

Community Representative

Orientation resource binder



**Congratulations and welcome on
being a Community
Representative!**



To request this document in an accessible format or for a translated version, please contact help@torontohousing.ca or call 416-981-5500.





Table of contents

TCHC vision and mission.....	p.3
Tenant charter.....	p.4
New structure of TCHC.....	p.5
TCHC’s vision for the future.....	p.7
TCHC’s new operational pillars.....	p.8
Service Quality Indicator survey.....	p.10
Regional operations organization chart.....	p.11
Restructuring alignment.....	p.15
Tenant engagement system.....	p.16
Community Action Plans.....	p.29
Tenant Action Funds.....	p.30
Participatory Budgeting.....	p.35

TCHC vision and mission

Our vision

Quality homes in vibrant communities where people are proud to live and work.

Our mission

Our core mission is to provide clean, safe, well-maintained, affordable homes for residents. Through collaboration and with residents' needs at the forefront, we connect residents to services and opportunities, and help foster great neighbourhoods where people can thrive.

Our values

Respect

Accountability

Community collaboration

Integrity

Accessibility for persons with disabilities



Tenant Charter

The purpose of the tenant charter is to communicate Toronto Community Housing's service commitments and set out accountabilities for all tenants and employees.

Everyone working at, living in or visiting Toronto Community Housing shares the responsibility of maintaining a culture of respect, safety, equity and inclusiveness.

COMMUNITY COLLABORATION

All employees will:

- Support community engagement by sharing opportunities to participate in activities that help create healthy communities
- Promote and communicate environmentally friendly activities
- Provide access to common spaces in a fair and equitable manner
- Work collaboratively with community partners and provide relevant information to tenants to maintain successful tenancies

All tenants will:

- Have the opportunity to vote for position(s) in Toronto Community Housing's Tenant Engagement System
- Have the opportunity to participate in meetings and community activities
- Have the opportunity to take a leadership role in organizing local initiatives and represent the needs and wishes of their communities

INTEGRITY

All employees will:

- Work to earn, develop and maintain trust of tenants through honest, accountable, and transparent service
- Provide service in an unbiased and equitable manner
- Support an inclusive environment that promotes dignity and respect
- Show commitment and dedication to any task being undertaken

All tenants will:

- Support an inclusive environment that promotes dignity and respect

RESPECT

All employees will:

- Provide respectful, professional and courteous service at all times
- Listen to and acknowledge issues and concerns raised by tenants
- Communicate in a clear and open manner

All tenants will:

- Communicate and interact with all persons who live in and work at Toronto Community Housing in a polite and courteous manner

ACCOUNTABILITY

All employees will:

- Support our mission to provide clean, safe, well-maintained, affordable homes
- Make information about service standards and processes for addressing service requests or complaints readily available
- Take ownership and update tenants in a timely manner on the status of their request or complaint according to the applicable service standard
- Hold service providers working on Toronto Community Housing properties accountable
- Take appropriate tenancy management action to address illegal activity and anti-social behaviour on Toronto Community Housing property
- Provide language interpretation at tenant engagement meetings upon request

All tenants will:

- Be transparent and accountable when they represent other tenants via the Tenant Engagement System
- Maintain their own units, keep common spaces clean and be responsible for their own conduct as well as the conduct of occupants, guests and all pets they bring into the community
- Report safety issues and/or hazardous conditions to staff

ACCESSIBILITY FOR PERSONS WITH DISABILITIES

Toronto Community Housing is and will continue to be committed to providing accessible service. This includes meeting its duty to accommodate disabilities under the *Human Rights Code*, and the standards set out in the *Accessibility for Ontarians with Disabilities Act*.

Nothing in this charter should be seen to take away from the rules set out in any laws, such as the *Residential Tenancies Act* and the *Ontario Human Rights Code*, Toronto Community Housing policies, or any other legal commitments, such as a lease.



New structure of Toronto Community Housing

Toronto Community Housing Corporation (TCHC) is implementing a plan approved by its board of directors that will restructure the organization to provide better services to tenants. The plan includes changes to decentralize operations, add frontline resources, empower local decision-making and bring services closer to where tenants live.

TCHC will implement the plan in phases. Once the plan is fully implemented, staff will have the tools and authority to deliver better, more responsive services consistently and with accountability.

The new structure brings all elements of tenant service under a single Operations Division led by the Chief Operating Officer. Three regional offices, each led by a General Manager reporting to the Chief Operating Officer, will be responsible for monitoring and managing the delivery of tenant services.

As work takes place to implement the restructuring plan, we will keep tenants informed of our progress and provide opportunities for you to give us your input and feedback. We are committed to clear, open and timely communications with tenants so they know what changes are being made and how the changes affect them.

The improvements will:

- Decentralize decision-making away from head office and into all buildings and communities, and hire more superintendents, cleaners and support staff. This change will make sure the right people can make the right decisions for tenants right away.
- Create 90 local service hubs across the city, where the prime point of contact for tenants will be the building superintendent, supported by a local team focused on building services, tenancy management and community supports. This will make sure tenants get help for issues in their unit or building when they need it.
- Invest \$5 million a year to expand hours of service in hubs to cover evenings and weekends based on community needs and bring more services into buildings and local hubs. This is about making sure we have strong frontline services.
- Empower superintendents to make service decisions at the local level, so that tenants can have meaningful conversations about their homes that don't get lost in process. This is about cutting red tape and putting our tenants first.

