



Toronto Community Housing Corporation
931 Yonge Street
Toronto, ON
M4W 2H

April 30, 2019

Mr. Chris Murray
City Manager
City of Toronto
City Hall
11th Floor, East Tower
Toronto, ON M5H 2N2

Dear Mr. Murray,

Toronto Community Housing Corporation's 2018 Annual Report

We are pleased to submit the enclosed 2018 Annual Report for the Toronto Community Housing Corporation. The 2018 Annual Report highlights our achievements in relation to our corporate goals and objectives.

This letter to the Shareholder, its attachments and our 2018 Annual Report fulfill all Shareholder and other City Council mandated reporting requirements, as outlined in the 2013 Shareholder Direction from the City of Toronto and various resolutions adopted by City Council.

Through collaboration with tenants and employees we developed our 2019-2022 strategic plan which was approved by our Board of Directors in 2018. The completion of the four year strategic plan fulfills the requirements of the Shareholder Direction.

If you have questions about the contents of this letter or the 2018 Annual Report, please contact Kevin Marshman at (416) 981-4338.

Yours truly,

Brian Smith
Vice-Chair, Board of Directors

Kevin Marshman
President and CEO

Encl. Additional Information Reported Annually to the Shareholder
2018 Annual Report

Toronto Community Housing



2018 Annual Report Investing in our Future



Investing in our Future



Kevin Marshman,
President
and Chief
Executive
Officer

Working with the City of Toronto and our many partners, Toronto Community Housing made progress in 2018 in improving housing and services for our tenants and becoming more efficient, effective and responsive. A new four-year strategic plan developed with input from tenants guided these efforts. Its priorities—Positive Tenant Experience, Quality Homes and Vibrant Communities—are what tenants told us they want and need.

Providing quality service, respect and a positive experience every time tenants interact with our employees and contractors is central to all that we do. In 2018 we improved several tenant-facing services, including providing more after-hours services and creating a new Crisis priority transfer process that meets tenants' needs in a fair, consistent and timely manner.



Brian Smith,
Vice Chair,
Board of
Directors

Tenants want clean, well-maintained homes in good repair. In 2018, we delivered a \$300-million building repair program to improve living conditions, safety, accessibility and comfort for tenants, increase energy efficiency and prevent closing units. We also continued our efforts to renew and replace homes in our revitalization communities.

Vibrant communities are places where tenants feel safe and have opportunities to reach their potential. In 2018, we enhanced fire safety in all our buildings and added more resources to strengthen security, deter crime and help tenants feel safer. We continued to move the City's Tenants First plan forward through the implementation of our Interim Seniors Housing Unit and made progress on a new engagement model that will give more tenants a voice in decisions that affect them.

While there is still more work to do, we are on the right track. We thank our employees for all their efforts in 2018 and for their unwavering commitment to improving the lives our tenants. We will continue to build on this progress in 2019 and beyond. ■

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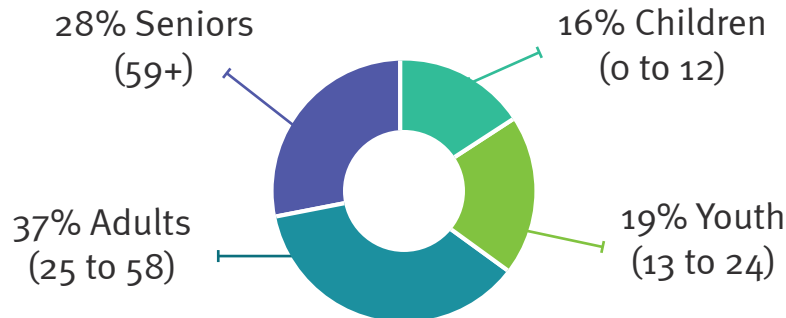
About us

Toronto Community Housing Corporation (TCHC) is the largest social housing provider in Canada. Almost 60,000 low- and moderate-income households call TCHC home.

