



# Opening Doors with Purpose

Annual Report 2021

Toronto  
Community  
Housing





## A message from the Chair

In 2021, COVID-19 continued to challenge all of us and we recognize that it was a difficult year for many tenants. TCHC prioritized our commitment to tenants by ensuring the safety of our buildings and spaces during the pandemic, improving our services overall, and focusing our efforts on providing clean and well-maintained homes across all of our communities.

It was an eventful year for our Board at Toronto Community Housing Corporation (TCHC). In February, we approved TCHC's Confronting Anti-Black Racism Strategy. The strategy will guide TCHC in implementing changes needed to address the realities of anti-Black racism experienced by Black tenants and staff, and to proactively dismantle policies, systems and procedures that reinforce anti-Black racism. In June, the Board approved funding for a key recommendation of the strategy, the creation of The Centre for Advancing the Interests of Black People, which began operating in December 2021.

The Board said farewell to Kevin Marshman, who retired after serving for two years as President and Chief Executive Officer (CEO). Kevin had also served as Board Chair and Vice Chair during his five years of dedicated service to TCHC. Later in the year, following an extensive search process led by the Board, we announced the appointment of Jag Sharma as President and CEO. When he joined us in August, Jag brought exemplary leadership skills and an unwavering commitment to service excellence. The Board is confident that, under Jag's leadership, TCHC will continue to improve its service delivery and business operations.

**“Staff did exemplary work to deliver essential services and keep tenants safe by connecting them to food, medications and other urgently needed supports.”**

Tim Murphy, Chair, Board of Directors

Our Board welcomed two new directors in 2021: Tenant Director Marcel Charlebois and Citizen Director Naram Mansour, and welcomed back Tenant Director Ubah Farah for a second term. We thanked Tenant Director Amanda Coombs and Citizen Director Linda Jackson for their service during their terms, which ended in 2021. We also began a process to add a third Tenant Director to the Board which will be completed in 2022.

Our board provided oversight and advice in 2021 on the transition to the new Toronto Seniors Housing Corporation (TSHC). The transition has involved the boards of both corporations, the TSHC Transition Team, TCHC management and City staff working together for a smooth transition. Our goal is to implement the transition in a way that minimizes disruption and positions both Toronto Seniors Housing Corporation and a smaller, focused Toronto Community Housing for future success.

On behalf of the Board, I want to thank all TCHC employees for the tremendous work they have done throughout 2021 to deliver our response to COVID-19. Staff did exemplary work to deliver essential services and keep tenants safe by connecting them to food, medications and other urgently needed supports. They also organized some 400 clinics in our buildings to break down barriers and help seniors and isolated tenants get the vaccine. The Board deeply appreciates these efforts.

**Tim Murphy (he/him)**  
Chair, Board of Directors





## **A message from the President and CEO**

This is an important time for Toronto Community Housing. We have a great team with great leaders, great tenants who care about TCHC and want to be part of the solution, great partners and stakeholders, and strong support from our shareholder, the City of Toronto. Our strategic priorities are the right priorities at the right time. They set the groundwork for delivering service excellence and meeting the support needs of tenants.

TCHC continued to improve service delivery in 2021 through the Tenant Service Hubs in the family portfolio and the Integrated Service Model in the seniors portfolio. We opened 88 Tenant Service Hubs across the city and are adding more in 2022. The Hubs reflect our commitment to empowering decision-making by local staff to support tenants' needs. In September 2021, our Seniors Housing Unit launched Phase 2 of the Integrated Service Model for seniors housing. By the end of the year, staff were using this enhanced approach for delivering services and supports in 52 of our 83 seniors buildings. Once fully implemented in 2022, the model will support more than 14,000 senior tenants to age in place with dignity and in comfort.

**“Our actions are building employee pride, tenant confidence and the trust of our partners and City shareholder.”**

*Jag Sharma, President and Chief Executive Officer*

In 2021 we began work to transition the responsibility for operating our 83 seniors-designated buildings to the Toronto Seniors Housing Corporation. We welcome this opportunity to make a strong contribution to our city and help senior tenants get the housing, health and community supports

they need. TCHC, TSHC and the City are working together to plan for a smooth transition on June 1, 2022.

We made great strides in 2021 in replacing our aging information technology infrastructure and transforming our business processes through the HoMES project. HoMES will give our staff the information and tools they need to deliver tenancy management and build a business intelligence foundation that supports timely decisions and effective actions.

In launching The Centre for the Advancement of the Interests of Black People in 2021, we delivered a key recommendation of our Confronting Anti-Black Racism Strategy. The Centre is an open, safe space to have conversations about race and anti-Black racism. It will drive our efforts to address systemic anti-Black racism and, in turn, address all forms of discrimination and prejudice, and build a foundation for strengthening equity, diversity and inclusion across TCHC.

TCHC cannot solve issues of crime and gun violence alone, but we learned from incidents in 2021 about how we can listen to those impacted by violence in our communities and work with our partners to find solutions. Through our Violence Reduction Program, we continued to implement a range of enforcement, community economic development, social supports and youth programs in communities that have been deeply impacted by gun violence.

Our actions are building employee pride, tenant confidence and the trust of our partners and City shareholder. While there is still more work to do, our efforts have energy and momentum, and we are on the right path to consistently deliver positive outcomes for the tenants and families who call TCHC home.

**Jag Sharma (he/him)**

President and Chief Executive Officer

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# Strategic Direction

Our strategy guides every decision we make and the resources we invest. It keeps us focused on the paths we must follow to achieve our goals. Our direction and our priorities are designed to move us closer to the vision of “Quality homes in vibrant communities where people are proud to live and work” and where strategy becomes a reality for our employees and tenants.

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**Tenant Service Hubs: One-stop shop for tenant services and support**

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# Tenant Service Hubs

One-stop shop for tenant services and support



**The Hubs provide tenants with a “one-stop shop” for services and support, bringing them closer to where tenants live.**

**TCHC continued to open new Tenant Service Hubs in communities across Toronto in 2021. Tenant Service Hubs are a key component of our new service delivery model created under TCHC’s 2019 restructuring plan.**

The Hubs provide tenants with a “one-stop shop” for services and support, bringing them closer to where tenants live. Increasing access to services and supports enables tenants to get in-person service, meet with staff one-on-one, place work orders, hand in annual review paperwork, pay rent, and more.

While the ultimate vision for the Hubs is to allow tenants to drop-in during posted hours, in 2021 due to COVID-19, they were required to book an appointment in advance.

Where public safety measures allowed, we were able to have a number of memorable Hub opening events.

The events were led by CEO Jag Sharma and COO Sheila Penny and included local staff, members of TCHC’s Board of Directors, local City Councillors, tenant leaders and building representatives, and other members of the community.

The opening events marked the culmination of many months of hard work by staff and a key milestone in TCHC’s effort to bring services closer to its tenants. Tenant Service Hubs are continuing to open throughout 2022.





**“The Tenant Service Hubs are changing the way TCHC provides services and supports to our tenants.”**

Sheila Penny, Chief Operating Officer



“The Tenant Service Hubs are changing the way TCHC provides services and supports to our tenants,” Chief Operating Officer Sheila Penny said. “Being able to provide service and support to tenants so close to their homes is all about putting tenants first. Meeting tenant needs quickly and efficiently where they live is a key component in bringing our new service delivery model to life.”

For each Hub, TCHC created a Hub Playbook, an evolving document developed in partnership with Hub staff. Each Hub Playbook serves as a key resource in helping Hub staff effectively respond to common tenant requests, understand processes, and continue to develop their collaborative skills.

# Capital plan update

Ensuring a state of good repair for the future





**Facilities Management (FM) at TCHC continued their work to improve and enhance living conditions for thousands of tenants in buildings across the TCHC portfolio.**

Despite the ongoing impacts of the COVID-19 pandemic on the construction and supply chain industries, TCHC successfully completed 100 per cent of our planned capital work in 2022. We delivered our full \$350-million building renewal plan, which included hundreds of planned projects and thousands of individual work orders. This ongoing capital work will be integral to maintaining TCHC buildings as sustainable homes in good repair to benefit tenants for years to come.

**Here are highlights from our major achievements this year:**

- Social Housing Apartment Improvement Program (SHAIP): We completed spending on the multi-year SHAIP program funded by the Province. In total \$133.3 million was invested on energy efficient retrofits in 12 high-rise buildings for heating or cooling systems, lighting, and window and toilet replacement.
- Improving security in our buildings: In 2021, TCHC installed new security cameras across multiple buildings. Adding these cameras is improving and enhancing security in our communities and buildings and addressing tenant concerns.

- **Energy Consumption and Conservation Program:** The Conservation Team at TCHC is actively working toward our goal of reducing energy consumption by 25 per cent by 2028. This past year, we delivered tenant and staff education initiatives about capital upgrades and how to use new equipment, which is reinforcing a sense of community among tenants by involving them in working toward a common goal of energy conservation. We also successfully launched our NetZero strategy, which involved the work of a multi-disciplinary roundtable of FM staff through a series of ongoing workshop and visioning sessions.
- **Leadership in improving accessibility in homes and buildings.** In 2021, we completed 157 projects in 97 developments for common area and in-suite accessibility upgrades.



# Impact in numbers

TCHC continued to deliver significant results across all of our capital projects in 2021. Here are a few highlights of the results we achieved.



**\$1.34M/DAY**

in capital projects spending



**1,666**

projects



**28,520**

work orders

---

## 2021 highlights

**56**

access control  
and camera  
installations

**37**

elevator  
upgrades

**143**

hard and  
soft grounds  
upgrades

**244**

envelope, roofing,  
window and  
structural repairs

**156**

common area  
and in-suite  
accessibility  
upgrades

**69**

hub office  
renovations

**18**

holistic  
upgrades

**236**

electrical, HVAC  
and plumbing  
repairs



# Project highlights



## **Daycare at Lawrence Orton**

In partnership with Toronto Children's Services, TCHC delivered a new daycare space at the foot of the development's tower.

The striking addition presents a new face for the building along Lawrence Ave. E. and represents another phase in the community's capital renewal plan.



## **389 Church St. Renovation**

In partnership with the City of Toronto, TCHC delivered the complete renovation and modernization of 389 Church St.

This \$40-million project reclaimed 120 units and will create safer, inclusive and supportive housing for some of Toronto's most marginalized communities. The building is operated by the YWCA Toronto.



## **Tower Renewal at 5 Needle Firway**

A SHAIIP project, this tower modernization project represents the first phase of renewal for this strong and enduring community.

Beyond building system modernization, the project also reinvented the building's aesthetics through recladding and window replacements.

# Revitalization

Breathing new life into communities



**Our Development division achieved many milestones in 2021, in both tenant engagement and construction. In December 2020, TCHC selected Tridel as our construction partner for Phases 4 and 5 of the Regent Park revitalization.**

This set the stage for a lot of solid engagement work with Regent Park tenants, including physically distanced meetings with TCHC, Tridel staff and consultants on our master planning process.

We were also busy with plenty of amazing work in our other revitalization communities.

### **Engagement activities**


TCHC engaged tenants across all its revitalization sites throughout 2021 regarding social and economic transformation projects, in partnership with the City, community agencies and developer partners.

The 37 Kids program engaged 120 youth from Alexandra Park, Firgrove and Lawrence Heights in summer safety initiatives, which proved immensely popular among the participants. The hope is that these youth continue to stay engaged in their communities as they get older and participate in other engagement activities.

As part of our developer partner relationships, developers contribute to scholarship funds in our revitalization communities, which are available to student tenants to further their education. This year, 20 tenants were supported through scholarship and learning grant programs funded by TCHC and our developer partners.

Diamond Corp/Metropia generously donated \$500,000 to fund employment training at 250 Davenport for the next five to ten years. The donation will help tenants of all ages learn new skills to find jobs and pursue career and life goals.





In Lawrence Heights, TCHC engaged more than 700 tenants regarding the community priorities report, as part of the process to select a developer partner for Phases 2 and 3 of the revitalization, which will begin in 2022.

TCHC also completed a community needs survey in Alexandra Park to prioritize local investments as part of the ongoing revitalization work there.

### **Development and construction**

TCHC was proud to open three new rental replacement buildings and new townhouses in 2021, totaling 309 units.

These units were located at Lawrence Heights (78), Leslie Nymark (115), Allenbury Gardens (103) and 250 Davenport (13 townhome units).



At our Don Summerville community, our team worked diligently on the relocation of tenants in advance of the demolition. Relocation was completed in early 2021 and demolition was completed by the end of the year. Relocation was also completed with our Firgrove tenants in preparation for demolition in 2022.



Also at Leslie Nymark, Toronto-based artist Jessey “Phade” Pacho completed a beautiful mural that showcases the history and future of the Villaways neighbourhood.



