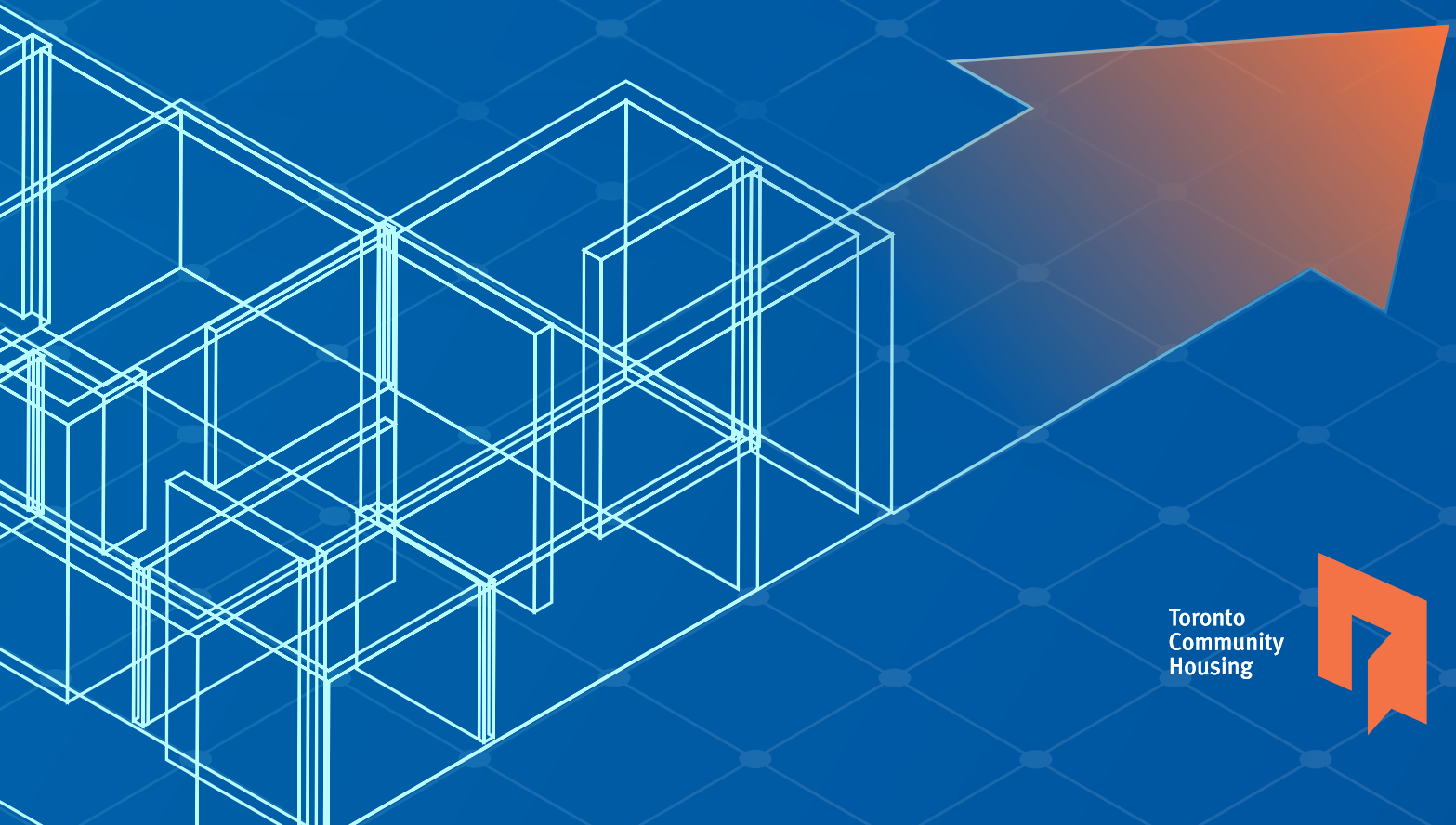


# Building the way forward

Toronto Community Housing  
2024 Annual Report



Toronto  
Community  
Housing





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2024 ANNUAL REPORT

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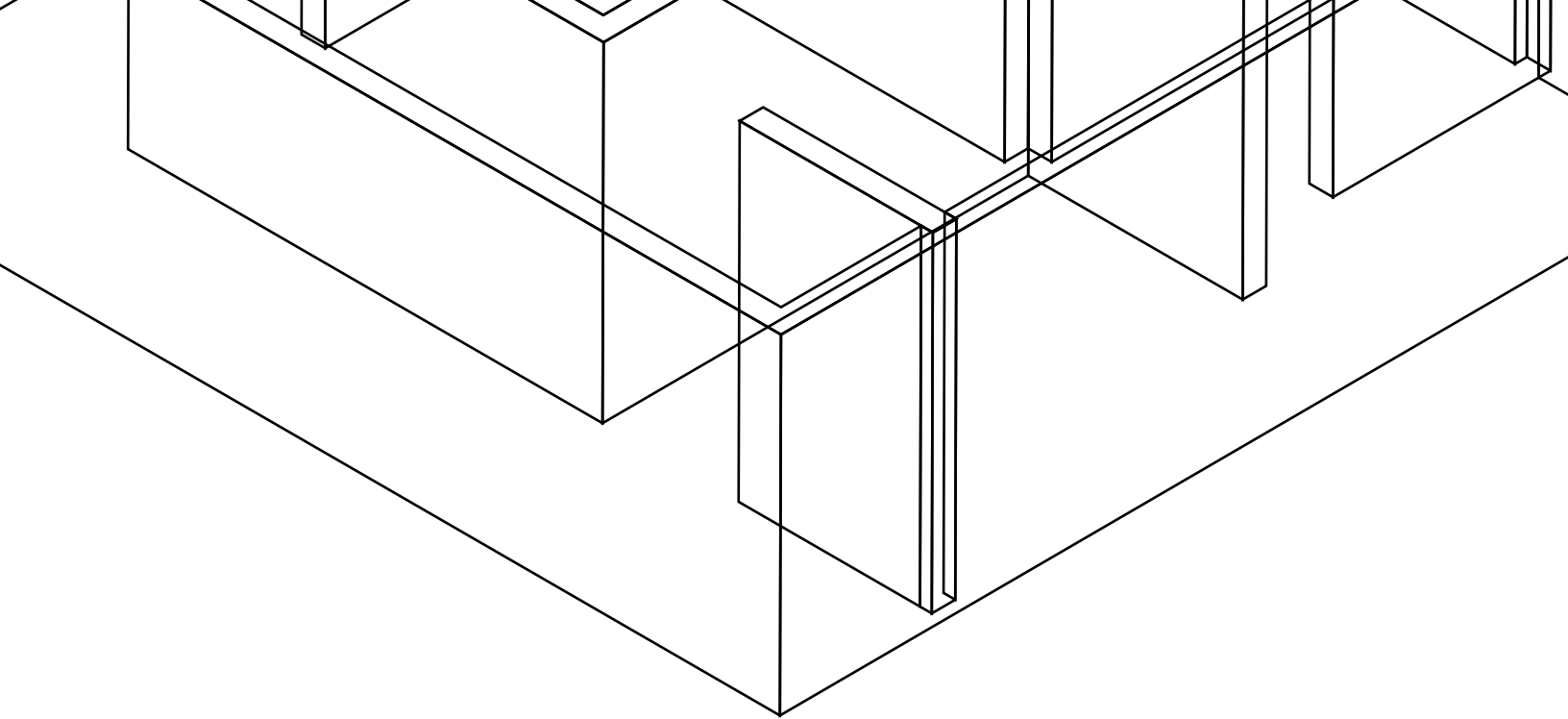
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## A message from our Chair

Toronto Community Housing's (TCHC) work in 2024 can be summed up in one word: progress.

TCHC's Board recruited our new President & CEO this year. Sean Baird joined TCHC on April 2, 2024, after showing himself to be a visionary leader and seasoned public sector executive with significant experience in housing and social services. The Board was unanimous in their decision after being highly impressed by his capacity to lead and innovate. In his first nine months, Sean brought a strong passion for social services and the role it should play in addressing the overlapping societal crises we face today. He has forged close relationships with Mayor Chow and City stakeholders, empowered employees to think innovatively, and brought renewed energy to TCHC's leadership presence in the housing sector.

TCHC embarked on developing its new Strategic Plan by engaging tenants, staff, the Board and stakeholders in wide-ranging discussions. As I write, I am pleased to advise that, following the 2024 tenant and stakeholder engagement process, the Board has now approved its 2025-2029 Strategic Plan. In parallel, TCHC developed its 2025 Budget with strong collaboration with the City of Toronto, complementing and enabling the priorities of the new Strategic Plan so that we can begin to deliver on these multi-year goals.

During 2024, the Board of Directors experienced change alongside the organization. The Board welcomed two very qualified and supportive members, Vinita Jajware-Beatty and Councillor Gord Perks, who joined in July and December 2024, respectively. The Board bid farewell to two stalwart supporters of TCHC. Councillor Paula Fletcher resigned from the Board in December 2024, leaving behind

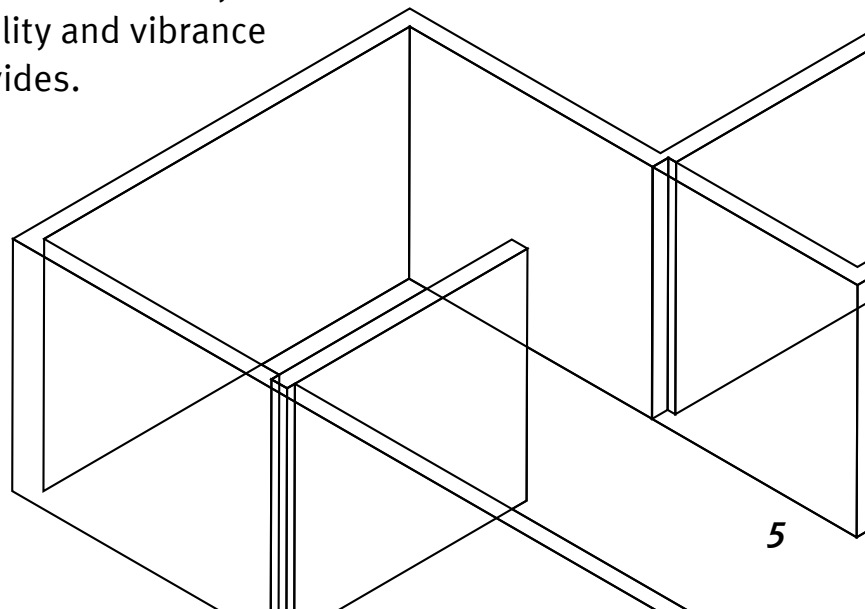
a twelve-year legacy of steadfast advocacy and support for tenants and TCHC’s potential to grow and improve its services to tenants. Former Councillor Joe Cressy also resigned from his role on the Board in April 2024. The Board is very grateful for the service and support of all members.

In 2024, the City of Toronto—and its citizens—coalesced around the need for urgent action on Toronto’s housing crisis. Mayor Chow and the City presented a welcome new housing strategy, placing great confidence in TCHC’s experience as a public builder. Sean has been a strong advocate for the experience and skill of TCHC to deliver on the City’s goal of 65,000 new homes in this public builder role. TCHC’s leadership and its team of passionate employees have the expertise to meet this challenge and deliver the same way they have in the transformation of communities like Regent Park and Lawrence Heights.

On behalf of the Board, I want to express my gratitude to TCHC’s dedicated employees for their commitment and their support of our tenants in 2024, as well as my confidence in them going forward. I would also like to personally thank the members of the Board for their dedication to TCHC and its service to our tenants. The stakes for our city have never been higher as we work to increase the availability of affordable housing, strengthening the vitality and vibrance that a diverse, welcoming community provides.

Sincerely,

**Adele Imrie**  
Chair of the Board  
Toronto Community Housing





## A message from our CEO

My first year at Toronto Community Housing has been very exciting and engaging. I've enjoyed being out in our communities, meeting our tenants and staff, as well as connecting with the Board, City leaders and our community partners.

I came to TCHC because I believe this is where I have the best chance to make a difference in our community, and I'm incredibly grateful to be a part of the team. We all see the enormous challenge of housing affordability – and affordability in general across the country. For our society to move forward together, I believe we need significant growth in the social services sector, and TCHC is right in the middle of that.

Delivering services to our tenants is our number one priority. We need to sustain the momentum we've generated through our work over the past few years and keep delivering even more. To do this, we realigned our service delivery to a geographical model in 2024, creating districts and sub-districts that encourage staff to be more connected to local teams and specific community needs. Tenants, understandably, have high expectations of us and we need to continue to meet them. As we do this, we earn and maintain their trust along with the trust of our government partners and the public. As we earn this trust, we strengthen our case for growing TCHC's portfolio, as well as the services we need to continue supporting tenants and residents across Toronto.

I spent a great deal of time in 2024 getting to know tenants and their communities. I appreciate their openness in sharing their experiences and stories with me. I've also listened to and heard their concerns, hopes and expectations of us going forward. This time was invaluable because it showcases our strengths as an organization, as well as areas where we have room to grow and improve.

A new Strategic Plan is central to our long-term success, and what I heard during my many community visits made its way into this plan. Additionally, more than 1,000 tenants and 600 staff were engaged in the development of our Strategic Plan through surveys, workshops and interviews. We also met with

key partners, including the City of Toronto and the Office of the Commissioner of Housing Equity (OCHE). Working alongside our Board of Directors, we've identified five key priorities for our new 2025-2029 Strategic Plan, *Foundations for the Future*. This plan will become an indispensable guide for our decisions and work going forward.

The City of Toronto, Mayor Chow and TCHC have also come together to understand our organization's place in addressing Toronto's housing affordability crisis. Recognized as a proven city builder, TCHC strengthens the City's ability to deliver on its housing targets. TCHC has shown that it can build neighbourhoods and communities where people are proud to live, work and play.

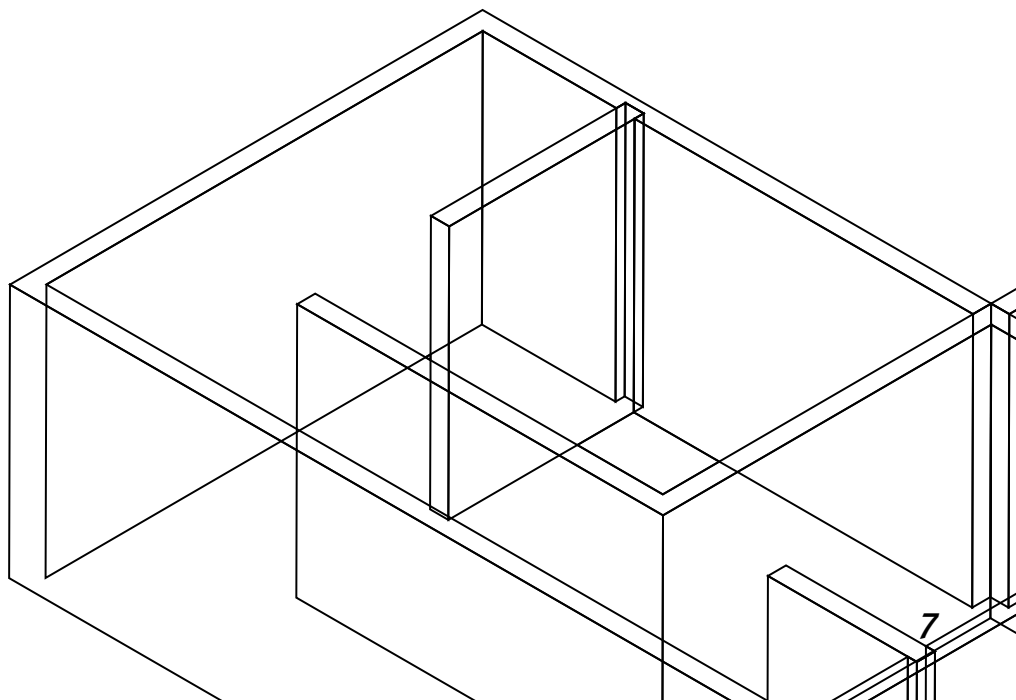
As we enter 2025, it's clear that the stakes are high for TCHC – and there's nowhere else I'd rather be. I'm surrounded by people who love what they do, caring deeply for the tenants and communities they serve every day. I know our work isn't easy, but it's vitally important. I have every confidence in this organization, and I know that everyone at TCHC is ready to be a force for positive change in our city.

