



Toronto Community Housing: Investing in Communities

May 24, 2007



1. Toronto Community Housing
2. Asset
3. Approach to community investment
4. Outcomes





Toronto Community housing

- Created 2002
 - City of Toronto owned
- 60,000 unit portfolio
 - mixed housing
 - 95% geared-to-income
 - aged and in need of re-investment
- Home to 165,000 people
 - \$18,000 average annual income
 - low neighbourhood quality

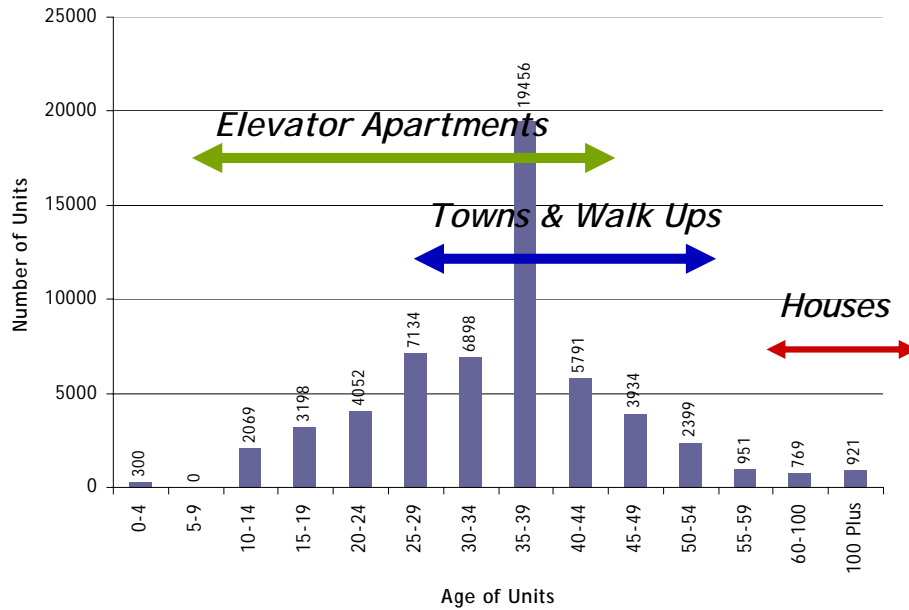


Objectives

- Create and sustain healthy communities
 - housing in good state of repair
 - support City neighbourhood strategies
 - better outcomes for low income families
 - access to opportunities and services

