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We provide homes to many tenants who need additional supports to maintain their tenancies. Providing the appropriate support is in most cases beyond our core competencies. Strengthening our partnerships with government and the non-profit sector is essential to meet tenants' growing needs for support services. Toronto Community Housing's role is to identify tenants who face barriers to maintaining a successful tenancy and connect them to appropriate supports to help them maintain their tenancy.

### What we heard

Tenants want employees to have a good understanding of the unique needs of vulnerable tenants in each community in order to develop strategic partnerships with service agencies that can meet these needs. Tenants also want employees to connect them with the right community partners that can meet their support needs.

### Actions

6.1 Identify vulnerable tenants and connect them to appropriate supports.

6.2 Enhance relationships with existing partners and identify new collaboration opportunities that better address tenants' needs.

### What tenants will see

- tenants receive timely communication on lease violations; and
- connections will be made to the right supports, when needed.



## Goal 7: Tenants are engaged in activities that influence their quality of life

Tenants understand the needs of their communities. Toronto Community Housing is committed to providing an effective tenant engagement system that enables more tenants from all communities to get involved. This includes facilitating tenant participation and the connection to programs and services that enhance their quality of life.

### What we heard

Tenants want more opportunities to provide input and to be involved in matters that affect them. They want more formal opportunities to get involved at the local level. Tenants want us to address barriers to participation by creating more accessible spaces and materials, and ensuring all communities receive notices and other information in a timely manner.

Tenants also want access to more recreational programs that serve the needs of the community.

### Actions

7.1 Implement the refreshed tenant engagement system to remove barriers to tenant participation and empower tenants to be actively involved in local priority setting, action planning and collaboration on matters that affect them.

### What tenants will see

- additional opportunities and structures for tenants to get involved in their community;
- timely notices posted in their communities in English and other commonly spoken languages;
- more information about local community programs and services that address priorities identified by the community;
- more communication about recreational programs delivered by community partners in their area; and
- better connections to partners that can help them get access to job, educational and mentorship opportunities.



## Accountability

To maintain transparency and accountability we have identified key performance indicators (KPIs) and targets for each of our goals. We will use these to track our progress over the four years of the plan. These KPIs are included in the table “Goals, Actions and Key Performance Indicators” on page 41. We will also develop annual business plans to operationalize the strategic plan. We will report regularly to the Board of Directors on the progress against established goals and targets in our business plans.



## Goals, Actions and Key Performance Indicators

Note: Baselines and targets are not available for all key performance indicators (KPIs) as several actions are new initiatives under development in 2018 or 2019. As a result, targets are listed as “to be determined” (TBD) for these actions. They will be set through the annual business plan once the baselines are established.

Strategic Priority	Strategic Goals	SP Actions	SP Key Performance Indicators	Baseline	SP Targets			
					2019	2020	2021	2022
Positive Tenant Experience	<p>1: Tenants receive responsive, consistent, and quality service, and proactive communication</p>	<p>1.1 Proactively communicate with tenants in all matters that affect them</p>	<p>Tenant Experience Survey: Keeping tenants informed of changes that affect them</p>	73% (2017)	75%	77%	79%	81%
		<p>1.2 Work with contracted property management companies to ensure that service delivery is improved and is consistent across all buildings</p> <ul style="list-style-type: none"> <li>Partner with FM to assess preventative maintenance work and standardize capital management practices</li> <li>On-going contract Compliance Management</li> </ul>	<p>% of time that service levels are met.</p>	Baseline to be established in 2018	TBD	TBD	TBD	TBD
		<p>1.3 Evolve the Seniors Housing Unit within TCHC and implement the integrated service model to effectively address the needs of seniors across the portfolio</p> <ul style="list-style-type: none"> <li>Operate Seniors Housing Unit under new structure and funding model to deliver a positive tenant experience</li> <li>Implement integrated service delivery model</li> </ul>	<p>Tenant Experience Survey: Overall tenant satisfaction in seniors buildings</p>	78% (2017)	79%	81%	83%	85%
			<p>Integrated service delivery model implemented in collaboration with the City of Toronto and service-delivery partners</p>	<p>Work plan to be developed in 2018</p>	<p>Milestones met</p>	<p>Milestones met</p>		



Strategic Priority	Strategic Goals	SP Actions	SP Key Performance Indicators	Baseline	SP Targets			
					2019	2020	2021	2022
Quality Homes	<p><b>2:</b> Employees are engaged, empowered and accountable in a tenant-centric culture</p>	<p>2.1 Foster high levels of employee engagement and a workplace that is conducive to high morale and strong leadership competency where employees have ownership of and accountability for their work</p>	Employee engagement survey	66%	69%	72%	74%	76%
		<p>2.2 Have in place the tools, technology and clear processes to deliver services effectively</p>	IHMS delivered in accordance with work plan.	IHMS implemented according to budget and timelines	IHMS implemented according to budget and timelines	IHMS implemented according to budget and timelines		
	<p><b>3:</b> Buildings are clean and well-maintained</p>	<p>3.1 Continue implementing the ten-year capital renewal plan</p> <ul style="list-style-type: none"> <li>Implement energy management program</li> </ul>	Facilities Condition Index (%)	16.2%	18.3%	18.5%	17.7%	16.0% <sup>2</sup>
		<p>3.2 Deliver consistently clean buildings</p>	Energy reduction (%)	\$139.7M of utility expenses budgeted in 2018	4.0%	1.5%	2%	1.5%
		<p>3.3 Improve the quality of maintenance and repair work through strengthened vendor performance management</p>	Level of compliance with building cleaning standards portfolio wide	95%	95%	95%	95%	95%
		<p>3.4 Initiate the revitalization process in additional communities and continue to revitalize 250 Davenport,</p>	Tenant Experience Survey: Building Conditions	62% (2017)	64%	66%	68%	70%
			Progress against milestones		Development partner selected for	Construction start for Don	Construction on start on phase 4	Completion of 120 TCHC