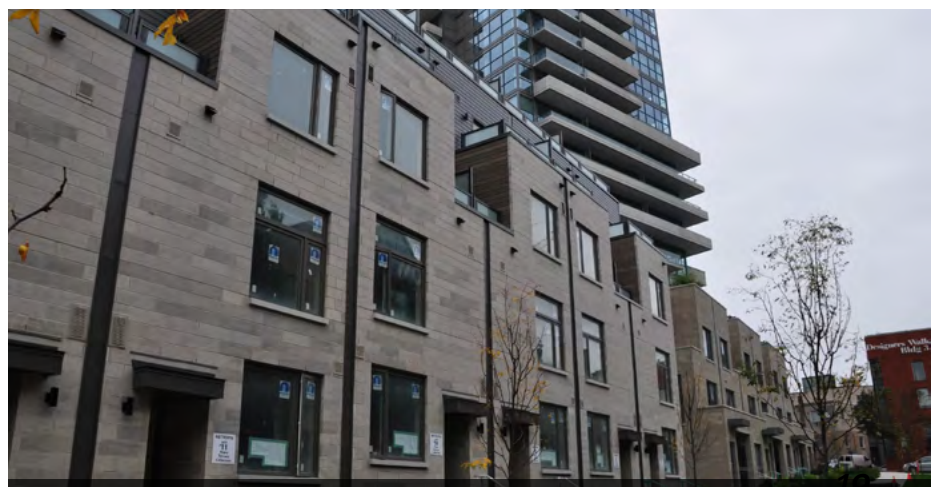
Lawrence Heights



Leslie Nymark



Allenbury Gardens



250 Davenport



In Alexandra Park, construction in Phase 2 commenced with infrastructure work. Plans to create affordable rental and ownership housing in partnership with Habitat for Humanity GTA were developed through in-depth engagement with community members. City Council approved the plans in early 2022.



In Regent Park, construction continued on the final Phase 3 rental replacement building of 213 units. In parallel, work for Phases 4 and 5 began with community engagement on a rezoning application for Regent Park. If approved by the City of Toronto, the application would allow for the creation of more affordable housing, improving the lives of more families.

# HoMES

Stronger tenant support through technology





**In 2021, the HoMES Project continued to ramp up the release of a new housing management solution. The solution will positively impact TCHC’s ability to manage our tenancy relations process.**

A busy 2021 for the HoMES project started with the Track 1B launch on January 25. Track 1B introduced the new HoMES modules, Job Cost and Construction Manager.

The two modules replaced the Construction Management System (CMS) application used by the Facilities Management team to track capital repair projects.

In the summer, Track 2A successfully launched. This track defined the switch from the Housing Management System (HMS) to the HoMES Canadian Social Housing (CSH) module. HoMES CSH is a residential tenancy management program that staff will use to oversee RGI rent calculations, rent payments, move-in and move-out processes, vacancy tracking, transfers and more.

Track 2B.1, HoMES Space Booking, a new HoMES tool to manage non-exclusive use of space, launched on October 25. The module will support the booking or renting of non-residential space to tenants, tenant-led groups and agencies and to TCHC staff for internal meetings and events.

In November, the HoMES project team held a series of working sessions with the Operations Division and Seniors Housing Unit senior management teams. The intent of these working sessions was to put senior managers in a better position to support their respective teams through the changes they will encounter in using the new HoMES modules.

In December, the HoMES project team visited 10 communities, six in the family portfolio and four in the seniors portfolio, to gather feedback from Superintendents and local managers based on their use of the HoMES Advanced Maintenance application.

In 2022, we will be launching the final phase of the HoMES project, HoMES Maintenance & Tenant Support. TCHC will be going into the “HoMES” stretch of becoming more responsive to tenant needs by localizing the oversight of routine maintenance and streamlining key aspects of our tenancy management and tenant relations processes.

# Strategic Priorities

Guiding the decisions we make



## The 2020-2021 Strategic Priorities set the roadmap to guide how TCHC continues to improve the lives of our tenants.

The priorities were designed to move us closer to our vision of *“Quality homes in vibrant communities where people are proud to live and work”*.

We have made great progress on achieving success in the six priorities. This has put TCHC in a solid position to realize our goals and will set us up for the development of a new strategic plan at the end of 2022. The impact of the COVID-19 pandemic diverted resources to respond to the emergency, which affected our ability to complete all the initiatives as planned. Despite the global pandemic, we made a huge impact in the following areas.

- Delivering reliable and quality services closer to tenants by completing the construction of Tenant Service Hubs and equipping the staff with skills and tools to provide tenant focused services closer to where they live.
- Getting to know the tenants we serve better by building systems that frontline teams can use to provide seamless service interventions at the local level, thereby being more responsive to tenants’ specific needs.
- Working closely with the City of Toronto to implement the Tenants First recommendations by transferring the scattered houses to the non-profit housing sector and ensuring the Toronto Seniors Housing Corporation is set up to meet senior tenants’ needs.



# 2021 Goals

# 1

**Support the rights of every tenant to have reasonable enjoyment of their homes.**

By the end of 2021... We will know what needs and supports are required for new and existing tenants and be able to address needs as defined within our mandate.

# 2

**Build high performing teams that bring to life a culture of tenant service.**

By the end of 2021... TCHC's Culture Model will be embedded in the way every employee works to support tenants.

# 3

**Empower and support frontline leadership and employees in resolving issues and challenges locally in support of tenant needs.**

By the end of 2021... We will have processes and tools in place that empower frontline leadership and employees to make tenant-focused decisions locally.

# 4

**Develop a business intelligence foundation that enables timely decision making and identifies tenant service success measures.**

By the end of 2021...  
There will be trusted sources of data and governance in place so that TCHC can collect and analyze data to make informed and timely business decisions.

# 5

**Transform the way we work through the implementation of effective and efficient tenant service processes, systems and tools.**

By the end of 2021...  
HoMES will be fully operational, providing integrated housing and tenancy management services.

# 6

**Work with the City of Toronto to expeditiously deliver on Tenants First directives and commitments.**

By the end of 2021...  
We will operationalize the Integrated Service Model in 52 of our 83 seniors buildings and be on track for full implementation by April 2022.

# Tenant engagement: Building and maintaining relationships



**Through tenant engagement, TCHC aims to create vibrant communities that tenants are proud to call home.**

TCHC is committed to establishing, building and maintaining relationships with tenants and providing an effective tenant engagement system that enables more tenants from all communities to get involved.

One of the key activities undertaken by the Tenant Engagement System (TES) team in 2021 was the continued rollout of the Tenant Election process with the goal of establishing tenant leadership in all TCHC communities.



**Toronto Community Housing**  
@TOHousing

There are different tenant engagement models for different communities participating in #TCHC tenant elections. Make sure you know what model your community selected and vote in upcoming phase 3 tenant elections.

Visit <https://bit.ly/3hgUVC1> to learn more.



Like

Comment

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Send

## Tenant Engagement continued through the COVID-19 pandemic

Despite the unprecedented challenges caused by citywide lockdown due to the Covid-19 pandemic, local engagement frontline teams from all regions continued to engage tenants and encourage them to participate in the elections process at every phase. The persistent outreach by our frontline staff resulted in the following:

- A total of 24,950 tenants were directly engaged through flyers, emails, phone calls, and door knocking.
- 375 Tenant meetings, mainly virtual info sessions and open calls were held.

- 1,905 tenants participated in various tenant meetings.

Since the elections started, 442 Community Representatives were elected and 1,423 Building/Townhouse Committee Members have started meeting. Overall, 257 communities have tenant leadership that can effectively engage TCHC on key decisions that are important to their communities. At the hub level, 77 out of 88 hubs now have tenant leadership in place.



**Toronto Community Housing**  
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Tenants can nominate themselves to be a Community Representative or a Committee Member in #TCHCs tenant elections, depending on the engagement model selected by their community. Visit <http://torontohousing.ca/tenantelections> to learn more.





## Service Quality Indicators (SQI) and in-suite repair processes

Selecting Community Representatives is important to achieving vibrant communities and bringing about a positive tenant experience. As part of their role in the Tenant Engagement System, Community Representatives fill out an annual SQI survey to provide feedback on the quality of the service in their buildings under the four service pillars: cleaning, maintenance, tenancy management, and community safety and support. The results of SQI surveys help TCHC better understand the different priorities of each community. In 2021, we facilitated the completion of

SQIs by Community Representatives in 118 communities, mainly in buildings in the family portfolio.

In Spring 2021, we organized a consultation to better understand the tenant experience with the current in-suite repair process. The consultation was carried out in two parts: an online survey and an online focus group. Feedback from the consultation has been compiled and developed as recommendations to improve the in-suite repair process.



**Toronto Community Housing**  
@TOHousing



With the help of #TCHC's Tenant Action Funds, Nickza organized a financial literacy workshop in her building to be delivered by @WoodGreenDotOrg.

To read more about Nickza's story, please see the Summer 2021 Edition of #TenantLOOP here: <https://bit.ly/3yqBo8e>



"With an annual increase to cost of living, it can be hard to handle money...Financial planning encourages others to use the financial services available in the community."

- Nickza, TCHC tenant and Tenant Action Funds applicant



## **How tenant feedback become actions**


In April 2021, we launched Community Action Plans (CAP) revalidation in communities with tenant leadership in place.

To support CAP, Tenant Action Funds (TAF) were created to provide resources to tenants and tenant-led groups to fund projects and initiatives that will respond to tenant-identified priorities. We established four Tenant Action Funds Tables (one in each region and one for the seniors portfolio) to help approve Tenant Action Funds applications.

Thank you to our tenants who continue to engage with us and participate in the Tenant Engagement system across TCHC communities despite the challenges caused by the COVID-19 pandemic.

# R-PATH Report: Removing accessibility barriers together





**The Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee works with Toronto Community Housing to identify and remove accessibility barriers for tenants with physical disabilities.**

The Accessibility Program budget for 2021 was \$20.1 million. This was used for planned capital projects, common space demand projects and unit modifications.

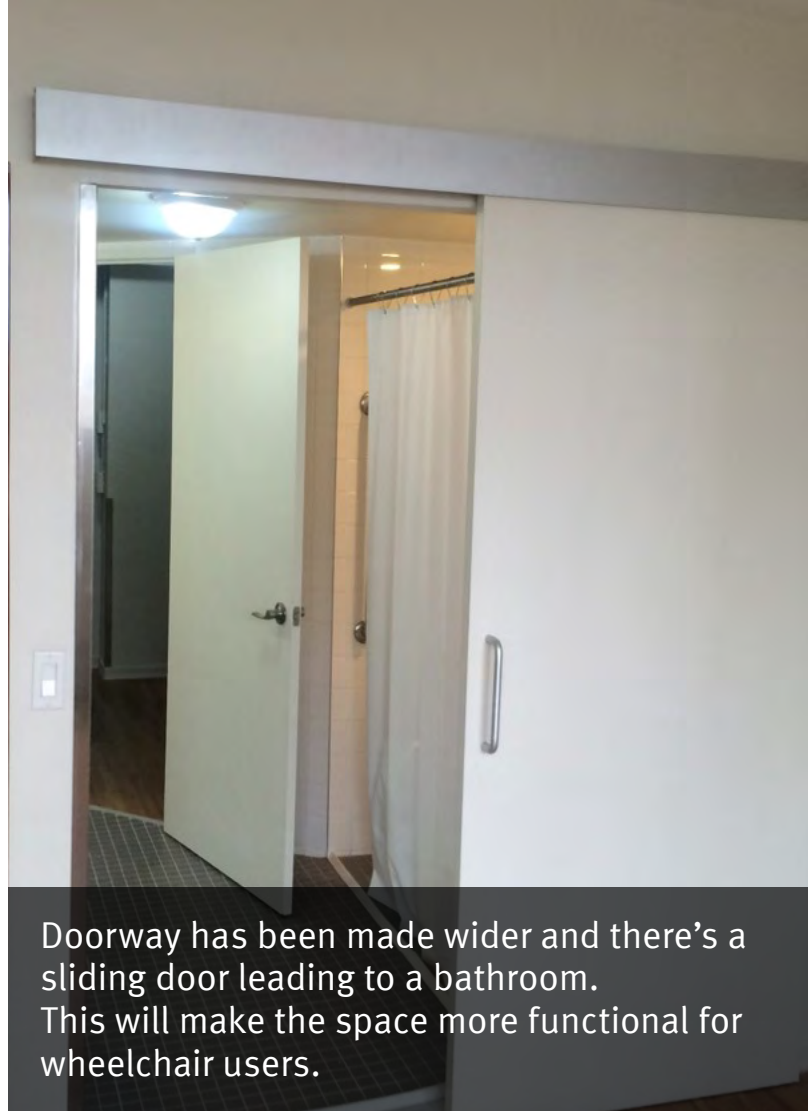
Although COVID-19 did slow down some construction, it did not stop the progress of the Accessibility Program. R-PATH and TCHC worked together to find creative tools to ensure tenant feedback was obtained on all projects, such as outdoor engagement meetings, WebEx and Zoom meetings, and mail-out surveys.

Unit modifications continued to be delivered, although the process did slow down at times due to COVID-19 protocols. TCHC and R-PATH also worked together to inform tenants about accessible unit modifications available for free to tenants. Modifications like lowered countertops, grab bars and roll-in showers can help make a tenant's home more functional for their needs.