Thank you,

**Sean Baird**

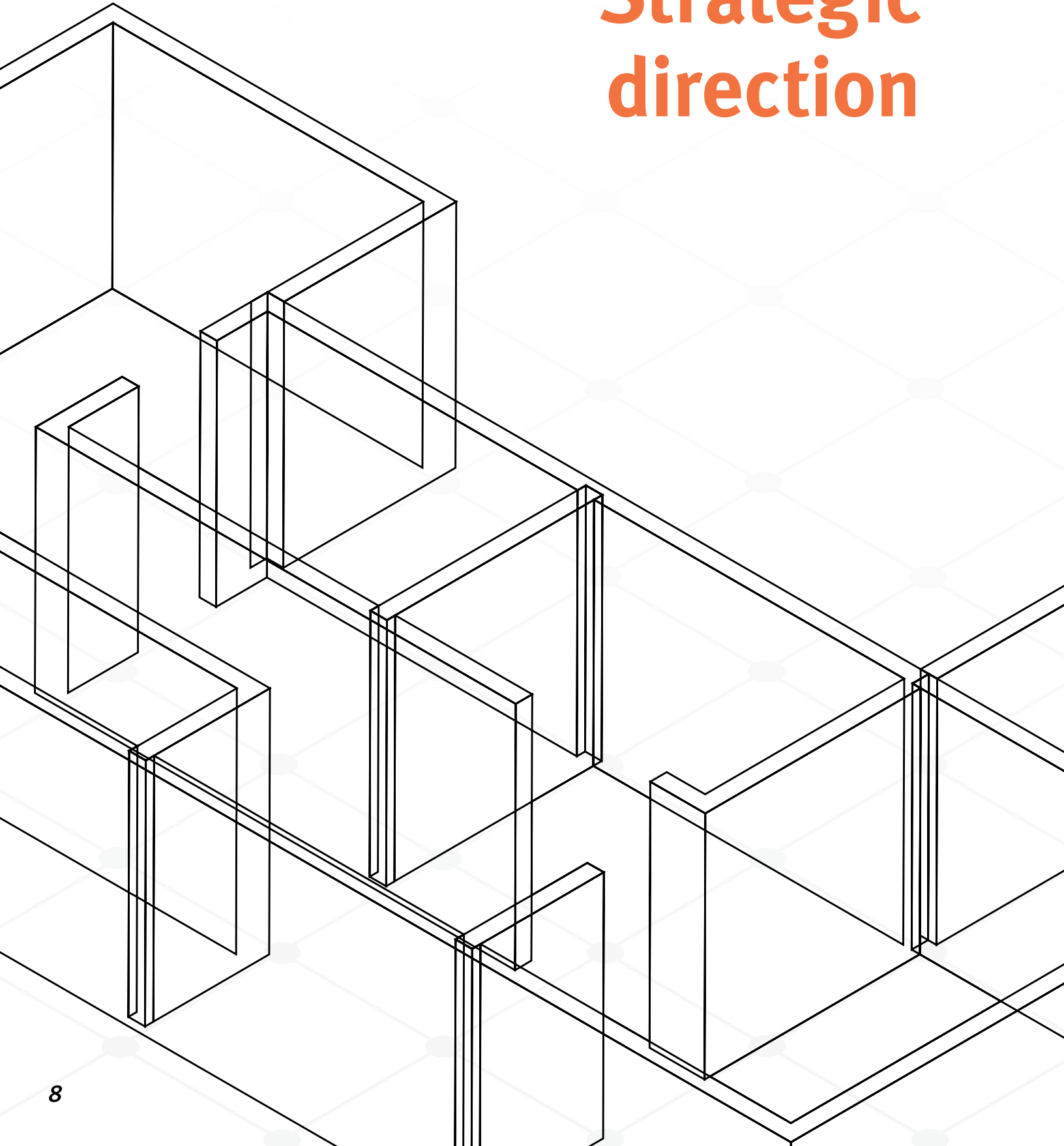
President and CEO

Toronto Community Housing



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# Strategic direction



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# Foundations for the Future: Strategic Plan

In 2024, TCHC developed its five-year Strategic Plan for 2025-2029.

At a time when there is urgent need for housing in our city, TCHC is ready and willing to step up and make sure as many Torontonians as possible have a safe, affordable place they can call home. We want to be the housing provider of choice for the City of Toronto, for tenants, and for the talented and skilled professionals who choose to work at TCHC. The next five years will be an exciting time for TCHC, as the organization builds upon its vital role in providing housing and building communities across the City of Toronto.

Throughout this initiative, we heard directly from our communities. In these conversations, our communities emphasized the great opportunity in front of us to provide the right supports and make the right investments, so that each tenant is able to truly call TCHC home. These inputs are the foundation of the Strategic Plan.

# Engaging our communities

We set out to hear many perspectives to help understand what is possible over the next five years.

Over 1,000 TCHC tenants participated, including:



We also hosted workshops with different tenant groups:

- Tenant Community Action Tables (Central, East, and West regions)
- The Tenant Advisory Committee
- Responsible Personal Accessibility in Toronto Housing Committee (R-PATH Committee)
- Co-facilitated workshop with The Centre focused on anti-Black racism

We heard from over 600 TCHC staff and management, including:

- Over 480 survey responses
- Over 160 staff engaged through workshops

External stakeholders participated, including:

- 15 interviews with City of Toronto leadership and elected officials
- Over 30 external partners including community agencies and the Office of the Commissioner of Housing Equity

# Strategic Plan priorities

Over the next five years, TCHC aims to provide better service, more housing, and a positive impact on neighbourhoods. Our tenants are at the centre of everything we do. To meet our mandate, we will focus on five priorities.



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## Support safe, healthy, and inclusive tenant communities.

- Work with community to improve safety.
- Strengthen partnerships to deliver social support for our tenants.
- Empower tenants to lead and shape community initiatives.
- Listen to tenants to better understand their needs and to tailor the programs and services we offer, including applying an anti-Black racism lens.



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## Improve the cleanliness, maintenance, and accessibility of our buildings.

- Improve the condition of our buildings.
- Increase our responsiveness to tenants through prompt action, clear communication, and respectful relationships.
- Make our properties more welcoming and accessible.



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### **Strengthen TCHC’s affordable housing portfolio to deliver critical housing to Torontonians.**

- Create more mixed income communities where our tenants can thrive.
- Secure the investments necessary to add more rental units and to improve the state of good repair in our existing housing portfolio.
- Collaborate with others to accelerate development to deliver more cost-effective housing.
- Reduce the environmental impact of our housing portfolio.



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### **Foster a collaborative, diverse, and thriving workplace.**

- Prioritize staff health, safety, and wellness.
- Promote a culture of collaboration where everyone feels valued, accepted, and a sense of belonging.
- Equip staff with knowledge and skills they need to achieve their career potential and deliver exceptional service.
- Continue to recruit, retain, and empower a diverse workforce that is skilled, accountable, and committed to enhancing services for our tenants.



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### **Improve TCHC’s ability to lead, learn, and innovate.**

- Raise our profile as a leader in housing and community building.
- Keep investing in continuous improvement and innovation.
- Make better use of technology to improve service delivery, customer experience, and efficiency.



## Measuring and reporting our progress

We are currently in the process of mapping existing performance measurements to our Strategic Plan priorities, identifying gaps to address. We are also organizing measures into key areas (tenants and partners, internal operations, learning and growth, and financial sustainability) to ensure actionable insights. Our next steps are to finalize metrics and validate them across TCHC divisions to create a reporting template for our Board.

## Communicating the Plan

In 2025, we will launch the Strategic Plan to staff, tenants, and our partners through a communication strategy including:

- a website landing page
- a summary version of the Plan priorities and objectives, translated into multiple languages
- awareness through core communication channels like Tenant LOOP, email, and videos
- equipping TCHC staff to engage with the Plan and implement it into our work.



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# Revitalization communities

## 175 Oak Street: a milestone for Regent Park

Ahead of National Housing Day (November 22), TCHC hosted officials and media for a [preview of 175 Oak Street](#). The new 15-storey rental building in Regent Park was designed for families. It includes 189 replacement Rent-Geared-to-Income (RGI) homes and 24 new affordable housing rentals.

[Purposefully designed](#) with sustainability in mind, 175 Oak Street was built in partnership with The Daniels Corporation. It features green roofs, bird-friendly glazing, balcony thermo-breaks and water reuse systems. It will be home to a new satellite plant connected to Regent Park's district energy system.

With accessible community spaces and a family-focused design, 175 Oak Street highlights TCHC's leadership as a city builder and demonstrates another step forward for Regent Park – one of Canada's largest urban revitalization projects.



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## Don Summerville tops off, bringing affordable homes closer to completion

Revitalization at Don Summerville continued to make strong progress in 2024. In May, TCHC and developer partner Context hosted a [topping off event](#) joined by Mayor Olivia Chow and City Councillor Paula Fletcher.

Along with President and CEO Sean Baird, the group toured TCHC’s new rental building under construction as well as the new Context market condominium. While enjoying panoramic views of Toronto’s eastern waterfront and of the city from the rooftop, tour participants left their mark – signing the building’s final slab of concrete that enclosed the building’s exterior.

TCHC’s new building includes 103 RGI units and 35 affordable housing rentals. Don Summerville is scheduled to be completed in 2025, with tenants moving into their new homes by the end of the year.



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## Regent Park: progressing with thoughtful development

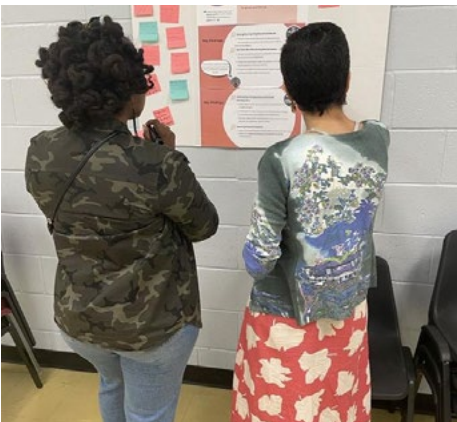
One of Canada’s largest urban renewal projects, TCHC’s five-phased Regent Park revitalization continued to advance in 2024, reaching several key milestones.

Part of Phase 3, the near-completion of [175 Oak Street](#) in November 2024 will see TCHC deliver much-needed affordable housing for tenants who will move into their new homes in 2025. Completion also marks the culmination of TCHC’s rental housing commitments in Phases 1-3, delivered in partnership with The Daniels Corporation.

The [demolition of Phase 4A lands](#) (319, 325, and 355 Gerrard Street as well as 274 Sackville) was completed in 2024. Building design is also in progress with construction to start on 272 RGI and Affordable housing units in Q2 2025. This lays the groundwork for the next steps on Phases 4-5 of Regent Park with developer partner Tridel.



In April, TCHC, The Daniels Corporation, and program partners celebrated the tenth cohort of the [Moving Towards Opportunity](#) program. Over 15 weeks, 33 TCHC and community youth gained essential skills to enter today’s job market. This program is funded through TCHC’s partnership with The Daniel’s Corporation (Phases 1-3).



**Lawrence Heights: nearing completion of Phase 1, planning for Phase 2**

TCHC’s 100-acre Lawrence Heights revitalization—one of the country’s largest—continued to progress through Phase 1 in 2024 with developer partner Heights Development (a co-venture of Context and Metropia). Planning for Phase 2 also continued, with staff focused on preparing a Request for Proposal (RFP) to select a development partner.

TCHC focused on ongoing consultations with the community in 2024. Tenants and staff collaborated on the Tenant Priorities Report, making sure it reflects current community needs, like education, training, jobs, community safety, access and inclusion, and community spaces.

In August 2024, TCHC hosted the 11<sup>th</sup> [Annual Lawrence Heights Summer Festival](#), where the first-ever People’s Choice Awards launched. This new program recognizes and celebrates tenant leaders in the Lawrence Heights and Neptune communities whose contributions have greatly impacted the growth and success of the neighbourhood. Among the honourees was [Trevaun Douglas](#) who raised \$46,000 to support children and youth in the community.



## **Alexandra Park: towers under construction with move-in in early 2026**

The revitalization of Toronto’s downtown west neighbourhood Alexandra Park currently has two apartment buildings under construction. Both are expected to be completed in 2025, along with two blocks of townhouses, comprising Phase 2B.

The first building, owned by TCHC and operated by [Atkinson Housing Co-op](#), will be the new home for co-op tenants, the Co-op offices, and a City-run daycare nearly twice the size of the current on-site facility. There are four new affordable rental units which will be operated by the Co-op.

The second building is a market condominium delivered with developer partner Tridel. The two buildings will share outdoor amenity spaces and a unique terraced garden courtyard.

Two blocks of townhouses began construction in 2024 and are included within Alexandra Park as a pilot project. TCHC will be targeting a [Passive House Building Certification](#), delivering the highest tier of the City of Toronto’s [Green Standards](#). It will feature a net zero carbon operations and an innovative, low-impact stormwater management system.



### **Habitat For Humanity collaboration**

Six new apartment units in the Tridel market condominium building in Alexandra Park are being offered to Alexandra Park and Ward 10 residents through the Affordable Home Ownership Program. This is a collaboration between TCHC, the City of Toronto’s Housing Secretariat and Habitat For Humanity, who will oversee the sale and financial management of these units.

The new affordable apartment units were made possible by Section 37 funding provided by the Ward 10 Councillor, which was then allocated by an Alexandra Park community vote. Half of the funding went to the purchase of the six Affordable Home Ownership units. The other half went towards the construction of net new affordable rental units, four of which will be ready for occupancy in early 2026.

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### **250 Davenport: revitalization completed in 2024**

TCHC’s revitalization at 250 Davenport was completed in 2024 in partnership with Diamond Corp/Metropia. The revitalized site includes a 27-storey market condo, retrofitted garage and two parks. Additionally, TCHC’s rental tower was refurbished to include significant mechanical, electrical, and façade upgrades.

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## **Firgrove-Grassways: focused on securing funding**

TCHC’s plan for Firgrove-Grassways was approved by the City of Toronto in 2020. It will replace 236 TCHC units, while also adding 644 market units, and up to 107 net new affordable units. TCHC continues to work with the City to pursue funding from all levels of government for this redevelopment. TCHC is also seeking additional funding opportunities that will maximize the mix of RGI, market, and affordable units. Plans for the community also include a new park and community spaces. TCHC issued a Request for Expression of Interest to gain market insights around various redevelopment opportunities for the community in 2024. TCHC is analyzing the information received and currently discussing next steps.

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## **Swansea Mews: moving ahead with the initial development plan**

TCHC moved one step closer to rebuilding the Swansea Mews community with [Board approval of the Initial Development Proposal \(IDP\)](#) in October 2024. The IDP will go to City Council in 2025 for review and approval.

In December 2024, TCHC’s Development team issued an RFP for the Swansea Mews site. The RFP gives TCHC access to a wide range of specialized consultants (like planners, engineers, and landscape architects) who will assist Development staff in preparing a comprehensive plan for Swansea Mews, including Official Plan and Zoning Bylaw amendments. Work on the comprehensive plan, which is expected to take about a year, will begin once the IDP has been approved at City Council.

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# Capital Plan update

## Maintaining a state of good repair for the future

Facilities Management successfully completed **100 per cent** of TCHC's planned capital work in 2024. This achievement required the coordination and delivery of hundreds of planned projects and is critical to maintaining TCHC's portfolio of buildings and homes in a state of good repair.

In 2024, TCHC delivered on our full **\$350 million** Capital Plan including:

**\$1 million**  
per day in capital  
project spending

Over  
**1,000**  
projects

Over  
**25,000**  
work orders

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# Highlights

TCHC continues to lead the housing sector in modernizing our buildings through green initiatives and energy retrofits. In addition to greater energy efficiency, each retrofit project will modernize buildings and add to tenant comfort in their homes.