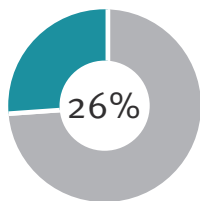
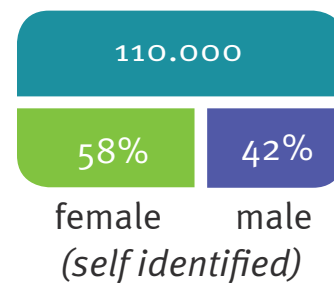
We are owned by the City of Toronto and operate in a non-profit manner. We own and manage rental units in close to 2,100 buildings across the

city. Our portfolio contains nearly 50 million square feet of residential space and is a \$10-billion public asset.

About 110,000 people live in our buildings. They come from many different backgrounds with a diversity in age, education, language, mental and physical disability, religion, ethnicity and race.

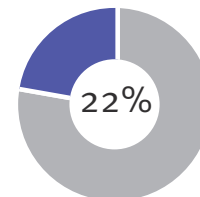
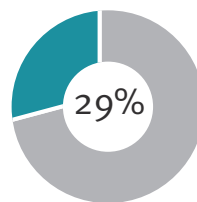


people living in our buildings



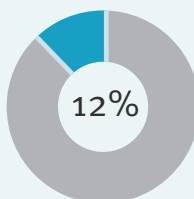
About 26% of our households are headed by a **single parent**.

About 29% of tenants **live alone**.

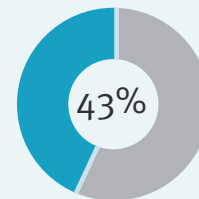


A **second language** is spoken in more than 22% of households.

An estimated 12% of households self-identify as having at least one member with a **mental health concern**.*

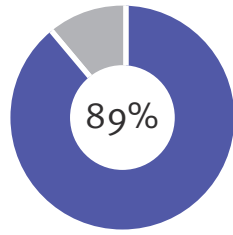


An estimated 43% of households self-identify as having at least one member with a **disability**.*

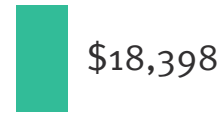


*Source: Toronto Community Housing 2018 Tenant Experience Survey

89% of tenants pay **rent-geared-to-income**. The rest pay market rent or affordable rent rates.



Median income of TCHC rent-geared-to-income households



Toronto's median household income (from 2016 census).

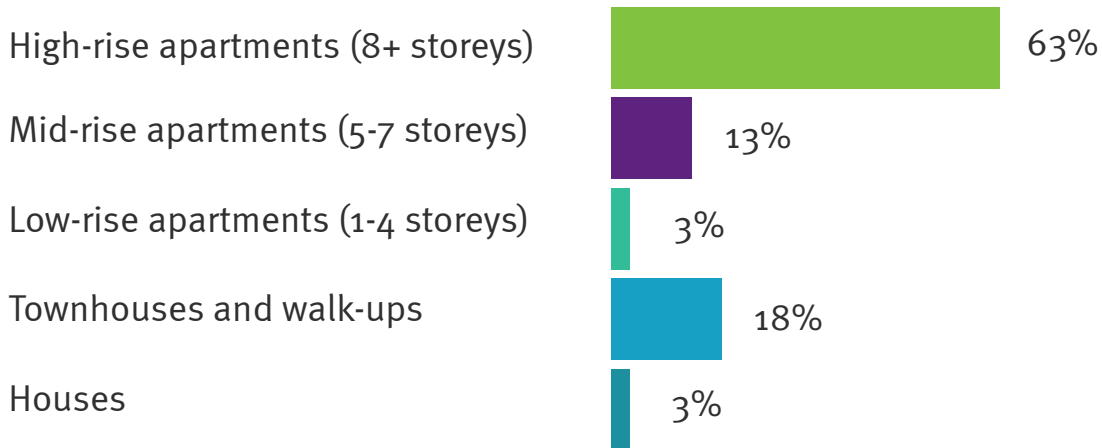


Most of our buildings are **between 40 and 50 years old** and in need of large-scale capital repairs.



Our buildings are in 105 of Toronto's 140 neighbourhoods.

Units in each building type

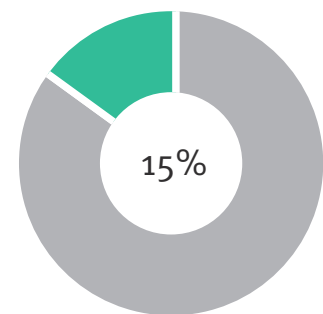


We **partner** with more than 300 private sector organizations and community agencies to provide recreational programs, scholarships, and job and training opportunities for tenants.**

Over 1,700 people **work at TCHC**.

