



Toronto
Community
Housing



A Year Like No Other

Compassion. Support. Community.

2020 GRATITUDE REPORT



A message from the Chair

There is no question 2020 was a year unlike any other, as COVID-19 disrupted the way we worked and lived. Looking back on this difficult time, what stands out most is the exemplary work done by our employees, day after day, to deliver services and support to tenants. In so many ways, it defines who we are and what we stand for as a social housing provider.

Throughout the pandemic, most of our employees have been on the frontlines serving communities hard hit by the virus. In the face of this challenge, our frontline employees stepped up to keep our buildings clean and well-maintained, make changes to comply with public health measures and provide food and other essentials to seniors and vulnerable tenants. At the same time, the rest of our team kept our day-to-day business running smoothly from home.

“Looking back on this difficult time, what stands out most is the exemplary work done by our employees, day after day, to deliver services and support to tenants. In so many ways, it defines who we are and what we stand for as a social housing provider.”

Also in 2020, during the deeply painful aftermath of the murder of George Floyd, Black staff engaged in dialogue with our Executive Leadership Team, several Black staff in management and with Board members on how the organization could commit to dismantling anti-Black racism. Through this dialogue, our leadership acknowledged that the realities of anti-Black racism in TCHC's communities and organization had not been addressed, and put in place a dedicated team to develop a TCHC strategy for confronting anti-Black racism which the Board of Directors approved in February 2021.

While our pandemic response continues in 2021, as does the work to implement our confronting anti-Black racism strategy, our efforts in 2020 have brought us closer to our tenants and each other. We are a stronger, more resilient organization as a result, and well-positioned to deliver on our strategic priorities in 2021 and continue improving the lives of our tenants.



Tim Murphy,
Chair, Board of Directors

A message from the Acting President and CEO

2020 presented unique challenges that required our team to adapt and adjust how we work. I am very proud of the dedicated efforts of our employees in 2020 to provide quality housing, services and supports under difficult circumstances, and to keep our tenants, communities and each other safe during the pandemic.

We continued to roll out TCHC's restructured service model in 2020. Notably, we refined our plan for Tenant Service Hubs, the foundation of our new model, and successfully opened three hubs before the lockdown required us to shift our timeline. We responded by establishing virtual service hubs across the city, empowering frontline staff to make decisions to support our tenants and providing them with the tools, training and knowledge they need. By the end of 2021 we will have all 88 hubs ready to receive tenants in a safe and welcoming environment.

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In 2020, we delivered a record-level \$350-million program of building capital repairs and upgrades to improve and enhance quality of life for our tenants. Our Seniors Housing Unit worked with the City to launch the Integrated Service Model in 18 buildings, and to continue developing the Tenants First plan to establish a new seniors housing corporation.

TCHC's work in 2020 was guided by our past President and CEO Kevin Marshman, who retired in March 2021. TCHC has made great strides under Kevin's leadership, and as Acting President and CEO, my mandate is to sustain this momentum. We will continue to deliver our strategic priorities aimed at improving the quality of our housing and services, and on building a culture that puts the needs of our tenants first.



Sheila Penny,
Acting President and Chief
Executive Officer

Corporate Direction

Strategic Priorities 2020–2021

The 2020-21 Strategic Priorities are the roadmap to guide how TCHC will work together in 2021 to continue improving the lives of our tenants.

There's no question that over the past year, key events have resulted in a sea-change for the organization:

- The continued work on the organizational restructuring in support of a tenant-focused service delivery model
- An unprecedented level of capital work to repair our buildings to attain our targeted Facilities Condition Index of 10% by 2026
- Responding to the COVID-19 pandemic with measures to keep our buildings safe, provide essential services, and connect tenants to the supports they needed to ensure their wellbeing
- Committing to addressing the realities of anti-Black racism in our communities and organization through the development of a TCHC strategy for confronting anti-Black racism

With such major change comes an opportunity to prioritize the work that we do as a company, to set us up for success and move us closer to our vision of “Quality homes in vibrant communities where people are proud to live and work”.

The six strategic priorities build on the progress made to date and they serve to focus the company on:

- Delivering reliable and quality services closer to tenants
- Bringing the TCHC Culture Model to life
- Inspiring our employees to continue to make our vision a reality

Seniors Housing Unit

Supporting seniors during COVID-19

During the COVID-19 pandemic, staff in the Seniors Housing Unit have worked tirelessly to ensure the safety of the 14,000 senior tenants across TCHC's portfolio of 83 seniors buildings. Staff conducted more than 13,000 tenant wellness checks through telephone and door-knocking, and distributed masks and public health information to all tenants. Staff also coordinated with the City of Toronto and community partners to support five mobile COVID-19 testing clinics in seniors buildings, resulting in 912 senior tenants getting tested.