**227 projects** supported by the Planned Project Services team

**91 envelope, roofing and structural** projects

**5,186 units** retrofitted in 39 buildings through the Water Efficiency Program

**1,469 IP Cameras** installed at 19 properties

**498 in-suite accessibility** modifications and 10 common area accessibility projects completed

**385 units** renovated through the State of Good Repair In-Suite Program

**2 building evaluations** conducted by the City of Toronto's Rent Safe TO team in 2024 with all resulting orders closed

**34 hard and soft grounds** upgrades

**115 building upgrades** to air, central exhaust, chillers and boilers, lighting, kitchen and bathroom fixtures, storm and sanitary drains

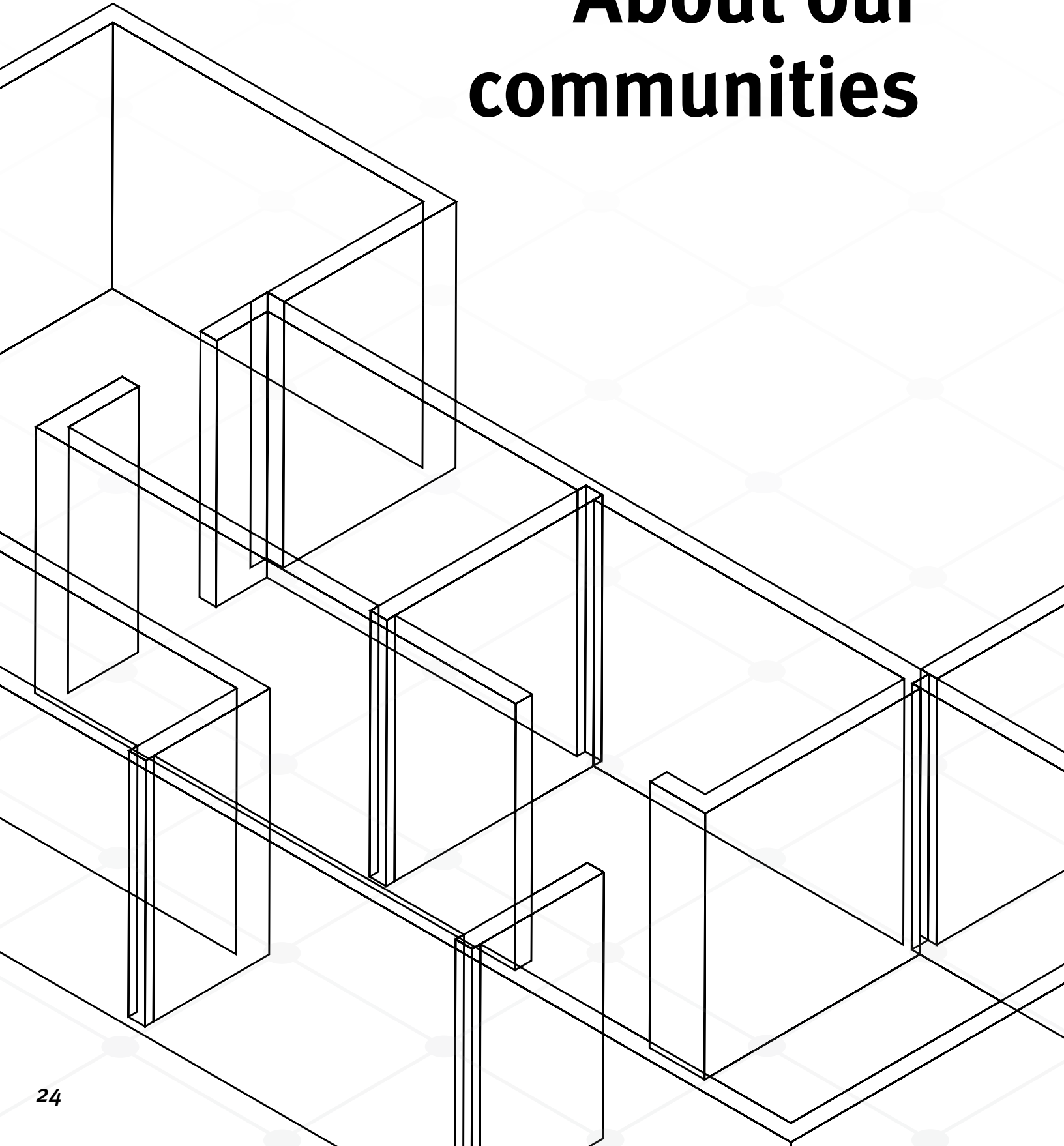
**7 Building Automation System** upgrade projects

**5 new solar** installations

**4 buildings** received elevator retrofits

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# About our communities



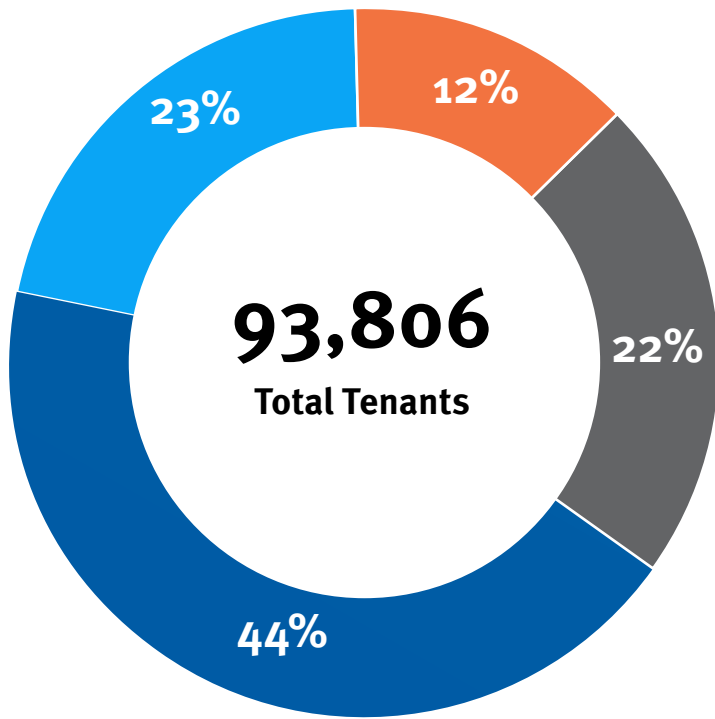
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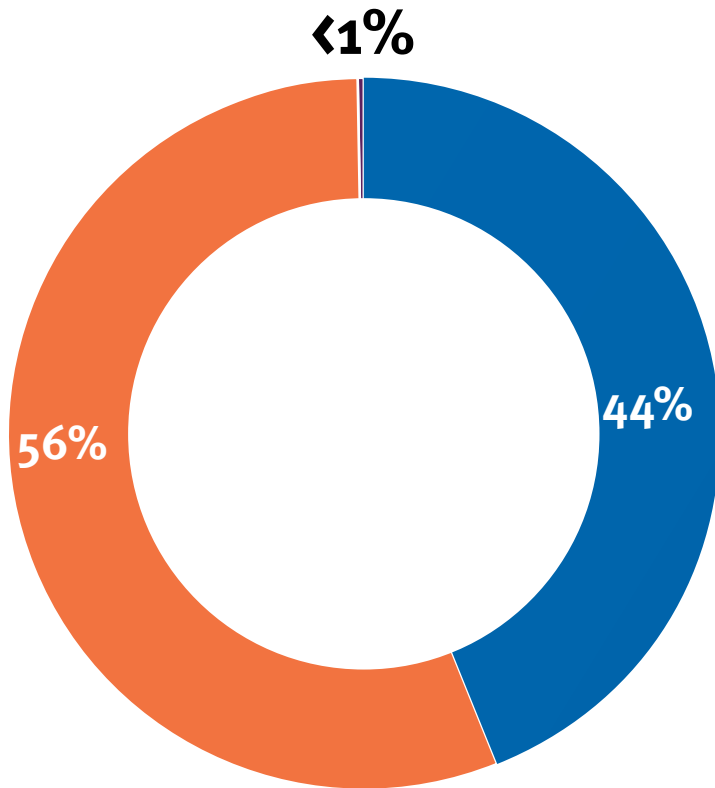





# Tenants



		Total Count
	Senior (59+)	21,232
	Adult (25-58)	40,994
	Youth (13-24)	20,382
	Children (0-12)	11,198
<b>Known Age</b>		<b>87,491</b>
<b>Unknown Age</b>		<b>6,315</b>

# Gender

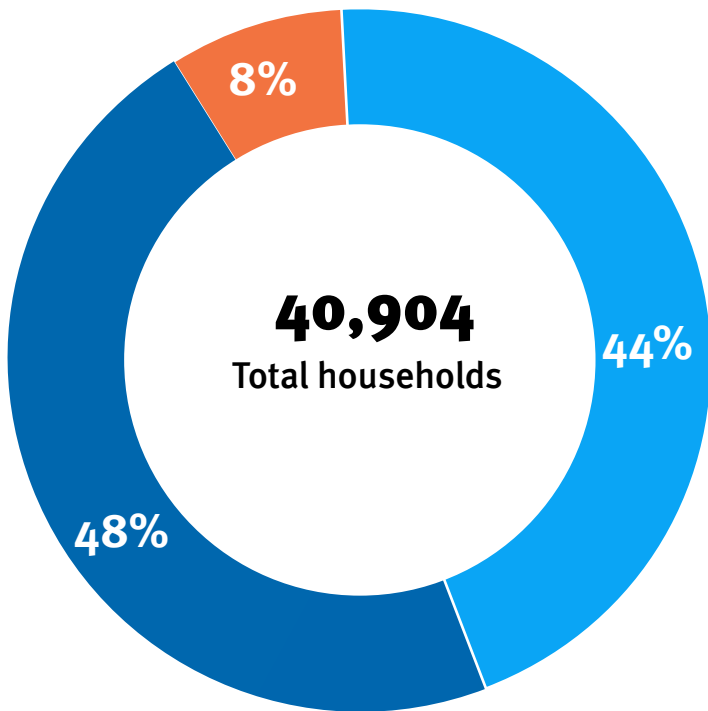


		Total Count
	Woman*	52,861
	Man**	40,913
	Non-binary	32

\*Woman includes *Woman* and *Trans Woman*

\*\*Man includes *Man* and *Trans Man*

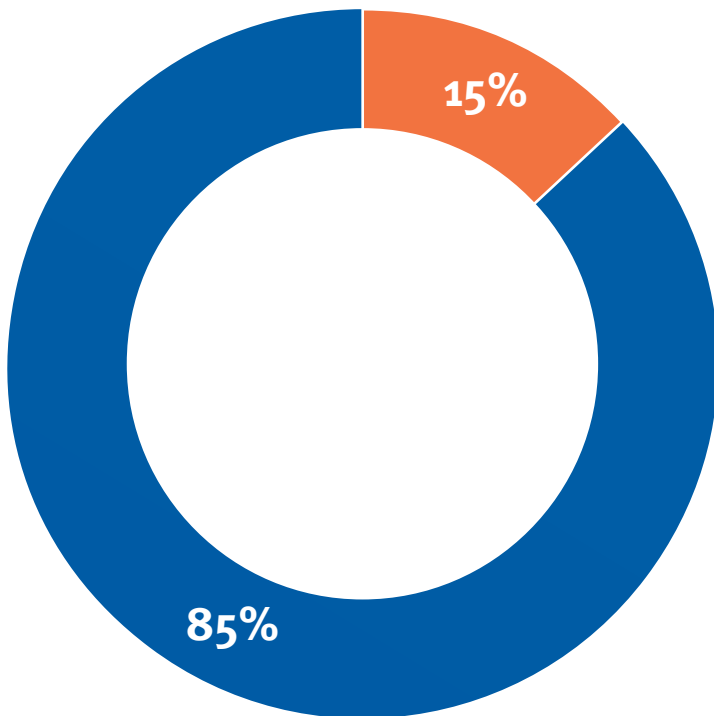
# Households



## Household Composition

	<b>Single-person households</b>	17,937
	<b>Multigenerational households*</b>	19,623
	<b>Couple/Roommate households</b>	3,344

