

# Toronto Community Housing

## Partners In Communities Annual Review 2004



Toronto  
Community  
Housing

# Partners in Communities

At Toronto Community Housing, we recognize the value of partnership. Our Community Management Plan is all about partnership – partnering with staff to build a healthy organization and partnering with tenants and community stakeholders to build vital, healthy communities.

Three initiatives in 2004 demonstrated Toronto Community Housing's strength in building and leveraging partnerships and making a difference.

The first was the United Way Campaign. Recognizing the critical role that United Way agencies play in TCHC communities, Toronto Community Housing responded in unprecedented fashion to the fundraising campaign. Staff dramatically increased their contributions through payroll deductions and raised 31 per cent more than they did in 2003. Tenants, staff and the Board participated in a bevy of events – lip sync contests, barbecues, salsa lessons, a bookfair, and even a Lunch and Learn session with Mayor David Miller. The final tally was an incredible \$206,000.

A second partnership initiative was Toronto Community Housing's participation in the Strong Communities Housing Allowance Program that was announced at the end of 2004. Staff provided support to the design and delivery of the innovative pilot championed by the Toronto Community Foundation.

One of the goals of the Community Management Plan is to increase the amount of affordable housing in our communities. By partnering with the Ontario government, the Toronto Community Foundation and private landlords, TCHC will be helping about 400 low-income families get off the social housing waiting list and gain access to decent, affordable housing. Rents of eligible households will be reduced by about \$300 a month. Half of the reduction will be funded by the province's contribution of \$3.6 million, while the other half will be picked up by private landlords.

Toronto Community Housing's role in this partnership is to administer the program through its subsidiary, Housing Connections.

A third important partnership in 2004 was the coming together of staff and tenants to celebrate Black History Month – and diversity as a whole in our communities. Through a host of events and festivities, Toronto Community Housing raised awareness of the contribution made by people of African heritage, and reaffirmed its commitment to address racism wherever it occurs. TCHC encouraged the participation of staff, tenants, youth and many community partners in planning joint activities. The history, struggles and contributions of African members of our community were honoured through panel discussions, film reviews, food, song, dance and poetry. By creating opportunities to come together in celebration, Black History Month encouraged people to reach out and foster a better understanding of who we are as a community.

These three partnerships proved the worth of collaboration as a means of fostering understanding and driving change. They confirmed to Toronto Community Housing the strength and sustainability of its vision. But these three partnerships are just the tip of the proverbial iceberg. In communities throughout the City, TCHC partners with social agencies, professional sports teams, City departments and charitable organizations to deliver dozens of children's programs, including breakfast clubs, photography clubs and sports camps like the Toronto Blue Jays Rookie League.

In years to come, we will be measured by how well we continue to build and nurture these and other partnerships to leverage positive, lasting change in our communities.

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# Message from the Chairs

Social housing is a challenging business and Toronto Community Housing faced its share of tests in 2004.

Our aging portfolio requires massive investment from senior levels of government that has yet to flow. Our continuing transition to a community model compelled staff and tenants to explore new ways to work together in a united goal of improving our communities. And the waiting list for those who require social housing stood at 64,000 households by the end of the year.

Yet, even while facing these challenges, Toronto Community Housing kept its eye on the bigger picture. We used our formidable energy to drive positive change in our communities and to contribute to vital, city-building initiatives. Realizing the importance of the Mayor of Toronto's Community Safety Action Plan, we became a partner in this multi-faceted approach to building social and economic capacity among Toronto youth. Our tenants also participated in Listening to Toronto, the City's participatory budgeting exercise that mirrors our own.

Don Mount Court received final planning approvals and demolition of the 232-unit complex began. In 2005, as construction commences, we'll begin to see first-hand the results of our efforts to renew a neighbourhood that's been in decline far too long. The revitalization of Regent Park also moved a step closer to reality as Toronto Community Housing prepared to apply for final planning approvals – approvals that were secured in early 2005. After years of consultation and planning, the renewal of this community will become tangible in 2005 with the relocation of residents and the demolition of housing in Phase I.

Within the organization, we signed a first contract with one of our partners in labour and forged an impressive collaboration between management and labour on health and safety initiatives. We also empowered staff to decide their own training needs – part of an internationally-acclaimed, community training model that helps local staff respond to local priorities.

We're on sound footing. We have a skilled and committed workforce, an engaged tenant population and a management team that embraces leadership and innovation. We have ground-breaking initiatives underway that will set the standard for all social housing providers. And we have a united vision in how to build caring, vital communities that contribute to the health of our city.

Bring on 2005. We're ready to take on whatever the future holds, confident that we are making a difference.

*Nicholas Volk*      *Dr. Mitchell E. Kosny*



**Nicholas Volk (Acting Chair, Oct. 2003 - Nov. 2004)**



**Dr. Mitchell E. Kosny (Dec. 2004 - )**

## Our Thanks

Tenants have played a key role in accomplishing our goals in 2004. Their active involvement in tenant councils, tenant Open Forums, staff-tenant workgroups and local budget planning has brought about real, positive change in our communities. We look forward to building on this productive partnership in 2005. And we would especially like to thank staff for their tremendous contribution to Toronto Community Housing's successes in 2004. Their extraordinary dedication and pride – and their determination to make a difference – are key reasons why Toronto Community Housing is making impressive strides in revitalizing neighbourhoods across our City.



# Message from the CEO



**Derek Ballantyne**

A key focus for Toronto Community Housing is to strengthen communities and build community capacity to create and sustain community health. As the largest landlord in Canada, we directly touch the lives of about one in every 12 citizens of Toronto. The size of our organization means that we have the responsibility and the opportunity to make positive change happen for residents, for the communities we house and the neighbourhoods in which we have housing.

In 2004, in this third year of our corporation, we made the most of our opportunities and we committed to being an agent of change.

A cornerstone of our success was community engagement. In virtually every major initiative undertaken in 2004, we involved tenants and staff, agencies and other organizations that have a stake in the health of our communities.

We listened to their concerns and sought their advice and wisdom. We encouraged their engagement in tough issues and to share in making decisions that have impact on them and their communities. And tenants have engaged – with passion and commitment. Tenants are responsible for the transformation of Toronto Community Housing to a more community-based organization, one which is more responsive to individual and community issues.

Jamestown in north-western Toronto went through a remarkable metamorphosis in 2004 as tenants, staff and community partners worked diligently to solve complex problems in that community and make it a safer place for everyone.

Similar work went on in other communities – such as Malvern – as Toronto Community Housing became an integral partner in the Mayor's Community Safety

Action Plan, an initiative aimed at finding ways to heal troubled communities and build their capacity for success.

We held two successful Open Forums for the more than 300 tenant representatives – opportunities that allowed residents from across the City to meet, discuss common issues and explore new ideas. The second forum gave tenants and staff a chance to engage, first-hand, with visiting government representatives from Porto Alegre, Brazil, who were pioneers in the development of participatory democracy. This exchange gave new insights into how to broaden the participatory decision-making systems in Toronto Community Housing.