Seniors Housing Unit staff were integral in executing a mobile influenza vaccine program alongside regional community health and social service partners. The program engaged more than 9,700 senior tenants and enabled 1,500 tenants to get the flu vaccine.

Integrated Service Model

After extensive preparation and consultation, the Integrated Service Model (ISM) was launched on December 11, 2020 in 18 seniors buildings in the southeast region. The ISM is a research-based approach to enhancing the ability of senior tenants to age in place by increasing their access to health and community support services. The model will be introduced to all 83 seniors buildings in phases throughout 2021 and 2022. .

An important factor in the success of the ISM will be the strength of the Seniors Housing Unit's partnerships with the Ontario Health Teams (formerly the Local Health Integration Networks) and regional health and social support agencies. As a result, the Seniors Housing Unit expects that senior tenants will experience greater access to health and wellness supports within their buildings.

With these collaborative support efforts, the Seniors Housing Unit looks forward to enhancing the quality of life for our senior tenants while furthering their independence and allowing them the ability to safely age at home.



Mobile influenza vaccination clinic at Arleta Manor on Jan. 18, 2021



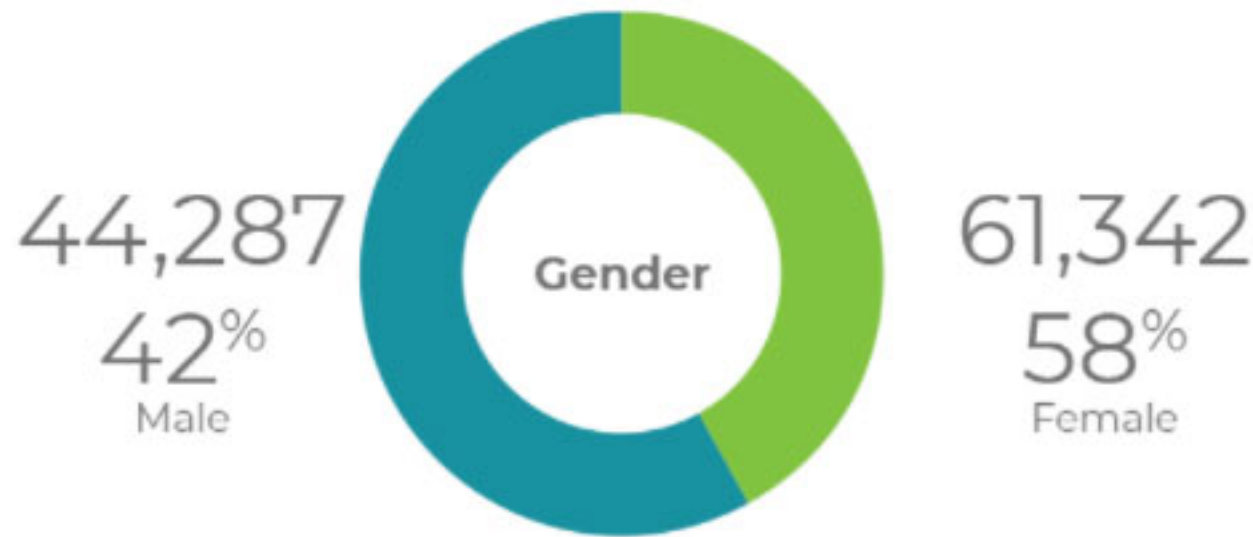
Seniors Service Coordinator Renee Sauer distributes public health material in support of COVID-19 testing at 423 Yonge St.

