

Toronto Community Housing  
931 Yonge Street  
Toronto, ON  
M4W 2H2



April 30, 2013

Mr. Joe Pennachetti  
City Manager  
City Hall  
11<sup>th</sup> floor East Tower  
100 Queen Street West  
Toronto, ON M5H 2N2

Dear Mr. Pennachetti:

**Subject: Toronto Community Housing - 2012 Annual Report to the Shareholder**

I am pleased to submit the 2012-2013 Annual Report for the Toronto Community Housing Corporation.

This Report is Toronto Community Housing's tenth Annual Report to its sole shareholder, the City of Toronto. The review of organizational performance provided in this Report fulfills all shareholder requirements, as outlined in the 2002 Shareholder direction from the City of Toronto. It includes the following information:

- Information regarding organizational performance that the Shareholder may use to determine that the Shareholder Direction has been respected
- Audited financial statements with explanations and account of variances between actual operational and budgeted amounts;
- Variances that may financially impact the Shareholder;
- Information that is likely to materially affect tenant views of Toronto Community Housing;
- Major findings of internal or other audits; and
- The number of evictions per year, including costs and rationale.

Additionally the Annual Report offers Toronto Community Housing the opportunity to showcase some of its significant annual achievements in relation to its strategic objectives, as stated in the Community Management Plan, including our revitalization initiatives and tenant engagement activities.

If you have any questions regarding the contents of this report, please contact Hugh Lawson, Director of Strategic Planning and Stakeholder Relations at [hugh.lawson@torontohousing.ca](mailto:hugh.lawson@torontohousing.ca).

Thank you,

Eugene Jones Jr.  
President and Chief Executive Officer

Encl.: 2012 Annual Report  
2012 Audited Statements  
2012 Eviction Statistics  
2012 Tenant Engagement Activities  
2012 Report on Sales of Standalone Properties

## Eviction Statistics

Toronto Community Housing continues to make prevention of eviction for arrears a top priority. The Eviction Prevention Policy and Successful Tenancies strategy emphasize early intervention so that arrears don't accumulate to a point where it is difficult for the tenant to catch up.

Our approach includes tenant communications about rental responsibilities, quality face-to-face contact with tenants in the buildings, and performance management in high-arrears portfolios. Staff also continue to follow the Eviction Prevention Policy to move tenants through the formal legal process at the Landlord and Tenant Board and make efforts to resolve arrears situations and avoid evictions. Compared to 2011, the number of active applications at the Landlord Tenant Board increased by 47% and the number of mediated settlements via the Landlord Tenant Board increased by 34 % in 2012.

## Eviction Statistics

Measure	2012	2011	2010	2009	2008
Tenant Evictions (Arrears)	282	189	197	415	492
Tenant Evictions (Non-Arrears)	54	5	7	6	48
<b>Total Tenant Evictions</b>	<b>326</b>	<b>194</b>	<b>204</b>	<b>421</b>	<b>540</b>
Repayment arrangements initiated locally	550	837	651	545	
# active TCH applications at the Landlord Tenant Board	2069	1410	864	1760	
Mediated settlements via Landlord Tenant Board	866	646	518	737	

## **Tenant Engagement Activities**

Toronto Community Housing supports tenants in meeting the obligations of their lease and by connecting them with services that can lead to gainful employment, career development and lifelong learning. We demonstrate our commitment to people through our efforts to build the social capital of tenants.

Toronto Community Housing staff work with tenants and partners to create conditions for tenants to become actively engaged to voice issues of concern, seek out or advocate for resources, and directly effect change in their communities as residents of Toronto. This results in healthier communities, social development and social inclusion.

2012 highlights include:

### **Tenant Engagement Reference Workgroup**

- Organized and started the Tenant & Staff Community Safety Workgroup
- Organized Community Safety Fair
- Conducted citywide Tenant Engagement System Reflection Survey
- Presented recommendations to TCH Board Committee re: enhancing current Tenant Engagement System
- Advocacy & deputation to TCH Board Committee re: enhancing Tenant Engagement System recommendations
- Developed annual work plan to address/enhance issues in different areas
  - current Tenant Engagement System
  - current Tenant Election Process
  - current resident and staff relations
  - Community Safety
- Participated in TCH Town Hall meeting as a group - advocacy for resident engagement

### **Tenant & Staff Governance Workgroup**

- Developed the draft guidelines for :
  - Resident Volunteer Code of Conduct
  - Removal of a Resident Volunteer
- Provided feedback and suggestions to consultation on a wide variety of TCH policies, guidelines, and initiatives:
  - Relocation Policy
  - TCH Leasing DVD
  - Plan for Transfer Policy
  - Review of Tenant Expense Guidelines
- Developed the resident group self-governance structure – ie the role and responsibilities of co-chairs, recording secretary, alternative membership and meeting observers. The structure was adopted by other central resident workgroups

### **Tenant & Staff Community Safety Workgroup**

- Formed in September 2012 through the work plan developed by members of TERC to address and raise issues related to community safety by residents and staff together

### **Tenant & Staff Communications Workgroup**

- Formed in February 2012 with mandate to review information, develop ideas and make recommendations to further improve and strengthen tenant communications, with a focus on the implementation of the Tenant Communication Strategy
- Provided feedback on the consultation of the following TCH initiatives
  - Resident Handbook
  - Guest Policy
  - Town Hall Meeting Outreach Plan
  - Bulletin Board Strategy
  - State of Good Repair communications strategy
  - Re-design of TCH website
  - Unit Inspection communications materials

### **Participatory Budgeting Central Monitoring Committee**

- Review past years' TCH Participatory Budgeting process and developed the 2012 Participatory Budgeting process
- Introduced "community audits" to the Participatory Budgeting process. The audit provided an opportunity for all residents, in addition to tenant representatives and tenant leaders, to look at the needs of the community together.

## **Sale of Standalone Properties**

Since 2010, 30 standalone properties have been sold. Twenty of those were sold to Wigwamen, an aboriginal social housing organization, for the value of the outstanding mortgages. A further 10 were sold at market value for \$7.96 million. As we sell the houses we update our web site and place the funds into the State of Good Repair Fund ensuring the accumulation and usage of the funds is totally transparent.

All properties sold to date have been unoccupied, and thus no tenants have been displaced.

In June 2012, the Ministry of Municipal Affairs and Housing approved a request to sell 65 stand-alone properties. Sales for most of these properties, and some approved earlier, will start in early 2013. Proceeds from the sale of the 68 vacant properties are expected to generate at least \$24 million for the State of Good Repair Fund B.

A Request for Proposals (RFP) was published in September, 2012 to find real estate agents to handle the sale of 68 properties, comprised of 55 of 56 properties approved by City Council in March of 2012 and 13 properties approved by Council in June, 2011. Based on a review by Development staff a number of the 68 properties have been held back from the sale because there may be development potential that would generate more value. We received 50 responses to the RFP for real estate services, and three agents were chosen to sell the properties.

Based on the recommendation made by Councillor Ana Bailão's special working group in its report *Putting People First: Transforming Toronto Community Housing*, Toronto City Council approved the sale of an additional 55 stand-alone properties on October 30, 2012. The sale of these 55 properties is expected to generate \$35 million for the State of Good Repair Fund B.

Plans are being developed to manage the sale of the 55 properties approved by City Council in October, 2012. Ministerial approval has been received for the properties where it was required.

We keep in touch with residents in these properties to advise them of decisions that have been made.