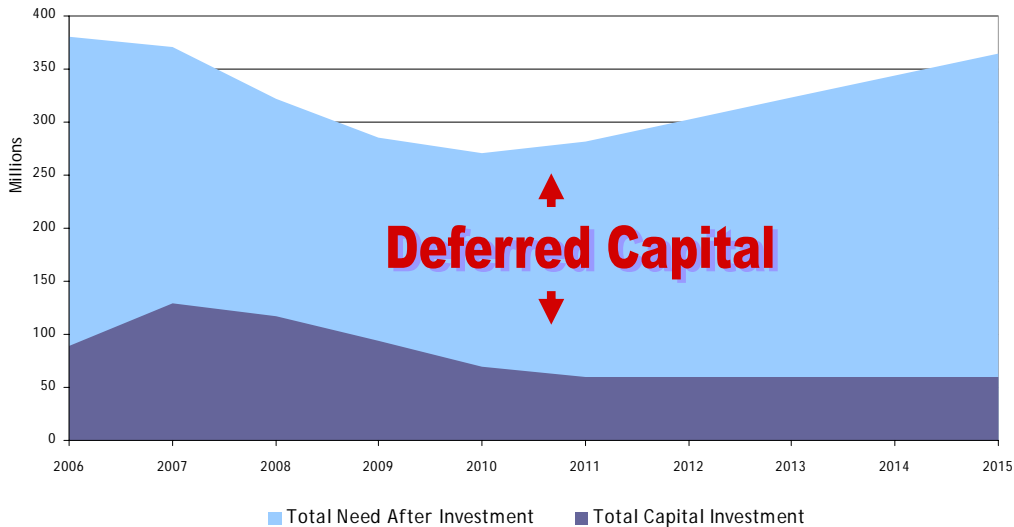


Financial Challenge: Age of Existing Buildings



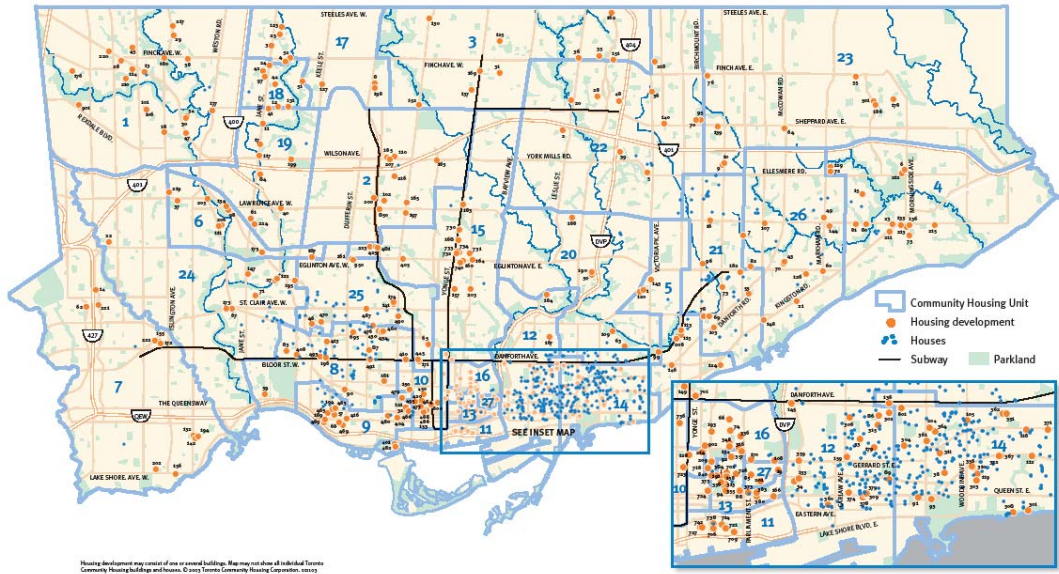
Financial Challenge: Capital Investment Backlog

Impact of Capital Investment on Deferred Capital
2006 Deferred Capital (Opening) = \$300 million

