



# 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



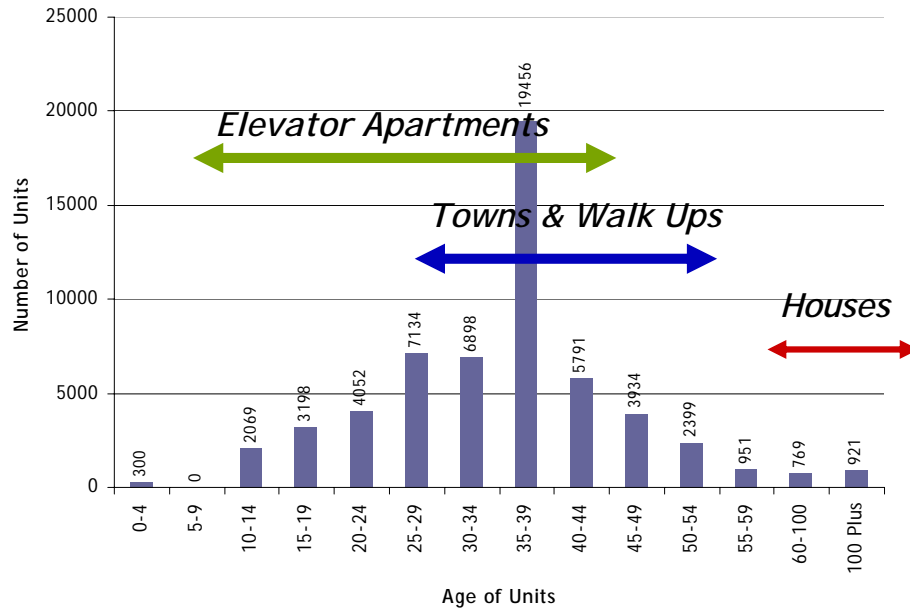
## Objectives

- 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



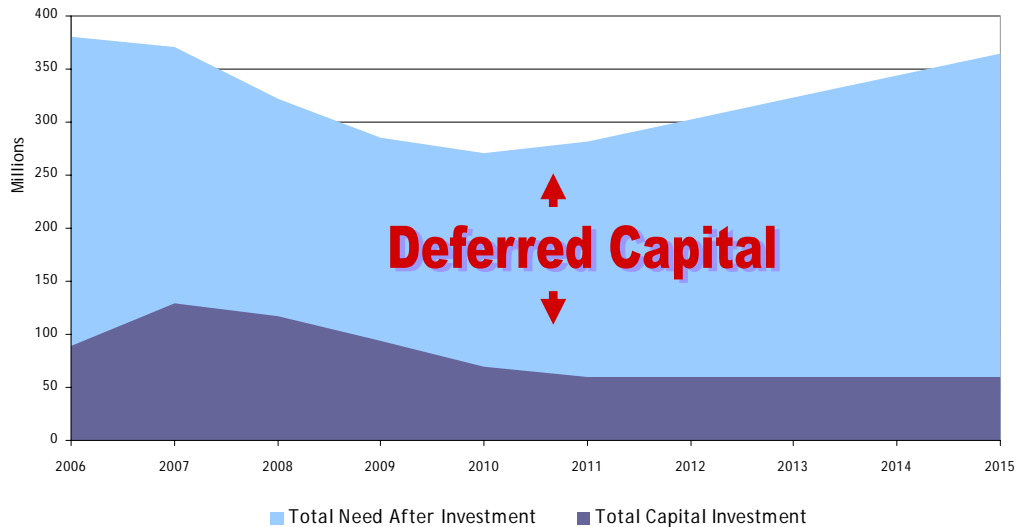


# Financial Challenge: Age of Existing Buildings



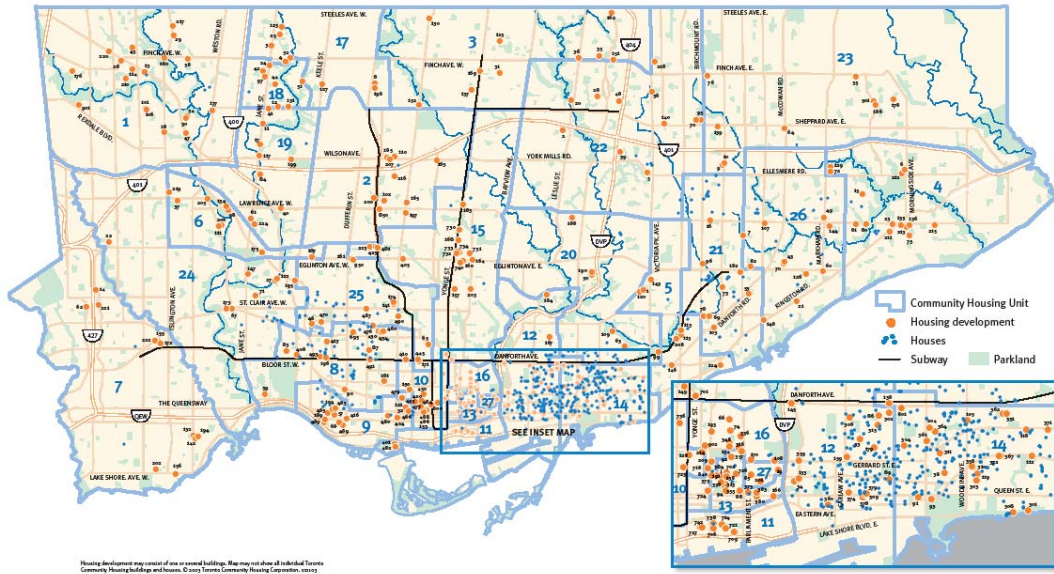
# Financial Challenge: Capital Investment Backlog