Demographics

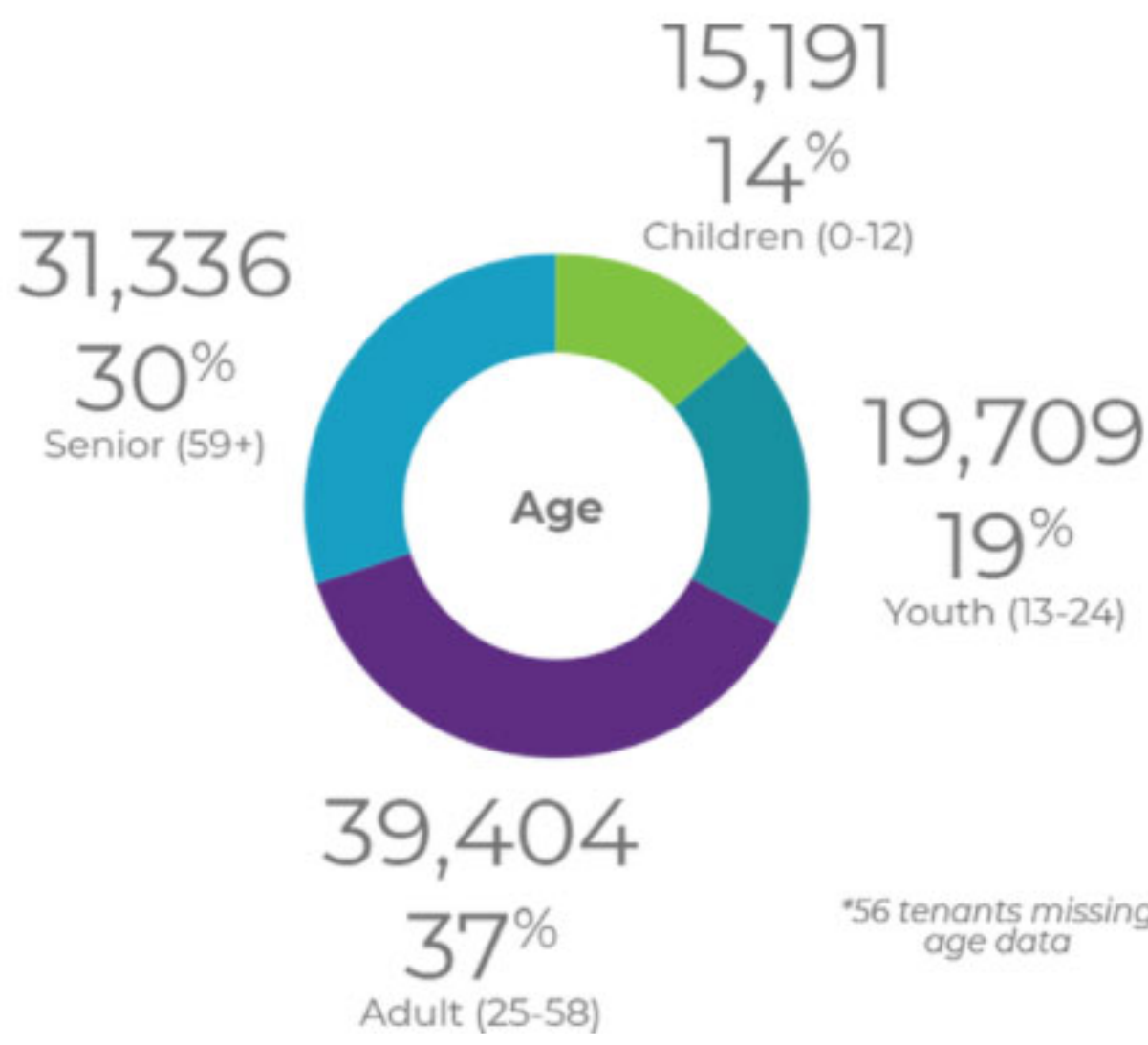


Tenants

105,696
Total tenants



*67 tenants missing gender data



*56 tenants missing age data

Households

55,030

Total households

6,377
12%

Market households

4,631

8.4%

Couple/Roommate households

48,653

88%

RGI households

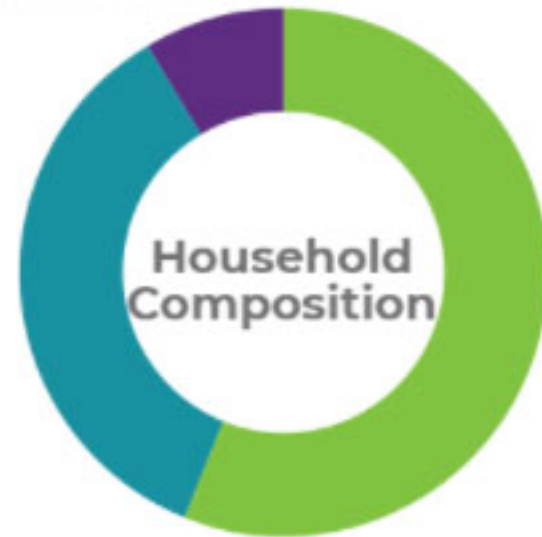


Household Finances

19,444

35.3%

Family households (w/ children)