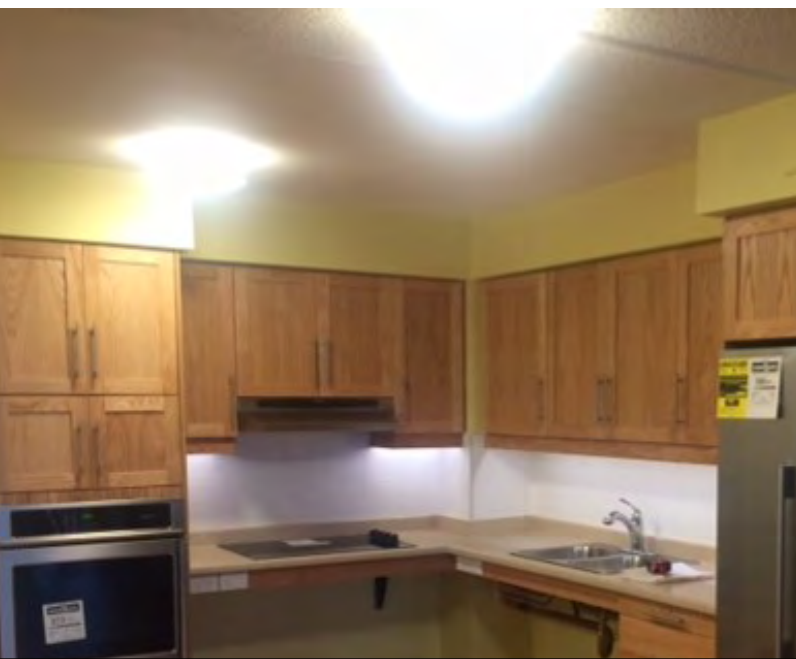
Each picture on the next page shows examples of different unit modifications. The type of unit modification done in each unit may vary depending on a tenant's needs. To learn more about the Accessibility Program for tenants, visit our website <https://www.torontohousing.ca/accessibility-program>.



A modified bathroom showing roll-in shower with a shower bench and grab bars. There is a tilted mirror on the wall that is easier to use for someone sitting down.



Doorway has been made wider and there's a sliding door leading to a bathroom. This will make the space more functional for wheelchair users.



Modified kitchen showing wall-mounted oven and a refrigerator with two vertical doors containing a refrigerator. The counter is an L shape and has a cooktop and a sink. There are clearings underneath both cooktop and the sink for a wheelchair user.



Kitchen modification showing lowered counter in a U shape, there are no cupboards underneath. A wheelchair user will be able to use all parts of the counter. There is a sink and a cooktop mounted on the counter.

R-PATH also continued to work with the Seniors Housing Unit to ensure consistency in accessibility initiatives as it transitions to become Toronto Seniors Housing Corporation in 2022.

“We are proud of the accessibility work to create inclusive communities and unit modifications that improve the quality of life for many tenants,” said Cathy Birch, Chair of the R-PATH Committee.



**Toronto Community Housing**  
@TOHousing


Did you know that R-PATH is a tenant-led committee which works to improve physical and digital #Accessibility for thousands of #TCHC tenants? Hear R-PATH founder and chair Cathy Birch describe this unique partnership in #AccessibleHousing <https://bit.ly/3pgZG12>



# Aging in place

Providing support for our seniors





**Toronto Community Housing manages most of the subsidized units available to seniors in the City of Toronto. About one in four tenants living in Toronto Community Housing is 59 years of age or older, which is what we consider a senior.**

The number of senior residents in Toronto will increase dramatically over the next decade, especially those who need subsidized housing. Part of our role is to provide safe, healthy environments for seniors in every community, and connect them to services that will improve their quality of life and help them stay housed.

Throughout 2021, the TCHC Seniors Housing Unit (SHU) focused on implementing and managing phases of the new Integrated Service Model (ISM) for seniors housing. The ISM has new ways of supporting senior tenants so they can age in place with dignity and in comfort. This includes improving the delivery of housing services, increasing access to health and community support services, and hiring more staff to support enhanced tenant needs and build relationships of trust.

### **Integrated Service Model**

- In September, Phase 2 of the ISM launched in all 26 buildings in the North West Region of the Seniors Housing Unit, along with an additional eight buildings in the South East Region. With the Phase 2 launch, the ISM was being implemented in 52 of the 83 Seniors Housing Unit buildings.
- Two new staffing roles, the Seniors Services Coordinator and the Tenant Services Administrator, were created and hired for all Phase 1 and Phase 2 buildings.
- The ISM saw a net increase of 47 staffing resources across the Seniors Housing Unit.
- Two seniors-specific online staff training modules, Mental Health Education and Understanding Dementia, were developed and launched.



- Thirteen procedures have been or are in the process of being updated or drafted to be more seniors-specific, five of which are new.
- The City has engaged a non-profit partner to conduct further tenant consultations on the Seniors Health and Wellness Hubs model in Q1-Q2 2022. Next steps for Seniors Hubs planning will follow the report and recommendations.

### **Toronto Seniors Housing Corporation**

In May 2021, Toronto City Council directed the creation of Toronto Seniors Housing Corporation (TSHC).

The City of Toronto, TCHC, and the Toronto Seniors Housing Corporation are implementing a seamless transition plan to transfer responsibility for operating TCHC's 83 seniors-designated buildings to the new corporation on June 1, 2022. TSHC will focus on meeting the needs of 15,000 senior tenants through the ISM, currently being implemented at TCHC.

### **Other highlights**

First- and second-dose COVID-19 vaccination clinics were held in all 83 SHU buildings. This major collaborative effort spanned seven months and involved TCHC staff working with Toronto Public Health, regional health providers, and social support partners and volunteer agencies. Third-dose clinics started in October and we expect to be wrapped in February 2022.







# Bringing Tenant Leadership to Life: Indra Adjei



For tenants at 2743 Victoria Park and for community members in the area, Indra Adjei is a familiar face. Indra is an active leader on several tenant engagement and outreach programs that support the area’s Community Action Plan. She brings commitment and involvement to planning and decision making, as well as coordination and volunteer management for different events and initiatives.

Among her countless contributions to the community, Indra has led back-to-school events, holiday giveaways, vaccine clinics and information sessions, and a garbage disposal project. She goes above and beyond by giving out warm meals, voluntarily shoveling snow following heavy snowfalls, and decorating the lobby during the winter holiday season. She is a consistent and constant advocate for tenants in the community.

**“We continue to provide food and clothing for the community. They rely on us, and I am proud to offer what they need at no cost to them.”**

Indra Adjei, community leader

For the past eight years, Indra has organized a chef's kitchen with prepared hot foods and meals for her fellow tenants. With the support of City Street Outreach, she has connected the community with a steady supply of much-needed groceries and household items. The TCHC common space in the building has provided a continuous location for this important work. "I am so proud of the fact that I have not closed down once during this whole pandemic," says Indra. "We continue to provide food and clothing for the community. They rely on us, and I am proud to offer what they need at no cost to them."

"Indra's Boutique," as many locals know it, provides clothing, household goods and other essential products to families and children who appreciate the opportunity to "shop" for what they need at no cost to them. Many refugee families are welcomed warmly by Indra to the boutique where they are able to find and receive support to set up new households in Canada.

Indra's volunteer efforts provide invaluable support to her TCHC community and beyond. She is an important example of tenant leadership and the tremendous achievements that are possible when one individual brings commitment, warmth and dedication to helping others.

TCHC recognizes Indra's exceptional efforts and those of other tenant leaders in our communities. We would also like to acknowledge and thank City Street Outreach and all other donors that provide free goods, food and products for the community.



# Confronting Anti-Black Racism

The voices and lived experiences of tenants and staff have helped shape a strategy to proactively dismantle policies, systems and procedures that reinforce anti-Black racism. As an employer and a social housing provider, TCHC is addressing systemic barriers affecting tenants and staff through our CABR Strategy and Action Plan.

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**CABR Strategy: Reconstructing the way we address anti-Black racism**



FOR AD  
OF BLACK PE

# Decent Hou

— Kiaunna Bennett

Subcommittee on Housing  
Kiaunna Bennett

# CABR Strategy: reconstructing the way we address anti-Black racism



**Toronto Community Housing**  
@TOHousing

Tonight, we are officially launching #TCHC's The Centre for Advancing the Interests of Black People. As we #LaunchTheCentre, we renew our commitment to confronting anti-Black racism in our workplaces and in our communities. #TOnews



The voices and lived experiences of more than 600 tenants and staff helped shape a strategy with a vision that will proactively dismantle policies, systems and procedures that reinforce anti-Black racism.

“Black tenants know what it’s like to feel unsafe in systems that are meant to protect us,” said Tenant-Staff Advisory Board member Kiaunna Bennett. “It’s essential that TCHC does not have any biases or stereotypes when delivering services.”

**“It’s essential that TCHC does not have any biases or stereotypes when delivering services.”**

Kiaunna Bennett, Tenant-Staff Advisory Board member

Kiaunna’s voice and many others became the framework for TCHC’s Confronting Anti-Black Racism (CABR) Strategy and built the foundation for addressing anti-Black racism at Toronto Community Housing.

2021 was a groundbreaking year in our work to confront anti-Black racism at TCHC, starting with the Board of Directors approving the CABR strategy in February.



“The CABR strategy and the eight-point plan highlights the way we will transform TCHC and Toronto at large,” said Evelyn Amponsah, Director, The Centre for Advancing the Interests of Black People. “The strategy is intended to push our organization to recognize how anti-Black racism harms tenants and staff, work towards systemic change and reconstruct the way we support individuals affected by anti-Black racism.”

Following the approval of the CABR strategy, we created a three-year plan with 43 actions enabling us to establish positive outcomes for Black tenants and staff in engagement and service delivery.

**“Our approach to the work stems from a human-centric framework, positive tenant experiences, quality homes and vibrant communities.”**

Shane Bourne, Community Safety Advisor

“When service delivery becomes mandatory, and our approach to the work stems from a human-centric framework, positive tenant experiences, quality homes and vibrant communities come automatically,” said Shane Bourne, Community Safety Advisor.

With the new strategy in place, we established The Centre for Advancing the Interests of Black People (“The Centre”) to oversee the CABR Strategy’s implementation. The Centre was formally launched in December 2021.

By the end of 2021, The Centre team:

- Established the Tenant-Staff Oversight and Advisory Board composed of 15 staff and tenant members. This group oversees accountability in advancing the CABR Strategy.
- Received 33 cases related to anti-Black racism and resolved 25.
- Held three staff and two tenant consultations related to the development of the action plans.
- Led 26 virtual training sessions for staff to learn more about the CABR strategy.

To learn more about The Centre team and the CABR strategy, visit [torontohousing.ca/cabr](https://torontohousing.ca/cabr).



**CABR Year End Review 2021**  
<https://youtu.be/Ka2lxBpDeow>

# Partnerships and Programs Direction

Through collaboration with our community partners, and a dedicated staff team, TCHC provides tenants with a breadth of diverse programming through a range of recreation, work placement, scholarship and social programs. Key partnerships are integral in helping to serve the diverse needs of TCHC communities.

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**Playing it forward with programs for tenants**

**Providing employment and skills training for Toronto youth**

**Introducing the Beautiful Game to Toronto youth**

**Rookie League: Giving kids a sporting chance**

**Be.Build.Brand. Supporting entrepreneurs across the city**

**Creating equitable access to common spaces**

**Thank you to our donors**



# Playing it forward

with programs for tenants



**Despite another challenging pandemic year, TCHC continued to connect its tenants – from children to seniors – to free programs and engagement opportunities. With the support of our corporate partners and funders, we were able to adapt and continue connecting with tenants across our communities.**

Our flagship programs were virtual, in-person, or a mixture of both, in consideration of public health guidelines. These programs focused on physical literacy, sports, arts, employment, education, leadership skills and more. A few examples include:

**Rookie League (in partnership with Jays Care Foundation)**

This past summer, TCHC continued to run its popular baseball day-camp for children aged 6 to 12. Running from July to August 2021, in-person and virtual camp options were available. Through the program, we also continued to offer a free, virtual Leader in Training (LIT) camp for tenants ages 13 to 15.

**Home Run Scholars (in partnership with Jays Care Foundation)**

Virtual after-school clubs were back for another round in 2021. In partnership with Jays Care Foundation, Home Run Scholars is a fun and interactive virtual after-school club for children ages 6 to 12. In a safe and inclusive environment, children connected with each other online and participated in dedicated homework time, arts and crafts, fitness activities, coding, multimedia club and more.





## **KickStart (in partnership with MLSE Foundation)**

The MLSE KickStart program went fully virtual in 2021. Nearly 120 kids ages 6 to 12 registered for the soccer camp. Sessions incorporated homework time and educational games that taught the rules of soccer. Children were still able to participate in physical activity indoors by doing stretches, jumping jacks, push-ups and basic soccer drills with a ball. In October, the program held its inaugural end-of-season tournament at Dovercourt Park, where 45 kids from six TCHC communities came together to play in-person.