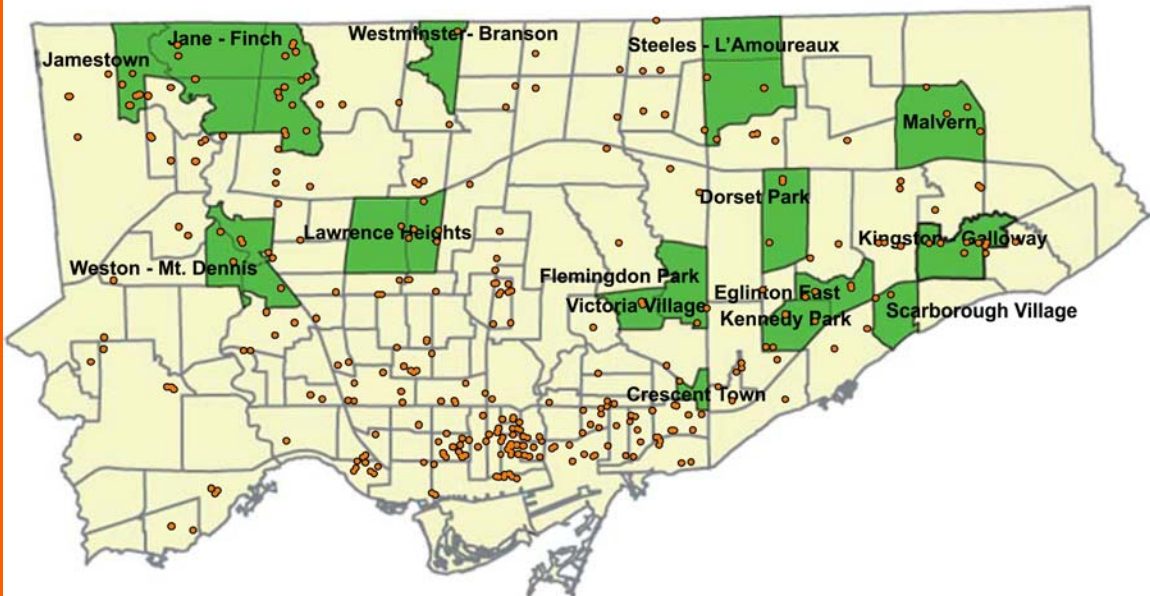




Our Communities



Priority neighbourhoods





TCHC Asset Strategies:

1. Repair Buildings
2. Development
 - i. Revitalization / redevelopment
 - ii. New affordable housing
 - iii. Multi-site Asset Regeneration

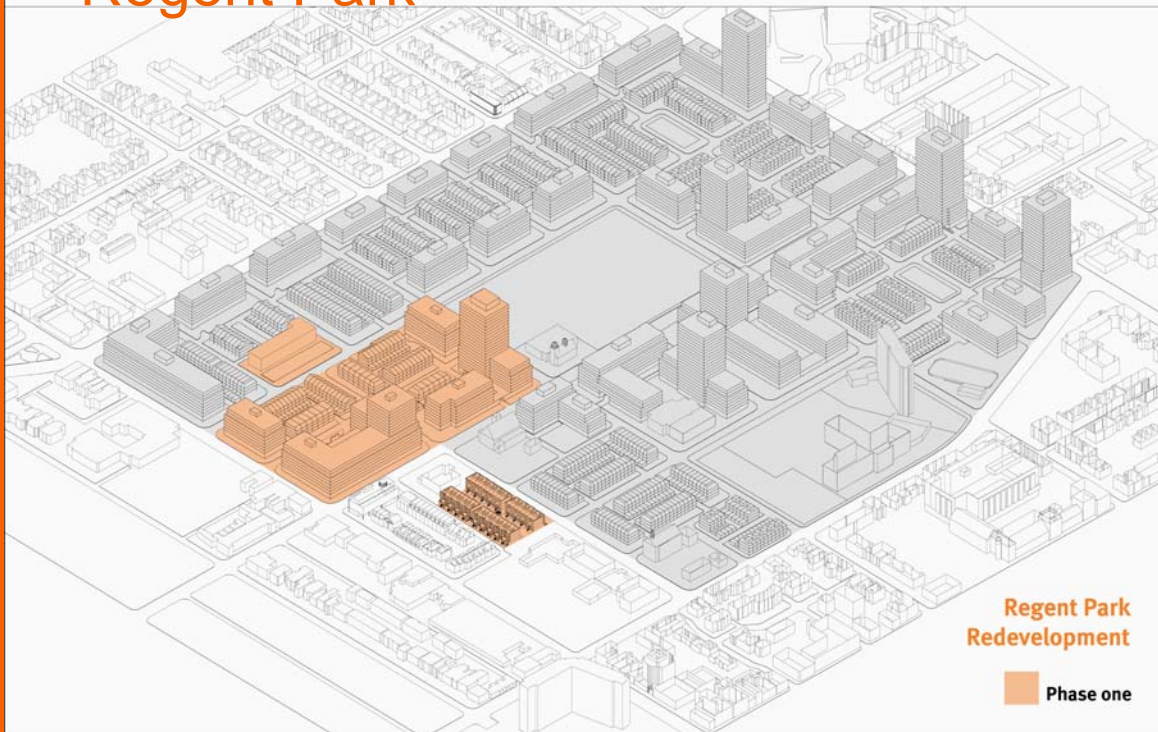


Current revitalization initiatives

- **Don Mount Court** (8 acres)
 - residential community (500 units)
 - under construction
- **Regent Park** (70 acres)
 - mixed use residential /commercial/ community (5300 units)
 - under construction
- **Lawrence Heights** (90 + acres)
 - Mixed residential / commercial / educational / community (up to 5,000 units)
 - Planning (est. construction 2010)
- **Multi-site priority neighbourhood projects** (12 sites)
 - Mixed uses
 - 8,000 – 9,000 units
 - Planning (est. construction 2009)

