,355
	849,820	707,979
Total net assets	2,970,387	2,898,069

Consolidated Statements of Operations

<i>(in thousands of dollars)</i>	2013	2012
	\$	\$
Revenue		
Subsidies	231,036	248,923
Rent		
Residential	287,141	278,768
Commercial	13,839	12,787
Amortization of deferred capital contributions	45,908	44,734
Parking, laundry and cable fees	16,792	17,715
Investment income	10,051	10,743
External sales	1,398	8,213
Joint venture income	621	13,956
Gain of easement	700	-
Gain on sale of housing projects	12,324	8,348
Gain on sale of capital assets	51	-
Other	5,285	5,531
	625,146	649,718
Expenses		
Operating and maintenance	262,633	263,002
Municipal taxes	15,071	33,617
Depreciation	128,930	124,088
Interest	66,792	69,783
Administration	60,975	58,394
Residential services	8,950	7,026
Rent supplement program	25,271	29,354
Plant	1,495	1,985
Loss from guaranteed equity housing project	402	315
Loss from acquisition of energy plant	-	2,039
	570,519	589,603
Excess of revenue over expenses for the year	54,627	60,115

Board of Directors

Our board of directors consists of four City Councillors, nine citizen members including two Toronto Community Housing tenants. The board is responsible for managing the housing portfolio, making policy and operational decisions, leading shareholder direction, and following related legislation and regulations.

Munira Abukar
Councillor Maria Augimeri
Councillor Ana Bailão
Zahir Bhaidani
Christian Buhagiar
Brian Kwan
Karen Newman

Councillor Frances Nunziata
Councillor Cesar Palacio
Norman W. (Bud) Purves (Chair)
Catherine Wilkinson
Jennifer Wood
Audrey Wubbenhorst



Back row- (left) Eugene Jones Jr., Toronto Community Housing President and CEO, Rob Drynan, Executive Director, Jays Care Foundation, Blue Jays Catcher, J.P. Arcencibia, and Jennifer Wood, Toronto Community Housing Board member, pose with a group of Rookie League participants.

The board of directors of Toronto Community Housing Corporation are active, involved and dedicated to ensuring we reach our goals and achieve our vision. There are a number of Board Committees and Sub-Committees that oversee and steer our work:

Resident Services Committee focuses on community relations, resident engagement, quality customer service, community health, social investment strategies, residential tenancies and eviction prevention.

Corporate Affairs and Audit Committee focuses on financial reporting and controls, audits, risk management, information technology, subsidiaries and joint ventures.

Building Standards and Neighbourhood Services Committee focuses on building cleanliness, security, safety, property standards and resident access to neighbourhood services.

Governance, Risk and Human Resources Committee focuses on corporate governance and compliance, enterprise risk management, human resources, strategic planning and public affairs.

Building and Investment Committee oversees the capital plan, development, community revitalization, asset management, state of good repair and environmental sustainability.

Investment Advisory Committee reports to the Building and Investment Committee. It reviews and provides strategic advice regarding investment policy and monitors investment funds. The committee has an enhanced reporting role to ensure sound financial management and transparency.

Executive Leadership Team

Our executive leadership team is responsible for the strategic oversight of the corporate and operational functions with the company and its subsidiaries. Members as of March 31, 2014 included:

Eugene E. Jones, Jr., President and Chief Executive Officer
Jason Gorel, Chief Financial Officer
Anand Maharaj, Vice President, Human Resources
Greg Spearn, Vice President and Chief Development Officer
Pamela Spencer, General Counsel and Corporate Secretary

Contact Us

Toronto Community Housing has an online employee directory that is updated nightly. The database includes the name, position and telephone number for every employee.

www.torontohousing.ca/phonelist.php

Toronto Community Housing

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Toronto, Ontario
M4W 2H2

416.981.5500
@TOHousing

We will...

provide better homes for residents and help build better neighbourhoods. Our work will make Toronto a better place to live by delivering real social value.

Railway Land Rentals Dan Leckie Way

www.torontohousing.ca

Mural at Jane and Finch Boys and Girls Club