Household Composition

30,955

56.3%

Single-person households

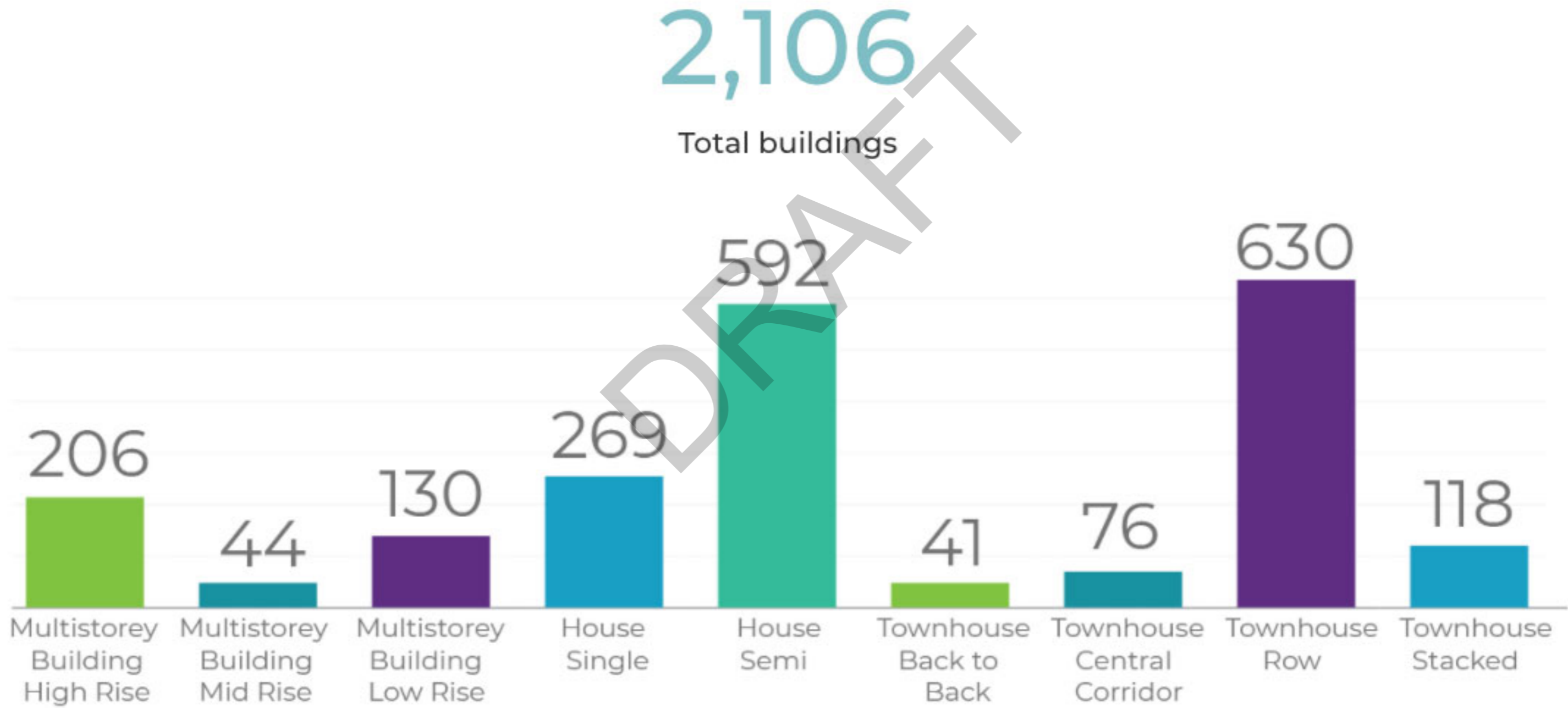
\$ 40,903.87
Average Mkt Hshld Ann. Income

\$ 19,821.47
Average RGI Hshld Ann. Income

9.97 Years

Average tenancy length (current unit)

Buildings



Scholarships



Toronto Community Housing worked with donors to continue awarding scholarships to Toronto youth in our during the pandemic

In 2020, Toronto Community Housing's scholarship programs moved to a virtual format. Beginning with the application process, the virtual format engendered by the epidemic meant that every step up to and including handing over the awards was conducted virtually. TCHC staff encouraged youth to apply, worked with generous funding partners, helped to evaluate entries and created video biographies of recipients, and in the case of the Don Summerville Scholarships, even created video invitations and coordinated a live award night via Zoom.