<sup>2</sup> FCI targets will only be achieved if \$300 million in 2019 and \$350 million in subsequent years are allocated for capital renewal.



Strategic Priority	Strategic Goals	SP Actions	SP Key Performance Indicators	Baseline	SP Targets			
					2019	2020	2021	2022
		Alexandra Park, Allenbury Gardens, Don Summerville, Firgrove Lawrence Heights, Leslie Nymark and Regent Park			remaining revitalization phases in Regent Park and Lawrence Heights Planning approvals obtained for Don Summerville	Summerville site	Regent Park and phase 2 Lawrence Heights	rental units in Don Summerville
			100% of TCHC units committed to in revitalization communities are completed	n/a	451 units	279	233	99
	4: Resources are effectively allocated, while managing risk and ensuring value for money	4.1 Enhance the strategic sourcing process to ensure the selection of quality vendors and optimize value for money	Quality of vendors: increase in the average vendor evaluation scores	Baseline established in 2018	TBD	TBD	TBD	TBD
Vendor Performance: % of jobs completed in accordance with service standards			Baseline established in 2018	TBD	TBD	TBD	TBD	
		4.2 Leverage underutilized assets to generate revenue that will provide direct benefits to tenants and TCHC	Commercial revenue increase (%)	\$16.1 million (2017)	Targets developed	TBD	TBD	TBD
	5: Tenants feel safe in their communities	5.1 Enhance and upgrade physical infrastructure to increase security and deter criminal behaviour	Number of buildings with upgrades to cameras, lighting and building access systems.		Meet 100% of targets 40 buildings	Meet 100% of targets 30 buildings	Meet 100% of targets 20 buildings	Meet 100% of targets 20 buildings
Vibrant communities			5.2 Implement a new safety model to deliver enhanced Community Safety Unit presence in priority communities using the information gathered through the implementation of pilots	Reduction in anti-social behavior in selected communities		Baseline developed	5% decrease in 1st site	5% decrease in 2nd site





Strategic Priority	Strategic Goals	SP Actions	SP Key Performance Indicators	Baseline	SP Targets				
					2019	2020	2021	2022	
		in the broader Dan Harrison and 145 Strathmore communities							
		5.3 Advance the fire safety culture by improving tenants' and employees' awareness and by building partnerships with key stakeholders	% of staff trained	100%	100%	100%	100%	100%	100%
			# of buildings/sites where training was offered	Baseline established in 2018	15% inc	15% inc	15% inc	15% inc	15% inc
			# of tenants who received training	Baseline established in 2018	15% inc	15% inc	15% inc	15% inc	15% inc
		6.1 Identify vulnerable tenants and connect them to appropriate supports	Vulnerable tenants requiring support connected to appropriate supports	Baseline to be established in 2018	100%	100%	100%	100%	100%
		6.2 Enhance relationships with existing partners and identify new collaboration opportunities that better address tenants' needs	% of existing partnership agreements redrafted	25% completed (2018)	100% completed	-	-	-	-
			% of tenants participating in program offered by partner	TBD	TBD	TBD	TBD	TBD	TBD
	6: Tenancies are well managed with a focus on supporting vulnerable tenants to have successful tenancies								



Strategic Priority	Strategic Goals	SP Actions	SP Key Performance Indicators	Baseline	SP Targets			
					2019	2020	2021	2022
	<p>7: Tenants have the opportunity to be engaged in activities that influence their quality of life</p>	<p>7.1 Implement the refreshed tenant engagement system to remove barriers to tenant participation and empower tenants to be actively involved in local priority setting, action planning and collaboration on matters that affect them</p> <ul style="list-style-type: none"> <li>• Launch the new system</li> </ul>	<p>Tenant Experience Survey: Opportunities to be involved in decisions</p> <p>Participants engaged in the system</p>	60% (2017)	64%	68%	72%	74%
					<p>Baseline to be established in 2019 upon implementation of new system</p>			
					<p>TBD</p>			
					<p>TBD</p>			

## Appendix A: Four-Year Operating Budget

Will be attached once the budget is approved by the Board in September

## Appendix B: Four-Year Building Capital Renewal Plan

Will be attached once the budget is approved by the Board in September



# Toronto Community Housing 2020 Budget

Date: December 12, 2019

# What We Do

Toronto Community Housing provides affordable and subsidized housing across the city.