\*Multigenerational households include parent/child relationships of all ages



	Market households	5,957
	RGI households	34,947

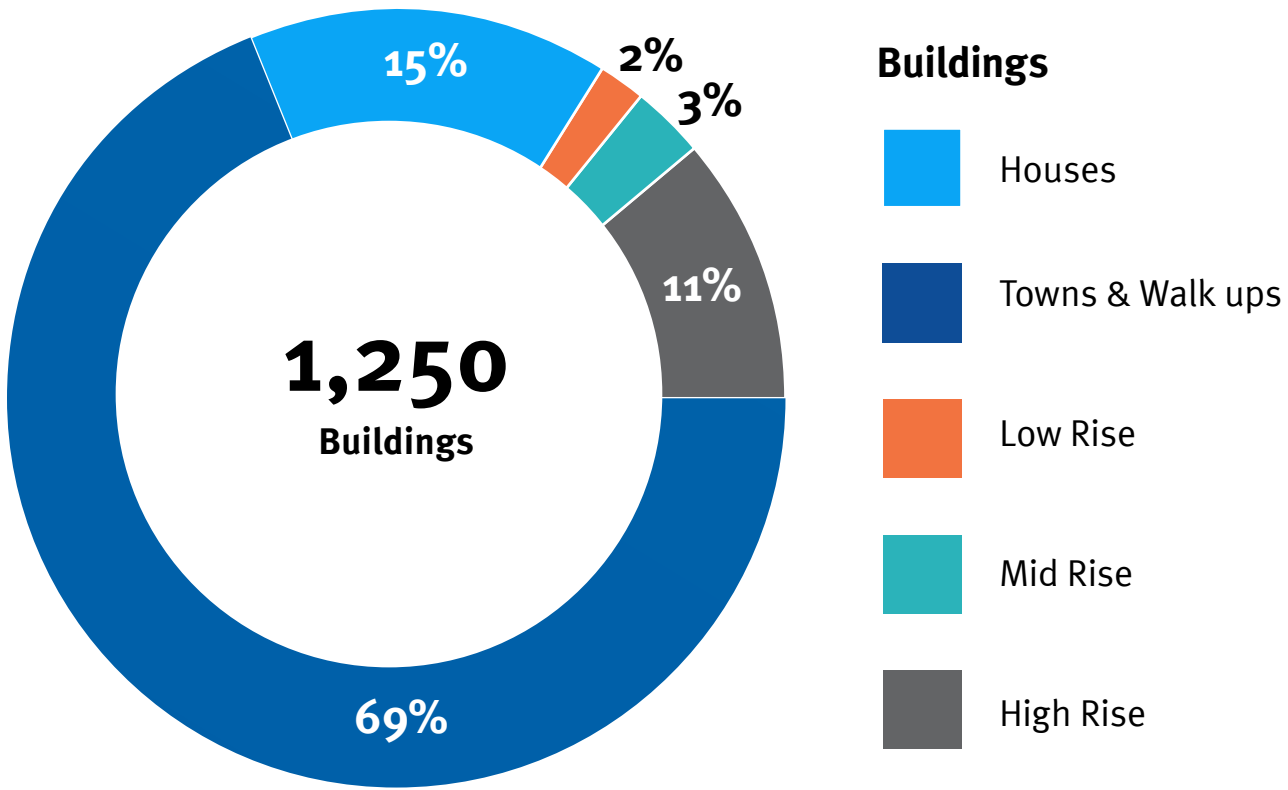
**\$20,387**

Household annual income

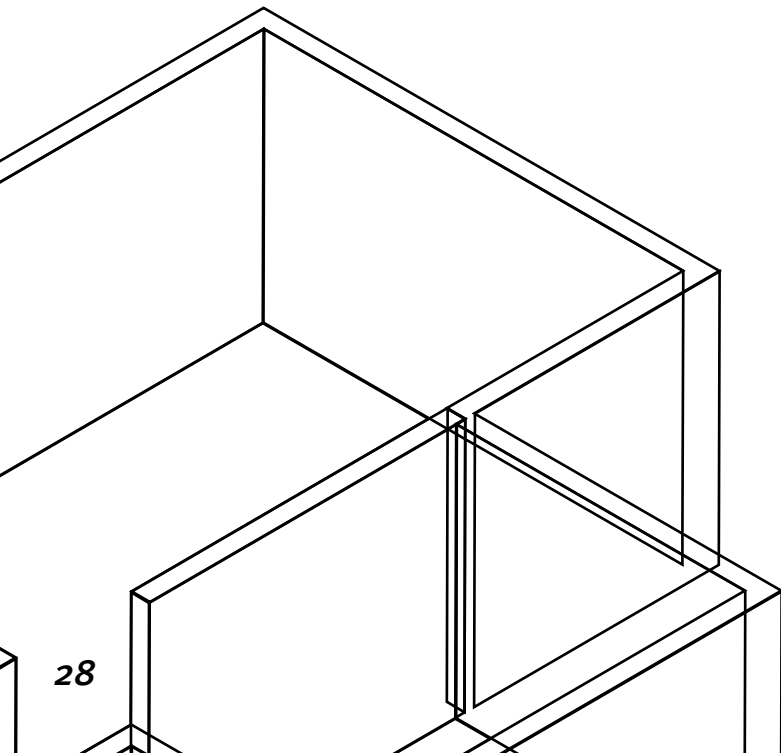
**13.1 years**

Average tenancy length

# Buildings



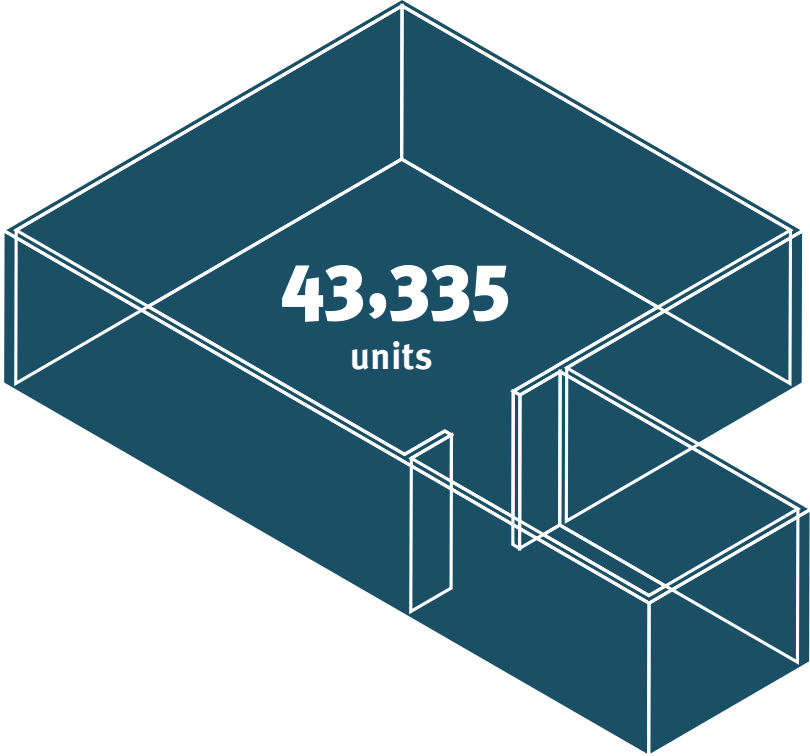
14,000 seniors units were transferred to Toronto Seniors Housing Corporation (TSHC). TCHC still owns the units while TSHC operates them.



# Units

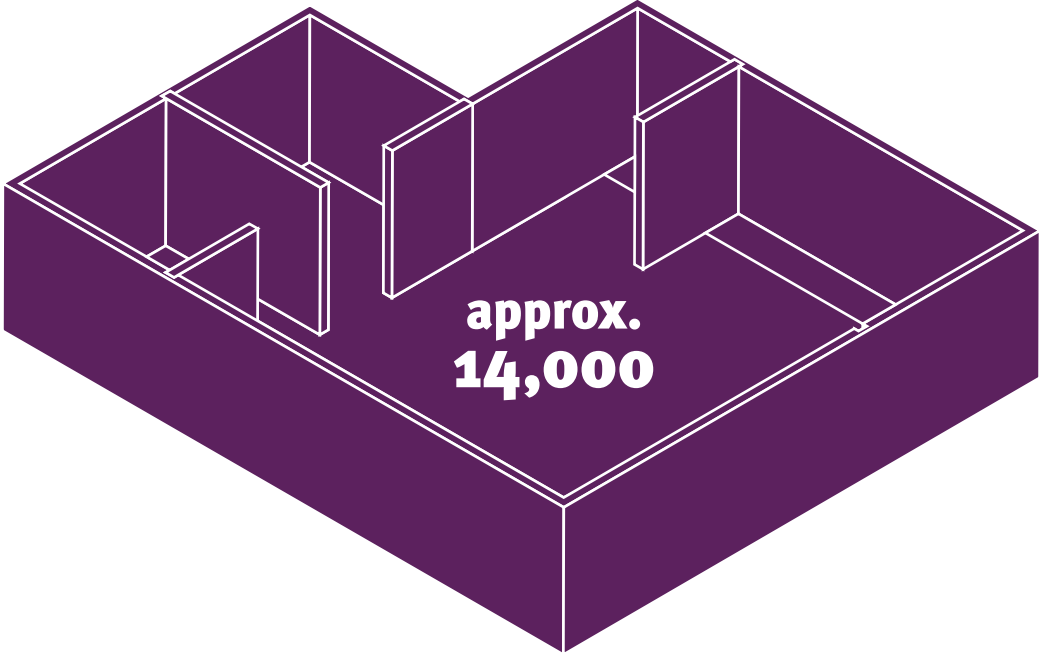
## Total Units

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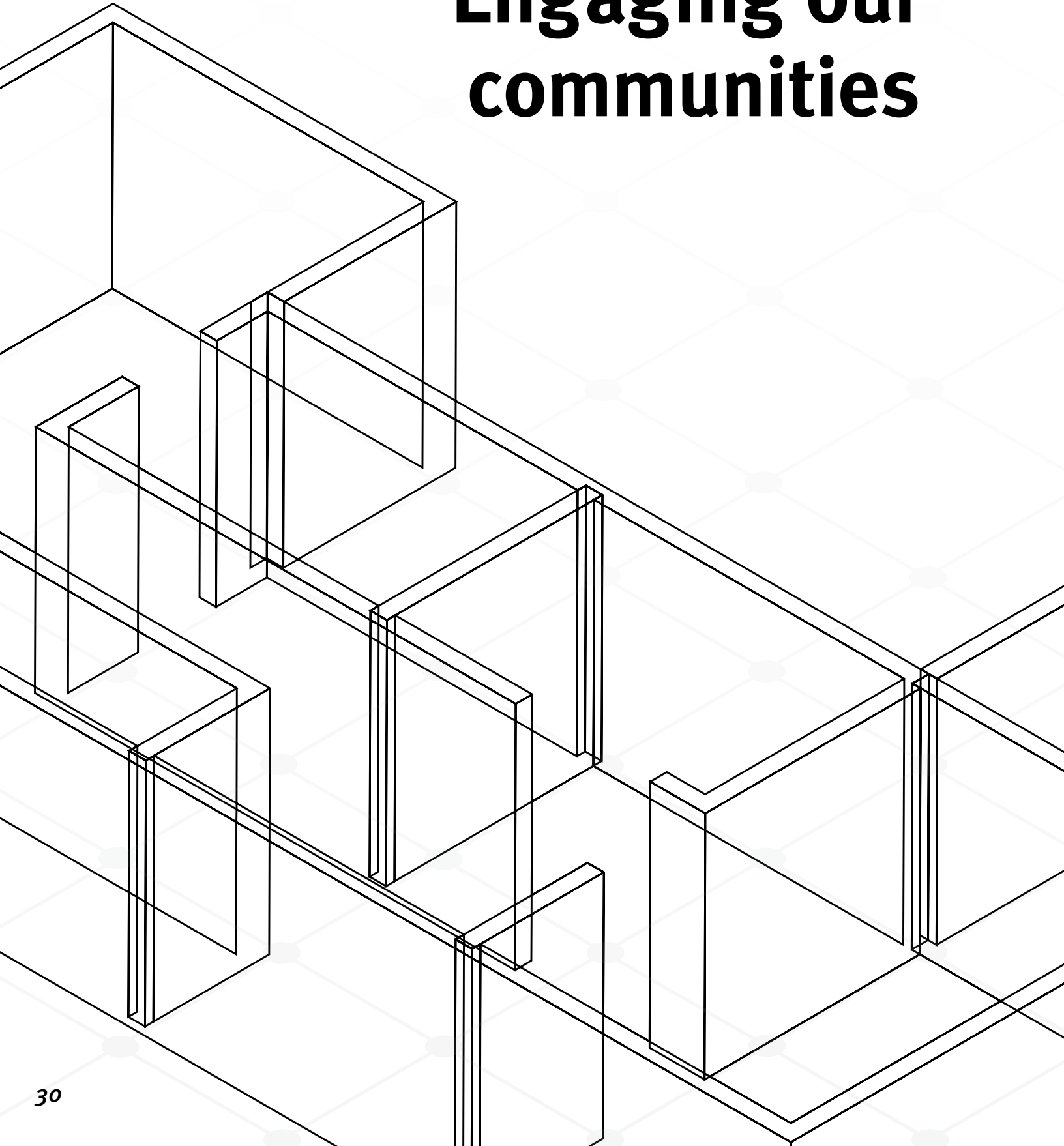
## TSHC Units

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# Engaging our communities



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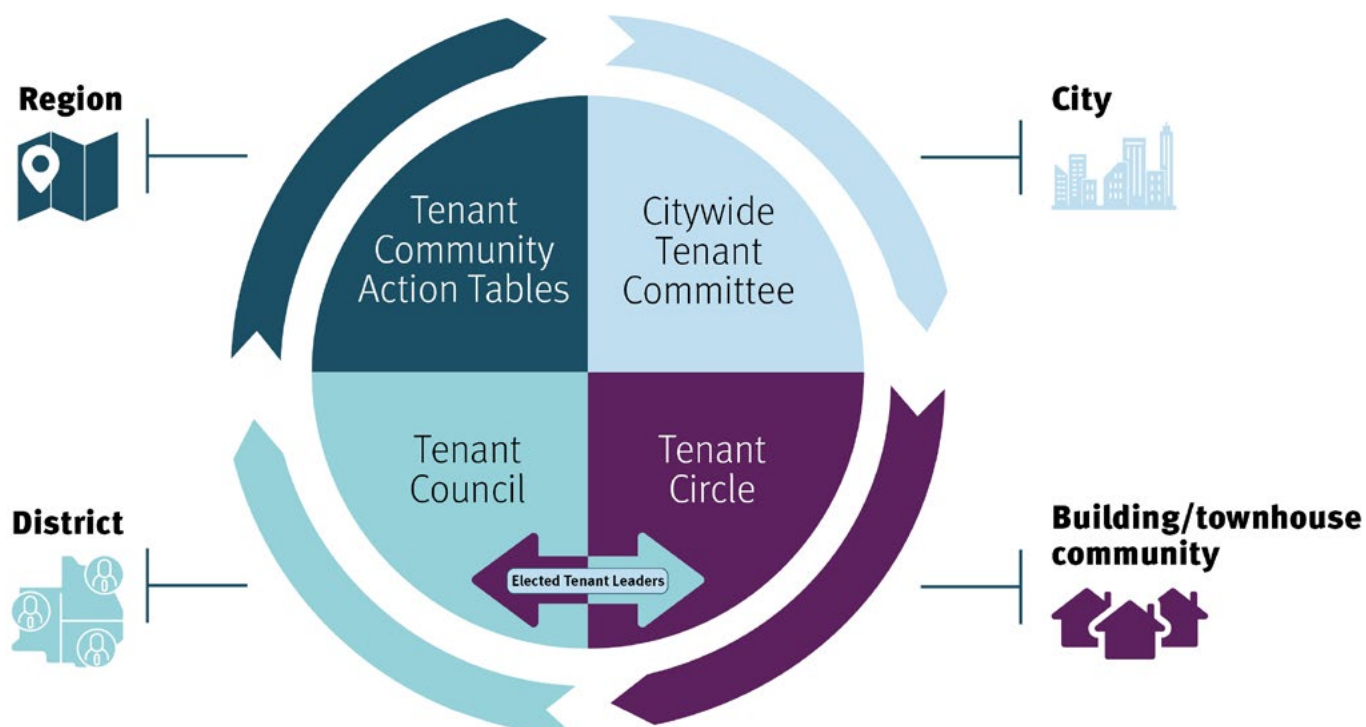


# Tenant engagement

Tenant engagement at TCHC strengthens participation, collaboration, knowledge sharing, and community development. By engaging, tenants connect with one another, share insights, and contribute to building stronger, more inclusive communities.

Over the course of the year, staff worked with tenants, tenant leaders, and stakeholders to assess the Tenant Engagement model and identify improvements that could be made. Through surveys, focus groups, Tenant Advisory Committee and Tenant Community Action Table meetings among other activities, hundreds of tenant voices made it clear that a refreshed engagement system needs to be flexible, appropriately scaled, proportional, and adequately resourced and supported.

Based on this work and feedback, the Engage Together model was presented to and approved by the TCHC Board in November 2024.



Engage Together moves away from the previous hierarchy of engagement. It supports increased participation and collaboration through four equal components for tenants to influence their community and programs, policies, and processes at TCHC.

Tenant Circles will be open to all tenants of a building or townhouse, where neighbours can meet to define their local priorities and access funding to address those needs.

Tenants will also be able to participate and elect leaders to a Tenant Council within the districts of each of the three TCHC regions (East, West and Central). These councils will focus on leadership development, community priorities, and tenant-led initiatives.

Every region will continue to hold Tenant Community Action Tables in the year but moving forward, all tenants are welcome to participate in the opportunity to learn and engage with experts, exchange ideas, and provide feedback.

Lastly, there will be a Citywide Tenant Committee to provide input on the engagement system and other TCHC policies and initiatives. This committee will be made up of tenants selected through an open call.

While we move ahead with Engage Together, we reflect on the success of our 2024 programming and initiatives including Tenant Action Funds, Tenant Community Action Tables, and the Tenant Advisory Committee.



## **Tenant Action Funds**

In its last full year of operation, Tenant Action Funds (TAF) distributed close to \$250,000 to fund tenant activities in 2024. This included the successful approval of 320 TAF applications across TCHC communities.

This past year, Tenant Action Funds were used for sports programming, breakfast clubs, community gardens, summer celebrations, back to school events, and winter holiday festivities.

The TAF program will remain active on an interim basis in 2025 until our new tenant driven Local Initiative Funding for Tenants (LIFT) launches. LIFT represents the spirit of lifting communities and ideas to new heights. We look forward to sharing more information about LIFT in the coming months, including how it will work and what it will offer.

---



## **Tenant Community Action Table**

In 2024, Community Representatives and Committee members from across our communities attended a series of Tenant Community Action Table (TCAT) meetings to advocate and discuss their community priorities. One of the key objectives was to provide a forum for tenant leaders to meet on a quarterly basis. Last year's discussions included meetings focused on maintenance and pests, TCHC's Strategic Plan for 2025-2029, the Tenant Engagement System review as well as our year-end celebration of tenant leaders across all three regions.