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

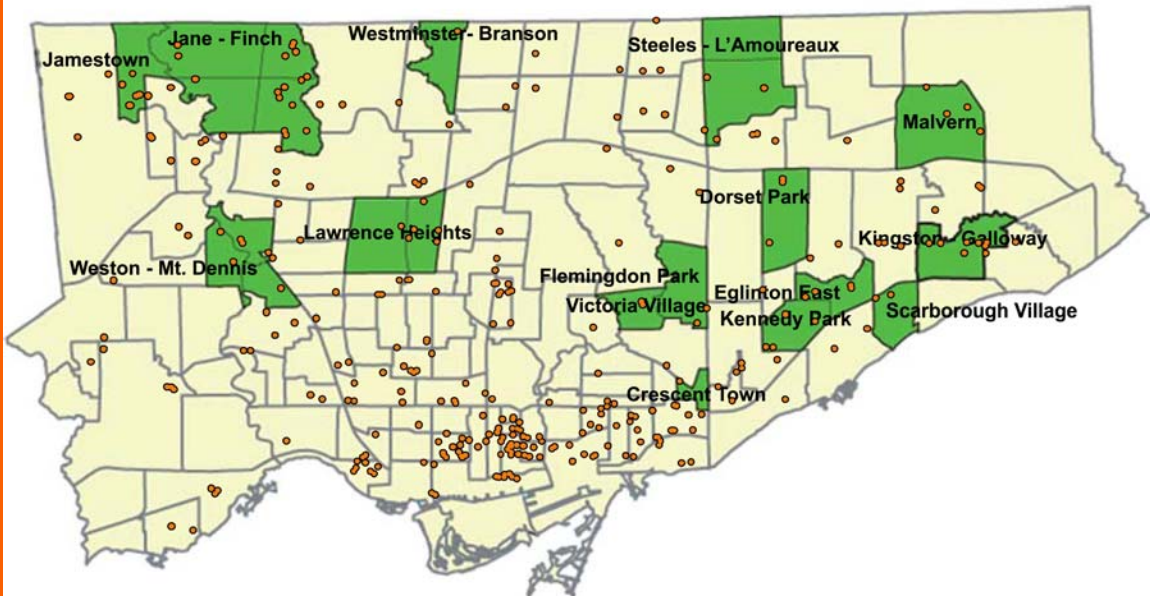




# Our Communities



# Priority neighbourhoods





## TCHC Asset Strategies:

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

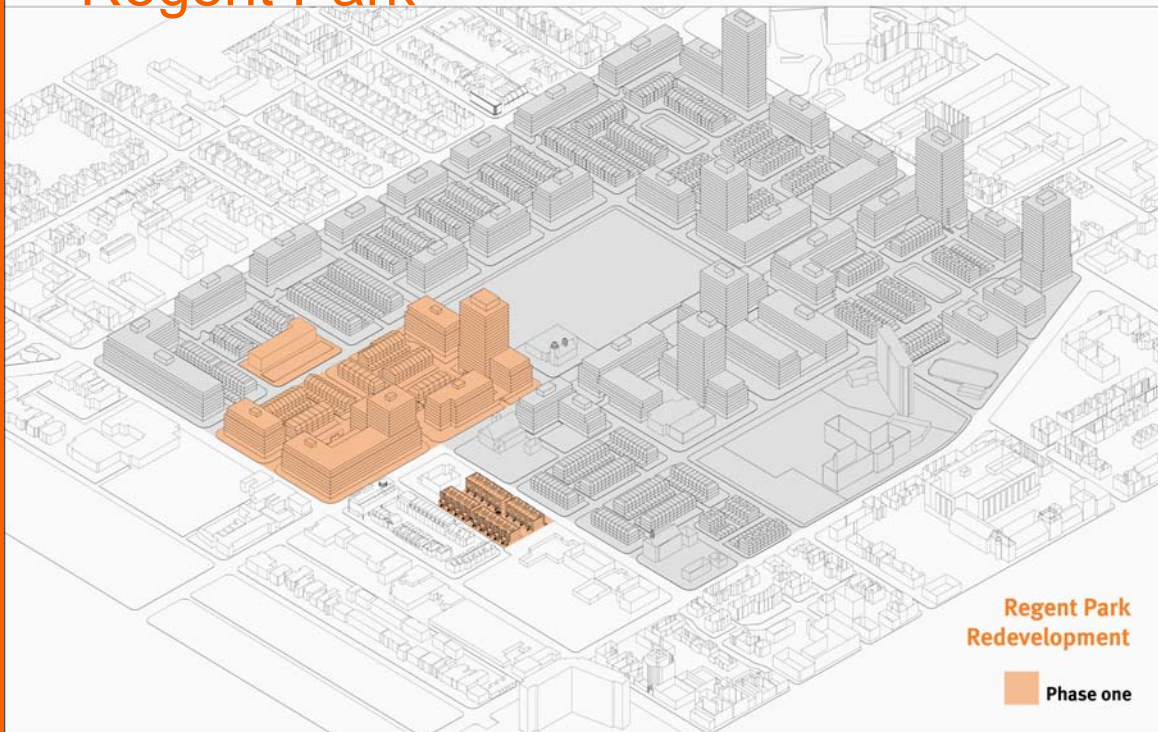


## Current revitalization initiatives

- **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

Toronto Community Housing



