

Mayor's Toronto Community Housing Task Force

Affordable Housing Committee
Briefing

April 27, 2015

Task Force Members

- Senator Art Eggleton, Chair
- Ed Clark, former President and CEO, TD Bank Group
- Blake Hutcheson, President and CEO, Oxford Properties
- Janet Mason, Professor and Visiting Fellow at the School of Public Policy and Governance, University of Toronto
- Brian Smith, former President and CEO, WoodGreen Community Services
- Muna Mohammed, TCHC Tenant Representative

- Phil Gillies, Secretary

Task Force Purpose & Scope

- Purpose:
To advise the Mayor on how to strengthen and support the delivery of housing to TCHC residents
- Scope:
 1. Operations and Service Delivery
 2. Partnerships and Innovation
 3. Capital Revitalization and New Development
 4. Governance

1. Operations and Service Delivery

- Examine alternative means of providing safe, affordable housing with appropriate supports.
- Review and assess operational and administrative structures, including service delivery models and mechanisms.
- In conjunction with findings from the City's Service Manager Assessment, gauge TCHC's relative strengths and weaknesses.
- Task Force to recommend whether or not changes are required to improve TCHC's current operations and service delivery.

2. Partnerships and Innovation

- Examine new, innovative operational approaches and partnerships to strengthen the delivery of housing to TCHC residents.
- Review innovative structural and organizational models adopted by other jurisdictions to deliver housing that may be applicable in the Toronto context.
- Task Force to recommend potential alternative service delivery models for residents with distinct needs (i.e. vulnerable, seniors, families, etc.) as well as consideration of ownership models including public-private partnerships.

3. Capital Revitalization and New Development

- Examine TCHC's current and past capital revitalization and new development activities to ensure the most effective approaches are being utilized.
- Consider alternative options and innovative approaches including potential private and public partnerships.
- Task Force to assess whether changes should be made to TCHC's current approach, including the role of revitalization and development within TCHC's existing mandate.

4. Governance

- Examine and provide recommendations on governance models for TCHC based on outcomes and recommendations identified by the Task Force.
- Options that could be considered: status quo, City function, devolve to other housing providers, blended approach of different options.
- In determining recommended changes to governance, the Task Force will consider the results of the reviews for operational and service delivery, partnerships and innovation, capital revitalization and other inputs as appropriate.

Current and Planned City/TCHC Initiatives

- **City Service Manager Assessment:**
City review of TCHC's existing functions and its capacity to meet core service delivery, legislative and Shareholder requirements
- **TCHC Strategic Plan – Tenant Engagement:**
Results from resident consultations on the development of TCHC's Strategic Plan – 2016 through 2019 (Consultation on-going Q2 through early Q3)
- **TCHC Capital Revitalization Economic Impact Study:**
To identify and quantify the direct, indirect and induced impacts of the spending associated with capital spending and revitalization

Task Force Committees

- **Development and Finance**
 - Funding of capital revitalization
 - New affordable housing developments
 - Mortgage refinancing

- **Governance and Operations**
 - Waiting list reforms
 - Safety and security
 - Maintenance
 - Tenant relations/communications
 - Health and community services
 - Governance options

Work to date

- Weekly meetings of both committees
- Established on-line presence, email and phone
- Meetings with Local Councillors
- Developments/buildings visited
- Meetings with stakeholders/tenants

Community meetings

- May 11, 519 Community Centre
- May 19, Scarborough Civic Centre
- May 20, Mabelle Avenue (Bloor W & Islington)
- May 25, Don Mills Public Library