We launched the Social Investment Fund and were overwhelmed by the response. Dozens of community groups and organizations applied for funds to develop a service or sustain a program that contributes to the health and well-being of a TCHC community.

This year we also made great strides towards revitalization. City approvals paved the way for the demolition of Don Mount Court, set to begin redevelopment in 2005. The much-anticipated revitalization of Regent Park was on track for City approval in early 2005, setting the stage for the largest urban renewal project in Canadian history.

All of these successes speak to our commitment to community and our desire to make a difference in the neighbourhoods in Toronto.

On behalf of staff and management, I would like to thank the Board – retiring members and new – for providing Toronto Community Housing with inspired leadership in 2004. In tackling the tough issues, the Board kept a firm grasp on our goals and aspirations and ensured we stayed the course in our mission to be a social housing provider that sets the standard for all others.

Most of all, I would like to thank staff for their unwavering commitment to the ambitious goals we have set for Toronto Community Housing. Amid a whirlwind year of change and challenge, staff are integral to our success. Their dedication, hard work and support of Toronto Community Housing's vision meant that we were able to take big steps towards building healthy, vital communities.

As we head into 2005, I have tremendous confidence in our abilities as an organization. Working together as a team we have the capacity to show what it takes to be the best social housing provider in North America and to lead change that will really make a difference in the neighbourhoods of Toronto.

A handwritten signature in dark ink, appearing to read 'Derek Ballantyne'. The signature is fluid and cursive, with a prominent initial 'D' and a long, sweeping underline.

# Engaging People in Communities

## Tenant Participation System – Empowering Communities Gloria Ball

As a long-time tenant activist, Gloria Ball jumped at the chance to represent fellow tenants at Toronto Community Housing. Her reason for running for election to her Tenant Council in 2003 was simple:

“I felt that tenant input into repairs and other needs was essential to creating a community in which tenants felt that what they wanted and needed was acknowledged,” she says. “Also, I felt that by allowing tenants to have input into their communities, we help them regain the dignity and respect they lacked in the past.”

After being elected, Gloria quickly realized she had to overcome a few challenges before any real changes could be made through the Tenant Participation System. For example, some of her fellow tenants did not believe they would actually have any say about the issues affecting their Toronto Community Housing communities. It took an issue in her Toronto Community Housing Unit to bring about a change in attitude. Gloria says she was approached by fellow tenants about a problem and took on the responsibility of trying to resolve it on their behalf. While it took a bit more effort than it should have, the issue was soon resolved to the satisfaction of the tenants.

“After this, tenants were more convinced and reassured that they did indeed have a say and that Toronto Community Housing considered their input valuable and respected their concerns,” she says. Gloria intends to run in the next tenant election in



**Gloria Ball, Tenant Representative**

2006. In the meantime, she will press for continuous examination of the Tenant Participation System to ensure it fulfils its stated goals as communities change.

And, as a member of Toronto Community Housing’s delegation to the World Social Forum in Porto Alegre, Brazil, in November, she became aware of the need for Toronto Community Housing to watch the evolution of social housing in other jurisdictions. She says she will encourage Toronto Community Housing to “consider any or all changes within social housing throughout the world that would benefit our tenants.”

Ultimately, she believes tenant participation is about empowering people and communities.

“By allowing tenants to have input into their own communities, they are more aware of the problems and can bring these issues forward so appropriate action can be taken – thus creating a caring, responsible community.”

**Toronto Community Housing provided \$300,000 in funding for tenant councils to operate in 2004.**



**Toronto Community Housing invested \$40,000 in joint fair governance training for tenant representatives and staff in 2004. More than 550 participants from 25 Community Housing Units attended the sessions.**

# Engaging People in Communities



Varinia Ortiz, Parents for a Better Beginning – Regent Park

## Tenant Open Forums

Toronto Community Housing held two tenant Open Forums in 2004, including one in the fall that brought tenant representatives together to report back on a number of initiatives that they had been working on over the year.

Subsequently some of the tenants at this forum took part in Mayor David Miller's Listening to Toronto budget forum that was held the same weekend, providing the forum with a perspective on the priorities of residents of social housing.

## TCHC–Porto Alegre Partnership

In November, Toronto Community Housing partnered with the Ontario Institute of Studies in Education (OISE) to present an international symposium on civic democracy.

More than 300 tenants, staff and community partners attended to hear three guests from Porto Alegre, Brazil – the birthplace of participatory budgeting – talk about the opportunities and challenges of true civic engagement in a democracy.

Porto Alegre, a city with a population of 1.3 million, has done participatory budgeting annually since 1989. Much of TCHC's approach to community planning and engagement has been inspired by the experience and "best practice" model of Porto Alegre.

Two months after the Toronto symposium, Toronto Community Housing sent a delegation of tenants, staff and a member of the Board to Porto Alegre to attend the World Social Forum. The Forum is an annual event attended by over 60,000 people and organizations from all over the world who share an interest in civic engagement.

As a result of this exchange, Toronto Community Housing has fostered an international partnership with the Municipality and Housing Division of Porto Alegre, Brazil. The partnership will allow the two organizations to share expertise and information on participatory budgeting and human rights and equity initiatives. It will also explore an exchange between resident leaders from Porto Alegre and TCHC tenant representatives.

Community Business Planning Monitoring Committee, November Tenant Open Forum



## Porto Alegre – Inspiring Activism

### Lisa Hendricks

A visit to the birthplace of participatory democracy gave Lisa Hendricks the gift of understanding.

A member of Toronto Community Housing's Youth In Power core group, the 26-year-old tenant from Scarborough travelled to the city of Porto Alegre, Brazil, to attend the World Youth Forum in November. She was selected to attend the gathering based on her winning essay on what the Youth Forum was all about and why she wanted to attend.

At first, Lisa was struck by the poverty and how little everyone had. Then, she noticed the Brazilians' passion, their devotion to family, their pride and their sense of community. She was also impressed by the activism of the youth. It was, she felt, in stark contrast to her experience in Toronto where "we complain a lot and don't do much about it."

Lisa observed that young males in Porto Alegre found a way to relate to each other through their music. "Instead of hating each other, they started embracing each other and helping each other out."

Her experiences in Brazil reinforced her desire to become an activist for youth, especially for young men who, she believes, lack support from their peers. She is determined to bring the lessons she learned in Porto Alegre back to Toronto to encourage youth to become more engaged in shaping their own lives.

"They need to know that they can do a lot more than they think they can," she says. "And I guess women can play a part, and that's why I'm interested in it."

Lisa says the Youth Forum has had a lasting effect on her.

"I've always been a caring person. Now I've got understanding as well. If you can understand something, you can look at it from a different perspective."