110,000 tenants



58,500 units



2,100 buildings



Portfolio value over \$10B



89% of tenancies are deep-affordable (subsidy to reduce housing cost to 1/3 of income)



\$609M in rent savings benefits to TCHC tenants in 2019

TCHC's overall priorities are to provide positive tenant experience, quality homes and vibrant communities. Key service areas include:

## Operating



Tenant Services



Building Operations



Community Safety and Supports

## Capital



Building Repair Capital



Development Capital

## Who We Serve

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Most TCHC tenants are identified through the City of Toronto Housing Connections waitlist. The primary eligibility criteria is low-income, and the city prioritizes survivors of domestic violence or human trafficking, shelter residents, and applicants experiencing homelessness.



Approximately ten-percent of tenants enter through various affordable housing, programs. Less than two-percent of TCHC tenancies are drawn directly from social service providers as part of support-housing partnerships called 'referral agreements'.

Notable statistics about TCHC tenants include:



43% of households have a member with a disability



29% of tenants live alone



26% of households are headed by a single parent



12% of households self-identify as having at least one member with a mental health concern



Median household income of TCHC tenants is \$18,398



Close to 75% of households rely on government funds as their primary source of income

# Keeping Accountable to Our Tenants



TCHC’s vision for accountability is one where our tenants’ customer experience is the ultimate measure of success. In spring of 2020 we will be implementing a new Service Quality Indicator system to measure our performance and hold TCHC leadership accountable wherever we affect the lives of tenants.



These new indicators will be measured quarterly for every TCHC community and will be reported publicly. Tenant representatives will be part of the evaluation process to ensure that they accurately reflect the real experience of the people who call TCHC home.

Over twenty new service indicators will be used across seven areas of activity, including:



## Cleaning

Indoor, Outdoor, Garbage/Recycling



## Building Maintenance

Plumbing, Heating, Common areas, Exterior, Air Quality and Environment, Elevators



## Safety

Personal Safety, Interior and Exterior Lighting



## Supports and Community Services

Access to Supports, Social Engagement, Arrears Support



## Communication

Timely tenant notifications, Customer Satisfaction, Information and Engagement before Capital Projects



## Community Engagement

Access to Input and Consultation, Delivery of Community Events



# 2020 Budget – Key Deliverables

✓ TCHC's 2020 Budget includes the council approved permanent funding model (operating and capital).

## Operating

### Tenant Services



- Decentralize operations to enable front-line staff to address tenant and building needs more quickly
- Establish the new tenant resolutions office and re-establishing the role of Chief Operating Officer
- Implement the Integrated Seniors Model in 18 buildings



### Building Operations

- Expand evening and weekend superintendent, cleaning and maintenance services
- Pest Mitigation



### Community Safety and Supports

- Expand violence reduction program to communities with high youth gang populations, with a focus on community policing, relationship-building, listening to tenants, crime prevention and partnerships
- Continue to improve fire safety by increasing building inspection frequency and providing fire education to tenants

## 2020 Budget – Key Deliverables cont'd

✓ TCHC's 2020 Budget includes the council approved permanent funding model (operating and capital).

### Capital



#### **Building Repair Capital (\$350.0M)**

- Repair Backlog Stabilized - Fully funded with combination of City funding (new permanent funding model) and CMHC loan/ funding



#### **Development Capital (\$130.5M)**

- Over 300 new rental units to be completed
- Fully funded from City Funding carried forward and TCHC funding

# 2020 Budget - At a Glance



<b>Total Budget</b>	<b>\$1,110.2M</b>	<b>(2019: \$1,023.7M)</b>
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<b>Operating Budget</b>	<b>\$629.7M</b>	<b>(2019: \$601.2M)</b>
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Building on TCHC's 2019/2020 reorganization, all business operations have been organized around the goal of providing quality service to tenants. Enhancements in the operating budget are focused on increasing the quality and availability of service to tenants. Accountability will be driven by twenty Quality Service Indicators which will integrate real-time service evaluations by staff and tenants to create a constant, responsive and publicly available system to measure the performance of TCHC's service systems.

<b>Building Repair Capital</b>	<b>\$350.0M</b>	<b>(2019: \$313.1M)</b>
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Through Building Repair Capital TCHC delivers preventative maintenance and planned capital improvements to buildings across the portfolio. These investments are key to preventing unit closures and ensuring that the largest publicly owned housing portfolio in Canada remains available for generations to come. TCHC is targeting a 2020 year-end FCI of 16.3% which is projected to decline on a go-forward basis reaching a sustainable state of good repair by 2026.

<b>Development Capital</b>	<b>\$130.5M</b>	<b>(2019: \$109.5M)</b>
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Development Capital represents the ongoing work by TCHC to create brand new housing units by leveraging the value of existing properties. Key objectives of this work include the wholesale replacement of aging RGI buildings, the development of new affordable rental, and the creation of diverse, welcoming communities.