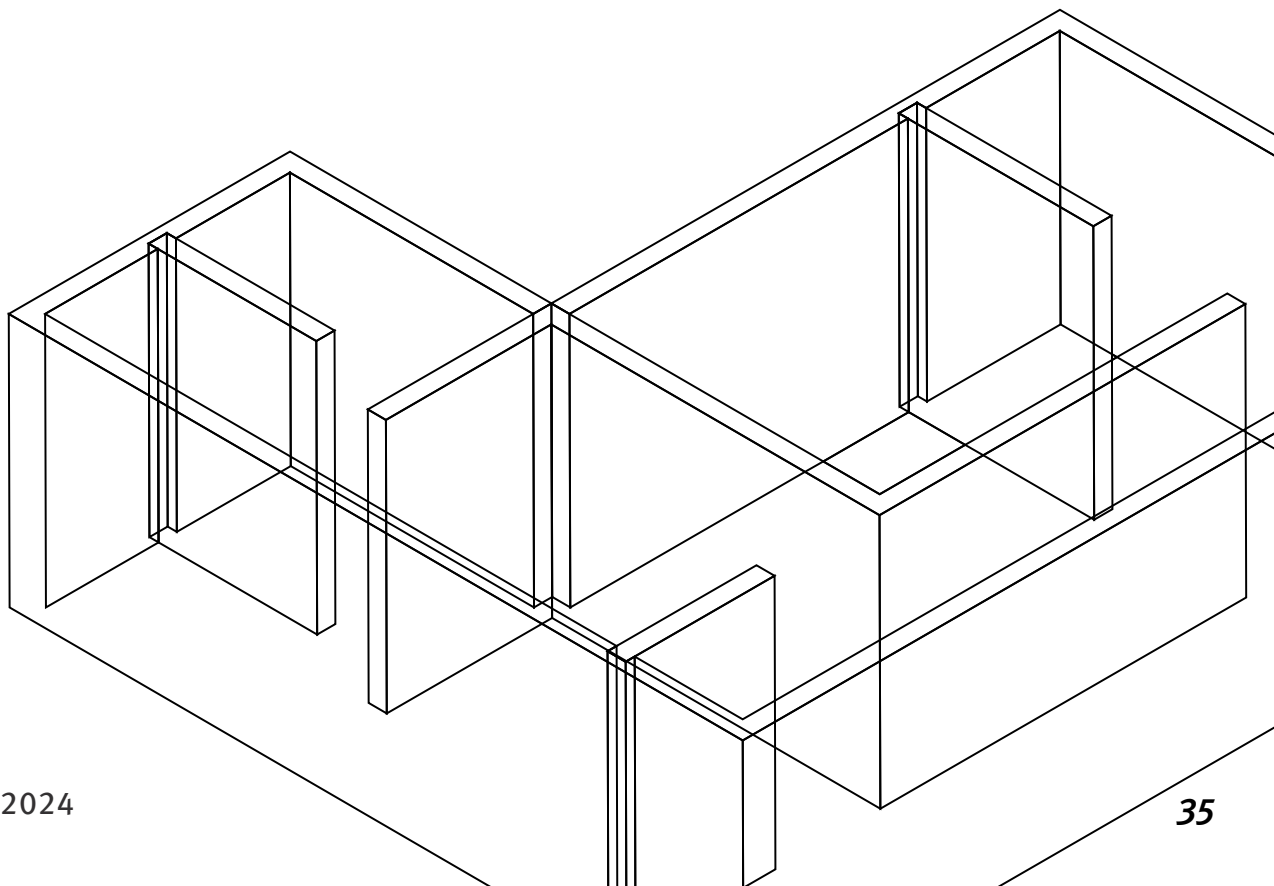
Looking ahead, the TCATs will transform to welcome all interested tenants. The frequency of the meetings will shift to twice a year and continue to allow for conversations, discussions, and capacity-building activities.



## Tenant Advisory Committee

In 2024, Tenant Advisory Committee (TAC) members were actively involved in several key initiatives, including providing input on the Tenant Engagement System (TES) review, key TES programs and policies and tenant directed funding programs. TAC members also participated in discussions on corporate initiatives that advance tenant priorities, including the Deputation Policy, Tenant Human Rights Policy, and the Tenant Service Hub review. Their contributions have helped shape critical processes to make sure tenant perspectives are integrated into decision-making at all levels.

This year, the Tenant Advisory Committee will transition to become the Citywide Tenant Committee. A recruitment process to select new members will begin in the first half of 2025.



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# Planning for our accessible future

In 2024, the R-PATH Committee continued our accessibility work with TCHC. We are proud to share highlights of our ongoing projects:

- We said goodbye to founding member Joe Knapper, who moved away from Toronto. We thank him for more than a decade of dedicated work.
- R-PATH recruited for new members to join the Committee.
- We submitted our Planned Capital Accessibility Budget recommendation.
- We continued our work with the Strategic Communications team on accessibility in digital and print content. This included consulting on social media content, tenant guides, and writing articles for Tenant LOOP. We also shared feedback on strategy and planning, as well as tenant surveys and analysis.
- R-PATH continued to share recommendations for creating and updating policies, including for Accessibility, Language Use, Transfer, and EDI. We shared information to include all relevant aspects of accessibility in policy reviews.
- We advocated for using plain language in all TCHC communications.
- We partnered with the Facilities Management and Development teams to update the TCHC Accessibility Build Standards.
- R-PATH worked with Facilities Management on accessibility projects for unit modifications. This included Design and Engineering drawing reviews using current TCHC Accessibility Build Standards. This improves the quality of life for current tenants and improves the inventory of accessible units for future tenants.



- We also worked with Facilities Management to set priorities for accessible common space projects. This included on-site assessments with Design and Engineering staff, planning budgets for the work, co-hosting community meetings on common space projects, final project reviews, and helping guide them to completion.
- R-PATH partnered with the Operations team to deliver engagement by participating in Tenant Community Action Table (TCAT) meetings to ensure accessibility in programming and events.
- R-PATH deputized at Board and Board Committees on relevant items affecting people with disabilities.

**We look forward to a very productive 2025!**

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# Improving the tenant human rights process

TCHC is continuing to move forward on our project to improve the way we receive, investigate and resolve tenant human rights concerns. The goal of the project is to develop a centralized, proactive, equity-focused response to tenant human rights issues.

## New interim procedure

In January 2024, we rolled out the new Interim Tenant Human Rights Complaint Procedure. This procedure was developed in discussion with the Ombudsman. We also held extensive tenant consultations in 2023 to get feedback on how this procedure could better support tenants.

TCHC's interim procedure contains information on how, and to whom, tenants can make a human rights complaint. It details how staff document and respond to human rights complaints, including how they can access human rights experts at TCHC. The procedure also has a reconsideration process.

## Additional consultations

TCHC held in-person and online tenant human rights consultations from February to April 2024. These sessions were an opportunity for tenants to continue to share their feedback, suggest solutions, and help improve TCHC's human rights policies and procedures.

### **Tenants told us how we could improve the following:**

- how we intake or receive accommodation requests
- how we resolve accommodation requests
- what type of staff supports and tenant resources should be in place related to human rights at TCHC.

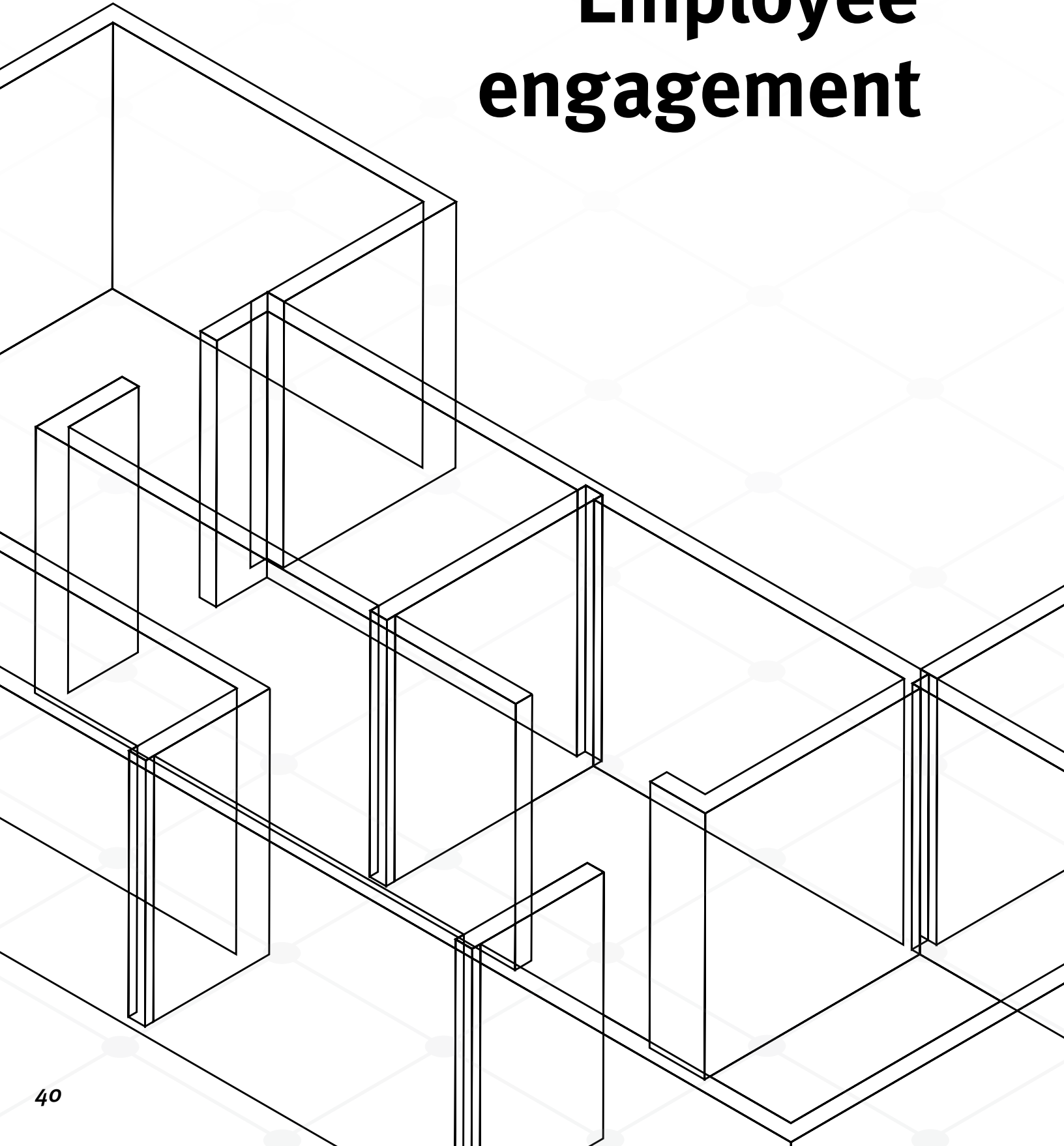
We spoke with over 350 tenants through these sessions. We have heard that tenants want more communication and education about how to report human rights concerns, and what will happen in the investigation process and response.

## **Next steps**

Work will continue in 2025 to get the new policies and procedures approved by management and the Board of Directors. The new human rights policies and procedures will then be launched to staff and tenants.

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# Employee engagement



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# Employee engagement

A healthy company culture boosts employee engagement. TCHC's culture model is comprised of seven competencies: tenant-focused, respectful, proactive, collaborative, accountable, fair and solution-driven. These competencies shape how we work and how we interact with tenants, partners, and each other. This culture model positively affects employee engagement by creating an environment of trust, empowerment, recognition, and a sense of belonging and well-being.

## Service Appreciation Awards

Employee recognition is on full display at the annual Service Appreciation Awards. In 2024, we celebrated over 250 employees who reached a significant milestone in years of service with Toronto Community Housing. Employees are recognized at intervals of five years' service and given awards and certificates



signed by the CEO. At our special event, we thank employees for their commitment to TCHC and to our tenants over the years. The event was a great success and attendees enjoyed food, prizes, music, and a chance to connect with their colleagues and to hear from Executive members.

## Employee networks

Diversity is a key driver in employee engagement. TCHC boasts four employee networks that provide platforms for TCHC employees to better understand advocacy and learn about the value and importance of equity, diversity and inclusion (EDI) in the workplace: Filipino Kababayan Network, Black Staff Caucus (BSC), Pride Network, and Women’s Inclusion Network (WIN). These grassroots groups allow employees to share experiences, provide advice, offer mutual support and address unique member concerns in a safe environment. Hosting all-staff events like Black History Month, Pride parade, and International Women’s Day provides engaging platforms for culture.

In 2024, the Black Staff Caucus (BSC) spread awareness of its initiatives to staff through events, emails, surveys, and a staff focus group. The BSC started 2024 with its annual Black History Month event for staff, featuring guest speakers



the Honourable Jean Augustine, Dr. Carl James, and Assistant Deputy Minister Angela Cooke. Throughout the year, the BSC partnered with The Centre for Advancing the Interests of Black People to support two networking events, which created space for Black employees across the organization to connect and discuss issues affecting them in the workplace.

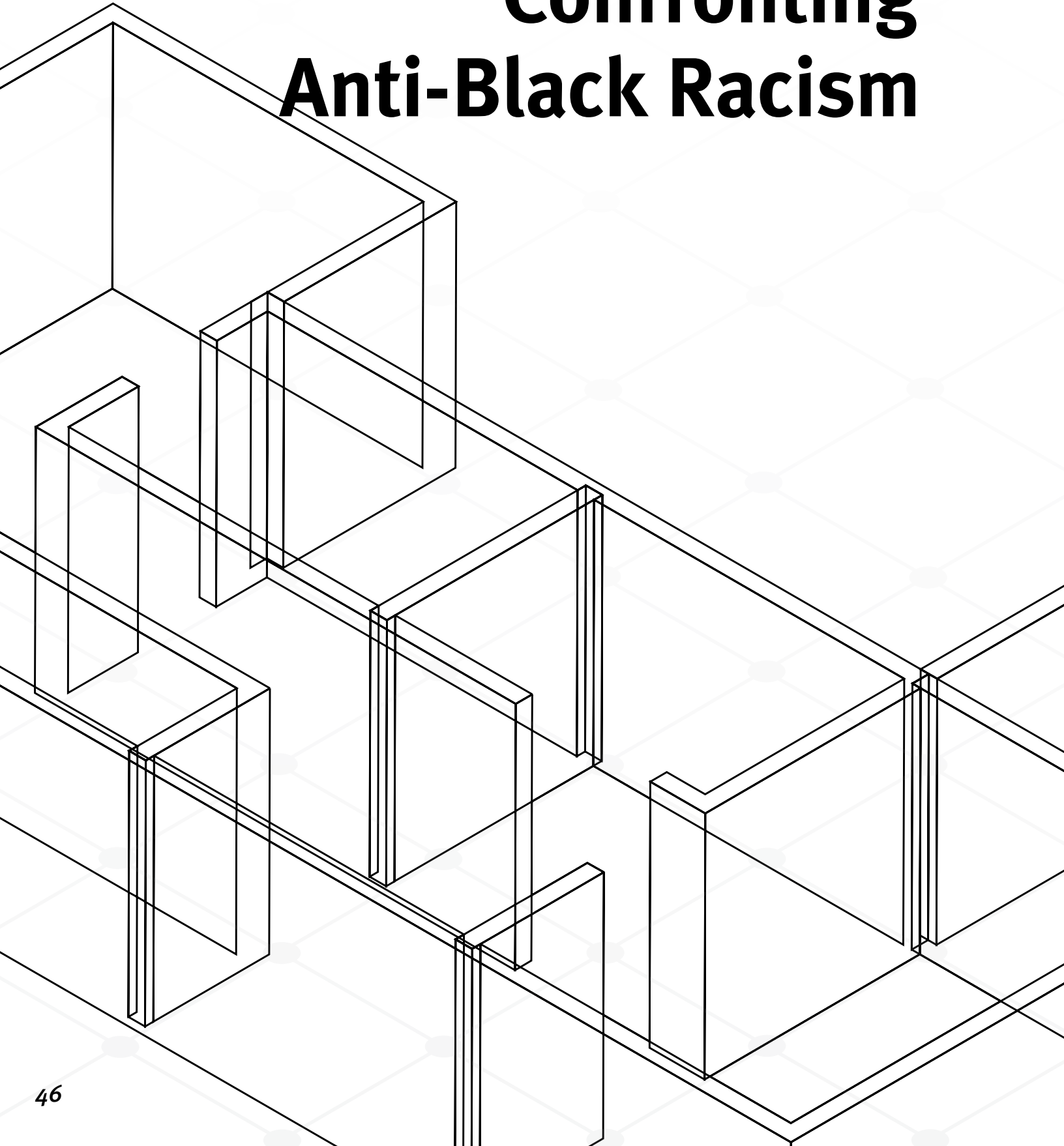
The Pride Employee Network is an inclusive group of volunteers that supports 2SLGBTQ+ employees and allies to bring their whole selves to work, to achieve their full potential, and deliver excellent public service. The 2SLGBTQ+ acronym symbolizes the inclusiveness of our group and stands for Two-spirit, Lesbian, Gay, Bisexual, Trans and Queer, while the plus represents other sexual or gender diverse members. They organize events and work with TCHC leaders and staff to create a safer, more equitable and respectful working environment for 2SLGBTQ+ employees. In 2024 this included over 300 members who held meet and greet events, published a staff newsletter, hosted a lunch and learn in partnership with Toronto Archives, and promoted TCHC diversity by walking in the Toronto Pride Parade.