- **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***



# Initial approach

## Process

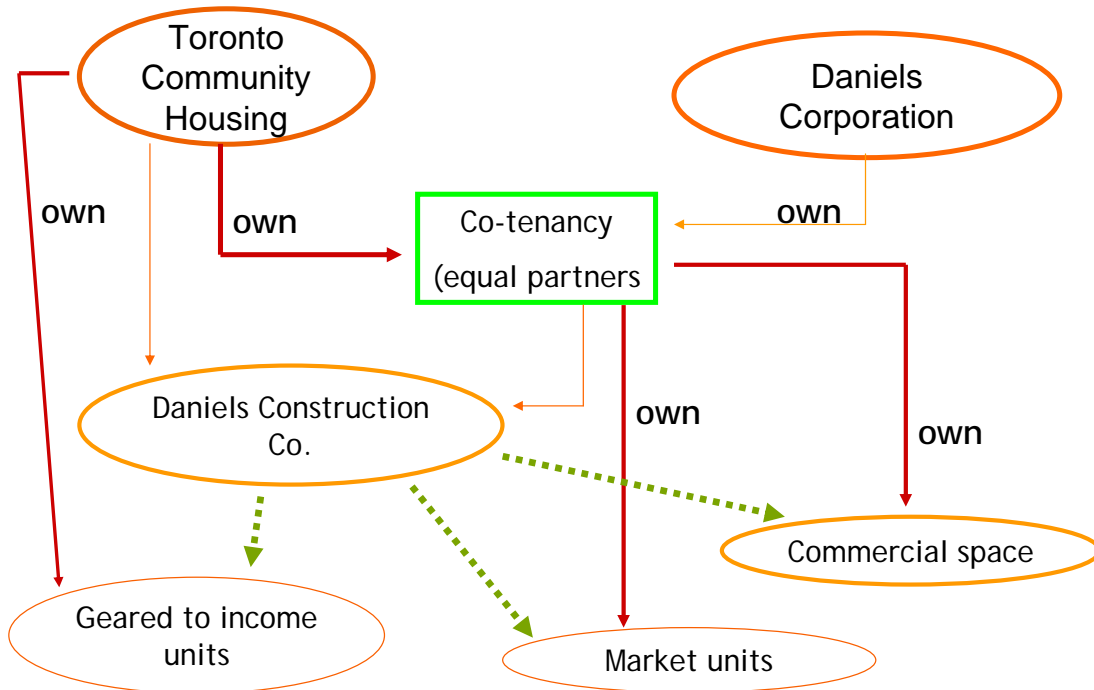
- Sale of excess density
- Contract for rental housing construction
- RFI / RFP to select proponent
- Assessment on:
  - Price
  - Sustainability
  - Social investment
- Contracts based on drafts included in RFP

## 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](http://www.torontohousing.ca)

