



Corporate Goals for Revitalization Initiatives

Item 5

May 4, 2021

Tenant Services Committee

Report: TSC:2021-23D (R)

To: Tenant Services Committee (“TSC”)

From: Chief Executive Officer

Date: March 9, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an overview of Toronto Community Housing’s (“TCHC”) goals for revitalization initiatives.

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information.

REASONS FOR RECOMMENDATIONS:

At its September 3, 2020 meeting, the TSC requested that Management report back on the broader corporate goals and objectives that the revitalization program aims to achieve, outside of leveraging land value and replacing buildings. This report responds to that request.

BACKGROUND:

TCHC’s revitalization program was originally created to leverage land value to replace and repair TCHC’s aging housing infrastructure. Part of this strategy was to use revenue generated from revitalizations to support TCHC’s \$3.4B underfunded repair backlog. Now that the repair backlog has been fully funded through the City and other levels of government, the

goals of the Development division have been refreshed and aligned with newer City strategies, TCHC tenant needs, and corporate priorities.

Revitalization brings together cross-sector partners to develop a blueprint for physical and social changes essential to building quality homes and creating vibrant communities where tenants are proud to live and work. The strategy involves assessing local social, economic, and health needs along with City policies to guide how physical infrastructure can facilitate social change. There are currently eight active revitalization sites, which will replace and refurbish over 5,300 units of RGI housing and build over 1,000 new affordable rental and 15,000 market units.

Through revitalization's physical and social transformation activities, investments are made to identify and address challenges our communities face, and the work is premised on cultivating partnerships to deliver on these goals. Revitalization also simultaneously implements a range of strategic objectives from a variety of City plans including the HousingTO Action Plan, Poverty Reduction Strategy, Resilience Strategy, TransformTO, Seniors Strategy, Toronto Youth Equity Strategy, Poverty Reduction Strategy, Toronto Green Standards, and other City building goals.

OVERVIEW OF THE DEVELOPMENT DIVISION GOALS:

TCHC's approach to revitalization work is complex as it aims to move beyond bricks and mortar redevelopment. Social, economic, and physical change is driven by innovative urban infrastructure design and cross-disciplinary collaboration to foster a vibrant community.

Given the unique opportunity that revitalization presents for tenants, social housing and city building, the goals described below provide the foundation for implementing TCHC's revitalizations with a consistent approach across all sites. To ensure the goals are aligned with the culture and vision of TCHC, all goals utilize an equity and anti-oppression lens and are guided by the following value principles:

- Combatting Anti-Black and Indigenous racism and oppression;
- Strengthening partnerships to maximize the benefits of revitalization;
- and

- Social, economic and environmental sustainability.

The Development division's goals and objectives are listed below and included in Attachment 1.

1. Create Vibrant and Inclusive Communities – Create communities that are open, accessible, and inclusive.

- 1.1. **Social Sustainability** – Use an equity lens to create inclusive spaces to work, create positive connections, meet, play, celebrate, and support each other.
- 1.2. **Mixed Income/Range of Affordability** – Include a broad spectrum of housing options with varying levels of affordability while protecting for tenants' right to return.
- 1.3. **Quality Urban Design** - Improve the design of revitalization communities and create connections with surrounding neighbourhoods to enhance safety and improve physical access.

2. Achieve Design and Construction Excellence – Deliver high performance buildings that are inspirational, resilient, durable, and increase tenant comfort.

- 2.1 **Quality Building Design** – Architecture and urban design that meets the needs of tenants and TCHC operational needs while contributing to the broader urban environment.
- 2.2 **Environmental Sustainability** – Demonstrate leadership through the delivery of energy efficient, sustainable and low carbon buildings.
- 2.3 **Prioritize Tenant Experience** – Make revitalization safe, comfortable, and timely for tenants.

3. Secure Opportunities for Tenants – Leverage the Revitalization process to secure equitable opportunities for tenants which improve their economic stability.

- 3.1 **Tenant Economic Development and Wealth Creation** – Support tenant economic sustainability through access to training, education, employment, and business opportunities for tenants.

- 3.2 **Finding and Strengthening Partnerships** – Work collaboratively to reduce service gaps, mitigate poverty, and to improve healthcare, food security and communication.
- 3.3 **Tenant Capacity Building and Empowerment** – Engage tenants to become leaders of social change for revitalized communities.

NEXT STEPS:

Revitalization is a long-term process for change and setting aspirational goals is the first step in the process. The Development division will further refine objectives associated with each goal, create performance measures, and outcome based targets. This will help establish clear deliverables for each goal.

IMPLICATIONS AND RISKS:

The revitalization goals are part of an overall framework to help enhance accountability, collaboration, and transparency. Stemming from Auditor General recommendations and Council direction, TCHC is required to report back to the City on several items including the goals and objectives of its revitalization program. The refreshed goals of TCHC's revitalization program will help enhance collaboration with the City to create measureable short, medium, and long-term outcomes. This will enable the City and TCHC to assess financial and social impacts and take necessary action to find solutions to improve the quality of life of Torontonians.

SIGNATURES:

“Kevin Marshman”

Kevin Marshman
Chief Executive Officer

ATTACHMENT:

1. Development Division Goals Diagram

Attachment 1: GOALS AND THEMES STRUCTURE

VALUES	Combatting Oppression and Anti-Black & Indigenous Racism		
	Strengthening Partnerships to Maximize the Benefits of Revitalization		
	Social, Economic, & Environmental Sustainability		
GOALS	Create Vibrant and Inclusive Communities	Achieve Design and Construction Excellence	Secure Opportunities for Tenants
	Create communities that are open, accessible, and inclusive	Deliver high performance buildings that are inspirational, resilient/durable and increase tenant comfort	Leverage the Revitalization process to secure equitable opportunities for tenants which improve their economic stability
OBJECTIVES	Social Sustainability - Use an equity lens to create inclusive spaces to work, create positive connections, meet, play, celebrate, and support each other.	Quality Building Design – Architecture and urban design that meets needs of tenants and TCHC operational needs while contributing to the broader urban environment.	Tenant Economic Development and Wealth Creation – Support tenant economic sustainability through access to training, education, employment, and business opportunities.
	Mixed Income/ Range of Affordability - Include a broad spectrum of housing options with varying levels of affordability while protecting for tenants’ right to return.	Environmental Sustainability – Demonstrate leadership through the delivery of energy efficient, sustainable and low carbon buildings.	Finding and Strengthening Partnerships - Work collaboratively to reduce service gaps, mitigate poverty, and to improve healthcare, food security and communication.
	Quality Urban Design - Improve the design of revitalization communities and create connections with surrounding neighbourhoods to enhance safety and improve physical access.	Prioritize Tenant Experience - Make revitalization safe, comfortable, and timely for tenants.	Tenant Capacity Building and Empowerment - Engage tenants to become leaders of social change for revitalized communities.