The Women's Inclusion Network (WIN), hosted events during International Women's Month, and featured employee interviews of a cross section of TCHC women in the monthly newsletter. The network collaborated with the City of Toronto's women's network, TONow, to participate in events. They also engaged with the global International Women's Day network to introduce TCHC staff to virtual events beyond Toronto's borders. In alignment with the 2024 theme for International Women's Day, #InspireInclusion, women and allies participated in an internal employee and external social media campaign with a photo collage.



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# Confronting Anti-Black Racism



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# Celebrating a three-year milestone of the CABR Strategy at TCHC

At the end of 2024, The Centre for Advancing the Interests of Black People (The Centre) celebrated the third anniversary of its inception following the approval of the Confronting Anti-Black Racism (CABR) Strategy and CABR Action Plan back in 2021.

With 40 per cent of tenants self-identifying as Black, the CABR Strategy and Action Plan includes initiatives intended to improve the service delivery model and quality of life for Black tenants. Over the last three years, The Centre has led the implementation of the CABR Action Plan and provided TCHC with the foundation to confront anti-Black racism through policy support, community engagement, and training.

**Key highlights of The Centre’s 2024 initiatives include:**

Hosting four virtual lunch and learn events to build on the foundations of confronting anti-Black racism and provide staff with tools and resources to implement the CABR Strategy in the workplace.

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Providing CABR training to 1,061 TCHC staff over 75 sessions, totalling 6,360 training hours.

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Partnering with the Strategic Planning and Communications division to host a strategic planning session with Black tenants. The session provided a space to input on how to integrate CABR into TCHC’s 2025-2029 Strategic Plan.

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Investing \$45,000 in nine community projects approved through the Centre Community Funds to support tenants and tenant groups who want to lead Black-led, Black-focused, and Black-serving initiatives.

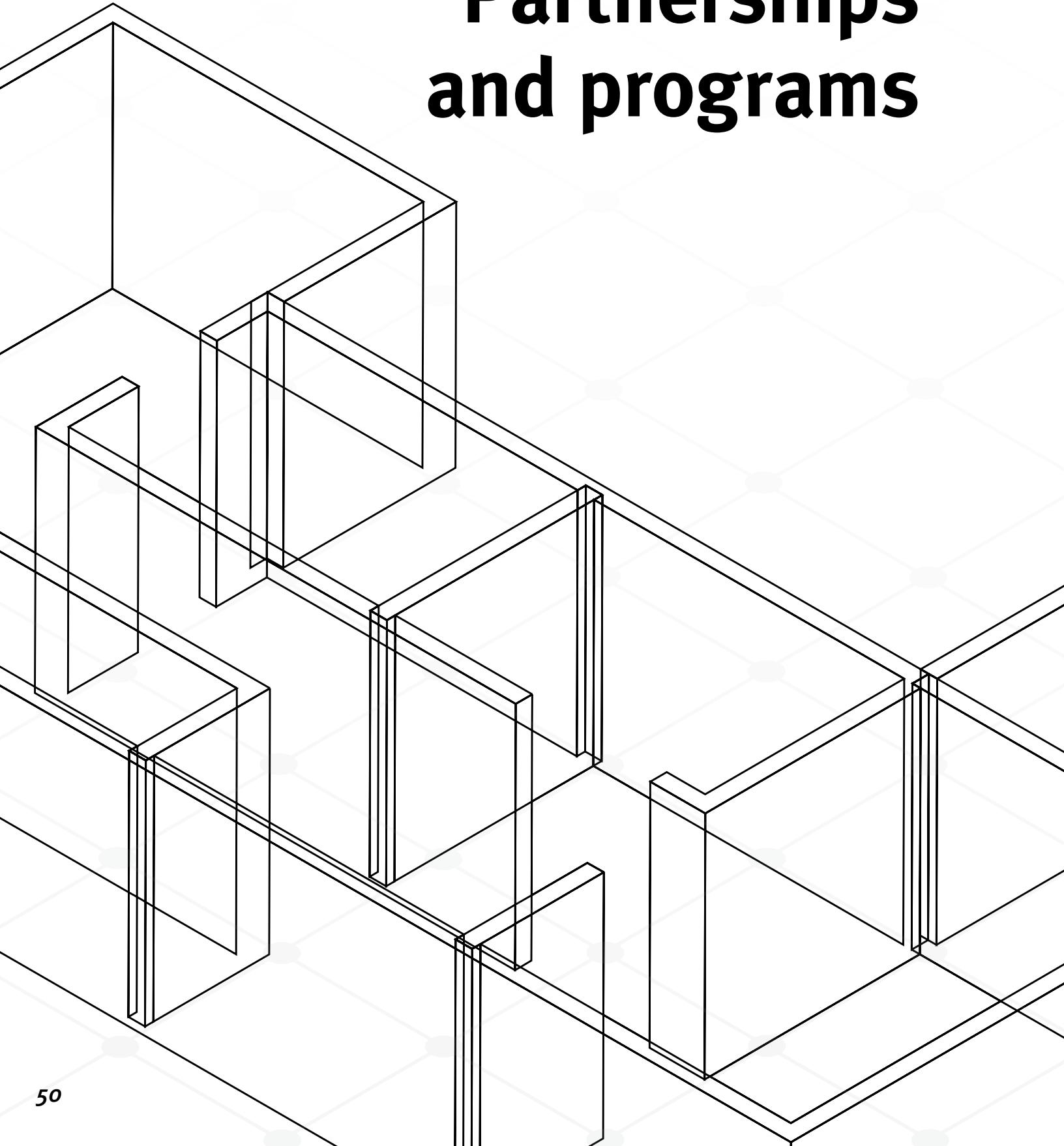
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Collaborating with the Community Safety Unit to launch the inaugural Cadet Program, providing TCHC youth employment opportunities to law enforcement.

To read more about The Centre’s 2024 highlights and information about The Centre team, visit [torontohousing.ca/CABR](https://torontohousing.ca/CABR).

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# Partnerships and programs



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# Programs and partnerships

With our corporate partners and funders, TCHC reached thousands of tenants in communities across the city with free and accessible programming in 2024. Tenants of all ages participated in regional and city-wide programs. These programs focused on physical literacy, arts, education, employment, leadership skills, mental and physical wellbeing, and more.



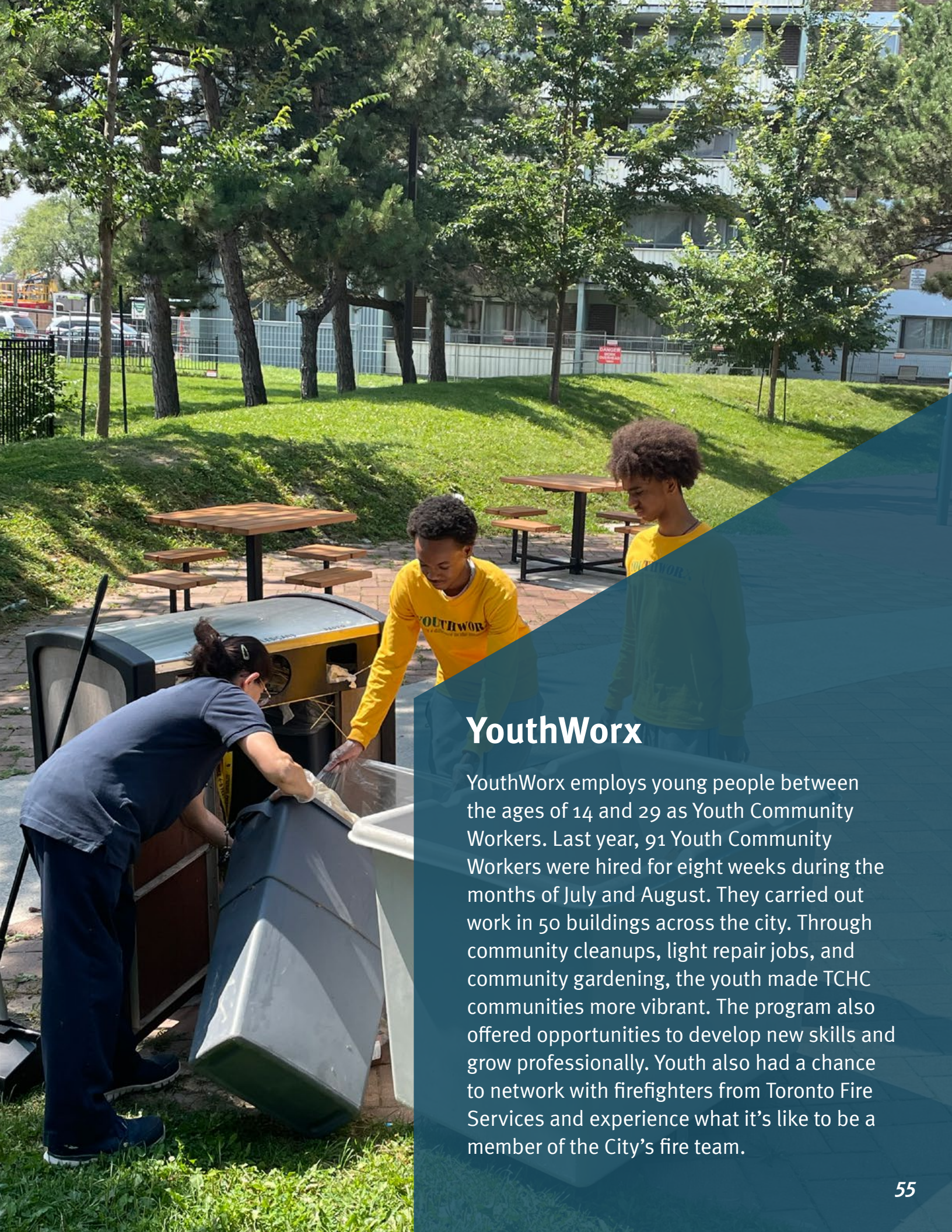
## Rookie League (with funding from Jays Care Foundation)

2024 was another successful season of Rookie League where children ages 6 to 12 made new friends and gained new skills. The popular, summer-long day camp launched with Opening Day 2024 at the Toronto Zoo. More than 350 kids from 17 communities gathered to participate in a full day of scavenger hunts, water activities, and interactive games in the company of friendly zoo animals.



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

In 2024, over 500 kids ages 6 to 14 registered for spring and fall soccer camps across the city. Tenants participated in physical activity through skills and drills, stretches, and scrimmages with their peers. This year was particularly special because Jonathan Osorio, captain of Toronto FC and a member of the Canadian national team, came out to play with some of the children and share what it was like to play in the last World Cup. For the launch of the fall season, Toronto FC legend and former TCHC tenant, Dwayne De Rosario, came out to sign autographs. Kids made life-long memories through this program.



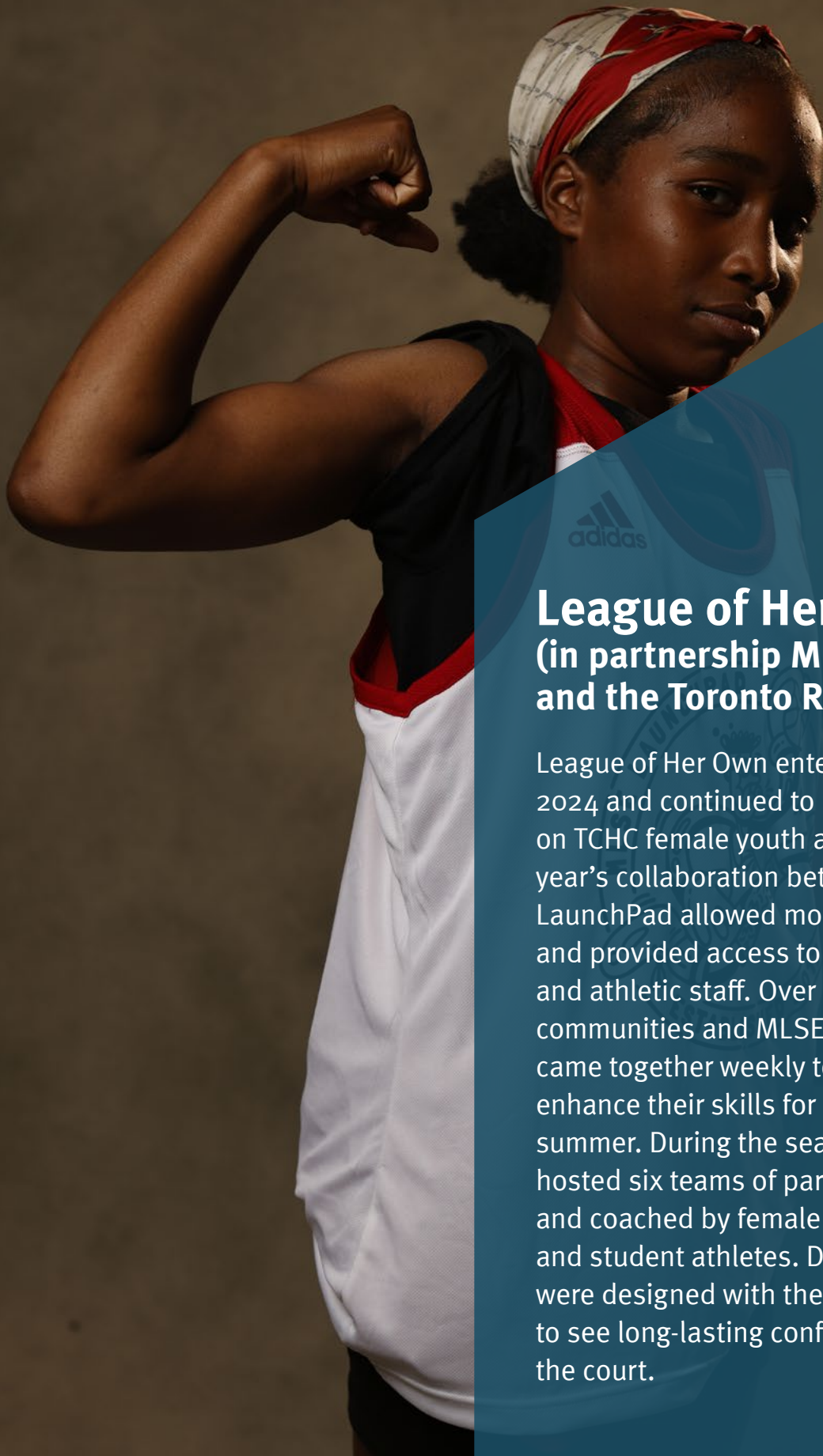
## YouthWorx

YouthWorx employs young people between the ages of 14 and 29 as Youth Community Workers. Last year, 91 Youth Community Workers were hired for eight weeks during the months of July and August. They carried out work in 50 buildings across the city. Through community cleanups, light repair jobs, and community gardening, the youth made TCHC communities more vibrant. The program also offered opportunities to develop new skills and grow professionally. Youth also had a chance to network with firefighters from Toronto Fire Services and experience what it's like to be a member of the City's fire team.



## Midnight Basketball League (in partnership with MLSE Foundation, the Toronto Raptors, and University of Toronto)

Midnight Basketball League provided a positive space for boys ages 14 to 18 to develop their skills both on and off the court. During both the spring and summer seasons, the boys took part in professional development workshops. With the help of mentors and special guest speakers, participants heard from experts on academics, employment, leadership, as well as physical and mental health. In 2024, for the first time ever, TCHC brought the program to one region for a winter season. Called “Midnight Basketball East,” the program ran exclusively in the East region for six weeks at the University of Toronto Scarborough and Toronto Pan Am Sports Centre.



## **League of Her Own (in partnership MLSE Foundation and the Toronto Raptors)**

League of Her Own entered its third season in 2024 and continued to make a huge impact on TCHC female youth ages 13 to 18. This year's collaboration between TCHC and MLSE LaunchPad allowed more tenants to participate and provided access to a quality facility and athletic staff. Over 60 girls from TCHC communities and MLSE LaunchPad programs came together weekly to learn, practice, and enhance their skills for seven weeks in the summer. During the season, the program hosted six teams of participants that were led and coached by female professional athletes and student athletes. Development workshops were designed with the theme of self-esteem, to see long-lasting confidence both on and off the court.

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# Investing in Our Diversity Scholarships

In 2024, TCHC awarded Investing in Our Diversity Scholarships (IIODS) to 36 youth tenants. These students went on to attend eight universities or colleges across Canada, focusing on 36 areas of study. Their studies include subjects in artificial intelligence, accounting, life sciences, and more. The celebration event in the Regent Park community was the first time many long-time donors attended an event in a TCHC building. A total of \$144,000 in scholarships were awarded! During the event, attendees enjoyed hors d'oeuvres, a buffet dinner, live music, and an art exhibit featuring works by TCHC tenants.