An estimated 15 per cent of our employees are either current or former tenants of social housing.

** See page 29 for more information about our partnerships.



Fire life safety: empowering personal responsibility through education



▲ Our Corporate Fire Life Safety team, Community Safety Unit and Interim Seniors Housing Unit partnered to implement Summer Safety Mondays.

Tenant safety, and fire life safety in particular, is top priority at Toronto Community Housing. The success of our enhanced fire life safety program is essential to ensuring tenants feel safe in their homes, and to reducing risk of damage to our properties.

In 2018 we created a new education program to further empower tenants to understand their roles

in fire prevention in their homes. Tenant education is important given that six out of seven sources of fires at TCHC buildings are caused by human behaviours such as careless smoking or cooking.

TCHC's program combines education with tenant engagement. Tenants can provide meaningful insight that supports our

efforts to advance a fire safety culture and create a more positive tenant experience.

TCHC delivers many elements of the program in partnership with Toronto Fire Services. Combined with proactive inspections and building maintenance, education contributed to a reduction in serious fires across our portfolio in 2018.

Summer Safety Mondays

Our Corporate Fire Life Safety team, Community Safety Unit and Interim Seniors Housing Unit partnered to implement Summer Safety Mondays, a six-week pilot program held at Greenwood Towers, a seniors-designated building. In total, 460 tenants took part.

“

Education, education, education...the more you learn, the better you can do.

The program aimed to increase tenant awareness through presentations, take-home educational resources and community safety and fire safety audits. It also helped staff to better understand the safety concerns of senior tenants.

According to one tenant participant, “The

information provided by both security and fire safety was very informative and easy to understand. I really liked the pictures and the presentations.”

Tenant fire safety ambassador pilot

The Fire Life Safety team worked with several partners to develop a fire safety tenant ambassador pilot program at five sites. Launched in late 2018, the pilot focused on tenant engagement and accountability. The ambassadors were trained to act as fire safety champions in their community and to escalate any fire hazards to site staff.

One ambassador, Ernie Coates, reached out to his neighbours to talk to them about fire issues in the building. “Our biggest problem is fire alarms from stuff like pots left on the stove,” Ernie said.

“This is my home...this program helps me and it helps everybody.”

Fire Safety Awareness Month

TCHC partnered with Toronto Fire Services during Fire Safety Awareness Month in June to visit 16 seniors buildings, where they met with tenants to provide information about fire safety and fire prevention.

More education in 2019

Tenants have responded positively to these new education programs, which has built a strong foundation for even more engagement in 2019. As Ernie put it: “Education, education, education... the more you learn, the better you can do.”

Go to page 23 to learn more about other fire life safety initiatives in 2018. ■

Interim Seniors Housing Unit: taking the business plan on the road



▲ Presentations to tenants educated seniors on the new plan, outlined the unit’s priorities and provided information on supports and resources.

Following City Council’s approval of the Tenants First report on seniors housing in May 2018, Toronto Community Housing established an Interim Seniors Housing Unit to better manage the 83 seniors-designated buildings in our portfolio and meet the needs of seniors living in our communities.

Among the first tasks for the unit’s general manager, Joan White, were to develop a 90-day action plan and a 2019 business plan.

A strong believer in the adage, “Nothing about us without us,” Joan spent her first 90 days reaching out to tenants, including the Seniors Advisory and Advocacy Council (SAAC), to get their input and feedback on the business plan.

“I met with the council to discuss what their needs were and to see if our business plan aligns with their needs,” said Joan. “I wanted to make sure there were no gaps between what we thought we needed to do as an organization, and the needs of tenants.”

Anita Dressler, chair of the SAAC, supported Joan’s approach to include the group in the development of the business plan. She noted that the council’s role as an advisory group to Joan and her team has enabled them to provide “feedback and suggestions that will improve the quality of life for seniors.”

“

I wanted to make sure there were no gaps between what we thought we needed to do as an organization, and the needs of tenants.

Joan and the SAAC jointly presented the business plan to tenants living in seniors buildings across the city. The presentations educated seniors on the business plan, outlined the unit’s four key priorities and provided senior tenants with information on supports and resources.