The Don Summerville Scholarship Program, funded by TCHC's Developer partner (Context Development in partnership with Riocan Living) in the Don Summerville Revitalization community, was launched this pandemic year. The first-ever scholarship recipients were selected in December, and their "award ceremony" featured messages from recipients' families via prerecorded videos and live appearances by Ward 14 Councillor and TCHC Board member Paula Fletcher, MP Julie Dabrusin, MPP Peter Tabuns, representatives of scholarship donors Context Development and RioCan Living, and TCHC's Chief Development Officer Vincent Tong.

During the pandemic, TCHC also continued to offer its longstanding Investing in Our Diversity Scholarship Program (IIOD), which enables dozens of youth each year to take a step in achieving their career or personal goals. One of TCHC's best-known programs, IIOD scholarships help fund postsecondary studies or training for Toronto youth involved in promoting diversity, equity and anti-racism dialogue in their communities.

Investing in Our Diversity Scholarships

59

Scholarship recipients

13

donors

4

sponsors

10

sponsors

Active living program statistics



Rookie League

Rookie League is a summer baseball program run in partnership with the Jays Care Foundation.

60
Communities

540
Participants

7
Weeks of Programs

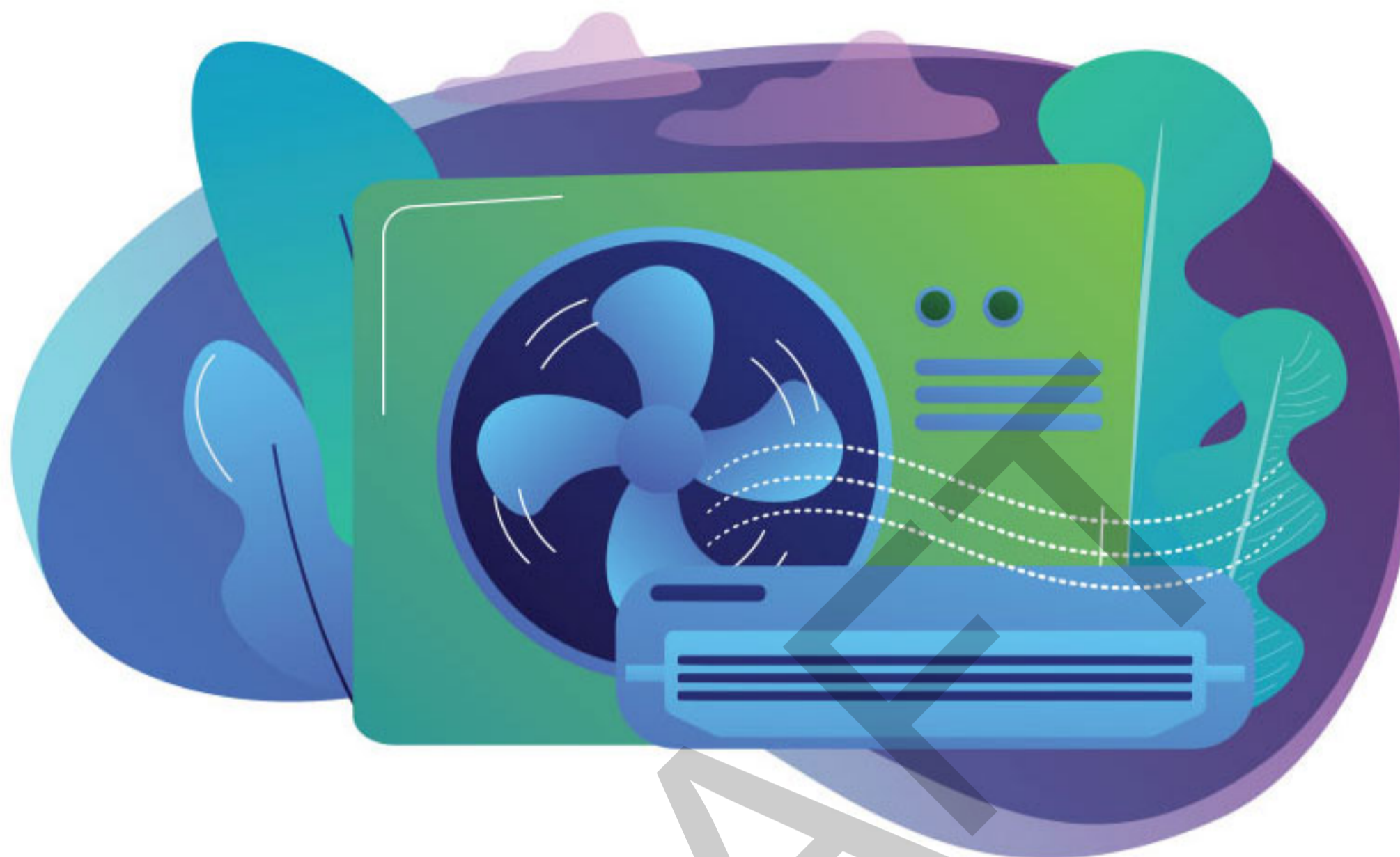
104
Facilitators

300
Virtual Sessions

Due to COVID-19 restrictions, Rookie League was adapted to an online summer program in 2020.

Staff led participants in interactive games, exercises, arts and crafts, and learning activities in daily 45-minute sessions

Capital repairs



Window Air Conditioner Exchange Program

To enhance safety features and improve tenant comfort in TCHC buildings, TCHC worked to remove and exchange window air conditioners that were not over a balcony, at no cost to tenants, for portable floor model versions. The floor models, along with being safer, provide better cooling, are quieter, and improve overall energy performance.

By fall 2020, TCHC had replaced approximately 17,000 window air conditioners from its mid and high rise buildings with floor-model air conditioners.

The program was delivered following strict COVID-19 protocols.

17007

Total completed exchanges to date

Total affected sites:

218

AC Exchange Program

3,577

AC Replacement Program – Phase 1

13,430

Service requests completed by completion of Phase 2, Nov 2020:

9,094

Board of directors

The board of directors oversees the overall governance of the corporation, sets strategic direction and monitors performance against the strategic and business plans. Our board of directors consists of the Mayor or his representative, two City Councillors and nine citizens including two Toronto Community Housing tenants. The board is accountable to the City of Toronto through presentation of its business plan, annual reports and financial statements. The board delegates key areas of interest to three board committees.