## **YouthWorx**

YouthWorx is an employment program that hires youth ages 14 to 29 as Youth Community Workers. Last year, Youth Community Workers were hired for seven weeks during the months of July and August, working at 61 community sites. YouthWorx again reduced barriers to employment for youth and provided opportunities in various small-scale labour jobs, including community clean-ups, light repair, community gardening and more.

## **Head-stART (in partnership with Hart House / University of Toronto)**

Head-stART was a six-week virtual arts program for youth ages 13 to 18, which ran twice in 2021. Participants were encouraged to express themselves through photography, painting, music and dance, as well as written and spoken word, guided by staff from TCHC and facilitators from the University of Toronto's Hart House.

**Through these five incredible programs, the Active Living team contributed to the vibrancy of our communities by engaging over 2,500 tenants across more than 200 communities in Toronto. This work would not have been possible without the support of generous institutions in Toronto like BMO, Jays Care Foundation, MLSE Foundation and the University of Toronto.**

TCHC also continued to work with donors to award scholarships to Toronto youth. Despite lockdowns and online learning, our resilient young leaders continued to look forward to taking the next steps to achieve their personal or career goals and we were there to support their future aspirations.

# Providing employment and skills training for Toronto youth





**In 2021, TCHC's YouthWorx program continued to empower young people across our city by providing meaningful employment and on-the-job experience.**

For eight weeks during the summer, 63 participants carried out work in 61 community sites as Youth Community Workers.

The comprehensive program employed young people aged 14 to 29, reducing barriers for many who were seeking summertime work. Through YouthWorx, many find employment opportunities for the first time. Last year in the East Region, nearly 75 per cent of the youth in the cohort were younger than 18 years old and for 85 per cent of them, it was their first job.





As part of gaining work experience, applicants submitted resumes, participated in interviews and were hired to work on regional teams in TCHC's communities doing small-scale labour jobs. 2021 was also the first time that YouthWorx relied on virtual platforms to recruit and train its staff.

56 The participating Youth Community Workers took part in virtual sessions focused on mental, emotional and personal growth, all in preparation for future employment opportunities.

To be able to deploy youth workers to TCHC communities in the middle of a pandemic yet still maintain high attendance and engagement as well as a successful rate of work completion is a proud accomplishment. It was made possible by staff and Youth Community Workers who were dedicated to this program. They rose to the challenge of providing high-quality work in a safe, healthy environment, setting up talented young people for success.

Here are some highlights from the year.

- 61 community sites impacted
- 63 participants
- 8 weeks of programming
- 15 facilitators
- 26 virtual sessions



# Introducing the Beautiful Game to Toronto youth



## **While it has been around for nine years, the MLSE KickStart program went fully virtual for the regular season for the first time in 2021—and to huge success!**

In partnership with MLSE Foundation and sponsored by BMO, the KickStart program is a free, nine-week program that teaches soccer skills to children aged 6 to 13. It's a safe environment where kids can learn about physical literacy, teamwork and leadership skills.

The challenge for our Active Living team was to transform an outdoor sports program into an online format. The team had to be creative to maintain the same engagement and stimulation of our young tenants, both physically and mentally.

Thankfully, KickStart is about more than just soccer. It's about learning life skills, social development, and finding a sense of belonging within a group. With nearly 120 kids registered from across 30 TCHC communities, virtual programs ran twice a week in the spring for a total of 60 virtual sessions over nine weeks. Led by 15 facilitators and staff, the sessions incorporated homework time, active games and educational moments that taught the rules of soccer.

In the fall, KickStart hosted an inaugural, in-person tournament where kids were no longer kept apart by their screens.

In October, 45 kids from six communities were picked up by school bus for a day of physical activity, competition and learning at Dovercourt Park. All children received socks, shin guards, shorts, jerseys and

a BMO soccer ball. After the tournament, there was an award ceremony with trophy presentations and speeches. For some children, it was the first major sporting event that they had played in.

That makes 2021 another winning season for our KickStart team.

Here are some highlights from the year.

- 30 communities
- 120 participants
- 9 weeks of programming
- 15 facilitators
- 60 virtual sessions



# Rookie League

Giving kids a sporting chance



**For more than 30 years, the Rookie League summer baseball day-camp program, delivered in partnership with Jays Care Foundation, has been a space for personal development, where children ages 6 to 12 learn about teamwork and fair play both on and off the field. 2021 was no different.**

Once again, our Rookie League program offered both in-person and virtual camp options in 2021. More than 700 participants from over 60 TCHC communities enjoyed exercises, free meals, arts and crafts, and interactive games and challenges, with prizes that included tickets to a Toronto Blue Jays game. Featuring 26 virtual cohorts, there were 107 facilitators that helped run the program that was a huge success.

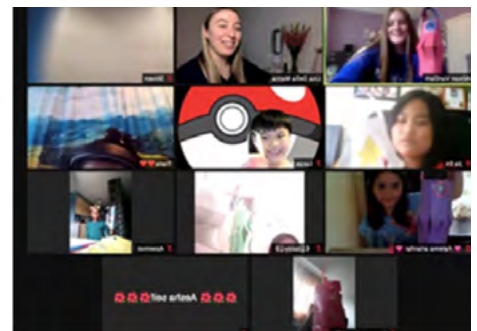
In 2021, we continued to offer the virtual Leaders in Training (LIT) camp for youth tenants ages 13 to 15. The LIT camp focuses on enhancing leadership skills and personal development.

Program staff and facilitators also took part in activities and workshops that empowered them with the skills, resources and networking opportunities to chart their future career paths.

A new highlight was “Family Night at Home.” The three-week, at-home activity series, offered late in the season by Jays Care Foundation in partnership with local restaurants across TCHC communities, provided registered families with weekly dinners and fun activity packages that included movie night, paint night and karaoke kits.

Here are some highlights from the year.

- 60+ communities
- 709 participants
- 6 weeks of programming
- 107 facilitators
- 27 virtual cohorts



# Be.Build.Brand.

Supporting Entrepreneurs across the City





## Be.Build.Brand. + “I AM” Series

Be.Build.Brand. (B3) is a 10-week entrepreneurship program for Toronto Community Housing tenants between the ages of 18 and 29. Building on our success of B3 in 2020 and feedback from the community to support women in entrepreneurship, the “I AM” series was created in 2021. The four-week workshop helped to coach female residents aged 30 to 45 to start their own businesses.

Here are some highlights from the year.

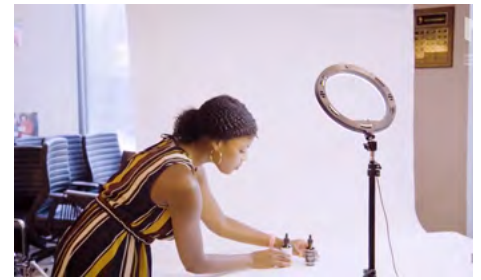
- 34+ communities
- 234 participants
- 28 weeks of programming
- 40 facilitators (i.e., volunteers, mentors)
- 52 virtual sessions

**The Be.Build.Brand. program was made possible in 2021 thanks to the generous support from our sponsor and donor.**

### Sponsor of the Scotiabank Pitch Prizes

Scotiabank

**Hear from Be.Build.Brand. winner Rayya Brown about her experience with the program and her business Ray Soleil Naturals:**



# Creating equitable access

Updating the Use of Space Program to better serve tenants



## TCHC's Use of Space Program was just one of many indoor programs impacted by the pandemic in 2021.

As a public health measure to combat the spread of COVID-19 and help keep tenants safe, we closed non-residential spaces in buildings across our portfolio in 2021 except for essential programs. We continued to use community and recreational spaces to provide essential services like food security programs in many communities. TCHC also repurposed many of the rooms for COVID-19 vaccination clinics.

In 2021, we made necessary updates to the Use of Space Program. The application process was improved to make it easier for tenant-led groups and agencies to apply for spaces. We also created a Use of Space Guide for staff to make documentation and onboarding of occupants more seamless. With restrictions lifted in Ontario, TCHC opened up spaces to partners (agencies and tenant-led groups) on April 1, 2022. Applicants can now apply to use a space online at [torontohousing.ca](https://torontohousing.ca).

## Equitable Common Spaces Workshop (Virtual)

To support our efforts to improve processes and make sure programming better serves tenants by meeting community needs and priorities, we hosted a virtual development workshop for staff and select tenant groups in December. The workshop focused on ways we can work together to better co-create equitable common spaces.

Award-winning placemaker and keynote speaker Jay Pitter, and a panel of guest speakers, addressed a complex range of factors that shape the quality and character of space. Our guest speakers focused on how common rooms in our communities serve as gathering places, resource hubs and recreational spaces for tenants, and on the challenges of creating equitable spaces for Indigenous Peoples, people with disabilities, women and queer individuals.

In a post-event survey, 94 per cent of respondents rated their experience positively.



The image shows a screenshot of a tweet from Toronto Community Housing (@TOHousing). The tweet text reads: "This week, #TCHC staff, tenants and partners learned from people across #Toronto about equity in space making. This is the start of a process to make our common spaces more equitable. Thanks @Jay\_Pitter for guiding us, also our panelists @JcElijahMB, @tkurdi and others!". The tweet includes the Toronto Community Housing logo and a pink bandage icon. The background of the tweet is a screenshot of a virtual meeting interface with a slide titled "Stop Empowering People" and "People" with a list of bullet points.

# Thank you to our donors



## Investing in Our Diversity Scholarships

### Founding Partners and Donors

Blaney McMurtry LLP

Scadding Court Community Centre

### Donors

Ed and Fran Clark

Anne Fleming

Dentons Canada LLP

Sinai Health

Toronto (Central) Lions Club

Tridel Corporation

Yardi Canada Ltd.

## Be.Build.Brand.

### Sponsor of the Scotiabank Pitch Prizes

Scotiabank

## Tech for Success

### Generous Donor

Yardi Canada Ltd.





# Leslie Nymark Mural

## Partnering with the community

Through our partnership with STEPS Public Art we offered a unique opportunity to residents of the revitalized Villaways community to work directly with a local artist to contribute to the content and design of a new public artwork in their community.

Image by May Shi. Artwork by Jessey Pacho, Moises Frank and Alex Popelavskis.

## 2021 Investing in Our Diversity Scholarships

2021 was another successful year for the Investing in our Diversity Scholarship Program.

The program awarded scholarships to 49 recipients who will attend 15 different colleges or universities across Ontario, Canada and the United States.

The Investing in our Diversity Scholarships are awarded to Toronto youth based on academic excellence, financial eligibility and community leadership. The scholarships promote youth empowerment, diversity and community safety in Toronto. Students receive up to \$4,000 to pursue postsecondary studies or professional training.

The Investing in Our Diversity Scholarship Program was founded in 2001 by the late Bill McMurtry, Founding Partner, Blaney McMurtry LLP, and Kevin Lee, former Executive Director of Scadding Court Community Centre. Toronto Community Housing became a partner in 2006.

View this video to hear the stories of two successful scholarship recipients and a scholarship donor.



TCHC's Investing in Our Diversity Scholarship Program  
<https://youtu.be/mz7LT2P6vPg>

# Community Impact

TCHC aims to bring positive change into our communities and the lives of tenants. In 2021, TCHC facilitated corporate donations, led and supported public health initiatives and implemented programs to reduce violence within our communities.

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**Gratitude to our community partners**

**Working together for safer communities**

**Supporting COVID-19 vaccination efforts across Toronto**

**Rapid Rehousing Initiative: responding quickly to support transitions**

**Office of the Commissioner of Housing Equity (OCHE)**

**Raising fire safety awareness to tenants**

**Reducing violence in TCHC communities**

**Conservation efforts at TCHC**

**Global recognition and industry awards for TCHC projects**





# Gratitude to our community partners



**Toronto Community Housing has long-running partnerships with generous organizations who provide donations within our communities.**

This year, we were grateful to receive gifts of toys from Spin Master; of technology from Yardi, Telus and Samsung; and of turkeys for the holidays, distributed in partnership with ANIDA food bank.



**Toronto Community Housing on LinkedIn:**



**We thank Spin Master for donating 1,000 toys to children in our communities this past summer.**

The support of families during the pandemic added a little bit of fun to a difficult time. The toys were distributed in outdoor locations by TCHC staff who deliver community economic development and community violence reduction programming. Learn more:

<https://bit.ly/3lmQVSM>



**Toronto Community Housing on LinkedIn:**



**Thank you Yardi for funding new laptops for 20 #TCHC families to help students with virtual homework!**

Read more about how Yardi is supporting students with virtual schooling this year:

<https://bit.ly/2OaGNzV>



Coming together to make the holidays a little brighter!

Earlier this week, we teamed up with our partners at the ANIDA food bank to help bring frozen turkeys and a little holiday warmth to tenants in our communities.

TCHC staff and members of our Community Safety Unit helped deliver frozen turkeys, books and more to tenants who'd been invited to pick up a holiday meal kit in five TCHC communities.