**Lisa Hendricks, Member of Youth In Power**

## TCHC Participatory Budgeting

For the third year in a row, tenants took part in a participatory budgeting process in which they worked with Toronto Community Housing staff in deciding how to allocate \$9-million of capital spending in their communities.

As a final part of the exercise, tenant representatives from all 27 Community Housing Units joined together on June 26 in a special meeting to allocate a remaining \$1.8-million. Each Community Housing Unit's delegate spoke for a few minutes on their "community priorities" and then all delegates voted on the projects they believed were appropriate. Delegates were not allowed to vote for their own Community Housing Unit's priorities.

Tiffany Ford, one of a handful of youth tenant representatives at TCHC, took part in the special meeting and was able to gather delegate support for an important spending priority for CHU 18 in the Jane-Finch area.

"To help increase security and to co-operate with police, I was able to lobby at the meeting and receive \$80,000 for a system of security cameras that would be distributed across our CHU," she says.

At the end of the day, delegates voted to spend the remaining capital dollars on 23 local projects, including security measures like those of CHU 18, maintenance, repairs, community centres, playgrounds and community gardens.

### TCHC Participatory Budgeting Forum



# Engaging People in Communities



Ossob Hussein, Member of Youth In Power

**Toronto Community Housing has struck a partnership with Ryerson University that is placing between five and 10 Social Work students in various communities to engage the youth of our city and to develop youth-oriented projects.**

## Empowering Youth Ossob Hussein

As part of the Youth In Power core group, Ossob Hussein seldom missed a Friday meeting at Toronto Community Housing to talk about things that matter most to youth.

"We looked at different ways to improve the communities we live in," the 17-year-old Rexdale tenant says. "We realized that the youth were not really being heard."

Ideas that flowed from Hussein and the other members of Youth In Power proved invaluable, finding their way into TCHC's Youth Strategy that was approved by the Board in 2004. The group itself was formed after five successful youth forums were held in early 2004 in Rexdale, Lawrence Heights, Kingston-Galloway, north Scarborough and St. James Town.

One of the group's initiatives is a bi-monthly 'zine' for youth that will be published by Toronto Community Housing and the youth group. The 'zine' will feature letters and articles from youth about important issues in their lives and "what they want improved in their different communities."

Vehicles like the 'zine' are important, says Hussein, because youth are the voices of tomorrow.

"If we don't give them the opportunity to be heard, we're going to have a lost generation," says Hussein, who has applied to Ryerson University to study Social Work. "So I think it's really important we help them now."

Hussein believes there could be a real turnaround in youth involvement if more resources were put into programs like Youth In Power. She'd like to see her group expand with chapters throughout the City that would have the common goal of giving youth a voice.

"That would be really cool. I think a lot of youth would be really interested in getting involved."





## Bringing Accessibility to the Fore

Since its formation in 1996, the Anti-Ableism Committee (AAC) has acted as a catalyst in bringing accessibility issues to the fore in Toronto Community Housing.

Working with staff, the committee helped develop the Tenant Accessibility Policy that sets out TCHC's commitments to make buildings accessible and to accommodate the needs of tenants. In approving the policy, the Board recommended that the AAC assume an ongoing, consultative role in addressing accessibility needs in TCHC communities.

AAC committee members also paid visits to many of the CHUs to achieve a number of goals:

- To promote a greater awareness of the AAC and encourage new membership by forging formal links with the Tenant Participation System;
- To promote greater awareness of the Tenant Accessibility Policy for tenants and the AAC's work on accessibility issues; and,
- To share information and receive feedback from residents.

The AAC also promoted accessibility at TCHC's November Tenant Open Forum and at the annual Ontario Non-Profit Housing Association (ONPHA) Conference. The committee also made oral and written submissions to a provincial committee reviewing Bill 118, *Accessibility for Ontarians with Disabilities Act, 2004*, in the hopes of influencing provincial accessibility policy.



## Improving Accessibility

Toronto Community Housing made a number of buildings more accessible for residents in 2004 by installing 105 power doors to main entrances, performing upgrades to secondary entrances and completing design work of the common areas and ground floors of 26 buildings.

## Community Safety Planning

Plans to promote safety in each Community Housing Unit were completed in 2004, addressing the five top safety issues in each CHU. Action Plans were also developed for each of these issues and were included as part of the CHUs' business plans.

The Action Plans contain safety strategies that include social development initiatives, the development of community partnerships, making physical changes to the community to improve safety and providing direct security services.

Community Safety Consultants will be completing more comprehensive Community Safety Plans for each community in 2005.



# Engaging People in the Organization



Kathy Lent, TCHC Employee

## Community-based Training – A Say in Our Own Development

Kathy Lent

When Toronto Community Housing decided to pilot community-based training in 2003, Kathy Lent, a Tenant Services Coordinator in Community Housing Unit (CHU) 19 was quick to volunteer to help get the program going. The premise of community-based training – where CHU staff determine their own training needs and choose their trainer – really piqued her interest.

“I just felt that it would be really interesting to make our own choices about what to learn,” she says.

Kathy volunteered to become a part-time community training plan facilitator, spending four months at different Community Housing Units, “explaining to them what it was all about and encouraging them to get them involved.”

She and other volunteers helped local staff determine their training needs, then called upon Human Resources to introduce potential training resources that staff could choose as their training partners. In 2004, training plans for staff in 14 Community Housing Units and Housing

Connections were approved and another four Community Housing Units were preparing their plans for approval.

The program generated some unexpected peer training opportunities. When an agency hired to train staff in conflict resolution distributed its manual at the session, staff recognized the need for one that was more relevant to them. They turned around and wrote their own, and then trained their peers in conflict resolution as it related to the real life situations employees face at Toronto Community Housing.

“When employees see that they are being trained by their co-workers rather than outside agencies, I think it makes them more eager to learn,” Kathy says.

She says the fledging program, like any new initiative, has experienced its own growing pains. She is very hopeful that with ongoing learning and discussion with staff and managers, this program will lead to employee ownership and participation in training at Toronto Community Housing.

Most important, she says, is the need for the training programs to stay fresh and be delivered on a more frequent basis so that staff interest remains high. Second, “we need to make sure the trainers are good trainers and get them on board.”

This innovative community training model has received wide acclaim at international forums, including the 2003 Conference on Organizational Development in Portland, Oregon and the 2004 International Conference on Popular Education held at the University of Minhu in Braga, Portugal. These events provided Toronto Community Housing with the opportunity to share its unique initiatives on community training, organizational development, civic learning and staff leadership.

From Kathy’s perspective, the community-training model is a worthwhile program because it empowers staff to make their own decisions about their own training needs and development.

“It comes down to the fact that we get to pick the training. It’s not someone else telling me what I have to take. So in the end, I’m getting training that helps me.”