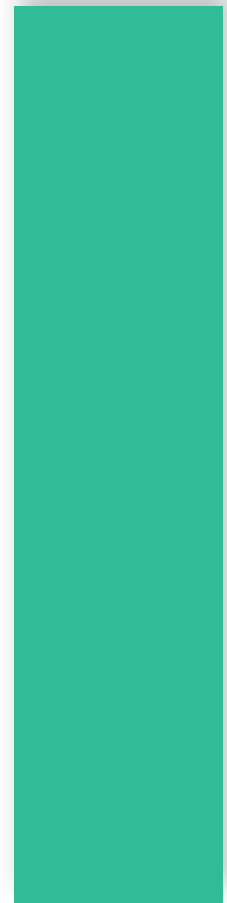
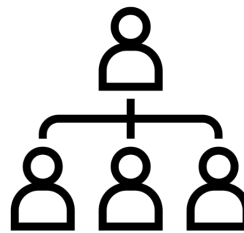
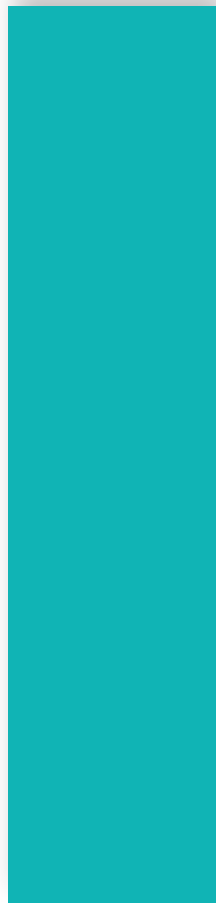
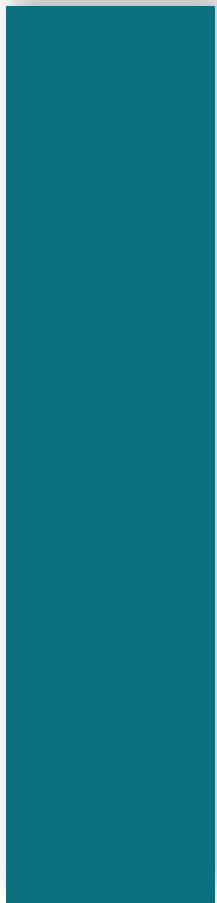
Toronto Community Housing tenants expect and deserve better service, and our company was not structured to deliver that level of service. Our restructuring plan puts us on the right track to offer faster, more responsive service to tenants.



TCHC's vision for the future

Tenants will get improved service in the four pillars of our model:

Cleaning **Maintenance** **Tenancy management** **Community safety & support**



New operational pillars

1. Cleaning

Tenants want cleaner common areas and the same cleaning standards for all buildings. They want to feel proud and comfortable to bring friends and family to their building.



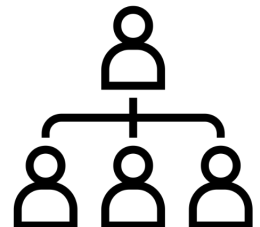
2. Maintenance

Building maintenance should be done in a timely manner. Good maintenance now will help Toronto Community Housing avoid costly repairs in the future.



3. Tenancy management

Tenants want more face time with staff. They expect staff to be knowledgeable, respectful, trustworthy, accountable, flexible, consistent and patient with tenants, especially when there is a language barrier or a tenant is experiencing vulnerability.



4. Community safety and supports

Tenants want to live in safe, inclusive communities. Many told us they want more security cameras and for Toronto Community Housing to use the cameras to remove troublemakers from buildings.





New service delivery model

To deliver better service in the four pillars, we will:

- Create a unified Operations Division
- Move staff to local service hubs in communities
- Expand staff hours to cover evenings and weekends
- Create regional management teams
- Develop new tools to measure quality service

Local service hubs

Working out of the local service hub will be your:

- Building staff (Superintendent, CMP1, Cleaner)
- Tenant Services Coordinators
- Community Services Coordinators

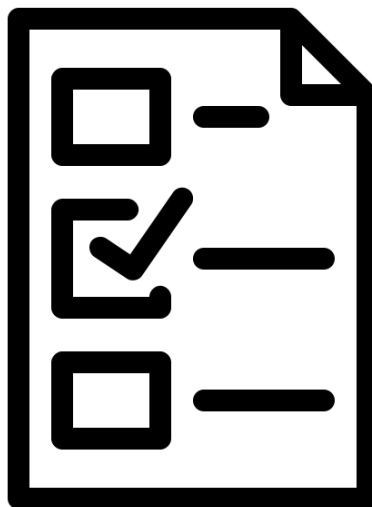
These staff will be responsible for delivering the four key pillars of service directly to tenants: cleaning, maintenance, tenancy management, and community safety and supports.