## 2020 Budget – Permanent City Funding Model

Subsidy to Toronto Community Housing Corporation					
(in \$000s)	2016	2017	2018	2019	2020
Operating Subsidy	203,397	240,540	241,347	239,764	250,960
Capital Funding	-	-	160,000	40,000	160,000
One-time Provincial Funding (SHAIP)	-	-	-	133,111*	-
<b>Total</b>	<b>203,397</b>	<b>240,540</b>	<b>401,347</b>	<b>412,875</b>	<b>410,960</b>

\*\$107M is expected to be deferred to 2020

- City subsidies for TCHC have increased beginning in 2017
- Temporary 2 year Capital Funding Model was implemented in 2018
- Permanent Funding Model for 2020 and onwards represents an allocation based on 75% of Average Market rent with \$160M allocated permanently for Building repair capital
  - Historically, City Subsidy was based on Block Funding

# 2020 Operating Budget

# Service Improvement Areas

	Key Priority Actions
<b>Building Operations</b>	<ul style="list-style-type: none"><li>▪ Invest in additional front-line resources to expand evening and weekend superintendent, cleaning, and maintenance services</li><li>▪ Improve vendor management to enhance quality of repairs</li><li>▪ Invest in energy efficient retrofits to reduce rising costs of utilities consumption</li></ul>
<b>Tenant Services</b>	<ul style="list-style-type: none"><li>▪ Restructure front-line operations to deliver flexible, enhanced support for high-needs communities</li><li>▪ Hire additional community support and tenant service coordinators to support tenants with maintaining successful tenancies</li><li>▪ Decentralize operations and empower, train and support front-line staff to address tenant and building needs locally and as a result, more quickly</li><li>▪ Provide tenants with a prime point of contact in their buildings</li><li>▪ Establishing the new tenant resolutions office and re-establishing the role of Chief Operating Officer</li></ul>
<b>Community Safety and Supports</b>	<ul style="list-style-type: none"><li>▪ Expand violence reduction program to communities with high youth gang populations, with a focus on community policing, relationship-building, listening to tenants, crime prevention and partnerships</li><li>▪ Continue to improve fire safety by increasing building inspection frequency, and providing fire safety education to tenants.</li></ul>

## Key Efficiencies Identified for 2020

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- **\$1.93M – Management Streamlining**
  - Savings related to the elimination of head-office management positions and the conversion to a more streamlined reporting structure.
- **\$3.05M - Information Technology Modernization**
  - \$2.2 million reduction in ongoing maintenance and system development costs resulting from the retirement of inefficient legacy software and IT systems.
  - \$0.8 million reduction in software licensing fees resulting from the consolidation and renegotiation of software contracts
- **\$0.55M - Workflow Improvements**
  - \$0.3 million savings due to workflow modernization in Finance Division.
  - \$0.2 million savings as a result of work-schedule optimization and the renegotiation of shared-work agreements, related to the delivery of shared service partnerships
- **\$6.27M – Energy Efficiency**
  - Combined savings resulting from tenant education in energy efficient behaviour and energy efficient capital improvements.
- **TOTAL \$11.8M in savings reinvested into improved services**

# 2020 Budget – Enhancements



Key Cost Drivers	2020 Operating Budget (In \$000s)	
	Expenses	
<b>Service Enhancements</b>		
Demand Maintenance	\$	5,704
Enhance front line operations	\$	5,000
Pest Mitigation	\$	1,177
<b>Total Service Enhancements</b>	\$	<b>11,881</b>
<b>Safety and Security Enhancements</b>		
Fire Safety Inspections	\$	1,300
Violence Reduction Program	\$	4,747
<b>Total Safety and Security Enhancements</b>	\$	<b>6,047</b>
Seniors Integrated Service Model	\$	3,668
<b>Total</b>	\$	<b>21,596</b>



# 2020 Budget – Non-Discretionary Cost Drivers



Key Cost Drivers	2020 Operating Budget (In \$000s)	
	Expenses	
Municipal Taxes and Fees	\$	1,274
Mortgage P&I	\$	2,781
Insurance premiums and liability claims	\$	1,085
COLA, Collective Agreement Adjustments and Benefits	\$	2,351
Utilities and Other	-\$	577
<b>Total</b>	<b>\$</b>	<b>6,914</b>

## 2020 Budget – Summary of Cost Drivers



Key Cost Drivers	2020 Operating Budget (In \$000s)	
	Expenses	
Non-Discretionary	\$	6,914
Service Enhancements	\$	11,881
Safety and Security Enhancements	\$	6,047
Seniors' Integrated Service Model	\$	3,668
<b>Total</b>	<b>\$</b>	<b>28,510</b>