## United Way

Toronto Community Housing’s community spirit was very evident during this year’s United Way campaign. Staff, management and the Board – appreciative of the important role that United Way agencies play in building healthy communities – dug deep into their hearts and pockets and raised more than \$206,000 in 2004. Staff raised \$155,000, \$33,000 more than last year, while the Board matched payroll contributions to the tune of \$50,332.

This year, staff participated in all three United Way corporate events, including the Rat Race, Leaps & Bounds and the CN Tower Stair Climb. Staff also organized a host of other events to raise funds, including a labour/management Lip Sync contest, hot air balloon rides and lunch with the CEO. About 50 per cent of staff participated in payroll contributions, with two divisions achieving 100-per-cent participation. In addition, 49 staff were designated as “Leaders” for their personal contributions.

The campaign was so successful, the Campaign Chair nominated TCHC in two categories for awards: the Leadership Campaign Award and Campaign Coordinator Award.

## Joint Health and Safety Committees

Management and staff at Toronto Community Housing launched local Joint Health and Safety Committees in February, aiming to reduce accidents and injuries and their cost to workers and the corporation. After orientation and training sessions, 15 local committees began in May to hold monthly meetings and to conduct workplace inspections. The new structure is a contributing factor to a significant decline – 29 per cent over 2003 – of lost time due to injuries.

## Rewards and Recognition

Toronto Community Housing's Rewards and Recognition Program is a tribute to individuals and teams that have made exceptional contributions to Toronto Community Housing and to the health and vitality of our communities.

The committee celebrated a number of achievements in 2004 that began with the program's official launch and subsequent endorsement by the Board's Human Relations Committee and the TCHC Board of Directors. During the year, the committee designed Years of Service pins, corporate awards, retirement and long-term service certificates and retirement sculptures. A Manager's Toolkit was also developed to allow managers to take a more active role in promoting the recognition program in their Community Housing Unit or Division.

Early in the year, the committee organized two special events to recognize years of continuous service. In January, the company honoured 39 employees and retirees for 25, 30 or 35 years of service and in March, more than 300 employees gathered over breakfast to celebrate 5, 10, 15 or 20 years of continuous service. The committee also rolled out the Perfect Attendance program that recognizes employees who have had perfect attendance each quarter. Winners are eligible to win a \$100 gift certificate to a family restaurant or a select group of retail stores.

In 2005, Toronto Community Housing will celebrate seven new Corporate Awards, recognizing the outstanding contribution employees make to Toronto Community Housing and its culture.

## Flexible Work Policy

Toronto Community Housing introduced a Flexible Work Policy which gives staff the ability to adjust their work hours to respond to the needs of home life.



Diversity Initiatives Advisory Group

## The Diversity Initiatives Advisory Group (DIAG)

The Community Safety Unit (CSU) has been a TCHC leader in promoting staff awareness of human rights and the need to eliminate discrimination in the workplace. In 2003, CSU formed the Diversity Initiatives Advisory Group (DIAG) to bring about changes in the unit's operations, training, hiring practices and service delivery. DIAG began to change the dynamics within CSU by exposing unfair and discriminatory practices.

In March and April 2004, the Community Safety Unit held one-day training sessions for all staff, delivered by peers who had previously gone through "train the trainer" exercises. The one-day sessions ensured that all CSU staff have information about Toronto Community Housing's standards and expectations on human rights and can apply that knowledge to their day-to-day activities at work.

## Leadership Program

Senior managers in the organization made tremendous progress in 2004 in developing a leadership program for their peers. Work in 2004 centred on developing a model for the training and choosing an academic partner – the Schulich Executive Education Centre – to deliver a core course to senior managers beginning in the second quarter of 2005.

The course provides 15 days of leadership training, including an action learning project and participation in a Community of Practice, where peers share their learnings. Participants are also expected to complete two electives over two years in subjects that address individual training or leadership needs as identified in Performance Management plans.

## TCHC & OPSEU

In August 2004, Toronto Community Housing successfully negotiated its first agreement with OPSEU Local 529 of the Community Safety Unit. The corporation was anticipating a decision from the Ontario Labour Relations Board in early 2005 on its application to negotiate first contracts with CUPE Locals 416 and 79.

# Investing in the Asset



**Don Mount Court demolition**

## Don Mount Court

The bulldozers rolled into Don Mount Court in the fall, demolishing run-down housing and signalling the historic renewal of a city neighbourhood. Construction is set to begin in 2005 on 232 rent-geared-to-income units as well as 255 market units on a site that will become Toronto Community Housing's first development of a mixed-income neighbourhood and Toronto's first ever revitalization of an entire social housing community.

Don Mount received planning approvals on September 28, 2004 and demolition of the almost-vacant complex began shortly afterwards. The demolition was preceded by an on-site ceremony attended by Municipal Affairs and Housing Minister John Gerretsen, Toronto Councillor Paula Fletcher and a host of other dignitaries.

The redevelopment of Don Mount Court is an approximately \$30-million investment by TCHC from rental revenues, savings in operating costs, and sale of land for market housing on site. The Ontario Government is investing \$9.3-million and a private developer is investing over \$30-million in the community. Construction will be in phases, starting in 2005, so that tenants remaining on site can be relocated into the first completed units while the second phase is being demolished. All tenants relocated off-site will have the right to return. The new community, including the private market units and the new park, will be completed in 2007.

## Regent Park

After decades of need and many unsuccessful attempts, renewal is finally coming to Regent Park.

The revitalization of this social housing community in the eastern part of downtown Toronto was given near-unanimous approval by City Council in early 2005, paving the way for one of the largest urban renewal projects in Canadian history.

The Regent Park revitalization is a \$1-billion development that will take place over 10-12 years in six phases. Investment in this ground-breaking project will come from three sources: \$412-million from Toronto Community Housing, \$500-million from private developers and roughly \$100-million for new affordable housing and infrastructure from government investments.

In 2004, Toronto Community Housing was busy on a number of fronts at Regent Park. Final plans were prepared to present for approval and staff worked on a relocation strategy for the 412 households that will be rehoused before the demolition of Phase 1 begins in late 2005.

Concurrent to this activity, the Regent Park Resident Council is working with residents, local schools, agencies and supporters to create a Community Development Plan. This plan will focus on five areas that were suggested by residents: Employment and Economic Development; Health and Safety; Diversity and Settlement; Education, and; Youth. An Arts and Culture Committee that would help preserve Regent Park's history, celebrate its cultures and support arts in the community is also being considered.

The goal is to develop a plan that pro-actively addresses issues in each of these areas and builds strategies to address them. When the plan is put into action it will help in the effort to create a healthy, strong and vital community.

In 2005, Toronto Community Housing will choose a private sector partner and work in partnership with the City to secure government funding for the infrastructure needs of the project. Toronto Mayor David Miller, a keen supporter of the revitalization of Regent Park, has committed to working with the federal and provincial governments to make this project both a success in its own right, and a model for a broad urban development agreement as part of the New Deal for Cities.