Service Quality Indicator (SQI) survey

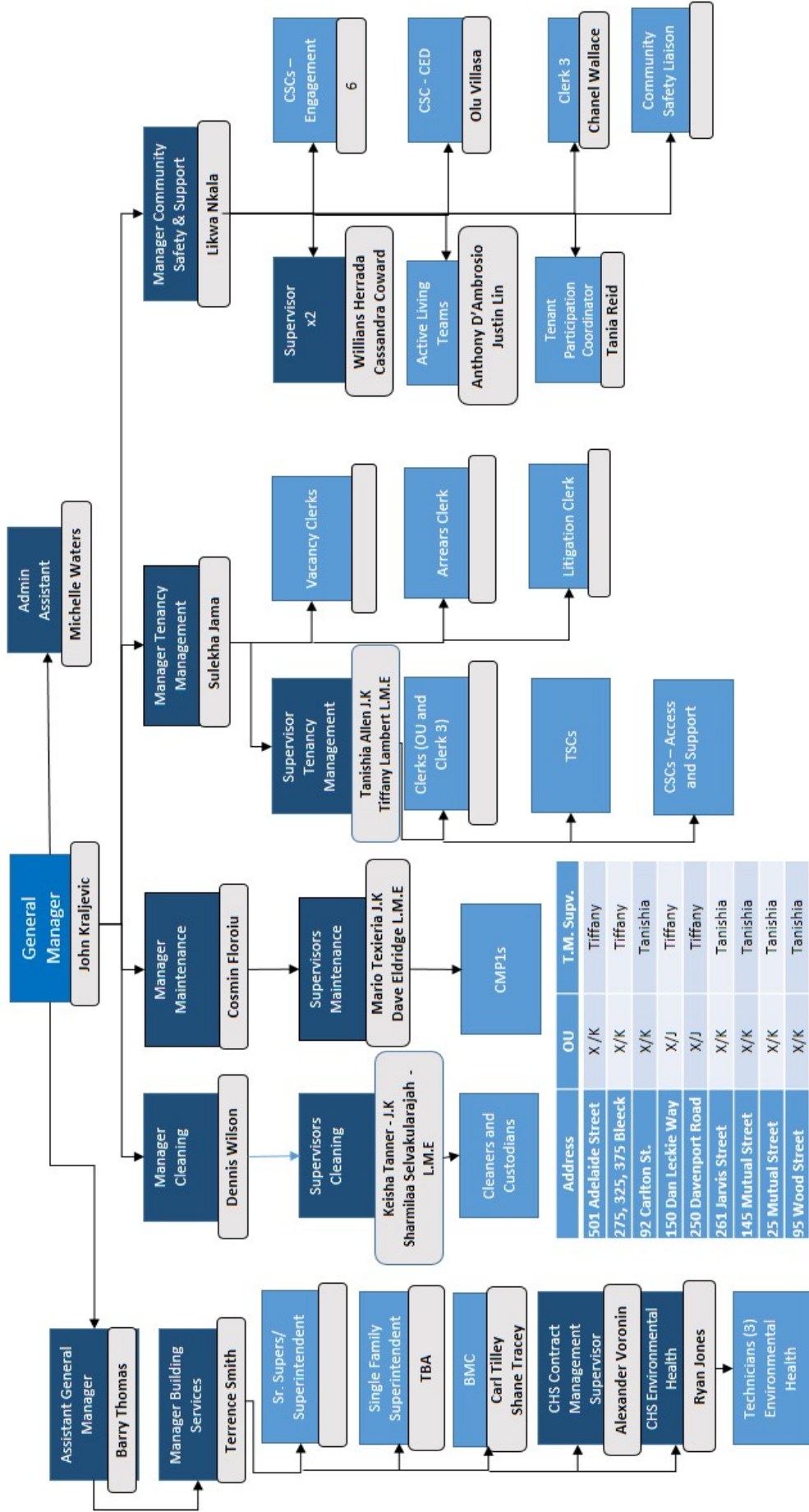
As a Community Representative in the Toronto Community Housing (TCHC) Tenant Engagement system, it is part of your role to fill out the Service Quality Indicator (SQI) survey. By doing so, you will be providing feedback on the quality of the service in your building under the following four pillars (categories):

- clean buildings
- well-maintained buildings
- tenancy management
- community safety and supports.

As a member of the Toronto Community Housing Tenant Engagement system, the survey will be conducted on an annual basis.