IIODS recognized TCHC youths who demonstrated academic excellence and volunteer involvement in community leadership, anti-racism, or diversity initiatives. Thanks to the scholarship's generous donors, each recipient received \$4,000 to pursue post-secondary studies or professional training. These scholarships promote youth empowerment, diversity, and community safety in Toronto.



## **2024 Investing In Our Diversity Scholarship Founding Partners** Blaney McMurtry LLP and Scadding Court Community Centre

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## **2024 Investing In Our Diversity Scholarship Donors**

Anne Fleming, Blaney McMurtry LLP, BOLT Charitable Foundation, Dentons Canada LLP, Ed and Fran Clark, Joe Pace & Sons Contracting Inc., Scadding Court Community Centre, Sinai Health, Toronto (Central) Lions Club, Wealthsimple Foundation, and Yardi Canada.

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# Revitalization Scholarships

In 2024, a total of 50 tenants living in revitalization communities received scholarships with a total value of \$130,000.

TCHC continued to work with development partners Context Development Inc., RioCan Living and the Applegrove Community Complex to deliver the fifth annual Don Summerville Scholarship Program. In 2024, three tenants were recognized for their commitment to their community.

In August, the final five scholarships were distributed at Allenbury Gardens, bringing the scholarship program to a close. Developer Partner FRAM was present and has contributed \$70,000 over the course of the Allenbury Gardens Revitalization to 26 tenants.

The final three scholarships were distributed at Leslie Nymark in August. Developer Partner Tridel was present, and has contributed more than \$90,000 over the course of the Leslie Nymark Revitalization to 25 tenants.

In TCHC's Regent Park community, \$50,000 was distributed to 15 outstanding students as part of the phases 4 and 5 scholarship program. The scholarships are funded through TCHC's partnership with Tridel.

In October, a total of 12 scholarships were awarded as part of TCHC's revitalization of the Alexandra Park community. The scholarships, totaling \$40,000, were given out with Tridel, TCHC's developer partner on the project.

Twelve tenants from 250 Davenport were able to access various educational opportunities through the Learning for Life program funded by developer partner Diamond Corp./Metropia.

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# The Next Surgeon

The Next Surgeon received the 2024 Innovation Award by the Ontario Non-Profit Housing Association. The award recognized the program and TCHC for developing an innovative response to an environmental, operational, or community challenge. In partnership with Unity Health Toronto, UPSURGE, and the University of Toronto Temerty Faculty of Medicine, The Next Surgeon continued to inspire the next generation of students who are interested in cardiac and neurosurgery and emergency medicine. Through in-person workshop sessions in a hospital setting, youth tenants got an opportunity to network with medical students and specialized doctors. These aspiring medical professionals participated in simulation workshops at The Michener Institute of Education, trying their hand at coronary anastomosis, surgical hand tying, suturing, and laparoscopic surgery. 2024 was another successful year for this unique and impactful program.

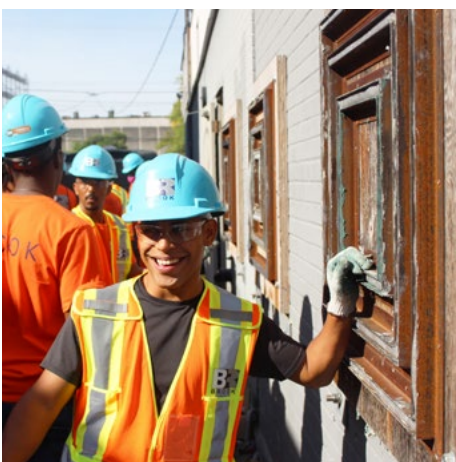
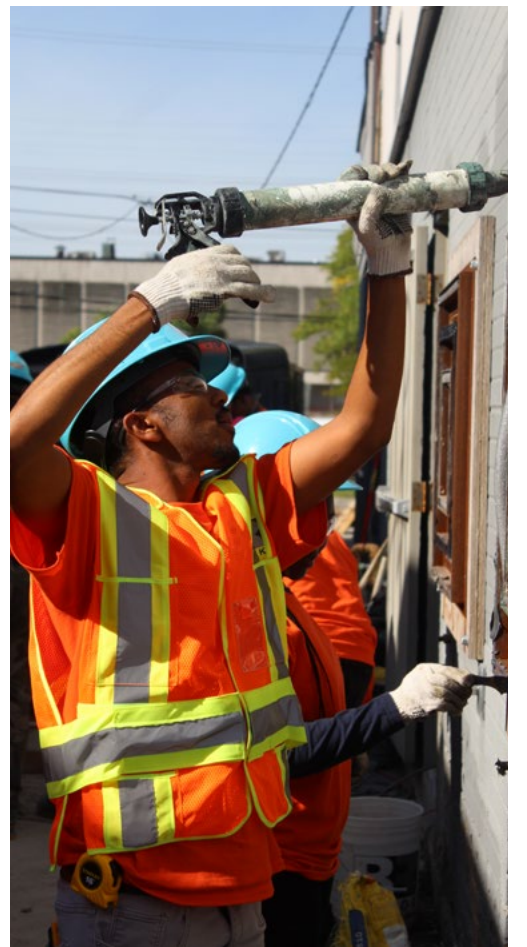


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# Brook Restoration Pre-Apprenticeship Program

Since 2017, TCHC has partnered with Brook Restoration Ltd. to offer a ten week, paid, pre-apprenticeship program. This pre-apprenticeship offers applicable experience to youth tenants ages 16 to 29 who are interested in a career in the trades. In 2024, the program included many youths who have had no prior experience or knowledge in the skilled trades. Fifty youths, both tenants and non-tenants, attended in-class and hands-on training at Brook Restoration's facility in north Etobicoke.

After being trained in caulking, carpentry, brick laying, masonry, and health and safety, the youth were deployed to job sites for eight-week work placements to gain real-life experience. The job sites included TCHC neighbourhoods so youth tenants could contribute to their own communities. Over the years, dozens of tenants have been offered full-time jobs upon graduation from the program. In 2024, 14 TCHC youths were hired after finishing the program and we look forward to seeing even more careers launched in the future.



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# Community economic development

TCHC's Community Economic Development (CED) team leads initiatives and partnerships that create, facilitate, or promote sustainable economic opportunities for tenants. In 2024, more than 4,000 tenants registered for CED programs, including career and professional development events.

Last summer, in partnership with Carpenters' Regional Council, TCHC hosted the "Trades in the 6ix" fair for tenants ages 16 to 35. More than 250 youth from TCHC communities attended to explore different skilled trades professions, listen to panel discussions, and network with industry unions and educational institutions.

In the fall, TCHC hosted a Women's Job Fair at Ellesmere Community Centre in the East region. Presented by the East Tenant Community Action Table and the CED team, over 300 tenants and members of the public attended the fair, featuring public sector, non-profit, and private sector organizations. Participants connected with various organizations to learn about available job opportunities. The fair was a success thanks to our amazing partners at the City of Toronto, Toronto Employment & Social Services, Parks, Forestry & Recreation, Toronto Youth Partnerships & Employment, YWCA, The Neighbourhood Group, and all the amazing employers who supported the event.

The "Returnship," TCHC's fall internship program, focused on recruiting tenants age 35 or older looking to return to the workforce or start a new career. The program hoped to inspire tenants who were interested in learning and gaining new skills. From October to December the program provided participants first-hand, professional experience working in a variety of TCHC departments including Operations, Programs and Partnerships, Tenancy Management,



Communications, and Learning and Organizational Development. This year, we worked with 12 amazing interns who left with new connections and invaluable work experience.

This year the team also held another successful session of “I Am Thriving.” This networking event supports women who live in TCHC to excel in business while embracing mental well-being. Over 70 women registered for the event that featured special guest speakers, food, and live entertainment. Participants benefited from lessons on how to stay motivated, tips for time management, and advice on finding their true passions. Everyone left inspired to unlock their full potential to start or grow their businesses and prioritize mental health in a women-empowered space.

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# Thank you to our donors and partners

We are grateful to the generous organizations and individuals who provided donations within our communities. In 2024, these donations made a difference in our communities and brought joy to many children, families, and individuals.

## Investing In Our Diversity Scholarships (IIODS)

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### FOUNDING PARTNERS AND DONORS

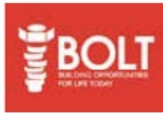
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### DONORS

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Ed and Fran Clark | Anne Fleming

## **IIODS – Additional partners and supporters:**

Centennial College

Seneca College

The Neighbourhood Group

Toronto Metropolitan University (Spanning the Gaps programs)

University of Toronto

### **Homeward Bound Toronto**

WoodGreen Community Services

### **Brook Restoration Pre-Apprenticeship Program**

Brook Restoration Ltd.

### **YouthWorx**

City of Toronto

Khalil Dorival

Metrac

Peacebuilders Canada

Toronto Fire Services

Toronto Police Service

Wealthsimple Foundation

### **Outreach Kids**

CultureLink

Gordonridge Action Centre

Toronto Fire Services

Toronto Police Service

### **Rookie League**

Jays Care Foundation

### **Midnight Basketball League and League of Her Own**

MLSE Foundation

Toronto Raptors

University of Toronto

### **Midnight Basketball East**

MLSE Foundation

University of Toronto Scarborough

BGC East Scarborough

### **KickStart**

MLSE Foundation

### **The Next Surgeon**

Unity Health Toronto

University of Toronto Temerty Faculty of Medicine

UPSURGE

### **Back-to-school supply donations**

The John Tavares Foundation

### **Active Living March Break Arts Camp**

Extra Ed

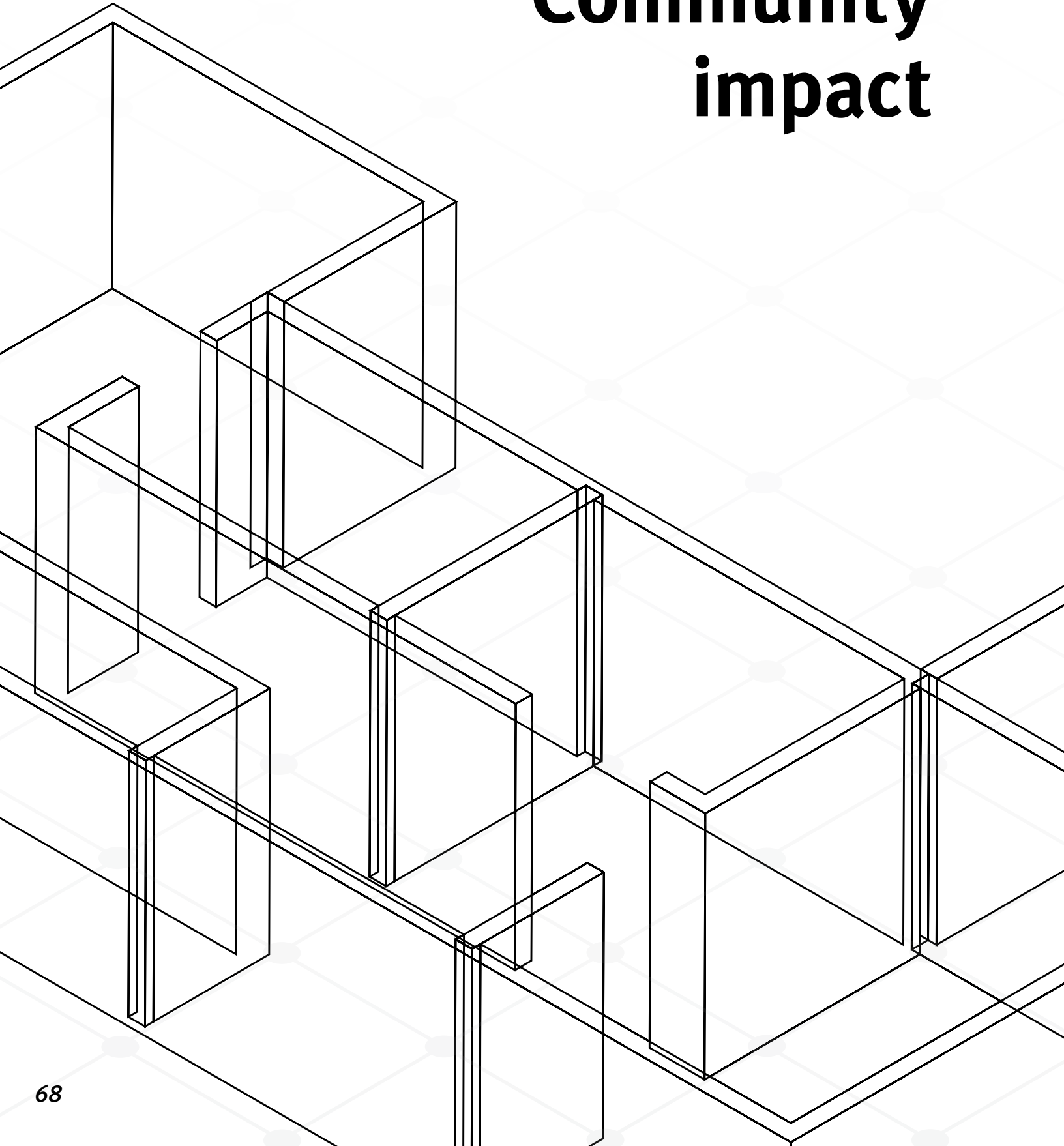
Visions of Science

### **InspireHER**

KickBack Foundation

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# Community impact



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# Impact across the city



◀ In April, the 2024 [Moving Toward Opportunity](#) program cohort was the largest to-date, with 33 youth registered. This initiative, a joint effort between TCHC, The Daniels Corporation, the City of Toronto, Dixon Hall, and Pathways to Education, created awareness about future career opportunities, equipped youth with employment skills for today's labour market, and offered them the opportunity to grow their professional networks.

TCHC families had a blast at the **Toronto Hoopers Academy in Regent Park**, all thanks to the partnership between TCHC and Play Forever.



► In June, nearly 2,500 Regent Park residents came out for the annual [Regent Park Summer Safety Jam](#) — a free, fun-filled community celebration hosted by TCHC with support from developer partners Daniels and Tridel. The event featured a free halal BBQ, formal remarks, live entertainment, a local bazaar, family activities, and more. Community partners included: **Mothers of Peace, Regent Park Pride Collective, Friends of Regent Park, Local Fire Services, 51 Division Police, Councillor Christopher Moise and MPP Kristyn Wong-Tam’s office.**



◀ TCHC and [The Atmospheric Fund](#) kicked off a deep, multi-measure retrofit at Field and Tree Sparroway, a townhouse complex in North York that is home to about 175 families. **Building Up**, a social contractor, will support the project by installing LED lighting, painting, and providing general site labour.



◀ Thanks to the generosity of **The John Tavares Foundation**, two TCHC tenant families travelled to Barrie in August to have dinner with the Tavares family and [receive backpacks and school supplies for the upcoming school year](#). The families were invited to watch the 2024 Boots and Hearts Barn Burner charity hockey game at Sadlon Arena.

TCHC launched two employment drop-in programs in Chester Le and Flemington Park with our partners, **ACCES Employment** and **ACSA Community Services**. Tenants and community members gathered for an afternoon of music, food, and a resume building workshop.



▶ In September, through our Community Partners Program with Jays Care Foundation we had the opportunity to take our East Region LIT's (Leaders in Training) to a **Toronto Blue Jays** game.

[Alexandra Park's newest multi-sports court](#) also opened in September thanks to a partnership with TCHC, Tridel, Rogers Communications, The John Tavares Foundation, Time2Play, and Their Opportunity.