## Regent Park in the Spotlight

Even as revitalization plans unfolded, Regent Park played host to exciting events in 2004. For the second year, it welcomed Toronto citizens to tour through the community as part of the City's Doors Open festival. And in April, Governor General Adrienne Clarkson paid a visit, participating in a roundtable discussion with youth.



## Building Affordable Housing

Toronto Community Housing also worked to create additional affordable housing in Toronto at selected locations around the City:

- At 600 Rogers Road, TCHC is converting commercial space into six residential units that will be occupied in 2005;
- A grant from the Supporting Communities Partnership Initiative (SCPI) and rent supplements from the City will allow the development of 110 RGI units and other transitional housing at 2 Murray Street;
- With support from the City and the Province, TCHC is renovating and converting 111 Kendleton Drive into 58 one-bedroom units for seniors requiring supportive housing. Occupancy will occur in the summer of 2005;
- Staff is preparing development options for 331 Bartlett Avenue following the purchase of the property from the City.

## Green Plan

A multi-faceted Green Plan was completed in 2004, focusing on existing green initiatives and identifying a number of new ones that will position TCHC as a "green corporation". Its full implementation will create healthier homes, communities and workplaces for tenants and employees. It will also substantially reduce TCHC's environmental footprint and will support the City's initiatives to reduce waste, promote recycling and lower greenhouse gases.

One component of the Green Plan already underway is the Building Renewal Program, a holistic approach to improving the condition of our buildings with a focus on increasing energy efficiency. In 2004, TCHC identified 19 developments (about 7500 units) that will be part of the four-year, \$100-million initiative. Energy savings generated by improvements to the buildings will offset some of this cost.

TCHC has also invested \$4.7-million in 11,492 new energy-efficient appliances over the last two years, with financial assistance from the Toronto Atmospheric Fund and the Green Municipalities Investment Fund. A total of 3,392 low-flush toilets were also installed as a measure to save on water consumption.

## Energy Efficiency Program

Toronto Community Housing is partnering with Green\$aver on an Energy Efficiency Program that is the largest of its kind for affordable housing in Canada. The program involves doing audits on Toronto Community Housing's 800-1,000 scattered houses, identifying opportunities for reducing energy consumption and then doing retrofits to realize the energy savings.

Since the program started in 2003, Green\$aver has audited over 491 properties, of which 73 have undergone energy efficiency retrofits. In each of these properties, space-heating requirements were reduced by 35 per cent and CO2 emissions were reduced by more than three tonnes. Tenant complaints relating to comfort and air quality were also addressed. Due to the success of the program so far, Toronto Community Housing plans to extend it to include another 5,000 row houses.

## Capital Plan

Toronto Community Housing has identified the need to invest close to \$1-billion in repairs and upgrades over the next 10 years. There is an immediate need for an investment of over \$250-million to ensure all buildings are in a good state of repair.

In 2004, the Board made a commitment to address this backlog and begin the work of bringing TCHC buildings into a good state of repair. The Board approved \$110-million to be spent on a variety of projects, big and small.

Major upgrades were done to elevators in six developments, and major investments were made in parking garages, balconies, roofs, window refurbishments, heating and ventilation and life safety. The Capital Plan also provided funding for smaller, local priority projects as determined by staff and tenants. These included improvements to flooring, playgrounds, common areas and landscaping.

Over the next 10 years, Toronto Community Housing, through careful allocation of its resources, operating costs reductions and borrowing, can fund approximately 80 per cent of the total investment needs. Financial assistance from other levels of government are critical to ensuring the preservation of the affordable housing stock and making sure that low-income households have a decent and safe place to call home in the future.

# Building Healthy Communities



**Abdillahi Handouleh, Tenant Representative**

## **Jamestown – A Community Transformed** Abdillahi Handouleh

Two years ago, Jamestown was a community in upheaval. Plagued by high unemployment and a lack of community services, it was also the scene of periodic episodes of violence.

Today, you will find Jamestown in stark contrast to where it was in 2003. Overall crime in the area has decreased by 29 per cent. And a strong tenant voice and activism have emerged in the community.

The transformation began as a result of a remarkable engagement process with community leaders, elected tenant representatives and other community stakeholders who had a common goal: to heal the wounds and make Jamestown a better place.

Mayor David Miller designated three communities as Community Safety Priority Neighbourhoods: Jamestown, James-Finch and Malvern.

All three of these communities include residents of Toronto Community Housing, and we have been partnering with the City to find solutions to the social and economic problems facing marginalized citizens, particularly youth.

Abdillahi Handouleh, a Somali tenant representative for Jamestown, was part of these discussions.

“Building solid relationships, based on trust and mutual respect, is at the heart of fostering change in communities,” he says. “We consistently heard from community consultation that one of the most valuable experiences tenants have had is meeting with others who share their commitment to change.

“These relationships enable people to share resources, knowledge and skills, while giving each other support to catalyze and sustain change efforts.”

Over several months, these community leaders worked with Toronto Community Housing on specific strategies to help build community capacity.

Residents organized a “Take Back the Streets” community march and festival. Community leaders and organizations joined together to discuss differences within the community and to seek common solutions to issues. Addressing the safety issue, tenants democratically voted to install community surveillance equipment worth more than \$100,000 and the community began a summer-long community safety walkabout. And in July, 100 youth between the ages of 14 and 24 were hired by local employers and Toronto Community Housing as part of Mayor David Miller’s Community Safety Action Plan.

With these and other measures, Jamestown residents took major steps forward in ensuring the health and safety of their neighbourhood.

“But a deeper change has taken hold as well,” says Abdillahi. “New community voices are being heard; new community leaders are emerging. This is leading to changes in attitudes and perspectives of the institutions providing service to us, and a community’s feelings of renewed commitment and hope for creating a better future and safer, healthier communities.”

If Jamestown is going to continue to evolve, it’s critical that Toronto Community Housing continues to support local decision-making, invest in local communities – especially in skills development – and encourage residents to build relationships, not only with other tenants, but with community organizations and local institutions as well.

“The key to success is trust,” says Abdillahi. “When communities have dense relationship networks built on trust, they are more capable of working together to improve the social and economic well-being of their communities and to accomplish more than they could by acting alone,” he says. “As a result, Jamestown is a community on the move, and a proud one, too.”

## Malvern – Bringing Youth Together JAM

His real name doesn't matter. Everyone just calls him JAM and he's a force to be reckoned with in Malvern, a community in the north-east part of the City.

His involvement with the community began with a visit to his daughter who lives in the troubled Empringham complex in the neighbourhood. While there, he observed that youth seemed at loose ends, brushing up against the law because there were no programs or economic opportunities in place. "It was a community in crisis," he says.

JAM decided he had to do something, and so he started talking to youth – at their schools, at malls, wherever they gathered.

"Basically, I just discussed with them what we can do to make the community better – to let their voices be heard."