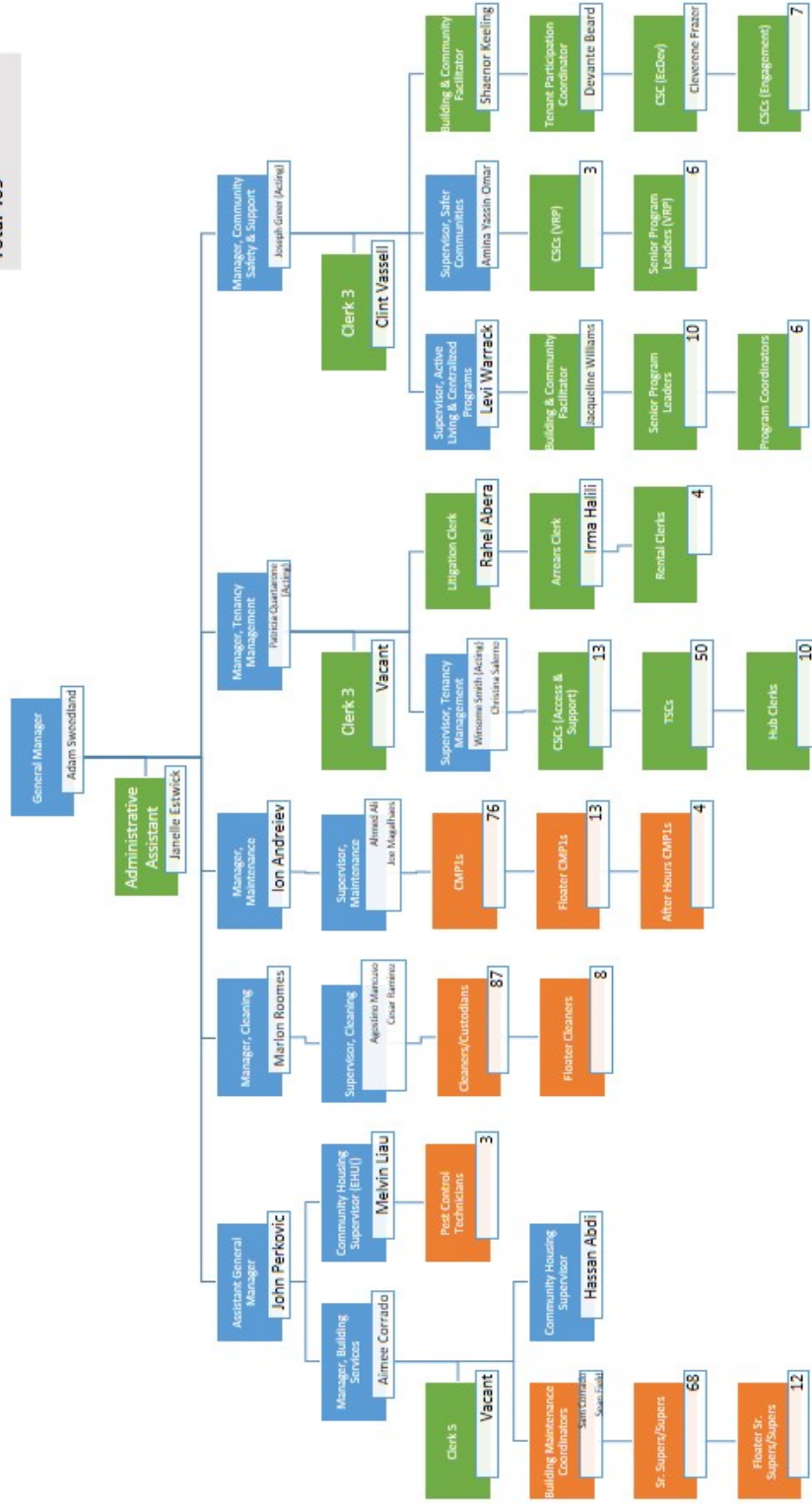


Central regional team structure

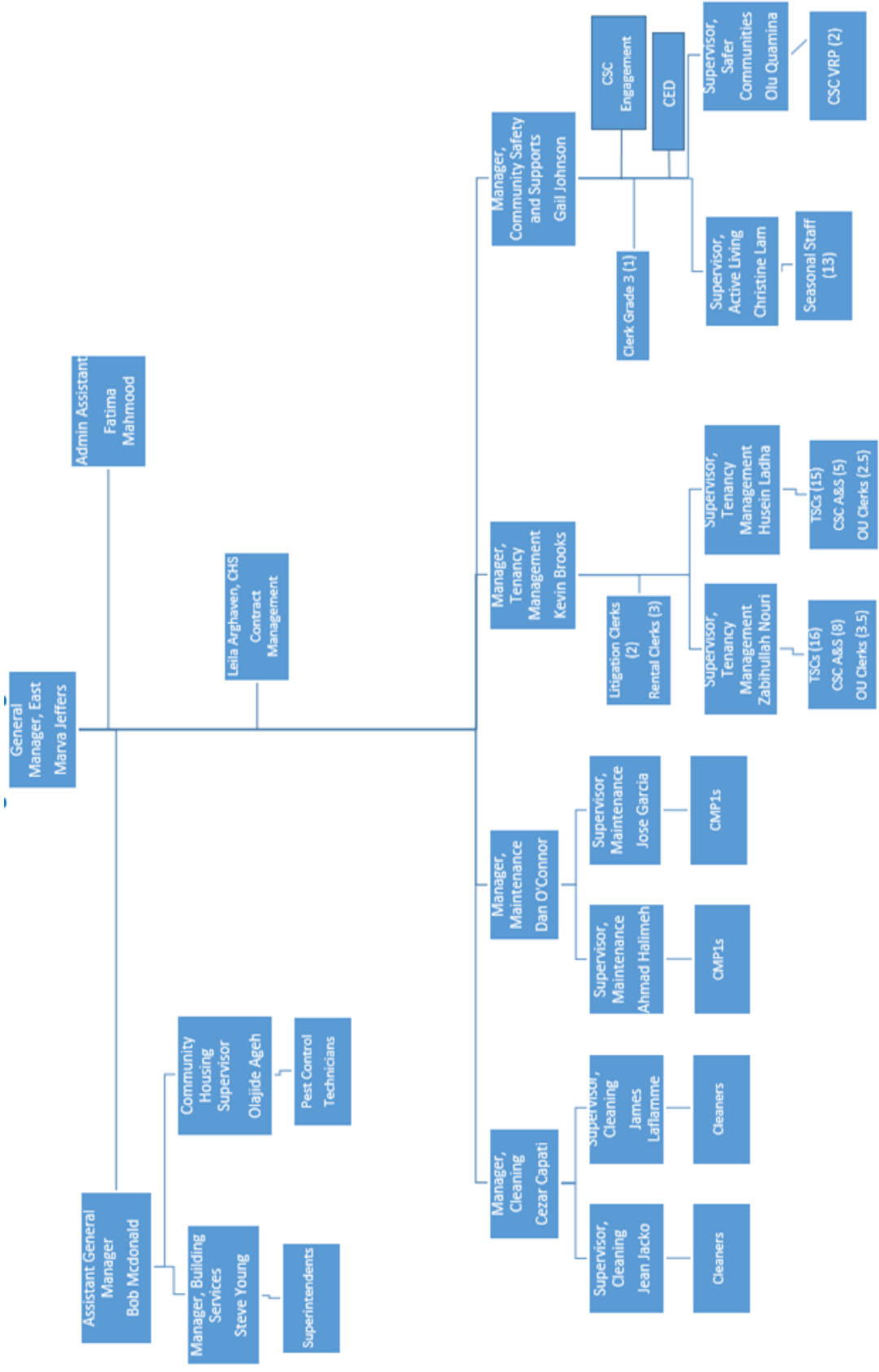


West regional team structure

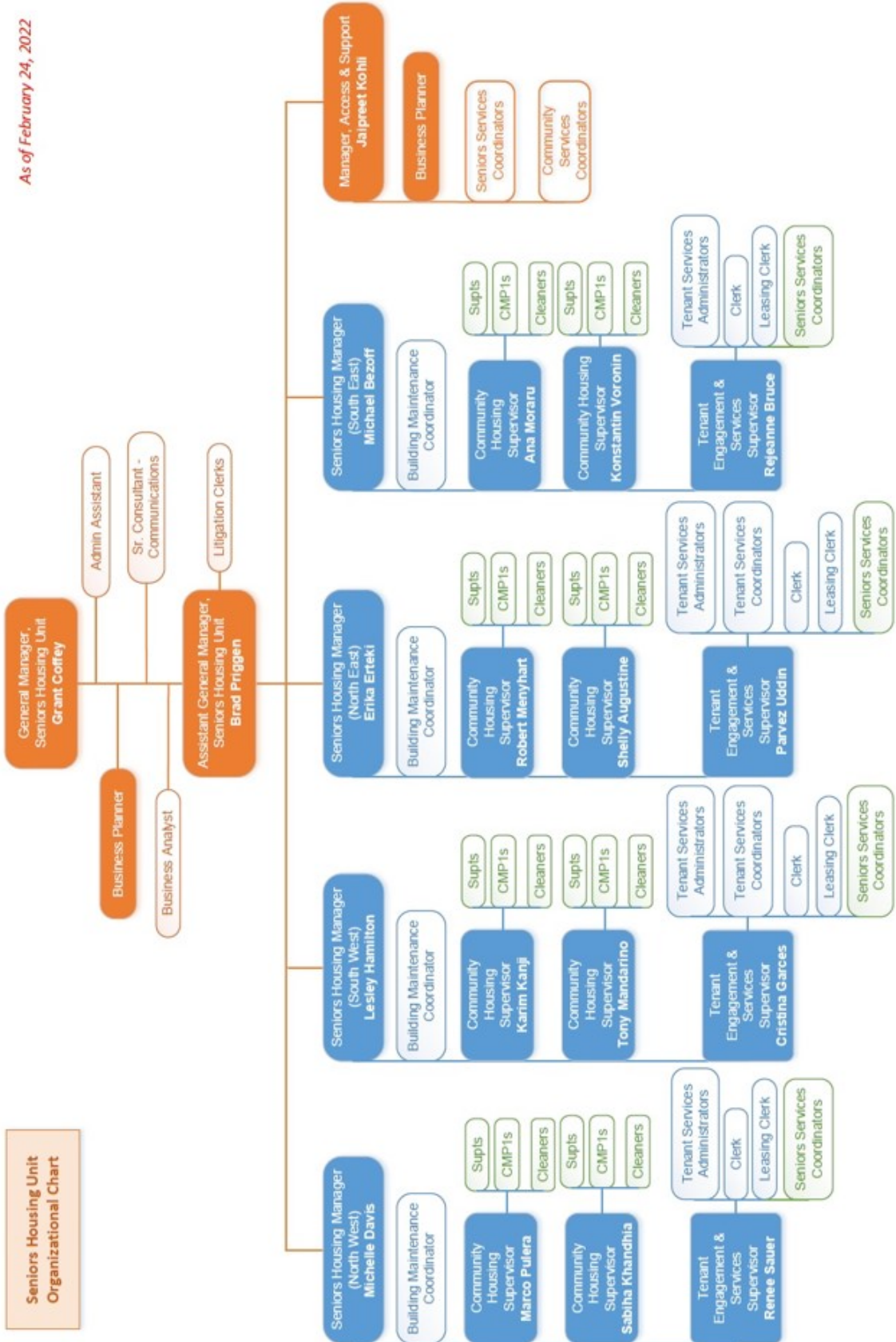
Management (18)
Cupe L416 (273)