# 2020 Operating Budget Submission

(Amounts in \$000s)	Budget 2020	2019 Reforecast	2019 Budget	2018 Actual	2020B vs 2019 RF		2020B vs 2019B		2019B vs 2018A	
					\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
<b>Operating</b>										
<b>CASH INFLOWS</b>										
Residential rent - RGI	251,104	246,442	236,960	240,648	4,662	2%	14,144	6%	(3,688)	-2%
Residential rent - Market	92,152	89,918	82,412	84,206	2,234	2%	9,740	12%	(1,794)	-2%
Subsidies - City	250,960	239,171	243,438	241,347	11,789	5%	7,522	3%	2,091	1%
Subsidies - Regent Park	(6,000)	(6,000)	-	(6,000)	-	0%	(6,000)	0%	6,000	-100%
Parking, laundry and cable fees	19,196	18,550	18,184	18,368	646	3%	1,012	6%	(184)	-1%
Commercial rent	16,157	15,419	15,284	15,413	738	5%	873	6%	(129)	-1%
Other revenue	1,998	2,142	2,267	2,183	(144)	-7%	(269)	-12%	84	4%
RPEI revenue	4,146	1,997	2,657	1,476	2,149	108%	1,489	56%	1,181	80%
	629,713	607,637	601,203	597,641	22,075	4%	28,510	5%	3,562	1%
<b>CASH OUTFLOWS</b>										
Utilities	134,415	124,856	131,226	120,658	9,559	8%	3,188	2%	10,568	9%
Utility Savings	(6,268)				(6,268)	0%	(6,268)	0%	-	0%
Municipal taxes	19,751	18,241	18,477	18,806	1,510	8%	1,274	7%	(330)	-2%
Mortgage Interest & Principal	131,998	129,286	129,217	124,550	2,711	2%	2,781	2%	4,667	4%
Operations	221,808	201,985	198,238	187,522	19,823	10%	23,570	12%	10,716	6%
Corporate	68,900	61,129	66,638	51,438	7,770	13%	2,262	3%	15,199	30%
Development	-	1	0	24	(1)	-100%	(0)	-100%	(24)	-100%
Senior Housing Unit	26,704	22,004	22,643	20,297	4,700	21%	4,061	18%	2,347	12%
Tenants First Unit	1,609	1,888	2,176	1,272	(279)	-15%	(566)	-26%	904	71%
Other	8,152	8,573	9,553	3,888	(421)	-5%	(1,401)	-15%	5,665	146%
CARR Reserve	9,090	9,118	9,000	9,091	(28)	0%	90	1%	(91)	-1%
RPEI operating expenditure	3,529	3,078	3,162	2,215	451	15%	368	12%	947	43%
Guaranteed equity housing project	173	239	288	255	(66)	-28%	(115)	-40%	33	13%
IT/Corporate/RPEI Capital	6,983	6,965	10,586	12,299	18	0%	(3,603)	-34%	(1,713)	-14%
Contribution to/(from) reserve	2,870	5,690	-	332	(2,820)	-50%	2,870	0%	(332)	-100%
Contribution for Building Capital repairs	-	-	-	44,993	-	0%	-	0%	(44,993)	-100%
HoMES	20,360	15,967	21,926	493	4,393	28%	(1,566)	-7%	21,433	4344%
HoMES reserve withdrawal	(20,360)	(15,967)	(21,926)	(493)	(4,393)	28%	1,566	-7%	(21,433)	4344%
	629,713	593,053	601,203	597,641	36,660	6%	28,510	5%	3,562	1%
<b>Total Cash Surplus</b>	<b>-</b>	<b>14,584</b>	<b>(0)</b>	<b>-</b>	<b>(14,584)</b>	<b>-100%</b>	<b>0</b>	<b>0%</b>	<b>(0)</b>	<b>0%</b>

# 2020 Building Renewal Capital Budget

# Key Renewal Objectives & Priority Actions

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## 2020 Objectives:

To deliver repairs and upgrades that maintain and build communities which will improve and enhance the quality of life for the tenants TCHC currently houses.

- Deliver \$350M of Building Capital repair
- Continue to implement a build capital repair plan to achieve a 10% Facility Condition Index (FCI) by end of 2026
- Prevent any permanent unit closures
- Execute over 10,000 individual capital improvements to benefit TCHC tenants, including:
  - Repair over 20 building roofs
  - Deliver Accessibility upgrades to 19 buildings
  - Improve Energy Efficiency of 38 buildings
- Reduce TCHC's energy consumption by 2.5% this year

## Priority Actions:

- 25% Reduction in portfolio wide energy consumption by the end of 2028
- Accessibility projects at common areas in 130 buildings and providing accessibility accommodations at 20% of TCHC units by the end of 2028

# 10 Year Building Renewal Capital Budget and Forecasted FCI

TCHC 10 Year Building Renewal Capital Budget													
Budget Category	2017 Actuals	2018 Actuals	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Planned Capital	\$137	\$188	\$160	\$180	\$245	\$248	\$248	\$223	\$225	\$205	\$161	\$110	\$110
Demand Capital	\$74	\$91	\$66	\$67	\$78	\$78	\$78	\$78	\$76	\$72	\$71	\$41	\$41
Energy Programs	\$26	\$6	\$71	\$85	\$10	\$6	\$6	\$6	\$6	\$6	\$6	\$0	\$0
Capital Other	\$12	\$15	\$16	\$18	\$18	\$19	\$18	\$18	\$18	\$17	\$9	\$9	\$9
	\$250	\$300	\$313	\$350	\$350	\$350	\$350	\$325	\$325	\$300	\$247	\$160	\$160