His volunteer work has centred on two major initiatives: youth programming through the local Hope Centre, and getting youth involved in a basketball program that's expanding into neighbourhoods across the city.

The Hope Centre is a house that had been converted into a place for youth to gather, but they weren't using it. In talking with youth and a local public school, JAM determined the Centre had to "create programs that suited immediate needs."

Today, the Centre offers drama classes, computer training, hair-dressing instruction, a program for parents of pre-schoolers and reading classes. It also sponsors Community Kids for a Better World, a program that teaches youth "the way to act and how to treat people, so that it can rub off on their peers."

JAM's basketball program brought together volunteers from a number of organizations, including Toronto Community Housing and Toronto Police Services.

After months of steady recruitment and growth, the program celebrated a signature event last September: 140 youth from three Community Housing Units took part in the first basketball tournament in Empringham in 20 years. The game was the first in a series scheduled over the following weeks, with each Community Housing Unit playing host to a number of games.

The effect on the neighbourhood has been dramatic. "When I first went out to Empringham, nobody ever used to come outside. That has changed." JAM, who has also done some work for Toronto



### JAM, Community Volunteer

Community Housing as a youth animator, says more than 500 kids have already taken part in the basketball program, and he wants even more. He's trying to expand the program across the City and is applying for support from a number of sources, including the Toronto Raptors Foundation.

The more neighbourhoods that become involved, the better, he says, because the program works to prevent turf wars as youth from different communities get to know each other in friendly competition.

JAM networks endlessly for all of his causes, and his efforts have paid off. At the suggestion of Toronto Councillor Raymond Cho, a local Home Depot outlet supplied materials and volunteers to build a taller fence around the main basketball court, fix a hole in the roof of Hope Centre and plant trees around the local public school.

Still, JAM believes his work is just beginning.

"If I get the necessary resources, I can move a lot of these kids in the right direction. It's unbelievable what I can do."

# Building Healthy Communities



**Jaquie Waldren, Tenant Representative**

## Lawrence Heights – Growing with Neighbours Jaquie Waldren

Jaquie Waldren calls it “Magic Friday.”

It was a day last July when a “whole slew of folks” from Foodshare and Toronto Community Housing came to help the residents of Lawrence Heights prepare one of four community gardens. It was no easy task, says Waldren, a 25-year resident of the 90-acre townhouse/apartment community.

“You’ve got to bear in mind that this was soil that hadn’t seen anything but blades of grass. My goodness, the junk we took out of there.”

By dark, the soil was turned, more garden-quality soil added and a variety of vegetable plants and seeds put in the ground by children, seniors and people of different races and religions working side-by-side. “It was a wonderful day,” says Waldren. “It was wonderful watching the kids fighting over their turn to rake and dig.”

The idea of planting gardens grew out of community discussions about ways to empower residents and renew the community. One of the catalysts was Anan Lololi, Executive Director for African Food Basket, who had started a garden three years ago with an eye on developing gardens throughout the community.

More than 60 people attended a planning meeting, doing a walk-about to decide where to plant. They decided on four sites “strategically placed around the community where everyone had access,” says Waldren.

Once the plants were in the ground, Waldren got on the phone to City Councillor Howard Moscoe to ask for his help in getting benches – ones that could be secured to the ground and weren’t too low for seniors. They needed four, but asked Moscoe for help in finding just two. Support was sought from the other two levels of government for the other two benches.

“Howard got back to me so fast, my head spun,” she says. “And he offered all four.” The City also installed fences around all of the gardens.

On August 28th, the community celebrated the official kick-off of the gardens as part of the City’s Urban Harvest Festival. And considering that planting had been done late in the season, people were amazed by what the gardens produced, says Waldren.

“Most people couldn’t believe how big the bok choy was,” she says.

The community gardens’ theme, ‘Come grow with your neighbours and make new friends,’ has turned into a truism. More people are out and about in the community, saying “hi” to their neighbours and becoming excited about having a full season of gardening ahead.

“The challenge for the coming season is to get more people in the sprawling community involved,” says Waldren. But there’s no doubt the gardens have already had a positive impact on life in Lawrence Heights.

“It’s a way of bringing the community together and removing the barriers,” says Waldren.

“It’s nice to see people walking with smiles on their faces. The gardens are putting neighbourly life and ownership back into the community.”



## Field to Table

Toronto Community Housing is partnering with Field to Table, a community agency, to develop community gardens in 17 communities.



## Social Investment Fund

The launch of the Social Investment Fund demonstrates Toronto Community Housing's commitment to work in partnership with communities to build community capacity and promote social change.

This \$1-million fund encourages applicants to collaborate with other community groups to develop innovative approaches to community challenges. The role of Toronto Community Housing as a facilitator allows residents and community partners to develop and implement the best ideas to achieve healthier communities.

The response to the program has been overwhelming: proposals requesting over a total of \$5-million have been submitted to the Fund. Approval of the first grants are expected to take place in early 2005.

Applications to the program are reviewed by a volunteer grant review committee that includes tenants, board members and representatives from community organizations.

Ossob Hussein, 17, was elected by her peers in Toronto Community Housing's Youth In Power workgroup to represent youth on the Allocation Committee of the Fund. She says her work in assessing the grant applications has opened her eyes to the possibility that support is available for anyone with a good idea – including youth – who is willing to put some time and energy into making it happen.

"It's really important for youth to look for projects that make their perspectives bigger," she says. "I think it's an excellent idea for youth to be aware of these opportunities."



## Shades

### Shades

Every week, about 20 youth from Lawrence Heights come together to learn the art of photography from Rodrigo Moreno, a professional photographer who also happens to be a former resident of the community. The club is called 'Shades,' a name that was chosen by participants to reflect the art as well as the ethnic make-up of the community.

Once again, Tenant Representative Jaquie Waldren was involved in this project. Councillor Howard Moscoe came through with donated cameras for the youth, as did the Labour Union Council, Toronto/York District.

The group applied for funding from TCHC's Social Investment Fund and a grant of \$25,000 has been approved.

Volunteers from the Toronto Police force have also been involved, donating cameras and coming out to classes "on a friendly basis, of course, to show youth how they use photography in taking fingerprints, for example," says Waldren. "The youth look forward to their participation, so the police are building bridges as well."

After several weeks of instruction, Moreno has reported to Jaquie that some of the youth have talent and could have a future in photography.

## Ossob Hussein, Member of Allocation Committee for Social Investment Fund



# Building Healthy Communities



Joseph Ching, TCHC Employee

## Community space at Lawrence Heights

For the first time ever, residents at Lawrence Heights have a community room all to their own – a place where they can gather to meet as well as deliver programs suited to the needs of their community. In 2004, with the community room up and running, residents and staff ran ESL tutoring classes for parents and students, Spanish and French classes and support programs for women.

## Community Health pilots

In 2003, Toronto Community Housing set about the task of working with tenants to define indicators that contribute to the development of healthy community.