Regent Park

Toronto Community Housing



Key outcomes

- **Cost-effective rental housing**
 - Reasonable capital costs
 - Low operating costs
- **Mixed income communities**
 - Tenure and built form mix
- **Sustainable community (all facilities)**
 - Target 40% - 70% below modal energy consumption
 - LEED gold target
 - Community energy system
- ***Improved community outcomes***
 - ***Facilities***
 - ***Employment***
 - ***Schools***
 - ***Community agency support***

Toronto Community Housing





Initial approach

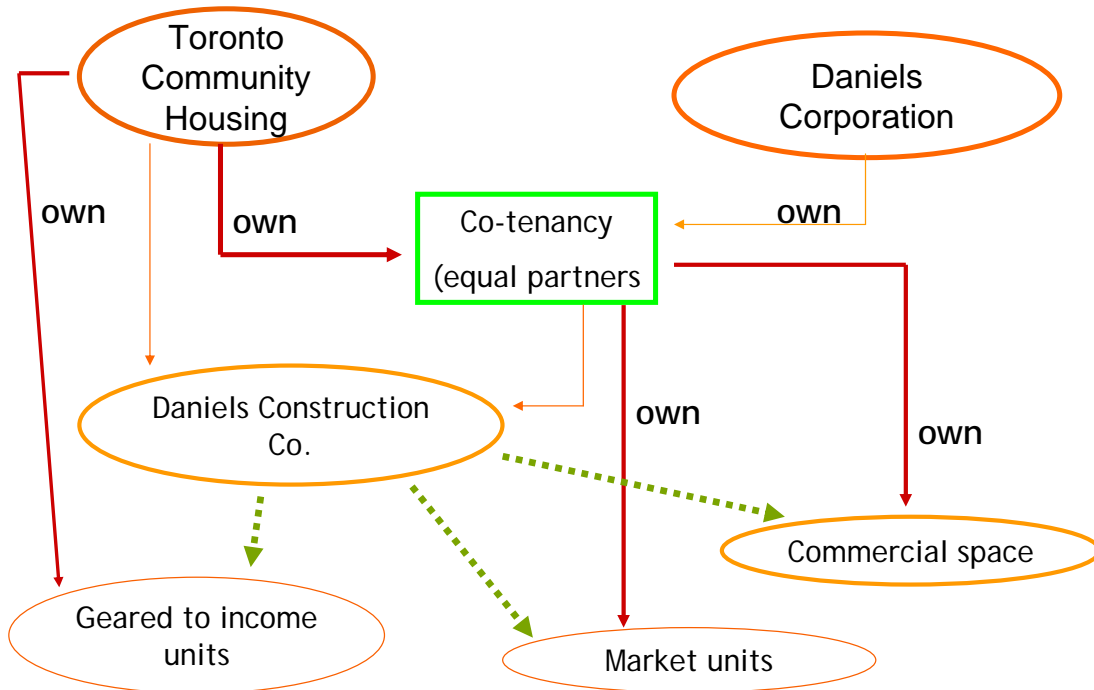
Process

- Sale of excess density
- Contract for rental housing construction
- RFI / RFP to select proponent
- Assessment on:
 - Price
 - Sustainability
 - Social investment
- Contracts based on drafts included in RFP

Outcome

- Low value for high perceived risk
- Limited commitment to guarantee of sustainability targets
- No commitment to social investment outcomes
- Selected proponent departed after due diligence period