TCHC 10 Year Facilities Condition Index													
	2017 Actuals	2018 Actuals	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Opening Backlog of FCI Capital needs	1,343	1,516	1,425	1,637	1,680	1,669	1,592	1,532	1,468	1,343	1,222	1,192	1,228
Forecasted growth in FCI capital needs (from following year)	387	253	434	290	236	169	188	165	105	92	143	141	171
Other Adj (inflation, engineering est)	6	(79)	28	33	34	33	32	31	29	27	24	24	25
<b>Capital Needs Total</b>	<b>1,736</b>	<b>1,690</b>	<b>1,887</b>	<b>1,960</b>	<b>1,949</b>	<b>1,872</b>	<b>1,812</b>	<b>1,728</b>	<b>1,603</b>	<b>1,462</b>	<b>1,389</b>	<b>1,356</b>	<b>1,424</b>
Capital Funding required (excluding Non Backlog Capital)	(220)	(265)	(250)	(280)	(280)	(280)	(280)	(260)	(260)	(240)	(197)	(128)	(128)
<b>Year End Capital Needs</b>	<b>1,516</b>	<b>1,425</b>	<b>1,637</b>	<b>1,680</b>	<b>1,669</b>	<b>1,592</b>	<b>1,532</b>	<b>1,468</b>	<b>1,343</b>	<b>1,222</b>	<b>1,192</b>	<b>1,228</b>	<b>1,296</b>
<b>Year End FCI</b>	<b>16.2%</b>	<b>15.0%</b>	<b>16.2%</b>	<b>16.3%</b>	<b>15.9%</b>	<b>14.9%</b>	<b>14.0%</b>	<b>13.2%</b>	<b>11.8%</b>	<b>10.5%</b>	<b>10.1%</b>	<b>10.2%</b>	<b>10.5%</b>
<b>CAPITAL NEEDS FUNDING</b>													
<b>TCHC Cash Opening Balance</b>	\$160	\$267	\$171	\$206	\$241	\$201	\$150	\$119	\$120	\$121	\$146	\$222	\$222
<b>Sources of Funds</b>													
TCHC Funding	\$324	\$47	\$76										
City Funding	\$9	\$128	\$107	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160
Provincial Government Funding	\$9	\$7	\$38	\$107									
Federal Government Funding	\$15	\$22	\$127	\$118	\$150	\$139	\$159	\$166	\$166	\$165	\$162	\$0	\$0
Cash Available	\$517	\$471	\$519	\$591	\$551	\$500	\$469	\$445	\$446	\$446	\$468	\$382	\$382
<b>Capital Spend to Achieve 10% FCI</b>													
Backlog Capital spend	(220)	(265)	(250)	(280)	(280)	(280)	(280)	(260)	(260)	(240)	(197)	(128)	(128)
Non-Backlog Capital spending	(30)	(35)	(63)	(70)	(70)	(70)	(70)	(65)	(65)	(60)	(49)	(32)	(32)
Total Capital Spend	(250)	(300)	(313)	(350)	(350)	(350)	(350)	(325)	(325)	(300)	(247)	(160)	(160)
TCHC Cash Closing Balance (Restricted and/or Unrestricted)	\$267	\$171	\$206	\$241	\$201	\$150	\$119	\$120	\$121	\$146	\$222	\$222	\$222
TCHC Restricted Closing Cash Balance	\$220	\$195											