Cupe L79 (118)
Total 409



East regional team structure

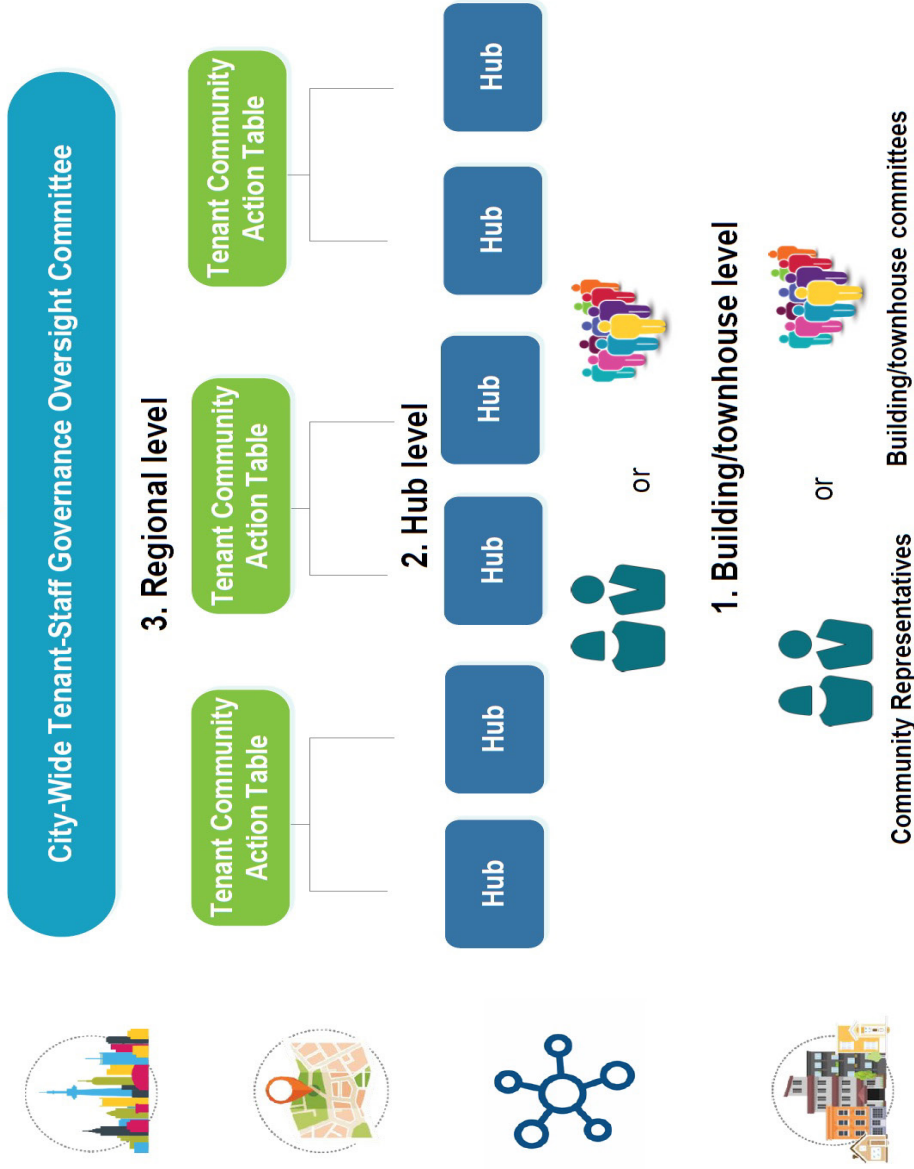


Seniors Housing team structure



Restructuring alignment

Restructuring Alignment



What is the Tenant Engagement System?