Special Constables distributed the ANIDA food baskets, including cooking instructions, pans and vegetables.

“To be able to get out to five communities and have the opportunity to assist individuals and families was just an absolutely great day,” TCHC’s Community Safety Advisor Ken Tooby said. “The turkey drop-off was a timely way to bring food and warmth in communities where food security has often been a challenge, even before the pandemic.”

We would like to thank the incredible team at ANIDA for helping make the holidays a little brighter for our tenants – your partnership truly means a lot.

We’d also like to thank members of our CSU team and TCHC staff who helped organize and execute this event, fantastic work!

<https://bit.ly/3mvNd6N>

#TCHC #ANIDA #holidays #community #givingback



The TCHC Youthworx program gave back to their community in the form of school supplies, donating backpacks in the East region, school supplies along Jane Street in the West region and, in Lawrence Heights supported with the delivery of a backpack giveaway to the community in partnership with the Toronto Youth Cabinet and PUMA Affiliate.

In addition, over \$40,000 in food and restaurant gift cards were distributed among families and seniors across Toronto. TCHC continues our commitment to putting tenants first in as many ways as possible.



### Toronto Community Housing on LinkedIn:



Donors of \$100 restaurant cards to support tenants during the pandemic join TCHC staff, tenants and Ward 13 Councillor Kristyn Wong-Tam (third from left) at TCHC's 55 Bleecker Street building to mark the generous donation of contributors to the COVID Restaurant Fund.

Through the fund, DiamondCorp, Fitzrovia, Tricon Residential and CentreCourt, Metropia, State Building Group, Choice Properties and Tridel donated a total of \$35,000 in food and restaurant cards to downtown TCHC tenants.

Read more here: <https://bit.ly/2Y1tHbN>



### Toronto Community Housing on LinkedIn:



Did you know #TCHC distributed \$35,000 in donated food and restaurant gift cards to food insecure households in the downtown core this summer? Thank you to all of the donors that contributed to this program.

We'll continue to work with our partners through this pandemic to identify additional ways to support tenants during the COVID-19 pandemic.

More details: <https://bit.ly/2Y1tHbN>

# Working together for safer communities



**The Community Safety Unit (CSU) continued building towards its 2021 goal of “Working Together for Safer Communities”, supporting TCHC’s Community Safety and Supports pillar. This progress was accomplished through a variety of community programs and enhancements to service.**

In 2021, CSU made changes to its operations that position it to expand with the needs of TCHC, while maintaining the highest level of service.

The CSU relocated the West District Office and several other administrative positions to its new headquarters at 90 Wildcat Road. The new facility will allow the CSU to modernize the dispatch system to guarantee year round, 24/7 response and activate contingency plans in case of a loss of service. The CSU plans on replicating these upgrades to both the East District and Central District offices in the future.

The CSU continued to press forward on its commitment to the Confronting Anti-Black Racism (CABR) strategy by setting forth a plan to address tenant concerns and feedback. This is a top priority for the CSU, supported by consultation and expertise from TCHC’s newly launched The Centre for Advancing the Interests of Black People. It is of the utmost importance that the services provided to all tenants and staff are informed by and respectful of community members’ differing lived experiences, and that CSU staff continue to hold themselves accountable for this responsibility.

The CSU also supported the Violence Reduction Program in certain communities. The program contributed to a notable decline in violent crimes in TCHC communities, reinforcing the comfort and safety of tenants.

In 2021, the CSU partnered with various agencies across Toronto to support TCHC tenants with career and resume building workshops, community engagement initiatives and numerous holiday celebrations. Some of the activities included:



- 
- Distributing donated Calvin Klein apparel to local shelters, including Youth Without Shelter, Humewood House and Ernestine Women's Shelter.
  - Hosting the Holidays Come Early program in December at 275 Shuter Street in Moss Park. About 600 TCHC tenants and other members of the community received hot meals, clean clothing and personal hygiene items before the holidays.
  - Distributing donations from the Toronto Azzurri Soccer Club, including \$1,000 to families for food and presents, as well as Tim Hortons gift cards.
  - Hosted the Shoreham/Driftwood community Christmas event on December 11, with a CSU officer posing as Santa Claus and assisted by the TTC Special Constable Service Community Engagement Team
  - Partnering with the Toronto Star to deliver 1,300 gift boxes to tenants in Driftwood, Shoreham and Grandravine on Sunday, December 12, 2021.
  - Joining the ANIDA Read and Feed program to deliver over 300 turkeys to households in Black Creek, Scarborough and Rexdale.
  - Supporting a safe Halloween by distributing 100 donated pumpkins to TCHC households and attending events in TCHC communities throughout the city.
  - Participating in World Kindness Day celebrations, delivering 100 meals to tenants.
  - Distributing over 380 donated backpacks of school supplies to TCHC youth as part of the Project Smart Kid program organized by Community Safety Advisors.
  - Leading the Shoreham Safe Play event series to counter community violence and build confidence and comfort in safe play in the Shoreham area. CSU provided refreshments and arranged for visits from local entertainers, including the GTA's own Batman and his Batmobile. The Safe Play events received strong positive feedback from tenants.



# Supporting COVID-19 vaccination efforts across Toronto





**"Tenants that attended vaccine clinics were eager, yet pleased and relieved that they were able to access COVID-19 vaccines, and clinics were available in a space where they felt safe – their buildings."**

As Canada's largest social housing provider, one of Toronto Community Housing's (TCHC) goals is to work with our community partners to recognize and break down barriers that tenants experience when trying to access healthcare and supportive services. When COVID-19 hotspots emerged across the city through the pandemic, it was clear that marginalized communities were hit harder by the virus. That made it even more important that TCHC work on behalf of tenants to make sure they had equitable access to COVID-19 supports.

Efforts included the coordination of door-to-door COVID-19 testing at some of our seniors buildings. When vaccines became available in early 2021, we worked with our local health partners to schedule community clinics. It was important to make getting vaccinated easy and accessible. Where possible, we created opportunities for onsite clinics or door-to-door vaccination.

### **Access**

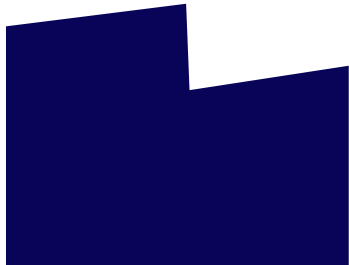
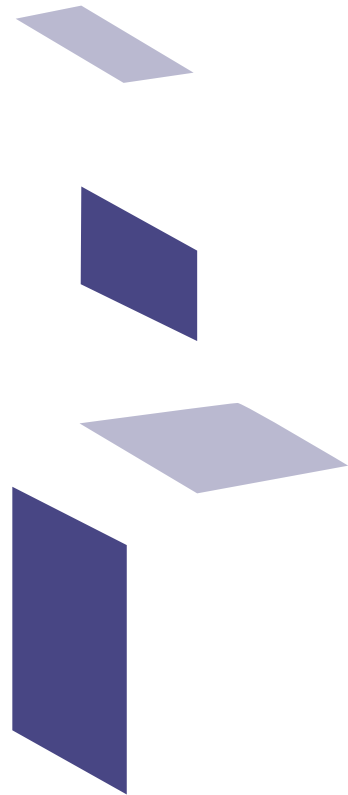
TCHC supported **365** COVID-19 vaccination clinics led by our healthcare partners.

**TCHC supported 25** offsite COVID-19 vaccine clinics for tenants in over 135 buildings and **340** on-site COVID-19 vaccine clinics.

- TCHC staff reached **19,040** households for telephone and in-person check-ins.
- TCHC staff facilitated **6** door-to-door COVID-19 testing events, offering testing to **1,738** tenants in the Seniors Housing Unit.
- Approximately **12,500** first and second vaccine doses were administered across the Seniors Housing Unit through onsite clinics.

In addition to COVID-19 vaccine clinics for tenants, clinics were also held for staff. These staff-facing clinics were a key deliverable to support TCHC's policies requiring all employees, vendors and community partners to be vaccinated against COVID-19.

All COVID-19 testing and vaccination services were made possible by the partnerships and relationships built with stakeholders. Toronto Community Housing is thankful for the access to supports and services, and the collaboration of the City of Toronto, Toronto Public Health, healthcare providers and community and regional health networks, for assisting with outreach to tenants and helping make COVID-19 vaccine efforts happen.



# Rapid Rehousing Initiative

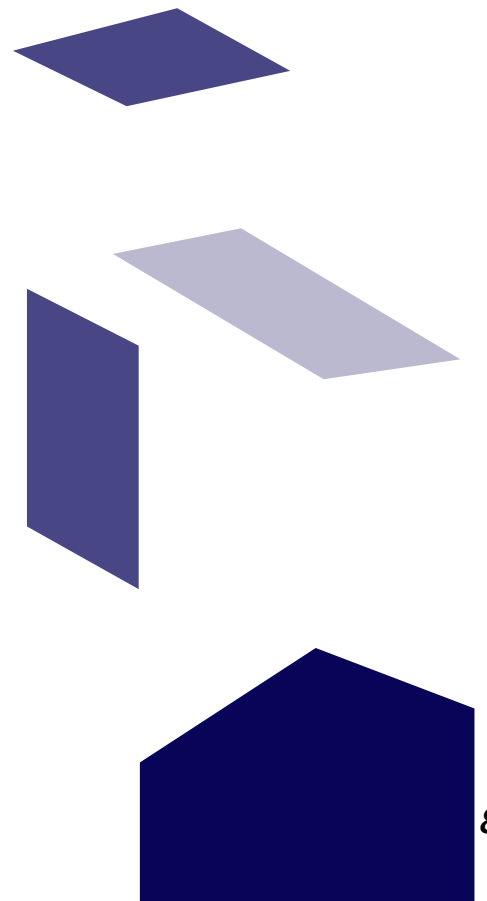
Responding quickly to support transitions




**The Tenancy Resolutions Office (TRO) was created as part of Toronto Community Housing’s restructuring plan. The role of the TRO is to assist with complex tenancies, and share programs and supports available with tenants.**

The TRO also oversees and delivers on tenancy management functions, including the Crisis Transfer Program, rent-geared-to-income (RGI) reviews, referral agreements, annual unit inspections and the Accessibility Program.

At the start of the COVID-19 pandemic, the City of Toronto and TCHC, through the TRO, quickly established the Rapid Rehousing Initiative (RRHI), to move people experiencing chronic homelessness into RGI housing. This initiative was part of a plan to move people out of shelter and encampment settings, and into proper housing. Through the RRHI, tenants are offered fully furnished housing, along with follow-up supports for tenants who have low-to-moderate support needs. This initiative has created a network of more than 20 service partners, including two





youth-based and two Indigenous-based partners. These partners, alongside three dedicated TRO Community Services Coordinators, provide direct follow-up support to the new tenants.

As a result of this initiative, the TRO has helped 1,047 people move into 779 units of permanent and fully furnished housing. An additional 450 units will be made available in 2022.

The key to this program's success has been TCHC's ability to discuss and quickly address issues experienced on the frontlines with our partner agencies. This initiative has highlighted the ongoing importance of working collaboratively to prevent evictions. In doing so, we will see more stabilized tenancies, fewer tenants in the shelter system, and fewer legal resources required to evict. It is through this initiative that the TRO will serve as a blueprint for future placement of tenants on the waitlist with supportive needs.

# Office of the Commissioner of Housing Equity (OCHE)



The Office of the Commissioner of Housing Equity (OCHE) was established by the TCHC Board of Directors in 2013 to ensure that additional support is provided to senior and vulnerable tenants facing potential eviction due to arrears of rent. The OCHE was opened effective April 1, 2014 with the mandate of eviction prevention, and the oversight of TCHC's arrears collection and eviction prevention policies. From its inception the OCHE has been able to avoid evictions and ensure sustainable housing for 85% of the households engaged.

In recognition of its value to TCHC and its tenants, in late 2021, the TCHC Board of Directors approved an expansion of the OCHE mandate from that of working specifically with senior and vulnerable tenants to working with all TCHC tenants. This change strengthens the mandate of the OCHE in preventing evictions and supports positive outcomes for all tenants.

The change is effective January 1, 2022 and will ensure that all tenants facing eviction due to arrears of rent will be referred to the OCHE prior to TCHC pursuing eviction with the Ontario Landlord and Tenant Board. This will afford a review of each situation and provide an additional level of support for tenants.

In 2021 OCHE continued its work with TCHC to review and update policies related to arrears collection and eviction prevention. TCHC and OCHE worked together to develop a new process for arrears collection which was rolled out in June 2021. The process focuses on early intervention, increased personal contact by staff and a more streamlined process to ensure arrears are addressed earlier, and that tenancies are sustained.

Led by the Commissioner of Housing Equity Cynthia Summers, the OCHE team works in partnership with TCHC to promote housing stability through the appropriate and timely management of arrears. Read more on the [OCHE website](#).