This holiday season, the Community Safety Unit (CSU) focused on giving back to the individuals and families it serves. In December, volunteers, TCHC staff, community partners, and CSU handed out food, gift cards, and winter gear to tenants. Staff also made sure to deliver food and other items directly to some tenants in need. As part of these giveaways, CSU and our partners were able to provide more than 13,000 people with warmth, support, and friendship at a difficult time of the year. We'd like to thank:

- No Frills - Yorkgate Mall
- SVP Sports - Yorkgate Mall
- Canadian Tire - Innisfil
- Gangster Cheese
- Harvey's Restaurants
- Snooky Tynes Soul Express Band
- Downey Farms
- Toronto Transit Commission
- Global Medic
- William Opong
- Toronto Police Service
- Toronto Community Crisis Service
- Toronto Star Children's Charities
- Morgan's Hands
- Carol and Company

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# United Way

In 2024, TCHC continued to build on the momentum generated for our United Way campaign. We set a new fundraising record, raising 11 per cent more than last year. Despite the shortened campaign timeline, the volunteer participation rate remained strong. Approximately 190 employees volunteered to support TCHC's United Way campaign, more than 40 of whom volunteered for multiple events. This represents a volunteer rate of 8.5 per cent of the employee base!

TCHC staff have demonstrated an unwavering commitment to supporting the critical work of United Way. Over the last three years, United Way Committee members have worked tirelessly to involve their colleagues across the organization and encourage them to support the campaign. This is also the third year in a row that TCHC's United Way Campaign has surpassed its fundraising targets and set new corporate fundraising records. For this reason, TCHC endorses its entire committee for City recognition of their work.





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# Violence Reduction Program

The Violence Reduction Program (VRP) is a joint initiative between Programs and Partnerships and the Community Safety Unit (CSU). It was launched to improve the safety and security of tenants and respond to disproportionate incidents of violence in TCHC communities. Offering socio-economic opportunities and community support, many VRP programs are run in collaboration with the Toronto Police Service and the City of Toronto.

In 2024, TCHC continued its efforts with VRP:

- Worked with the City of Toronto and Toronto District School to expand The Stage Program, serving 35 children and their families.
- Held 2,604 community safety interventions, and conducted 13 VRP-related safety audits and 4,679 neighbourhood patrols to help address crime issues through tenant engagement and community design.
- Partnered with the Active Living team to host the first [Kings of the Court basketball tournament](#). This event brought together youth from different VRP communities to play basketball, be inspired by guest speakers, and connect with community partners.
- Collaborated on iHelp project development, including creating three new community spaces in VRP communities.
- Supported tenant groups and youth leaders in developing, implementing, and receiving funding for local fitness, mental wellbeing, and conflict resolution programs.



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# TCHC's conservation made giant strides in 2024

Our Conservation team is making significant progress in sustainability and efficiency. Our goal is to reduce energy consumption by 25 per cent by 2028. In 2024, Building Utility Reports (BUR) were produced for 172 high-rise buildings to provide clear insights into utility performance across TCHC communities. These reports help our staff to proactively identify inefficiencies and implement sustainable solutions.

Through targeted programs, tenant engagement, and staff training, we continue to enhance operational efficiency while creating healthier and more comfortable living environments.

Using bulletin boards, in-person events, and online platforms, we educate tenants about conservation efforts. A total of 26,648 tenants took part in various initiatives including Earth Day cleanups, thermostat education, and energy and water conservation workshops.

To enhance tenant comfort and promote energy efficiency, we distributed thermostat kits in new developments and engaged residents through surveys and lobby intercepts. Giveaways including LED bulbs and power bars further encouraged energy-saving habits.

One standout initiative, the Regent Park Conservation Project, reached 76 per cent of units through door-to-door outreach. The team also hosted multiple lobby intercepts, providing LED bulbs and practical energy-saving advice.

Our waste management efforts led to significant improvements. Through enhanced waste compaction, tenant education, and expanded recycling



programs for seniors, we distributed over 4,700 waste kits through door-to-door outreach. The Smart Compaction Program saved \$267,000 and reduced waste pickups by 2,853.

Recognizing the importance of well-maintained heating, ventilation, and air conditioning (HVAC) systems, we provided HVAC training to 172 staff members. Additionally, 229 staff participated in a Building Automation System (BAS) Roadshow, learning how to optimize building systems for greater energy efficiency.

Through these collective efforts, we continue to make meaningful strides in sustainability while improving the quality of life for our tenants.

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# Bringing services home to tenants

## iHelp centres in the West region

In 2024, TCHC partnered with the West Toronto Ontario Health team on a pilot project to bring wraparound community support and services to TCHC communities.

New iHelp centres bring together critical health care services for TCHC tenants and area residents through onsite staff and programming. The centres operate out of a dedicated space within TCHC buildings to give tenants more direct access to these services. The concept came from TCHC's Community Safety and Support teams, who work daily to identify and partner with community agencies and organizations to grow wraparound support for tenants.

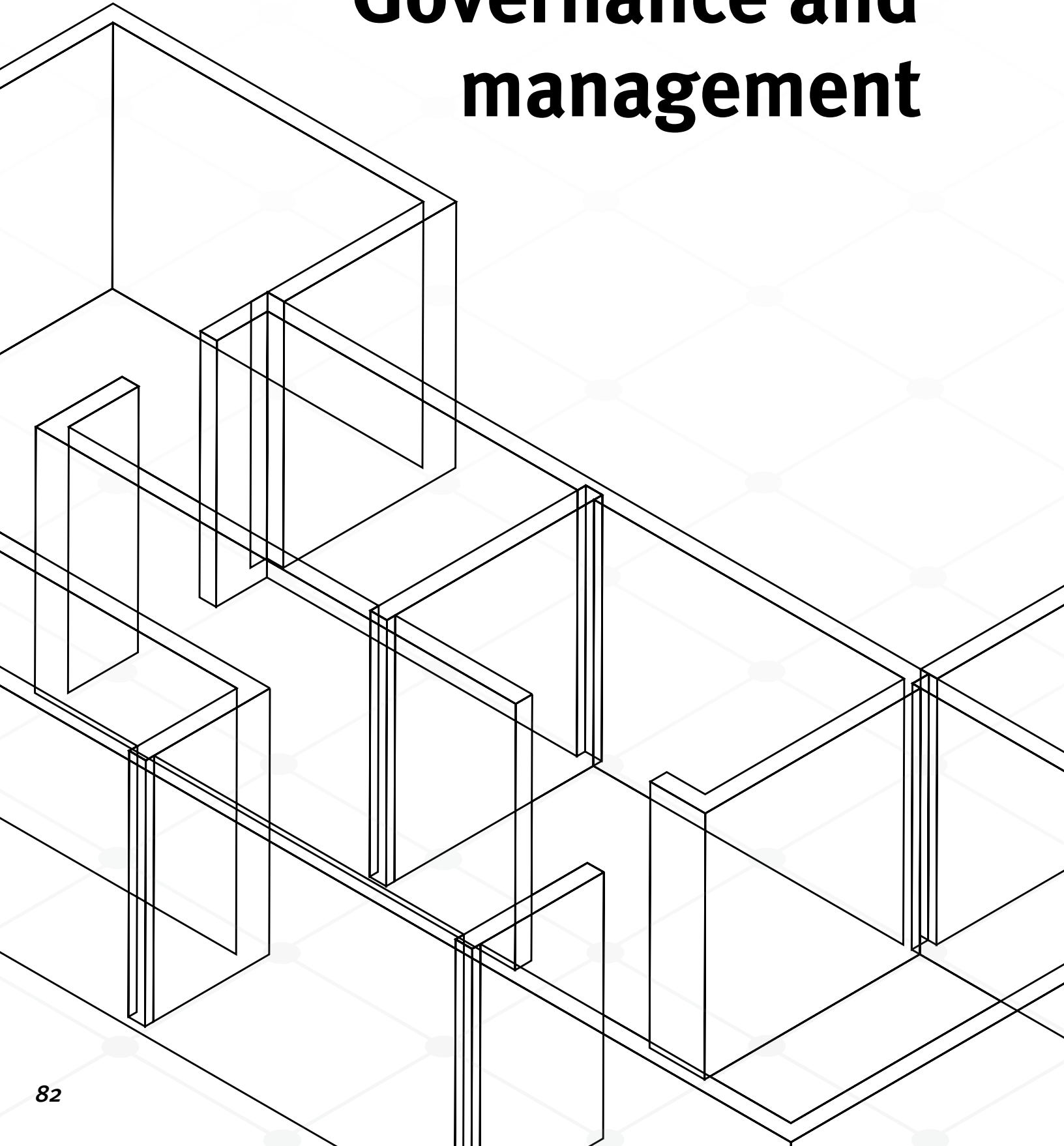
In summer 2024, two pilot locations opened at 1901 Weston Road and 100 High Park Avenue. Before opening, the teams engaged the community to better understand local needs and gaps in services. Through this engagement, the team identified mental health and addiction, primary care, and healthy aging as key focus areas.

TCHC and the West Toronto Ontario Health team expanded offerings at the two iHelp centres throughout 2024. In 2025, TCHC will explore new locations for iHelp centres, with the goal of partnering with additional community organizations to bring new services home to tenants across the city.



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# Governance and management



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# Board of Directors

Our Board of Directors oversees the management of Toronto Community Housing and monitors our performance against our Strategic Plan.

The Board of Directors is made up of three City Councillors, one of whom is appointed as the Mayor's designate, and ten citizens, including three Toronto Community Housing tenants.

The Board is accountable to the sole shareholder, 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 of 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.



**Adele Imrie**  
Chair



**Brian F.C. Smith**  
Interim Vice-Chair



**John Campbell**  
Director



**Marcel Charlebois**  
Tenant Director



**Debbie Douglas**  
Director



**Ubah Farah**  
Tenant Director



**Ziva Ferreira**  
Tenant Director



**Vinita Jajware-Beatty**  
Director



**Parthi Kandavel**  
Councillor Director



**Nick Macrae**  
Director



**Naram Mansour**  
Director



**Gord Perks**  
Councillor Director



**Anthony Perruzza**  
Councillor Director

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Thank you to the following Board members who completed their terms in 2024:

**Joe Cressy**, Vice Chair

**Paula Fletcher**, Councillor Director

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# Executive Leadership Team

The Executive Leadership Team is responsible for the strategic leadership of the company and its subsidiaries. In 2024, our team included:



**Sean Baird**

President and Chief Executive Officer

*Sean joined TCHC on April 2, 2024.*



**Tom Hunter**

Interim President and Chief Executive Officer

*Tom returned to his role as CEO of Toronto Seniors Housing on April 8, 2024. We thank Tom for his leadership.*



**Nadia Gouveia**

Chief Operating Officer

*Nadia was named Chief Operating Officer on October 18, 2024.*



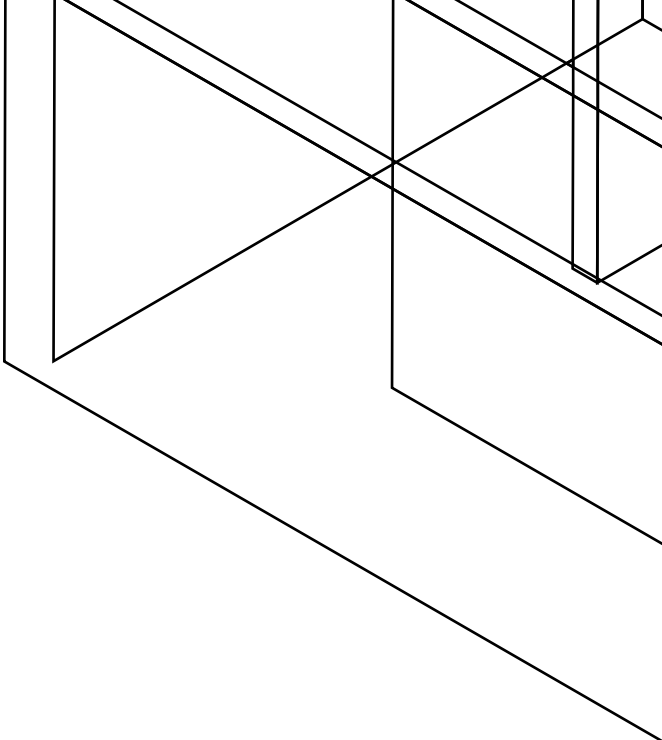
**Lily Chen**

Chief Financial Officer



**Jessica Hawes**

Acting Chief Development Officer



**Barbara Shulman**

Chief People and Culture Officer

*In January 2025, Barbara was appointed Chief Corporate Services Officer.*



**Darragh Meagher**

General Counsel and Corporate Secretary



**Daisy Wong**

Acting Vice President, Facilities Management

*Daisy was appointed Acting Vice President, Facilities Management in November 2024*

# Financials

## Consolidated Statement of Financial Position

### Assets

December 31, 2024, with comparative information for 2023

**Current assets:** **2024** **2023**

**(In thousands of dollars)**

Cash and cash equivalents	\$ 90,885	\$ 85,067
Investments (notes 2,16 and 21(a))	309,886	264,872
Restricted cash for externally restricted purposes (note 5(d))	6,624	5,831
Accounts receivable (notes 5(a), 6 and 21(d))	100,585	118,763
Loans receivable (note 4)	16,029	9,107
Grants receivable (note 14(b))	12,947	14,305
Prepaid expenses, deposits and other assets	20,825	19,096
	<b>557,781</b>	<b>517,041</b>

Loans receivable (note4)	72,260	65,502
Grants receivable (note14(b))	7,049	8,172
Investments in joint ventures (note3)	2,994	5,370
Receivable from the City of Toronto (note5(b))	14,325	15,325
Housing projects acquired or developed (note7)	1,807,797	1,756,713
Improvements to housing projects(note8)	2,588,356	2,493,164
Assets held for sale or transfer (note9)	359	802
Prepaid lease	523	579
<b>Total Assets</b>	<b>\$5,051,444</b>	<b>\$4,862,668</b>

## Consolidated Statement of Financial Position

### Liabilities

Current liabilities:	2024	2023
Bank loan and bank indebtedness (notes 10 and 21(b)(iii))	\$ 18,500	\$ 110,500
Accounts payable and accrued liabilities (notes 5(a),6 and 21(b)(iii))	265,998	196,478
Tenants' deposits and rents received in advance (note 21(b)(iii))	18,554	15,055
Deferred revenue	34,491	30,879
Project financing and debenture loans (note 13)	68,469	64,096
	<b>406,012</b>	<b>417,008</b>
Deferred revenue on long-term leases	23,085	23,534
Deferred revenue on land sale	3,500	3,553
Employee benefits (note 12)	65,851	69,188
Long-term payable TSHC (note 6)	4,015	4,181
Asset retirement obligations (note 11)	476,616	479,525
Project financing and debentures loans (note 13)	1,871,328	1,840,107
Deferred capital contributions (note 14(a))	1,671,084	1,508,501
<b>Total Liabilities</b>	<b>4,521,491</b>	<b>4,345,597</b>

<b>Net assets</b>	<b>2024</b>	<b>2023</b>
Share capital:		
Authorized and issued: 100 common shares	1	1
Internally restricted funds (note 16)	326,584	280,038
Accumulated remeasurement gains	26,866	7,483
Contributed surplus	5,136	5,136
Unrestricted surplus	171,366	224,413
	<b>529,953</b>	<b>517,071</b>
<hr/>		
Contingencies (note 17)		
Commitments and contractual obligations (note 20)		
	<b>\$5,051,444</b>	<b>\$4,862,668</b>
<b>Total Net Assets</b>		

Year ended December 31, 2024, with comparative information for 2023

Revenue:	2024	2023
Subsidies(note5(c))	\$342,830	\$292,277
Rent:		
Residential	374,784	359,369
Commercial	20,066	19,258
Amortization of deferred capital contributions (note 14(a))	93,101	86,957
Parking, laundry and cable fees	17,959	17,157
Investment income	26,108	19,198
Joint venture (note 3)	2,912	14,784
Safe Restart program (note 5(c))	□	25,022
Gain on sale of housing projects, land and other capital assets (note 18)	19,341	41,716
Asset retirement obligation settlement (note 11)	2,665	□
Plant and other	18,501	21,023
	<b>918,267</b>	<b>896,761</b>
Expenses:		
Operating and maintenance	279,466	267,760
Utilities	134,737	141,006
Municipal taxes	21,471	19,347
Depreciation	280,692	267,653
Interest(note13)	78,654	78,992
Community safety services	39,391	38,983
Corporate services	83,547	73,620
Plant and other	6,091	6,336
Non-recurring item(note19)	719	6,378
	<b>924,768</b>	<b>900,075</b>
Deficiency of revenue over expenses	<b>\$ (6,501)</b>	<b>\$ (3,314)</b>

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