Tenants and staff have created a new Tenant Engagement System at Toronto Community Housing.

Over the last few years, tenants and staff worked together to create an engagement option that encourages and empowers more tenants to get involved in their community.

The goal is to create a refreshed Tenant Engagement System that is inclusive, accessible, transparent and based on tenant-identified priorities.

The proposed system and implementation plan were approved by the Tenant Services Committee May 2019 and by the Board of Directors in July 2019.





Background on the Tenant Engagement System

- **2015:** The Mayor’s Task Force final report and the Tenants First phase one Implementation Plan recommended Toronto Community Housing (TCHC) strengthen the current tenant engagement system.
- **2016:** A group of tenants developed, implemented and analyzed the results from the “Take 5” survey, which directly informed a set of recommendations around changes to the Tenant Engagement System that were developed by a City-Wide Tenant-Staff Engagement Advisory Committee (CWTSEAC).
- **2017:** The CWTSEAC presented 52 recommendations to the Tenant Services Committee of the TCHC Board of Directors. These recommendations focused on governance, accountability, building profiles, communications, tenant participation and capacity-building.
- **2018:** Toronto Community Housing committed to adopting and applying CWTSEAC’s recommendations.

TCHC's new Tenant Engagement System

The Tenant Engagement System, approved by Toronto Community Housing's (TCHC) Board of Directors on July 19, 2019, is the formal system of engaging tenants living in Toronto Community Housing.

The goal of the refreshed Tenant Engagement System is to increase tenant participation in local decision-making, as recommended in the Mayor's Task Force and Tenants First reports. Tenants and staff have worked together over the past several years to develop a refreshed Tenant Engagement System that encourages and empowers more TCHC tenants to get involved in local decision-making in their community.



Members of the Tenant-staff elections working group



Tenant Engagement and me

The goal of the refreshed Tenant Engagement System is to increase tenant participation in local decision-making, as recommended in the Mayor's Task Force and Tenants First reports. Tenants and staff have worked together over the past several years to develop a refreshed Tenant Engagement System that encourages and empowers more TCHC tenants to get involved in local decision-making in their community.

The model reflects the principles of the Tenant Charter, including all requirements for accessibility under the Accessibility for Ontarians with Disabilities Act and TCHC's Human Rights, Harassment and Fair Access Policy.

The Tenant Engagement System supports an inclusive and accessible environment that promotes dignity and respect, and free of discrimination and harassment.

Guided by the principles for effective and meaningful engagement – Respect, Equity, Informative, Inclusiveness, Accessibility and Collaboration, TCHC is committed to a robust and effective tenant engagement process and equitable opportunities for all tenants.

The vision of the Tenant Engagement System is to foster relationships with tenants and build vibrant communities through diverse, inclusive and collaborative methods that give all tenants of Toronto Community Housing Corporation a voice and input into community-related decision-making.

The foundation of the Tenant Engagement System is the needs and priorities identified by tenants through a priority-setting process. Tenant priorities inform the focus of all structures in the Tenant Engagement System. Tenant priorities will also inform our approach to partnership development and our program and service delivery model.

Why is Tenant Engagement important?


Tenants understand the assets and needs of their communities. Toronto Community Housing is committed to establishing, building and maintaining relationships with tenants and providing an effective tenant engagement system that enables more tenants from all communities to get involved. In doing so, TCHC is able to understand tenants' needs and the needs of their community and build on their assets and talents to make where they live more enjoyable. Tenant engagement improves tenants' quality of life and service delivery, resulting in a more tenant-focused experience.

Providing tenants with opportunities to build their leadership skills and participate in local decision-making and community action planning empowers tenants to take ownership of the well-being of their community and help build healthy, vibrant communities.

Through tenant engagement, TCHC aims to create vibrant communities that tenants are proud to call home. The new engagement system outlines how TCHC will deliver on a commitment made to the City of Toronto through Shareholder Direction, calling for tenant input on decisions at the local and corporate levels. TCHC is committed to this effective engagement system which allows tenants from all communities across the city to get involved.



Key elements of the Tenant Engagement System

1. A structure that consists of three levels: building or townhouse level, Community or hub level and City level.
 2. Giving tenants the opportunity to decide if they want to participate in the refreshed Tenant Engagement System.
 3. Giving tenants the opportunity to vote for one of four options that best fits their community at the building or townhouse level.
 4. Allowing tenants to establish independent tenant associations in addition to engaging in the Tenant Engagement System.
 5. Directing Toronto Community Housing to:
 - design a voting process for tenants to select the local engagement option of their preference.
 - create and carry out a communication strategy which informs tenants of the different local engagement options and selection process.
 - establish Tenant Community Action Tables (formerly Tenant Councils) and City-Wide Tenant-Staff Governance Oversight Committee.
 - continue to apply the 52 recommendations from the City-wide Tenant-Staff Engagement Advisory Committee.
 - revise the roles and responsibilities and code of conduct of elected or selected community representatives guidelines and align timelines with performance milestones.
- 

Engagement Level	Tenant Membership	Function
Building/townhouse	Based on community choice 1. Community Representative model: 2 Community Representatives for every 250 households 2. Building/townhouse committee model: open to all tenants	Monitor the implementation of local Community Action Plan (CAP), which outlines key activities and solutions in response to tenant identified community priorities
Hub	Elected/selected representatives from building/townhouse level based on hub clustering	Assess Service Quality Indicators (SQI) by providing direct input into improving the quality of services provided to tenants
Regional	Elected/selected representatives from building/townhouse level	Work with tenants and stakeholders to address top regional tenant-identified priorities
City	Selected through a city-wide application process where each Tenant Community Action Table has representation	A resource and accountability structure, and work with tenants and stakeholders to address overall tenant-identified priorities

Tenant Engagement role overview



Building/Townhouse Committee member

In your role as a committee member at the building/townhouse level, you will:

- Work with tenants, Community Representatives, staff and partners to monitor and implement the local Community Action Plan.
- Maintain an open and ongoing dialogue with all tenants in the community.
- Engage and encourage members of the community to get involved.
- Keep tenants informed.
- Hold quarterly community meetings.
- Represent the community and address tenant priorities.
- Advocate for the community.