# Raising fire safety awareness to tenants





## **Our Fire Life Safety team had a busy year of tenant education and communications in 2021.**

Due in part to more tenants staying at home because of the pandemic, fires due to careless cooking remained the top cause of all fires in our buildings (35 per cent).

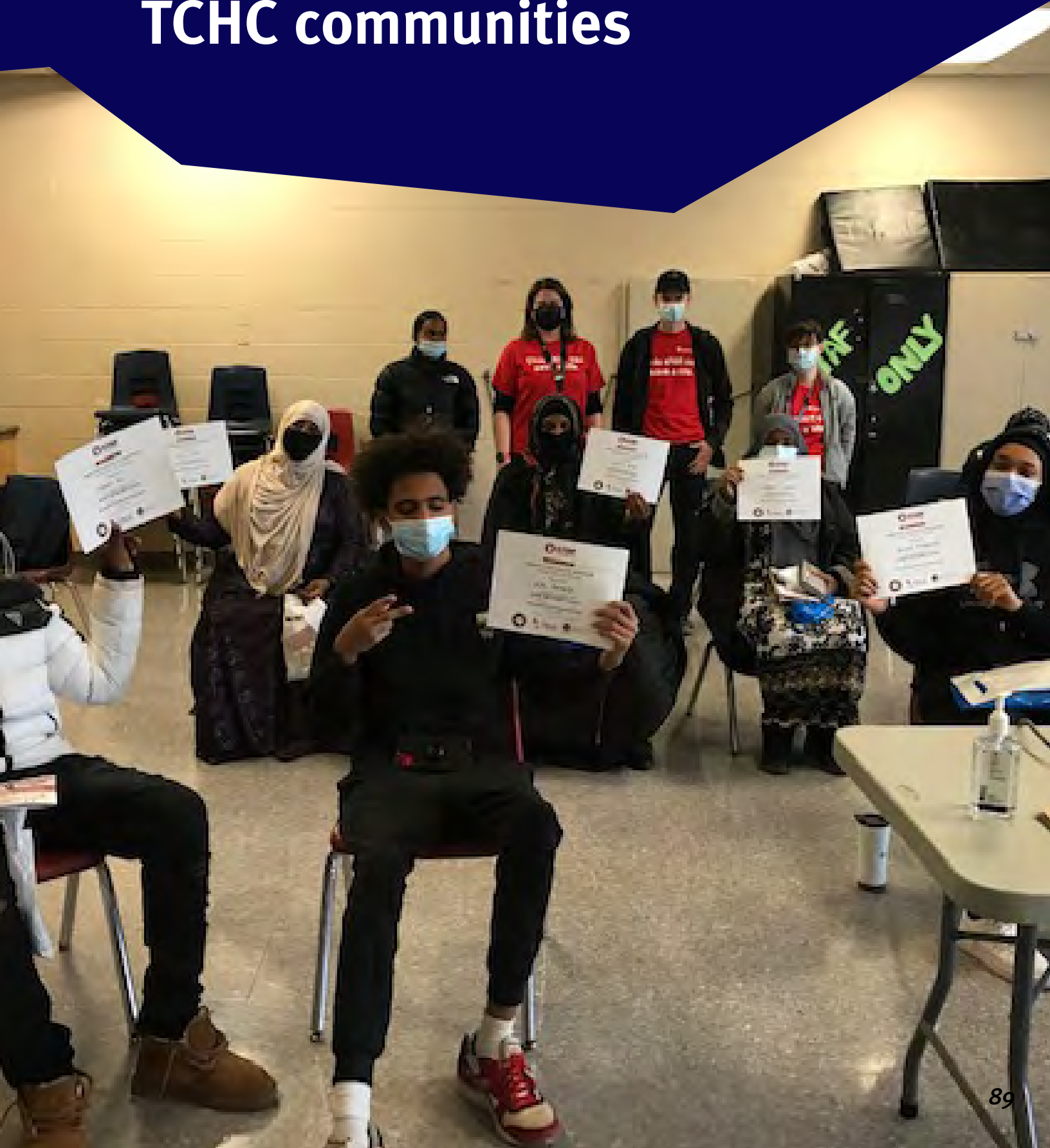
In response, TCHC purchased an interactive model fire safety kitchen, to be used during lobby intercepts and other events for the Fire Life Safety team to teach tenants about kitchen pot fires and electrical appliance safety. Because of pandemic restrictions on gatherings, training sessions have been delayed into 2022.

Electrical fires and careless smoking were in the top five causes of fires, with careless smoking seeing a marked decrease from 2020 (four per cent). Only four of our top 20 fire locations had an increase in the number of fires over 2020; in 14 locations the number decreased, with one remaining the same.

Aside from the regular rotation of monthly fire safety posters sent to all buildings and digital screens, there were four pieces in TCHC's quarterly tenant newsletter Tenant LOOP focusing on removing clutter, reducing false fire alarms, seasonal fire safety, and safe cooking. Two custom posters were sent to all buildings with tips on reducing false fire alarms and holiday decoration safety.

We launched several social media campaigns, consisting of a daily tip posted on our four TCHC social media platforms (Facebook, Twitter, LinkedIn and Instagram).

# Reducing violence in TCHC communities





**Toronto Community Housing (TCHC) created the Violence Reduction Program (VRP) in response to the disproportionate frequency of violence that occurs on TCHC property.**

Officially implemented in 2021, the program focuses on community by providing social and economic supports in collaboration with the City of Toronto. It also focuses on an enhanced security presence, including adding dedicated Special Constables who work solely in specific neighbourhoods to address community needs, working in tandem with community leaders.

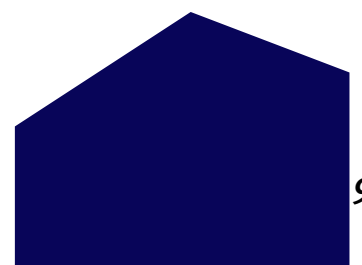
VRP program highlights in 2022:

**Mother’s Wellness Program**

In Lawrence Heights, Denise Quammie, a tenant representative and leader in her community, participated in a Mother’s Wellness Program. The program aimed at helping the healing process of mothers affected by trauma caused by gun violence. It featured group yoga and meditation sessions, a massage and a lunch. Denise hopes this becomes an ongoing program, due to the intergenerational trauma present in the community. Denise knows that there’s a different side to the neighbourhood: a tight-knit community of people who care about one another.



Denise Quammie. Photo credit: Roda Medhat, ArtworksTO





### **Stop the Bleed Program**

In the summer, TCHC partnered with Sunnybrook Hospital and Neighbourhood Action Youth Employment Committee to deliver the Stop the Bleed program. Stop the Bleed is a two-hour training program that provides community residents with skills to stop uncontrolled bleeding in an emergency situation and save lives. Tenants noticed the impact community stakeholders can have when they work together to build healthier, safer communities by participating in proactive measures.



### **TD Park People Grant and Partnership**

In 2021, TCHC partnered with Park People to deliver programming at a number of TCHC buildings in East Scarborough, one of which was 3847 Lawrence Ave. E., the Lawrence-Susan Community. Initiatives included tree planting, plans for a community garden and other outdoor activities. This would not have been possible without significant tenant leadership—whether it was taking on the role of tree steward to look after the newly planted greenery or applying for funding to lead some fun, educational and environmentally friendly activities for kids and youth.

The VRP team was able to host three events over the summer and fall: a back-to-school barbecue with cotton candy, music, games and more; a Community Scavenger Hunt and Cleanup; and an Into the Ravines event in partnership with EcoSpark, which gave kids an opportunity to learn about some of the creatures and vegetation from the ravine in their own backyards. Thank you Lawrence-Susan community members for your leadership and participation!

# Conservation efforts at TCHC



# Conservation

TCHC is working with tenants and staff to reduce energy and water consumption by 25 per cent by 2028.



**OVER 145,000**

conservation education materials distributed to tenants and staff.

How **tenants** have been engaged to promote conservation in our communities:

## Water



**39,233**

Tenants received educational materials on conserving water in their home.

**14,212**

Tenants received educational materials on use of new water-efficient showerheads, aerators and toilets.

**3,919**

Tenants received educational materials on the importance of leak detection in their unit.

## Natural Gas



**65,236**

Tenants received educational materials on conserving heating in their home.

**4,964**

Thermostat kits distributed, educating tenants about how to use their in-suite thermostats.

**7,279**

Tenants received educational material about heating set points and how heating works in a tenant unit.

## Waste



**31,192**

Waste engagement materials distributed.

**2,419**

Waste enclosures inspected across communities as a part of TCHC's program to prevent illegal dumping.

**5,758**

Tenant units provided with waste materials and free kitchen catchers and recycling bags.

## Electricity



**21,958**

Tenants received educational materials on conserving electricity in their home.

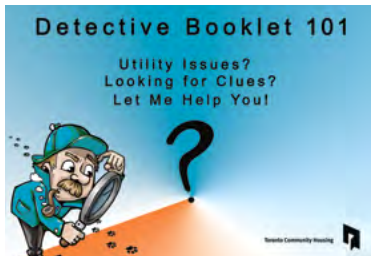


# How staff have been engaged to make it possible:



## Leadership in conservation

Over 200 staff participated in sessions, gaining knowledge to support conservation efforts.



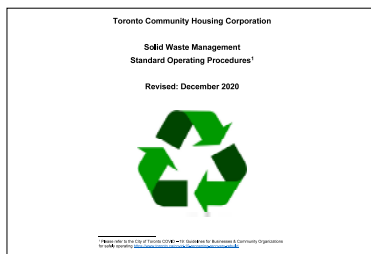
## Checklist booklets

All sites received a checklist booklet to help resolve common utility issues and complaints.



## Building utility reports

TCHC high-rise buildings received customized reports about how their buildings are performing for energy and water consumption.



## Waste management SOP

Site staff at all sites received a copy of the Standard Operating Procedures for all waste-related processes on site.



## Illegal dumping program

Site staff engaged in reporting and removing 889 occurrences of illegal dumping.

# Global recognition and industry awards for TCHC projects



**A range of projects improving quality of life for Toronto Community Housing tenants received recognition at home and abroad in 2021.**

Recognizing the ongoing transformation of our information technology infrastructure, Luisa Andrews, Vice President of Information Technology Services, won the Info-Tech Research Group’s Chief Information Officer Award. Luisa and her team were recognized for their efforts to build up TCHC’s core IT services, enabling TCHC to continue making improvements to how we serve tenants.



**Info-Tech Research Group**  
@infotechRG



We are thrilled to announce the 2021 CIO Awards, which celebrate the 39 IT leaders who have delivered exceptional business value to their organizations. See the complete list of winners and learn more about the awards here:

<https://bit.ly/3l9wdPA>

#ITleaders #leadership #CIOs

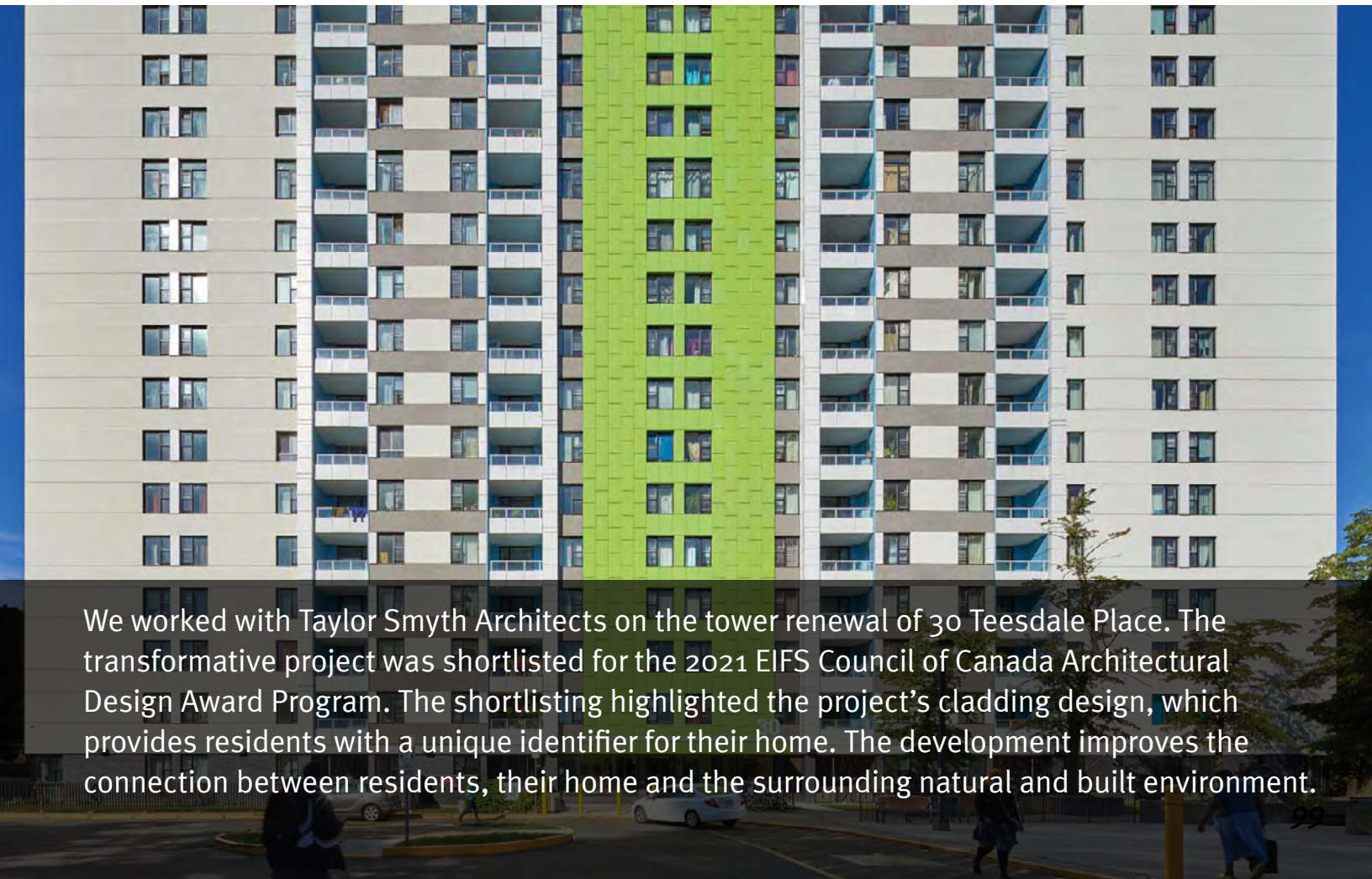




Our Alexandra Park revitalization project won two prestigious awards for development and urban design from the Urban Land Institute (ULI). Alexandra Park was the only Canadian project to earn one of nine ULI Global Awards for Excellence, and one of 12 projects honoured with ULI's Americas Awards for Excellence. We shared both awards with our developer partner Tridel, designers Urban Strategies, LGA architectural partners, Teeple Architects Inc. and Janet Rosenberg Studio.