# Multi-Year Building Renewal Capital Commitment

Budget Category consolidated	Capital Envelope	RC Programs	2019 Budget	2020 Accelerated	2020 Budget	2021 Commitments	2022 Commitments	2023 Commitments
<b>Planned Capital</b>	CA01	Common Area Accessibility	\$ 8,500,000	\$ -	\$ 8,500,000	\$ 2,750,000	\$ -	\$ -
	CC01	Commercial - Laundry Rooms	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -
	CC09	Commercial Retail Repairs	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -
	RC03	Electrical	\$ 6,000,000	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -
	RC05	Elevators	\$ 5,430,000	\$ -	\$ 5,000,000	\$ 724,000	\$ -	\$ -
	RC07	Envelope	\$ 29,530,000	\$ -	\$ 45,000,000	\$ 62,608,000	\$ 15,700,000	\$ 7,500,000
	RC08	Grounds	\$ 13,060,000	\$ -	\$ 8,000,000	\$ 1,203,000	\$ -	\$ -
	RC09	Interior	\$ 6,000,000	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -
	RC10	Emergency Generators	\$ -	\$ -	\$ 15,300,000	\$ -	\$ -	\$ -
	RC12	Life Safety	\$ 8,585,000	\$ -	\$ 6,000,000	\$ 1,250,000	\$ 650,000	\$ -
	RC15	HVAC	\$ 13,850,000	\$ -	\$ 12,000,000	\$ 6,150,000	\$ 500,000	\$ -
	RC16	Plumbing	\$ 13,985,000	\$ -	\$ 10,000,000	\$ 2,014,000	\$ -	\$ -
	RC18	Roofing	\$ 5,480,000	\$ -	\$ 8,000,000	\$ 3,108,000	\$ 2,000,000	\$ -
	RC19	Cameras and Access Control	\$ 5,000,000	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -
	RC22	Single Dwelling Units	\$ 5,000,000	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -
	RC23	Structural	\$ 6,442,000	\$ -	\$ 8,000,000	\$ 9,173,475	\$ -	\$ -
	RC24	Parking Garages	\$ 9,024,000	\$ -	\$ 12,000,000	\$ 4,372,000	\$ 600,000	\$ -
	RC39	Common Area Hallway Repairs	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -
	RC41	Swimming Pool Envelope	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -
	RCHH	Heritage Houses	\$ 4,000,000	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -
RCXZ	Capital Contingency**	\$ 27,775,000	\$ -	\$ 17,286,854	\$ -	\$ -	\$ -	
<b>Planned Capital Total</b>			<b>\$ 172,161,000</b>	<b>\$ -</b>	<b>\$ 180,586,854</b>	<b>\$ 93,352,475</b>	<b>\$ 19,450,000</b>	<b>\$ 7,500,000</b>
<b>Demand Capital</b>	CA02	Resident's Demand Unit Accessibility Upgrades	\$ 6,000,000	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -
	CA03	Common Area Demand Accessibility Upgrade	\$ 1,400,000	\$ -	\$ 1,400,000	\$ -	\$ -	\$ -
	CG01	Waste Equipment Repairs	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -
	CI01	Risk Management and Insurance Claims	\$ 4,000,000	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -
	COXX	FM Demand Component Capital	\$ 28,000,000	\$ -	\$ 28,000,000	\$ -	\$ -	\$ -
	LCXX	Resident Appliances and Equipment	\$ 2,000,000	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -
	LMXX	Local Moveouts	\$ 11,000,000	\$ -	\$ 11,000,000	\$ -	\$ -	\$ -
	SOGI	State of Good Repair - Interior	\$ 8,000,000	\$ -	\$ 8,000,000	\$ 624,000	\$ -	\$ -
	SOGM	State of Good Repair - MLS Issues	\$ 5,000,000	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -
<b>Demand Capital Total</b>			<b>\$ 66,400,000</b>	<b>\$ -</b>	<b>\$ 67,400,000</b>	<b>\$ 624,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Energy Programs</b>	AIP1	Apartment Investment Plan - SHAIIP **	\$ 50,000,000	\$ 12,100,000	\$ 71,000,000	\$ -	\$ -	\$ -
	AIP2	Apartment Investment Plan - SHAIIP Pre-work	\$ 3,500,000	\$ -	\$ 4,728,146	\$ -	\$ -	\$ -
	RPEI	Regent Park Energy Initiatives	\$ 5,050,000	\$ -	\$ 3,285,000	\$ 3,800,000	\$ -	\$ -
	EW01	Water Conservation & Recommissioning (Water and LED)	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -
	EW03	Energy Retrofit and Recommissioning	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -
	EWXX	Metering / Monitoring	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -
<b>Energy Programs - RPEI Total</b>			<b>\$ 58,550,000</b>	<b>\$ 12,100,000</b>	<b>\$ 84,013,146</b>	<b>\$ 3,800,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Capital Other</b>	ADM	FM Labour Costs - Project Management (5%)	\$ 15,000,000	\$ -	\$ 17,500,000	\$ -	\$ -	\$ -
	RC01	Building Condition Audits	\$ 1,000,000	\$ -	\$ 500,000	\$ -	\$ -	\$ -
<b>Capital Other Total</b>			<b>\$ 16,000,000</b>	<b>\$ -</b>	<b>\$ 18,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>			<b>\$ 313,111,000</b>	<b>\$ 12,100,000</b>	<b>\$ 350,000,000</b>	<b>\$ 97,776,475</b>	<b>\$ 19,450,000</b>	<b>\$ 7,500,000</b>

# 2020 Development Capital Budget



# Key Development Objectives & Priority Actions

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## Objectives:

- Continue implementing the revitalization program in 7 TCHC communities across the City
- Deliver 309 rental replacement units in 2020

## Priority Actions:

- Regent Park – Awarding the final phases to a developer partner
- Lawrence Heights – Implementation of Phase 2: obtaining necessary approvals and procurement for a developer partner
- Don Summerville – Planning for a fully integrated, mixed use development which will see a mix of RGI, affordable, market rental and market ownership housing. TCHC will benefit from the replacement of 120 RGI units in need of repair
- Alexandra Park – start of construction for Phase 2
- Firgrove – demolition and abatement
- Implementing Auditor General’s recommendations

# Development – 2020 Capital Budget Breakdown

2020 Development Capital Breakdown					
(Amounts in Millions)					
	<u>Equity</u>	<u>Grants</u>	<u>Land Sale</u>	<u>Profits</u>	<u>Net Investment</u>
<b>Rental Buildings</b>	117.0	(45.7)			71.2
<b>Market Buildings</b>			(18.8)	(1.8)	(20.6)
<b>Development Department Costs</b>					
Development Division	3.9				3.9
TCS Division	2.8				2.8
Relocation Division	0.7				0.7
<b>Total In-Flight Development</b>	124.4	(45.7)	(18.8)	(1.8)	58.1
<b>Total Non In-Flight Development</b>	6.1				6.1
<b>Total Development Capital *</b>	<b>130.5</b>	<b>(45.7)</b>	<b>(18.8)</b>	<b>(1.8)</b>	<b>64.2</b>

\* For 2020, \$64.2M of capital funding is requested of which \$58.1M will fund in flight development capital and \$6.1M will fund non in-flight development capital

Summary of Units To Be Complete in 2020	
Project	Rental Units
250 Davenport	13
Allenbury Gardens	97
Lawrence Heights	78
Leslie Nymark	121
<b>Total</b>	<b>309</b>