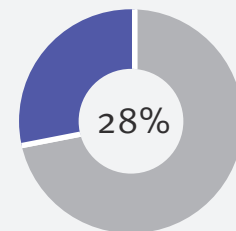
“The tenants are very happy with Joan,” said Valentyna, a member of SAAC. “They appreciate that she comes out to meet them, and we are starting to see improvements in how tenants’ issues are addressed.”

Toronto Community Housing will implement the business plan in 2019



▲ The new seniors unit’s general manager, Joan White (right), spent her first 90 days reaching out to tenants.

About 28% of tenants are seniors (59 years or older), including almost 1,100 tenants who are 90 or older.



and continue to work with the City to develop an integrated service model for seniors housing that will promote aging in place, better quality of life, and successful tenancies for seniors. ■

Updating the tenant transfer process: helping tenants in crisis

Toronto Community Housing put in place a new Crisis priority transfer process in July 2018.

The new process enables staff to take swift action when there is a direct, immediate, elevated and acute risk to the health or safety of a tenant that can only be addressed by a transfer to another unit.

TCHC approved 108 Crisis priority transfer requests in 2018. These households were either suffering intimidation, were victims or witnesses of a traumatic incident, or had a need that is protected under the Ontario Human Rights Code which could not fully be addressed by modifying their current unit.

A key change is the creation of a new Intake

Specialist position to administer Crisis priority transfer requests. Intake Specialists help tenants submit the required information and documentation and make sure that contact is made with third party agencies quickly and effectively.

“I think we make a positive impact on tenant safety,” explained Intake Specialist Gifty Frimpong. Gifty’s colleague, Charlene Crews, agreed. “Our ability to provide safety to someone who has experienced a significant trauma can be a beacon of hope to a tenant who no longer feels safe in their home,” Charlene said.

Gifty recalled working with a single mother who had been experiencing relentless intimidation in her neighbourhood and

“

Our ability to provide safety to someone who has experienced a significant trauma can be a beacon of hope.

feared for her family’s safety. Within two weeks of receiving the tenant’s application, Gifty was able to approve the transfer and move the tenant into a new home in another community.

After her move, the tenant reached out to thank Gifty for handling the application with urgency. “She told me that she felt safer in her new home and could now focus more on raising her children,” Gifty said.

Go to page 25 to read about other updates to the tenant transfer process. ■

Access and support: Going above and beyond to help a single parent in need



▲ TCHC employees Dena Forbes and Ricardo Nayal went out of their way to support a mother in need.

During a routine visit to a tenant's home to complete a basic maintenance request, Superintendent Ricardo Nayal noticed the unit was in disarray and that the tenant and her young child were acting differently.

"I could see she needed help beyond what I could provide, and knew I had to do something," Ricardo said. "I flagged the issue and that's when Dena was brought in to help."

Dena Forbes is a Community Services Coordinator whose job is to connect tenants to supports in the community. She visited the woman's home for a check-in. "She was very anxious at first and reluctant to receive help. I brought in a translator to help communicate with her. It took time for her to open up to me," said Dena. >>