- The Building Investment, Finance and Audit Committee (BIFAC) helps the board in fulfilling responsibilities on items such as capital funds and investments, financial compliance and internal and external audits.
- The Governance, Communications and Human Resources Committee (GCHRC) helps the board implement appropriate standards of corporate governance, and fulfils oversight responsibilities on corporate governance, executive compensation, succession planning, government relations and corporate communications.
- The Tenant Services Committee (TSC) helps the board in fulfilling its responsibilities on matters such as community relations and tenant engagement, community safety and security, and oversight of the Office of the Commissioner of Housing Equity.

As of March 31, 2020, members of our board of directors included:



Tim Murphy
(Chair)



Deputy Mayor
Ana Bailão



John Campbell



Marcel Charlebois



Debbie Douglas



Ubah Farah



Cllr. Paula
Fletcher



Adele Imrie



Nick Macrae



Naram
Mansour



Brian F.C. Smith
(Vice Chair)



Councillor
Frances Nunziata

Executive Leadership Team

Responsible for the strategic leadership of the company and its subsidiaries, as of March 31, 2021, our team included:



Kevin Marshman
– President &
Chief Executive
Officer



Luisa Andrews –
Vice President,
Information
Technology
Services



Jill Bada – Interim
General Manager,
Seniors Housing
Unit



Paula Knight –
Vice President,
Strategic
Planning &
Communications



Rose-Ann Lee
(Officer) – Chief
Financial Officer
and Treasurer



Darragh Meagher
(Officer) – General
Counsel &
Corporate
Secretary



Sheila Penny
(Officer) – Chief
Operating Officer



Barbara Shulman
– Interim Vice
President,
Human
Resources



Vincent Tong
(Officer) – Chief
Development
Officer

Financials

Assets

Current Assets	2020	2019
(in thousands of dollars)	\$	\$
Cash	0	–
Investments	0	149,608
Restricted cash for externally restricted purposes	0	6,581
Accounts receivable	0	94,704
Grants receivable	0	11,272
Loans receivable	0	5,335
Prepaid expenses and deposits	0	12,555
	0	280,055
Loans receivable	0	55,188
Grants receivable	0	12,186
Investments in joint ventures	0	15,257
Capital asset replacement reserve	0	60,644
Cash for capital expenditures under restrictions with lenders	0	135,650
Receivable from the City of Toronto	0	19,325
Housing projects acquired or developed	0	1,681,823
Improvements to housing projects	0	1,807,770
Assets held – for – sale	0	3,069
Prepaid lease	0	801
Total Assets	0	4,071,768