# Appendix

# Additional Information

# Residential Rent



(Amounts in \$000s)	Budget 2020	Budget 2019	Actual 2018
RGI Rent	251,104	236,960	240,648
Market Rent	92,152	82,412	84,206
<b>Residential Rent Revenue</b>	<b>343,256</b>	<b>319,373</b>	<b>324,854</b>

## Average Monthly Rent Per Unit

RGI	\$ 415	\$ 389	\$ 364
Market	\$ 1,185	\$ 1,133	\$ 1,090

# Other Expenses

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(Amounts in \$000s)	Budget 2020	Budget 2019	Actual 2018
Tribunal Fees	443	467	438
Bad Debt Expense	4,540	4,286	2,560
Post Retirement Benefit	3,169	4,800	890
<b>Total Other Expense</b>	<b>8,152</b>	<b>9,553</b>	<b>3,888</b>

# Utilities Break Down

(Amounts in \$000s)	Budget 2020	Budget 2019	Actual 2018
<u>Hydro</u>			
Electricity consumption (kWh)	370,335,495	401,348,886	385,802,207
Average rate (\$/kWh)	\$0.1152	\$0.1129	\$0.1046
Annual costs	\$42,647	\$45,329	\$40,338
<u>Gas</u>			
Natural gas consumption (m <sup>3</sup> )	91,525,189	97,816,973	90,910,646
Average rate (\$/m <sup>3</sup> )	\$0.3197	\$0.2880	\$0.2695
Annual costs	\$29,259	\$28,172	\$24,503
<u>Water</u>			
Water consumption (m <sup>3</sup> )	11,322,085	12,108,577	12,078,624
Average rate (\$/m <sup>3</sup> )	\$4.0574	\$3.9392	\$3.8027
Annual costs	\$45,938	\$47,698	\$45,931
<u>Waste pick-up</u>			
Waste pick-up gross	\$19,113	\$18,557	\$8,496
Waste pick-up rebate	(\$10,888)	(\$10,247)	-
Annual costs	\$8,225	\$8,310	\$8,496
RPEI energy costs	\$1,338	\$1,006	\$743
Electric heating rebate	\$739	\$711	\$646
<b>Total Utilities</b>	<b>\$128,146</b>	<b>\$131,226</b>	<b>\$120,658</b>

# Mortgage Principal and Interest

(Amounts in \$000's)	Budget 2020	Budget 2019	Actual 2018
<b>Principal</b>			
Mortgage payable to City	4,379	4,303	2,959
Mortgage payable to CMHC	11,755	8,771	13,014
Mortgage payable to Others	11,838	11,101	10,415
Mortgage payable to IO	21,036	20,178	17,749
	49,009	44,353	44,136
Loans payable to Others	2,296	2,220	2,001
<b>Subtotal - Principal</b>	<b>51,305</b>	<b>46,572</b>	<b>46,137</b>
<b>Interest</b>			
Mortgage payable to City	3,953	2,471	2,542
Mortgage payable to CMHC	10,796	10,473	11,632
Mortgage payable to Others	7,402	7,379	8,065
Mortgage payable to IO	34,046	34,743	30,711
	56,196	55,067	52,950
Loans payable to Others	1,514	4,595	2,481
Debenture Loans	22,983	22,983	22,983
<b>Subtotal - Interest</b>	<b>80,693</b>	<b>82,645</b>	<b>78,413</b>
<b>Total Principal and Interest</b>	<b>131,998</b>	<b>129,217</b>	<b>124,550</b>
<b>Total Debt (Balance Sheet)</b>	<b>1,839,200</b>	<b>1,750,790</b>	<b>1,662,255</b>

# Development Capital

(Amounts in \$000s)	Budget 2020	Budget 2019	Actual 2018
<b>Projects</b>			
250 Davenport	150	150	578
Alexandra Park Phase 1	230	595	5,994
Alexandra Park Phase 2	5,397	2,649	32
Allenbury Gardens	18,527	27,619	3,232
Don Summerville	200	200	47
Firgrove	5,118	-	144
Lawrence Heights	22,086	13,613	19,648
Leslie Nymark	30,577	23,974	4,748
New Development	500	500	93
Regent Park Phase 2	1,142	761	5,344
Regent Park Phase 3	38,471	32,983	50,040
Regent Park Phase 4 & 5	610	112	7
Development Department	7,474	6,300	5,469
<b>Total Development Capital</b>	<b>130,482</b>	<b>109,456</b>	<b>95,376</b>



## Other Capital

(Amounts in \$000s)	Budget 2020	Budget 2019	Actual 2018
<b>IT Capital</b>			
Business Projects	1,983	5,905	2,511
<b>Corporate Capital</b>			
Non-building capital	1,900	982	1,036
Fleet	1,000	1,600	608
Capital contingency	700	700	
Repurchase of guaranteed equity housing project	1,400	1,400	375
<b>Total Corporate Capital</b>	<b>5,000</b>	<b>4,682</b>	<b>2,019</b>
<b>RPEI CHPSOP Capital</b>			<b>7,769</b>
<b>IT/Corporate/RPEI Capital</b>	<b>6,983</b>	<b>10,586</b>	<b>12,299</b>