Community Representative

In your role as a Community Representative at the building/townhouse level, you will:

- Work with tenants, other Community Representatives, staff and partners to monitor and implement local Community Action Plan.*
- Maintain an open and ongoing dialogue with all tenants in the community.
- Engage and encourage members of the community to get involved.
- Keep tenants informed.
- Hold quarterly community meetings.
- Represent the community and address tenant priorities.
- Advocate for the community.

Tenant Engagement

Role and support overview



In your role as a member of the Tenant Community Action Table, Community Representatives will:

- Actively participate at the Tenant Community Action Table and attend meetings.
- Work with members of the Tenant Community Action Tables, staff and key stakeholders to exchange ideas and identify solutions and strategies that address tenant priorities.
- Allocate resources to address tenant priorities.
- Share minutes from meetings.



TCHC supports Community Representatives by:

- Delivering mandatory training and provide learning and capacity building opportunities.
- Providing tools and resources to carry out roles and responsibilities.
- Removing barriers to participation such as providing food and transportation reimbursement, translation and interpretation, and more.
- Providing support with Tenant Action Funds applications.
- Help plan and implement meetings, communications and problem solving.



Terms of reference

Tenant Committee Members and Community Representatives

Mandate

Tenant Committee Members and Community Representatives at the building/townhouse level are responsible for monitoring and evaluating the implementation of their Community Action Plan (CAP), which outlines key activities and solutions in response to tenant identified priorities.

Objectives

Tenant Committee Members and Community Representative will

- foster tenant engagement and build vibrant communities through diverse, inclusive and collaborative methods
- aim to ensure that tenants are valued in all local decision-making processes

Values

Tenant committee members and Community Representative will:

- adhere to the Toronto Community Housing Tenant Charter values: respect, community collaboration, accountability, integrity, accessibility
- adhere to Toronto Community Housing's Human Rights, Harassment and Fair Access Policy
- adhere to the core principles and values of the Tenant Engagement System:

Respect: mutual respect between all involved


Equity: ensuring equitable treatment for all involved

Informative: ensuring all involved have the capacity to make informed decisions

Inclusive: inclusive and representative of all TCHC tenants

Collaborative: working together as partners

Innovative: continue to foster innovation and change

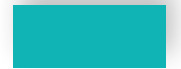




Membership roles and responsibilities

All Community Representatives or Building/Townhouse Committee members will

- work with tenants, staff and community partners/neighbourhood groups to identify tenant priorities and implement the Community Action Plan developed by tenants
- work with local Building/Townhouse Committee members or local Community Representatives to hold at least quarterly building/community meetings and events that encourage and bring culturally diverse/mixed-income communities together
- represent tenants in their community and liaises with staff on local issues
- promote the availability of funds for the community, including posting, emailing, face-to-face, etc. (e.g., Participatory Budgeting, Tenant Action Funds)
- share information from TCHC with tenants in their community (e.g., event posters, updates, opportunities) as well as information about local community programs and initiatives
- maintain an open and ongoing dialogue with all tenants in their local community, including other Community Leaders and fellow Building/Townhouse Committee Members or Community Representatives, including attending and participating in meetings and sharing decisions made by the Building/Townhouse Committees or Community Representatives at the local level
- help direct tenants to appropriate sources to address their concerns (Client Care, Superintendent, etc.)
- participate in a mandatory accessibility training and an orientation session on applicable Toronto Community Housing policies
- participate in capacity building training to enhance their leadership skills and support them in fulfilling their roles
- adhere to a Code of Conduct aligned with principles and values of the Tenant Charter including all requirements for accessibility under the Accessibility for Ontarians with Disabilities Act and TCHC's Human Rights, Harassment and Fair Access Policy



Decision making

Building/Townhouse committee members and Community Representatives will:

- brainstorm and have discussion with the committee or fellow Community Representatives before decisions are made
- respect all decisions made by the group based on an absolute majority rule of 50 per cent plus one of members present on the day the decision was made
- sign-off on their group decisions

Conflict resolution

All Tenant Committee Members and Community Representatives are expected to adhere to a Code of Conduct aligned with principles and values of the Tenant Charter including all requirements for accessibility under the Accessibility for Ontarians with Disabilities Act and TCHC's Human Rights, Harassment and Fair Access Policy. Should there be a breach by any Tenant Committee Members or Community Representative, staff will take the appropriate steps to address it.

Actions taken will depend on the nature and severity of the breach as follows:

- step one: informal verbal conversation about membership expectations. If the behaviour continues, proceed to step two.
- step two: written documentation of membership expectations. If the behaviour continues, proceed to step three.
- step three: meeting with individual. If the behaviour continues, proceed to step four.
- step four: remove member from group.





Time commitment

Three year term ending in 2023.

Meeting frequency

Building/townhouse committee members and Community Representatives will meet as a group at least once every quarter.

Reporting

Building/townhouse committee members and Community Representatives will:

- post meeting minutes and decisions after each meeting
- provide an annual report of their accomplishments

Commencement

The Terms of Reference will be signed by all tenant committee members once building/townhouse committees are established and all Community Representatives are elected.

Community Action Plan (CAP)



Working together to address community priorities and build vibrant communities.

Action plan and priorities:

	Action	Responsibility	Timeline
Priority one			
Priority two			
Priority three			

How to get funding to address your communities priorities?

First, you shared how you wanted to address your community priorities. Then we worked together on creating an action plan to respond to them. Now we want to work together to move it forward.

Have an idea for a project or initiative? Need funding for your community priorities?

Tenants may apply for Tenant Action Funds to address local priorities. Learn more by visiting torontohousing.ca/TAF or by contacting your local Community Services Coordinator (CSC).