### Five were identified:

1. Community Safety: Strategies that enable communities to be less vulnerable to victimization by other groups, or to having the priorities of other organizations imposed upon them.
2. Local Jobs: Strategies to develop local jobs for local people. By this we mean strategies that lead to employment for tenants in the local neighbourhood.
3. Youth initiatives: Initiatives that lead to youth being less marginalized, having a greater sense of worth as a group and having a sense of how to move their issues forward.
4. Child poverty: Strategies that respond to child poverty in the neighbourhood.
5. Employment: Strategies to support unemployed immigrants who are tenants, and who have experience and skills but cannot find employment here.

In 2004, Toronto Community Housing put in place five pilot projects in Community Housing Units 3, 10, 17, 20 and 25 to test the effectiveness of different strategies that fall under these identified healthy communities categories.

In CHU 17, for example, a Youth Academic Advancement Program has been developed to help youth build life skills and to assist them academically. The Life Skills and Employability Program in CHU 10 aims to help women of 389 Church Street increase their life and employability skills. And CHU 20 has put a Newcomer Resident Employment Program in place to support newcomer East Indians in the Lumsden, Teesdale and Flemington communities.

All five Community Housing Units have been equipped with additional resources and external expertise. The lessons learned from these pilots will be shared across the organization and linked to other community health-related work already going on in the organization, such as community business planning, the Social Investment Fund, the Green Plan, the Youth Program, and the Mayor's Community Safety Action Plan.



# Toronto Community Housing

## Who we are

### What is Toronto Community Housing?

- We house about 160,000+ residents, about 6 per cent of Toronto's population
- Our residents have low and moderate incomes
- We are the largest social housing provider in Canada, the second-largest in North America
- We own about \$6 billion in assets
- We operate 58,500 units throughout the City – 350 low-rise and high-rise apartment buildings and about 800 houses and duplexes
- We have 1,500 staff

### Who do we house?

- Traditional and non-traditional families
- Seniors
- New immigrants and refugees
- People with special needs
- People with different sexual orientation
- People of different background, culture, race or religion
- People who speak a variety of languages

### How are we governed?

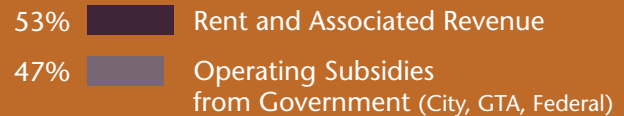
- We are owned by the City of Toronto; the City is our sole shareholder
- We operate at arm's length from the City
- We are governed by an independent, 13-member Board
- We are incorporated under the Ontario Business Corporations Act
- Our policy and operations are directed by the Social Housing Reform Act, a Shareholder Direction Agreement and other legislation and regulations.

### What is Housing Connections?

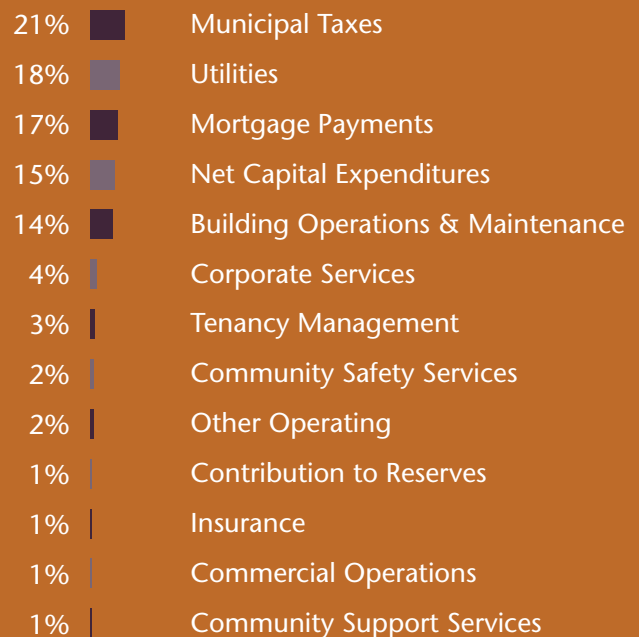
- A stand-alone subsidiary of Toronto Community Housing
- Works with a network of housing providers and community agencies to provide two main services:
  1. It operates the centralized waiting list for all rent-geared-to-income housing in Toronto;
  2. It administers the rent supplement program for the City
- Mandated to provide these services through agreement between Toronto Community Housing and the City
- Governed by a five-member Board of Directors, established in 2004
- [www.housingconnections.ca](http://www.housingconnections.ca)

### Toronto Community Housing

#### Revenues – \$558M



#### Expenditures – \$558M



### Access Housing Connection Inc.

#### Revenues – \$28M



#### Expenditures – \$28M





## The Board

**January 1 – November 30, 2004**

- Acting Chair Nicholas Volk

### Directors:

- Sushil Bajpai
- John Brewin
- Olivia Chow (City of Toronto Councillor)
- Paula Fletcher (City of Toronto Councillor)
- Ivan Ing
- Norm Kelly (City of Toronto Councillor)
- Vance Latchford
- Giorgio Mammoliti (City of Toronto Councillor)
- Dr. John Metson
- Penny Milton

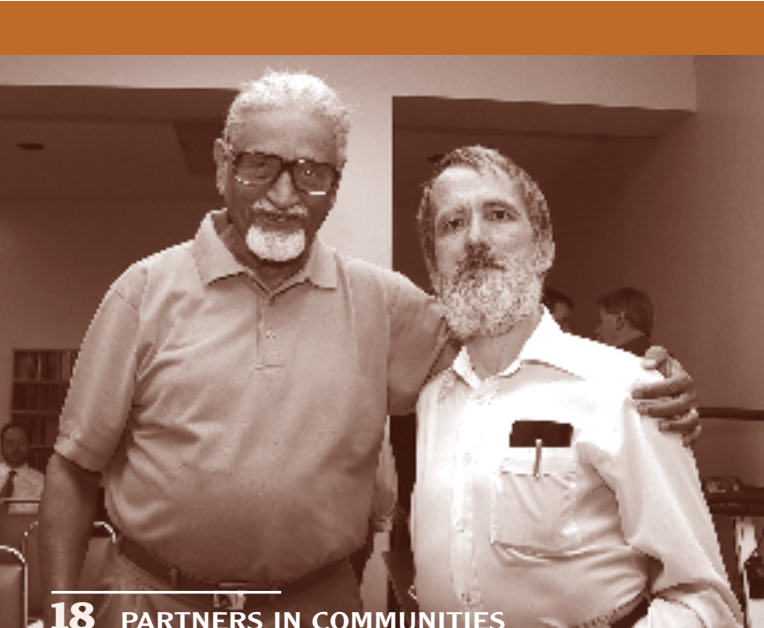


## December 1, 2004 - Incoming Board

- Chair Dr. Mitchell E. Kosny

### Directors:

- Mariam Adam
- John Brewin
- Olivia Chow (City of Toronto Councillor)
- Paula Fletcher (City of Toronto Councillor)
- Norm Kelly (City of Toronto Councillor)
- Giorgio Mammoliti (City of Toronto Councillor)
- Cliff Martin
- Penny Milton
- David Mitchell
- Joan Simalchik
- Ron Struys
- Nicholas Volk





### **Dr. Mitchell E. Kosny**

Dr. Mitchell E. Kosny was appointed as Chair of the Board of the Toronto Community Housing Corporation in December, 2004.