Partnership structure





Shared agenda

Developer partner

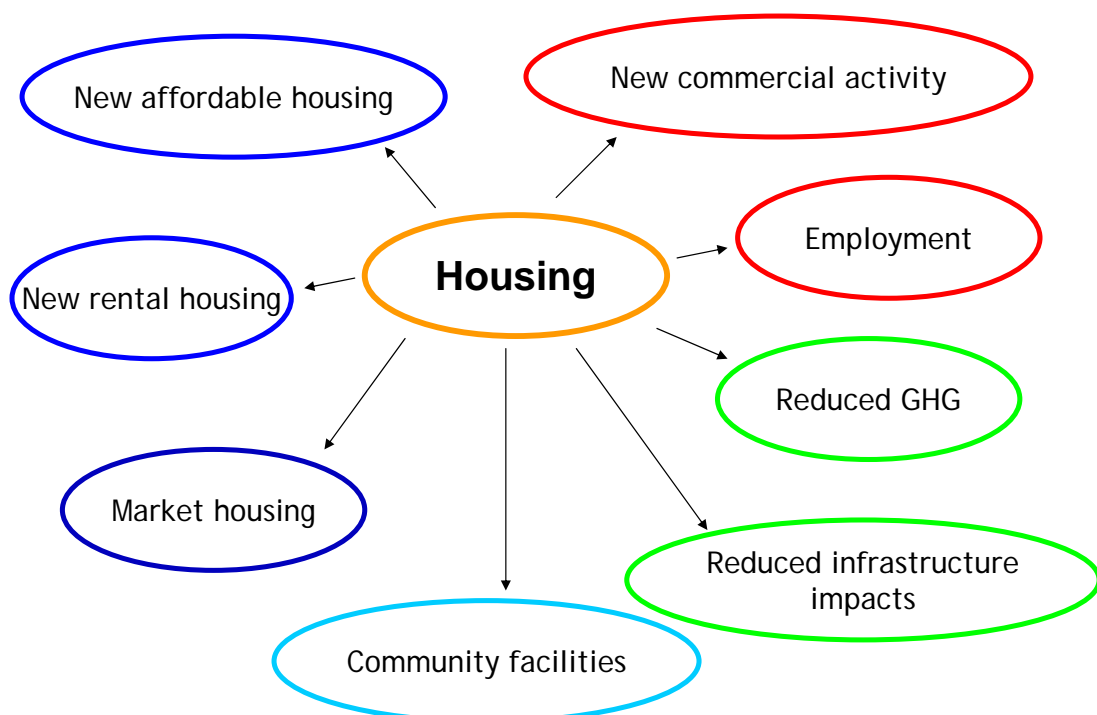
- Development expertise / marketing
- Construction management
- Market credibility
- Shared risk market / commercial space
- Acquisition of additional assets

TCHC

- Land assets
- Site development
- Development approvals
- Rental housing
- Low cost financing
- Shared risk on market / commercial
- Vehicle for partnered community investment



Community outcomes





Outcomes - Housing

- New geared to income rental units
 - Lower operating costs
 - Long term financial sustainability
- New affordable rental units
 - Support for lower wage employment
 - Close to employment centre
- Market housing investment



Outcomes - Employment

- Local employment program
 - 15% jobs per construction contracts
 - Push to all sub-contractors
 - Pre-apprenticeship program (youth)
- Retail employment
 - Voluntary contracts
 - Training and development
- Job training / transition support



Outcomes – community investment

- City facilities
 - land availability
 - shared use opportunities
- Economic development opportunity
- Agency-owned franchise
 - job experience training
 - agency funding
- Small enterprise development
- Potential funding stream for neighbourhood association



Challenges / lessons learned

- Integrated business case
 - Challenge to assign cost / value
 - Value accrues outside project
- Partnership risks
 - contracts complex
 - market condition dependent
- Aggregate public interest
 - common and divergent interests
 - different policy environments



www.torontohousing.ca