- Name
- Email
- Phone





Tenant Action Funds (TAF) background

Tenants and staff have worked together over the past several years to develop a refreshed Tenant Engagement System that encourages and empowers more Toronto Community Housing tenants to get involved in local decision-making in their community.

Following extensive consultations with tenants in 2018 and 2019, Toronto Community Housing's Board of Directors approved the refreshed Tenant Engagement System and implementation plan on July 19, 2019. The foundation of the Tenant Engagement System is the needs and priorities identified by tenants through a priority setting process. Tenant priorities inform the focus of all structures in the Tenant Engagement System.

To make sure tenants continue to access resources until the new Tenant Engagement System was implemented, we established four Interim Funding Tables (one in each region and one for the seniors portfolio) in September 2019 to help distribute Tenant Action Funds to tenants or tenant groups. The established groups were made up of representatives from across the TCHC portfolio, who were selected through an application and interview process. Members of the Interim Funding Tables reviewed and approved requests by tenants and tenant groups to fund projects and initiatives that will respond to tenant-identified priorities. The interim process helped us inform a new way of distributing and allocating funds to communities.



What you need to know about Tenant Action Funds (TAF)

What are tenant action funds?


Resources available to tenants and tenant groups to fund projects and initiatives that will respond to tenant-identified priorities.

Who approves Tenant Action Funds applications?

Members of the Tenant Action Fund Tables review and approve requests by tenants and tenant groups to fund projects and initiatives that will respond to tenant-identified priorities.

Who can apply for tenant actions funds?

All Toronto Community Housing tenants can request resources for projects and initiatives that will respond to tenant identified priorities. Members of the Tenant Action Fund Tables cannot submit funding requests for initiatives in their community, but members of their community can apply for the Tenant Action Funds. When there are funding requests from their building or townhouse, the member cannot participate in the assessment of those applications. All applicants must balance previously allocated funds before seeking additional resources. Any tenant found to be misappropriating funds will be ineligible to apply for future resources.





Important information on Tenant Action Funds (TAF)

What is the maximum dollar amount that can be allocated to the project or initiative submitted through the Tenant Action Funds?

A maximum of \$1000 can be allocated to the project or initiative.

What are the submission deadlines?

Tenant Action Funds are due at the end of each month for the following month's review.

How to get an application form?

- from your local engagement Community Services Coordinator
- online at torontohousing.ca/TAF
- by sending an email to taf@torontohousing.ca

If you are unsure who your Community Services Coordinator is, you can call the Client Care Centre at **416-981-5500** and an agent will connect you to the right person.

Application and submission process

Tenant Action Funds are on hold due to COVID-19. The launch of Tenant Action Funds for this year will be shared soon.

Application submission

Step one: Connect with your Engagement Community Services Coordinator to discuss your idea.

Step two: Complete an application form. If you need help completing the form, your Engagement Community Services Coordinator is available to help you with the application process.

Step three: Submit application form to

- local Engagement Community Services Coordinator
- taf@torontohousing.ca.

Review and decision

Step four: The Tenant Action Fund Table will review your application form. Staff will reach out to you if there are any questions about the application or clarifications on the application are required. Staff will also let you know when your application will be reviewed and may call you on the day of if there are any questions members of the table may have.

Step five: You will receive a letter with the status of your application within two weeks after the review meeting date. If your application is approved, your engagement Community Services Coordinator will contact you to discuss next steps.



Tenant Action Funds application

Processing applications and report back

Step six: All decisions made by the Tenant Action Fund Table are final. Feedback for rejected applications will be provided upon request. All applications that were not approved can be resubmitted with any appropriate changes or additional information recommended.

Step seven: When the project is done, all applicants are expected to submit a project completion form. If a cheque was issued, applicants will have to include an expense report form, original sale receipts and any unused funds.

If you need help finishing your project completion form or reconciling allocated funds, you can contact your engagement Community Services Coordinator.

Important Notice:

Tenants Action Funds are temporarily paused. Toronto Community Housing takes the allocation of Tenant Action Funds seriously. As a result, we are carrying out a program evaluation and to put in place a simple process that best serves tenants and their communities.

Participatory Budgeting (PB)

For over 15 years, the Participatory Budgeting (PB) process has given Toronto Community Housing tenants the opportunity to decide how to spend funds to improve their buildings, developments, and communities.

In order to meet our new commitment to an improved service delivery in accordance with the new operations structure, we started to review the PB process so we can improve it and make it more responsive to tenant needs.

That being said PB is on hold and will be back with a new and improved process.





The Participatory Budgeting process

Phase one: Identify local needs

- Tenants will be educated on the process and encouraged to participate
- Staff will support tenants to develop their ideas and provide key information about items
- Local needs will be identified at building meetings

Phase two: Decide on projects

- Communities will decide which non-capital items to present on allocation day, and select a delegate and an alternate
- On allocation day, delegates will vote on projects
- PB Monitoring Committees are formed

Phase three: Implement decisions

- Staff will purchase selected items
- Monitoring committees will meet monthly until all projects are signed off and complete
- PB monitoring committees will meet at the end of the year to assess the program

Questions about PB

If you have questions about PB, contact:

- Your local engagement Community Services Coordinator
 - The Client Care Centre at help@torontohousing.ca or **416-981-5500**.
- 

Important contact information:

- Client Care Centre: **416-981-5500**
- Tenant Engagement: **416-981-4435**

Important webpages:

- **Engagement System:**
torontohousing.ca/tes
- **Engagement Refresh:**
torontohousing.ca/ter
- **Tenant Action Funds:**
torontohousing.ca/taf
- **Organization Restructure:**
torontohousing.ca/restructure
- **Participatory Budgeting:**
torontohousing.ca/pb

Get in touch!



torontohousing.ca/TER



@TorontoCommunityHousing



@TOhousing



@torontohousing



@TorontoCommunityHousing

Don't forget to follow us on social media! #YourCommunityYourSay