The new Gordonridge Community Multi-Sport Court development in Scarborough was recognized by the Canadian Society of Landscape Architects (CSLA). Our partner ERA Architects won the 2021 Award of Excellence for Landscape Design for this project. The CSLA cited the project's unique collaborative design approach that made Gordonridge residents the core decision-makers, enabling the project to reflect the community's values, interests and identity.



We worked with Taylor Smyth Architects on the tower renewal of 30 Teesdale Place. The transformative project was shortlisted for the 2021 EIFS Council of Canada Architectural Design Award Program. The shortlisting highlighted the project's cladding design, which provides residents with a unique identifier for their home. The development improves the connection between residents, their home and the surrounding natural and built environment.

An aerial photograph of a newly renovated basketball court. The court is painted in shades of blue and light blue, with white lines for the key and three-point arc. The words "WILLOWTREE COURT" are visible on the top edge of the court. A circular logo is on the right side. The court is surrounded by a concrete walkway, a grassy area, and a building with a grey roof. A person is visible on the court.

# Willowtree Court

*Reimagining spaces together*

The revitalization of Willowtree Court is an example of TCHC staff working hand in hand with the community. The stunning new basketball court features a new design based on input from local residents.

Image by Franz Masini and Zmuda Films. Artwork by Pam Lostracco.



## From our TCHC team

Despite the challenges posed by the COVID-19 pandemic, the TCHC team expressed pride and excitement about our work to create great communities where tenants can live and thrive.



**Abdulle Elmi**

Tech enthusiast optimizing public sector service delivery



I'm excited to be leading the HoMES (Housing Management Enterprise System) business transformation project which is replacing ~30 of TCHC's core computer applications with a single integrated platform, changing the way TCHC serves our tenants.

It's been nearly a month since HoMES Track 2A went live in late June. We reached an important milestone on our path to transforming how [Toronto Community Housing](#) delivers the best possible service to tenants.

This go live achievement defines the switch from our legacy system to a new residential tenancy management program.

A key focus of the HoMES project is eliminating breaks in processes and ensuring that TCHC properties function smoothly. We are focused on improving both the tenant experience and the employee experience at TCHC.

Special shout out to our HoMES project team, our partners at [Yardi](#) and countless staff throughout the organization who made this go live successful!

Hope to share more updates about the project soon. [#tchc](#) [#socialhousing](#) [#torontohomes](#) [#businesstransformation](#)



**Sarah Zerihun**

Renewal and Revitalization



This is how important it is to have a Harm Reduction policy! It saves lives! We worked tirelessly with amazing HR workers from PQWHC, UNISON, Black CAP, to ensure TCHC has a harm reduction policy.



**Bill Anderson, CPP, PPS**

Chief Special Constable, Senior Director (Retired)

[@TOHousing](#) [#CSU](#) officers received authorization and training to carry [#Naloxone](#) in this time of [#opioidcrisis](#) in 2020. Since last May [#CSU](#) has administered this [#lifesaving](#) spray 17 times.

[#community](#) [#drugs](#) [#overdose](#) [#specialconstables](#) [#Toronto](#) [#health](#)







**Willians Herrada Sanchez**  
Supervisor, Active Living.  
Operations Division. TCHC



Our [#ActiveLiving](#) team just wrapped up the Steps to Achievement program last Thursday. For 7 weeks we had a group of youth participating in different workshops and activities aimed at improving or enhancing their employability skills.

I want to take a moment to thank First Book Canada and Play Forever for their generous contributions to the program.

Thanks to Katelyn Wallace for leading our team through the development and implementation phases.

Thanks to our team members Thalia Wright, Don Gaskins, liman Darman and Tshepiso Mogomela for bringing their best game to ensure we had a good program.

Thanks Likwa Nkala for always supporting our team. To the PDE, CDE, Communications, Office Services and rest of Toronto Community Housing staff that contributed to the program success.

We can't wait to bring it back and better next year.



**Darlene Chiasson-Hurley**  
Violence Reduction Program/  
Neighbourhood Program Sergeant



Toronto Service and TCHC Community Safety Unit along with tenants come together to make the playground a safer place for the youth at Shoreham Crt.

[#police](#) [#specialconstable](#) [#housing](#)  
[#security](#) [#communitysafety](#)  
[#Communityhealth](#)  
[#communityengagement](#)  
[#community](#)



# About our communities

TCHC communities are located across Toronto and are home to a highly diverse group of tenants. This section shares an overview about our tenants and our building portfolio.

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## About Our Tenants and Buildings

Representing and connecting the community: Rob Bezanson



# About our tenants and buildings

TCHC's tenants come from many different backgrounds with a diversity in age, education, language, religion, ethnicity and race. Youth tenants continue to represent a significant number of individuals in our overall communities. 32,728 or 31 per cent of TCHC tenants are youth under the age of 24. The majority of households also continues to be single-person households, with 30,790 or 56 per cent of households in this category. The average length of tenancy is just over 10 years. TCHC's overall portfolio includes 2,106 buildings and 58,908 units.

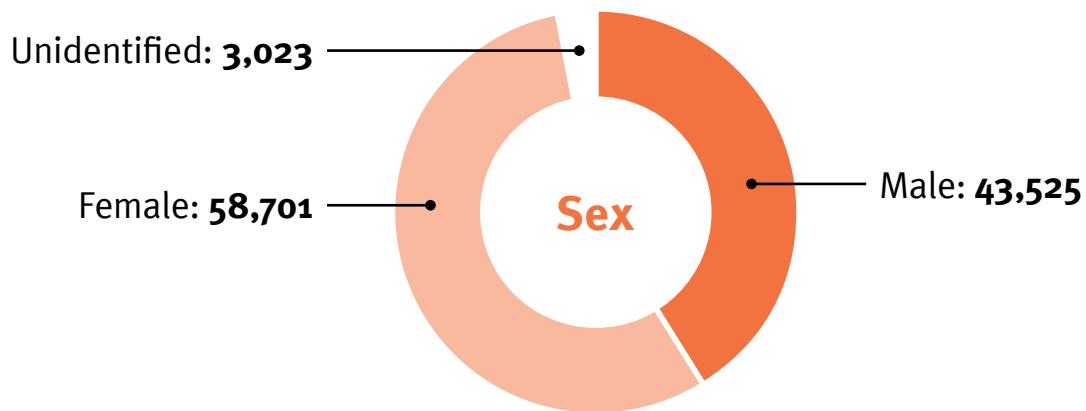
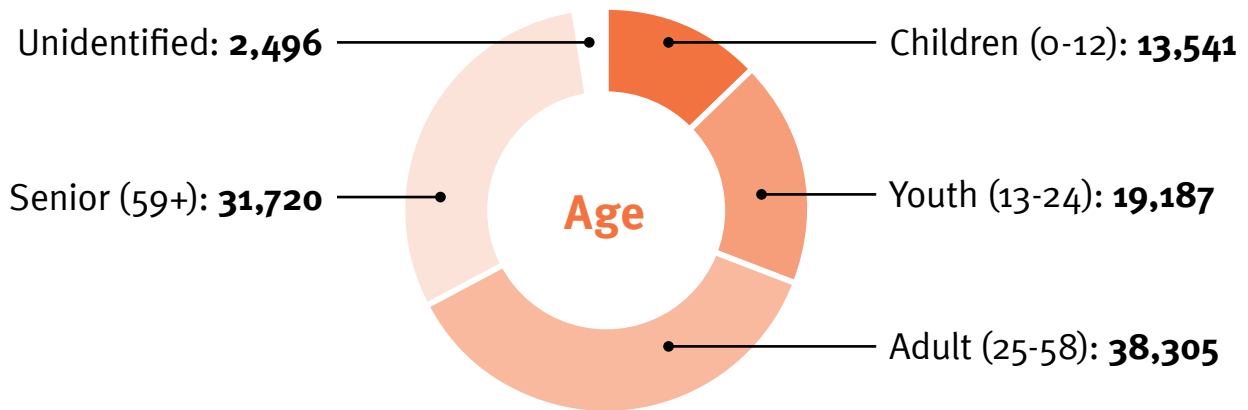


Total number of tenants:

**105,249**

Average tenant age:

**42.32 YEARS**



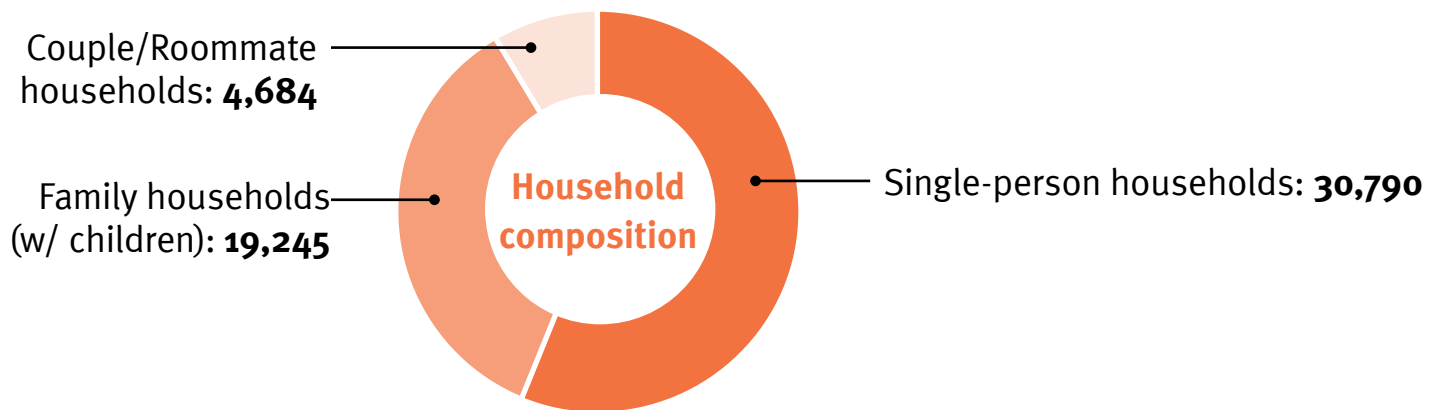
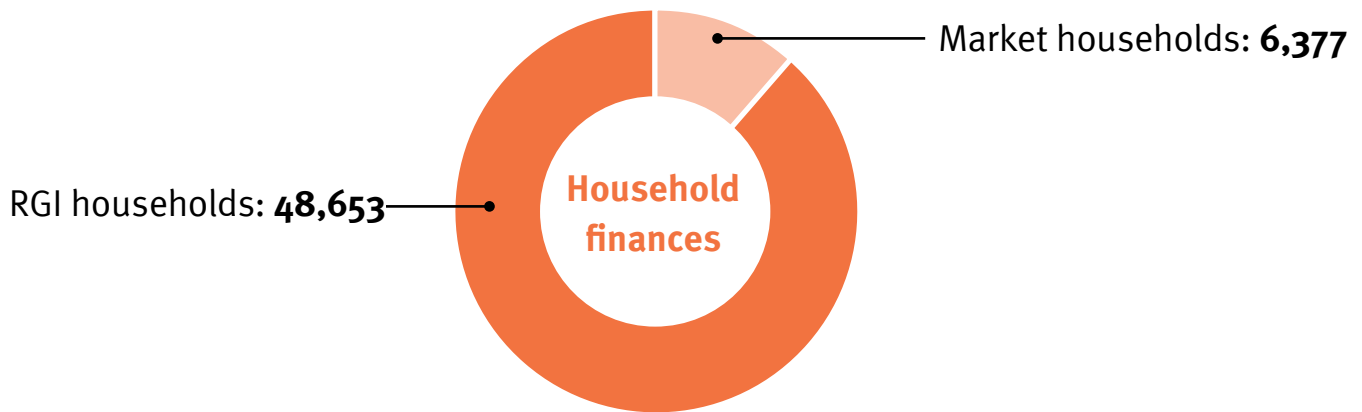