Dr. Kosny has been actively involved in the area of affordable housing for more than 20 years. He is currently Professor at Toronto's Ryerson School of Urban and Regional Planning. He was a Director of the School from 1990-1995 and has been active as Chair, Planning and Priorities Committee and Advisor to the Vision Task Force. He holds a PhD in Regional Planning and Resource Development. He has also been a Visiting Lecturer at the Fachhochschule Frankfurt am Main in Germany, and in 2001 was made Guest Professor at the Shanghai Polytechnic College of Urban Management in China.

Since 1999, Dr. Kosny has worked with local organizations on innovative approaches to developing community economic development strategies for Toronto, with a focus on building healthy communities and reducing the incidence of homelessness. In the past he has taken on leadership roles as: Chair, Committee of Adjustment (Toronto); Chair, City of Toronto Planning Advisory Committee; President, Social Planning Council of Metropolitan Toronto; President, Woodgreen Community Centre of Toronto and; Founding Member, Ontario Association of Youth Employment Centres. He was also a Visiting Associate with the United Way of Greater Toronto in Planning, Allocations and Government Relations.

His consulting work, primarily in the area of strategic planning/management, has involved a wide range of organizations including: City of Toronto Economic Development Division; Toronto People with AIDS Foundation; Federation of Canadian Municipalities; International Federation of Settlements; Sistering – A Drop-In Centre for Homeless Women; Older Women's Network of Toronto; Eva's Initiatives (creating opportunities for homeless youth); and The 519 Church Street Community Centre.

Internationally, he has played a leading role on local government and community capacity building in South Africa, Namibia, Lithuania, Latvia, Palestine and Russia.

Most recently (2004), he completed a review of community-based planning activities for the City of Toronto. This review, recently approved by City Council, proposes a new approach to delivering social planning across the City.



### **Nicholas Volk,**

**Acting Chair (Oct. 2003 to Dec. 2004)**

Nicholas Volk was appointed by Toronto City Council to the Board of Toronto Community Housing in October 2001. He was named Acting Chair following the resignation of David Zimmer in October 2003.

Mr. Volk has been very active in the not-for-profit housing sector for about 20 years. He has worked with Habitat for Humanity since 1993. He has served on many of its committees and was Chair of the Board from February 1998 to November 2002. He is now a director on the Board of Habitat for Humanity Canada.

Mr. Volk is the Ontario President of the Society of St. Vincent de Paul. He is also Vice-President of the Board, developer of the Society's 164-unit affordable housing apartment building, and a director on the Society's national Board. Additionally, Mr. Volk is Vice-Chair of the Women's Religious Neighbourhood Housing program, developing 84 affordable home-ownership homes in east Toronto. He also serves on Toronto's Alternative Housing and Services Committee, and the Homeless and Socially Isolated Persons Committee.

He is a former board member of the Ontario Non-Profit Housing Association and now represents ONPHA on the Rooftops Foundation Canada Board of Directors. He is a member of the International Committee of the Canadian Housing and Renewal Association, advocating for social housing in developing countries. Most recently, Mr. Volk is the recipient of the Governor General's Caring Canadian Award for being deeply committed to providing affordable housing for all members of society.

Mr. Volk is retired from a 23-year career at CBC in Real Estate Operations, Public Relations and Management Training.



## Derek Ballantyne

Derek Ballantyne was named Chief Executive Officer of the new Toronto Community Housing Corporation on November 14, 2001. He previously served as CEO of the Toronto Housing Company, from 1999 to 2001. Prior to that, he was General Manager, City Living, City of Ottawa Non-profit Housing.

Mr. Ballantyne was a long-time volunteer and board chair of a community-based non-profit housing cooperative in Ottawa; a founding board member of the Ontario Non-Profit Housing Association, and; chair of Raising the Roof, a national charitable organization dedicated to finding solutions to homelessness.

He currently sits on the Board of the Social Housing Services Corporation and has worked on provincial housing working groups and committees in the design and implementation of social housing programs. He has a background in the public and private sectors and has worked as an independent consultant in project management and delivery.

## The Executive

- Derek Ballantyne, Chief Executive Officer
- Harold Ball, Vice President, Human Resources
- Eileen Carroll, Vice President, Corporate Planning and Performance
- Gordon Chu, Chief Financial Officer
- Doris Creighton, Vice President, Property Management
- Jennifer MacLean, Vice President, Corporate Communication
- Richard Owen, Vice President, Portfolio Strategy
- Rainer Soegtrop, Vice President, Shared Services
- Laurie Stephens, Vice President (acting), Corporate Communication
- Elora Nichols, Corporate Secretary

## Housing Connections Board

In 2003, after Toronto Community Housing's Board of Directors established Housing Connections as a subsidiary company, a recruitment process for the Housing Connections Board of Directors began. Board members were selected and the first meeting was held in April 2004.

Currently, the Acting Chair of the Board is Derek Ballantyne, CEO of Toronto Community Housing.

The other Directors include:

- Peggy Edwards, Executive Director, Skills for Change
- Kevin Lee, Executive Director, Scadding Court Community Centre
- Kate Stark, Executive Director, Dixon Hall
- Stephanie Olin Chapman, former VP, Development, Minto Properties

The Housing Connections Board meets approximately five times a year.

## Don Mount Court Development Corporation Board

- Dino Chiesa, Chair
- John Brewin
- Sayeh Lavasani
- Sandra Levy
- Cathie Macdonald
- Ron Struys



## In memory of Vance Latchford

Vance Latchford was a strong and tireless advocate for social justice, equity and tenant rights. As a member of Toronto Community Housing's first Board of Directors, he helped craft the vision that propelled Canada's largest social housing provider into a new and exciting direction. During his tenure as a Director, he made a valuable contribution in his work with staff and tenants on a number of critical, ground-breaking projects in which he lent his expertise and ensured all voices in the community were heard.

Vance's accomplishments went far beyond his work with the Board of Toronto Community Housing, however. He was a member of the Regent Park Resident Association, and was an active and engaged citizen member of a committee that spearheaded the building of the Regent Park Recreation Centre. Vance was also a member of the former Metro Toronto Housing Authority's Race Relations Committee.

Vance was highly regarded by colleagues, friends, fellow tenants, fellow Board members and staff at Toronto Community Housing. His activism and passion for social justice made a real difference in our City. He will be missed.



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Community  
Housing

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