Total households:

**54,719**

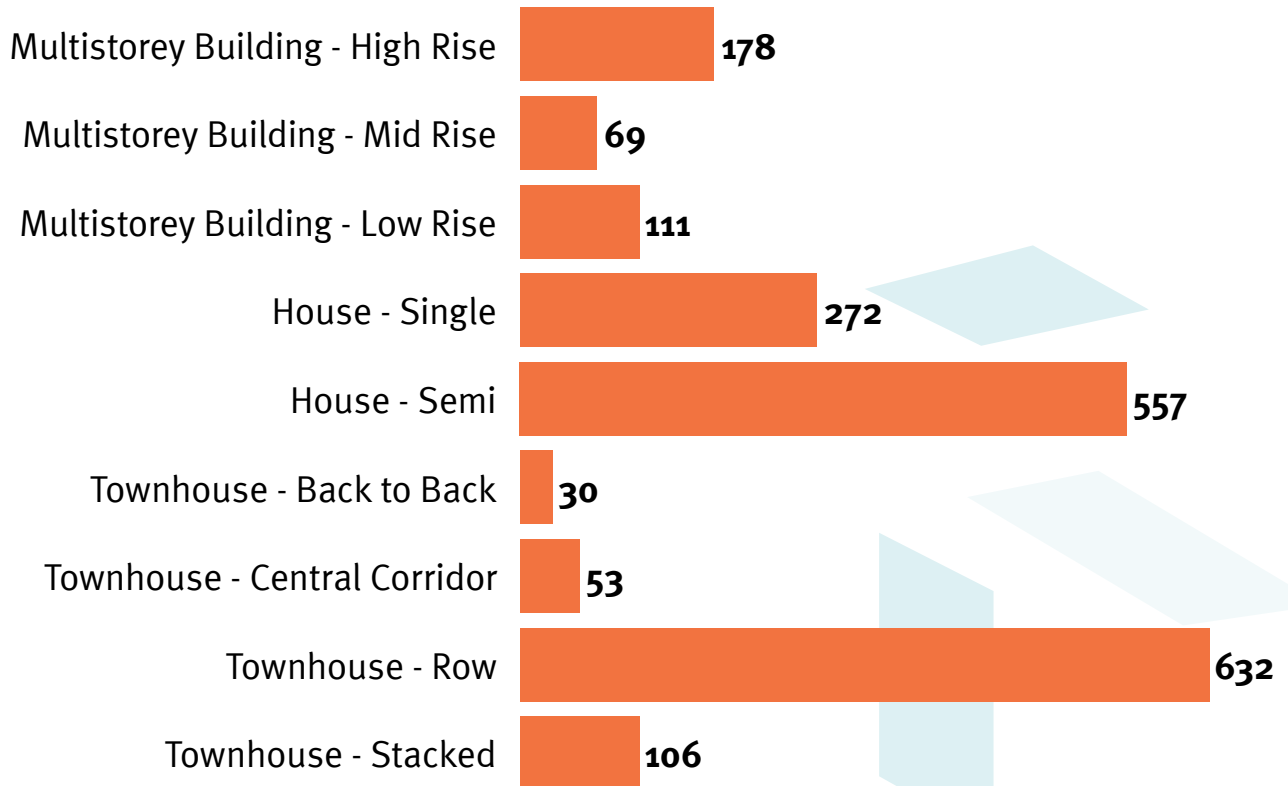
Average tenancy length:

**10.86 YEARS**



Total units:  
**58,908**

Total buildings  
**2,008**





## Representing and connecting the community: Rob Bezanson

Rob Bezanson has always been an active member of his community. Born in Nova Scotia, Rob has been a firefighter and a paramedic, and has practised law. Now, he is a TCHC Building Committee Co-Chair and Community Representative for his building.

As a new tenant to TCHC in 2012, Rob was motivated to investigate how he could contribute to his community. In seeking opportunities to help, various barriers to communicate presented a challenge. As he worked through these barriers over the years, the building tenant representative invited him to a Tenant Representatives meeting.

**“It’s about bringing people together to resolve challenges and get on the same page.”**

Rob Bezanson, Building Committee Co-Chair and Community Representative

After attending a couple of their meetings, he asked the Community Services Coordinator (CSC) if he could organize a tenant meeting in his building. This led to the development and creation of the building’s Health and Safety Committee that is still in effect. During the meeting, it was decided that the group needed another “team leader”. Rob was unanimously voted in as a Building Committee Co-Chair and Community Representative.

Rob has long recognized that there are two sides to every problem and that there is always a way to make a solution work. “When you build a solid community, your problems become easier to correct,” says Rob. “It’s about bringing people together to resolve challenges and get on the same page.”



One of the first things Rob did as Building Committee Co-Chair and Community Representative was to invite the Community Safety Unit, followed by Toronto Police Service and Toronto Fire Services, to meet and engage with tenants in his building. The sessions were well received, and tenants have shared that they appreciate the opportunity to ask questions and build connections.

**“When you build a solid community, your problems become easier to correct.”**

Rob Bezanson, Building Committee Co-Chair and Community Representative

Since Rob became a Community Representative, he has worked tirelessly on new initiatives for his building. This includes the repainting of the building’s recreation room for re-opening, starting a food bank, running a book club, creating a kid’s area, and preparing the patio that will be ready for the summer.

While much of Rob’s work through TCHC’s tenant engagement has been paused during the COVID-19 pandemic, he continues to work hard on maintaining lines of communication with TCHC. He emphasizes the importance of improving communication and building greater respect for all tenants in TCHC communities. One of his goals is to share his experience at TCHC and to work toward challenging the social stigma associated with living in his community.

As an advocate for his neighbours, he is enthusiastic about continuing to work with TCHC, creating a new dynamic between the organization and tenants in his community. Rob believes that there still is work to be done to improve the situation for tenants. “I look forward to getting started now that we are hopefully approaching a different phase in the COVID-19 pandemic.”



# Governance and Management

TCHC acknowledges the strong leadership support of our Board of Directors and Executive Leadership Team. Our 2021 Financial Statements are presented in this section.

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**Board of Directors**

**Executive Leadership Team**

**Financials**



# Board of Directors



**Our board of directors oversees the overall governance of the corporation, sets strategic direction and monitors performance against the strategic and business plans.**

The board of directors consists of the Mayor or his representative, two City Councillors and nine citizens including two Toronto Community Housing tenants (to be three in 2022). 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 fulfills 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.

**Public sessions**

Public meetings of the TCHC Board and its committees can be followed throughout the year through the dedicated TCHC Board Live channel on YouTube.



**TCHC Board Live**

**The board of directors oversees the management of Toronto Community Housing (TCHC); it is accountable to the City of Toronto.**

**[https://www.youtube.com/channel/UCAIstCjuOtfKCZGI6-m9\\_Og](https://www.youtube.com/channel/UCAIstCjuOtfKCZGI6-m9_Og)**

# Board of Directors



**Timothy Murphy**

**Chair**



**Brian F.C. Smith**

**Vice-Chair**



**Deputy Mayor Ana Bailão**

**Director**



**John Campbell**

**Director**



**Marcel Charlebois**

**Director and TCHC Tenant**



**Debbie Douglas**

**Director**



**Ubah Farah**

**Director and TCHC Tenant**



**Cllr. Paula Fletcher**

**Director**



**Adele Imrie**

**Director**



**Nick Macrae**

**Director**



**Naram Mansour**

**Director**



**Cllr. Frances Nunziata**

**Director**



# Executive Leadership Team

The Executive Leadership Team is responsible for the strategic leadership of the company and its subsidiaries. We acknowledge the tremendous contributions of Sheila Penny, who retired from her role as Chief Operating Officer in March 2022. Her commitment to tenant service excellence will provide an example for all leaders in our organization going forward.



**Jag Sharma**

**President and Chief Executive Officer**



**Sheila Penny**

**Chief Operating Officer  
(Retired March 2022)**



**Luisa Andrews**

**Vice President,  
Information Technology Services**



**Grant Coffey**

**Interim General Manager,  
Seniors Housing Unit**



**Rose-Ann Lee**

**Chief Financial Officer  
and Treasurer**



**Paula Knight**

**Vice President,  
Strategic Planning & Communications**



**Darragh Meagher**

**General Counsel and Corporate Secretary**



**Barbara Shulman**

**Interim Vice President,  
Human Resources**



**Kelly Skeith**

**Acting Chief Development Officer**

# Financials



# 2021 Financial Templates

## Assets

<b>Current Assets</b>	<b>2021</b>	<b>2020</b>
<b>(in thousands of dollars)</b>	<b>\$</b>	<b>\$</b>
Cash	64,609	134,824
Investments	244,594	219,608
Restricted cash for externally restricted purposes	5,852	6,266
Accounts receivable	87,002	62,318
Grants receivable	81,228	68,292
Loans receivable	50,190	12,029
Prepaid expenses, deposits and other assets	14,270	14,781
	<b>547,745</b>	<b>518,118</b>
Loans receivable	26,496	59,947
Grants receivable	10,270	11,250
Investments in joint ventures	11,814	13,234
Receivable from the City of Toronto	18,325	19,325
Housing projects acquired or developed	1,684,434	1,694,018
Improvements to housing projects	2,183,376	2,003,447
Assets held – for – sale or transfer	6,135	2,790
Prepaid lease	690	745
<b>Total Assets</b>	<b>4,489,285</b>	<b>4,322,874</b>

## Liabilities

<b>Current liabilities</b>	<b>2021</b>	<b>2020</b>
(in thousands of dollars)	\$	\$
Bank loan and bank indebtedness	42,700	–
Accounts payable and accrued liabilities	206,598	230,737
Tenants deposits and rents received in advance	17,673	17,577
Deferred revenue	24,032	18,643
Project financing and debenture loans	60,478	82,448
	<b>351,481</b>	<b>349,405</b>
Deferred revenue on long-term leases	24,853	1,670
Deferred revenue on land sale	17,358	16,728
Employee benefits	84,921	82,398
Project financing and debentures loans	1,767,092	1,736,011
Deferred capital contributions	1,242,998	1,062,088
<b>Total liabilities</b>	<b>3,488,703</b>	<b>3,248,300</b>

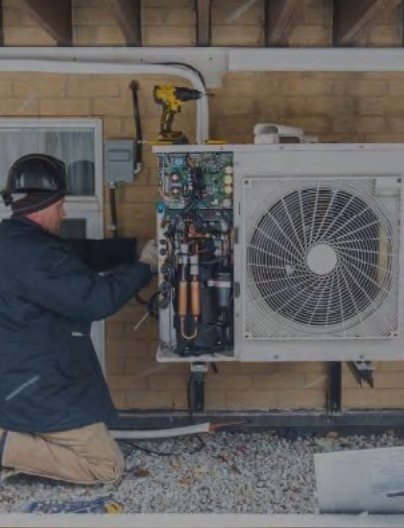
<b>Accumulated Surplus</b>		
Share capital		
Authorized and issued 100 common shares	1	1
Internally restricted funds	268,470	245,884
Contributed surplus	5,136	5,136
Unrestricted surplus	726,975	823,553
Total net assets	1,000,582	1,074,574
	<b>4,489,285</b>	<b>4,322,874</b>

## Revenue

	2021	2020
(in thousands of dollars)	\$	\$
Subsidies	246,392	244,960
Rent		
Residential	339,500	349,431
Commercial	18,311	16,949
Amortization of deferred capital contributions	68,862	59,849
Parking, laundry and cable fees	18,447	18,489
Investment income	9,107	9,308
Joint venture income (loss)	915	4,371
Safe Restart program	34,182	9,877
Gain on sale of housing projects and other capital assets	5,549	29,951
Capital asset replacement reserve	–	61,518
Plant and other revenue	5,917	7,840
	<b>747,182</b>	<b>812,543</b>

## Expenses

Operating and maintenance	255,064	248,785
Utilities	130,582	129,404
Municipal taxes	18,917	19,339
Depreciation	233,273	213,356
Interest	75,539	78,410
Community safety services	36,383	35,086
Corporate services	66,200	61,421
Plant and other expenses	12,762	9,636
Excess (deficiency) of revenue over expenses	(81,538)	17,106



For the digital version of this report, please visit: [stories.torontohousing.ca/annual-report-2021/](https://stories.torontohousing.ca/annual-report-2021/)