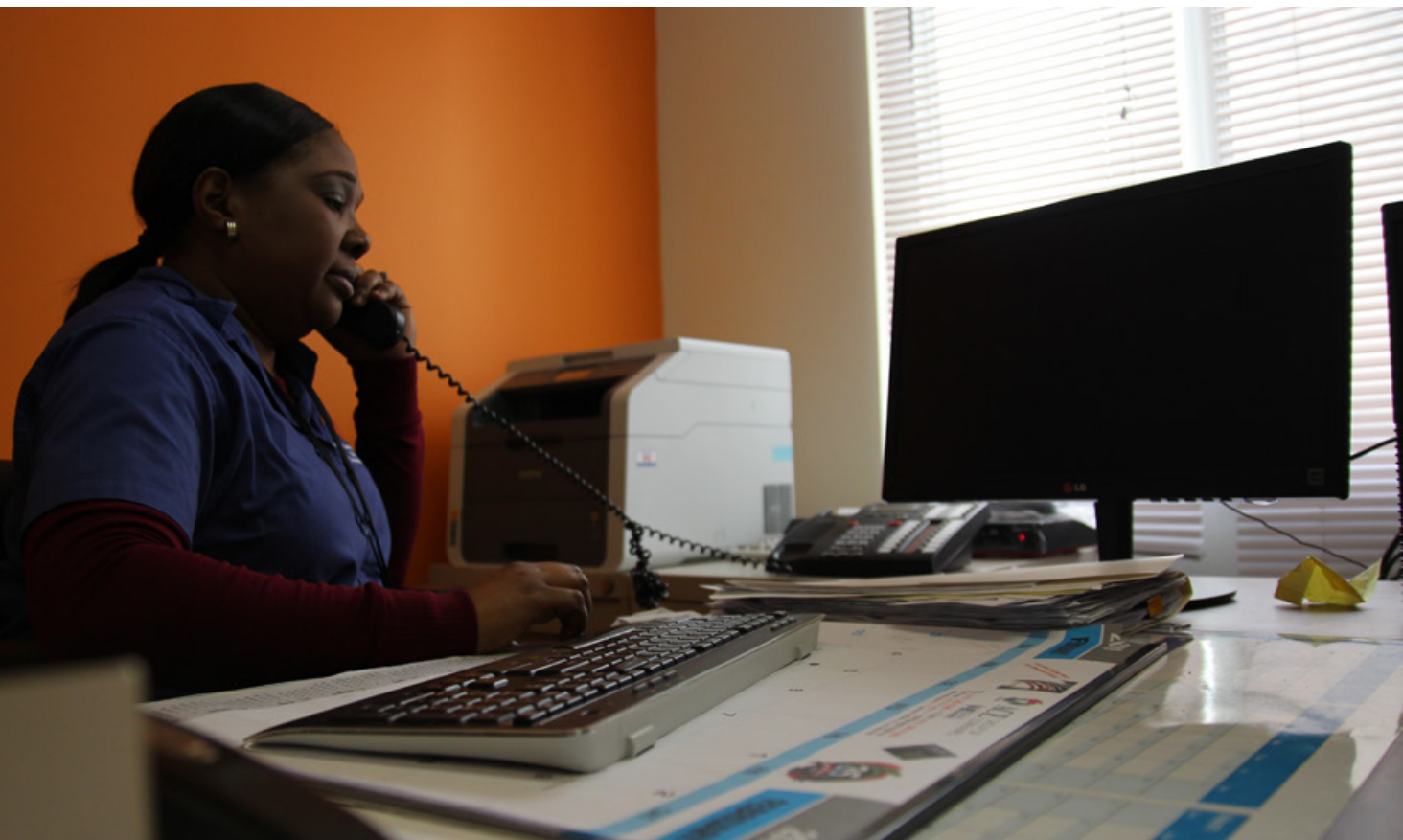
After touring the home, Dena realized the mother had several challenges and was struggling to provide for her family. Dena connected the tenant to a housing support worker at a local community agency and to legal aid to help with her challenges. She also made an appointment with Ontario Works on the tenant's behalf. "We really had to build from the ground up, she had no supports whatsoever."

Within weeks, through Ricardo's action and Dena's help, the tenant was back on her feet. She had a lost identification card replaced,

income from Ontario Works and a new support network.

Dena and Ricardo play different roles at Toronto Community Housing. But their shared commitment to improving tenants' lives brought them together to help a single parent in need.

"I'm glad we could help her," Ricardo said. "It's always good to see someone succeed." ■



Youth programs: Investing in the future



▲ Forty Toronto Community Housing youth took part in the 2018 Canadian International Model United Nations Conference in Ottawa.

When young people feel valued, engaged and safe, their community is healthier because they can thrive. With the help of our partners, we delivered programs and connected young people to opportunities enabling them to pursue their education and build employment, social and leadership skills.

The City of Toronto contributed \$150,000 to expand the YouthWorx program in 2018. This

enabled us to hire 53 additional youth.

We asked youth who took part in several of our youth-focused programs in 2018 to tell us why they got involved.

YouthWorx

Fahad Abdulahi is one of 155 Youth Community Workers employed through the 2018 YouthWorx summer jobs program to do light repair and maintenance work in our communities. Fahad

was inspired to apply for YouthWorx because he believes that it helps change the narrative about youth living in Toronto Community Housing.

“YouthWorx was more than just another job. It gave me a safe space to find real connections with my peers, do meaningful work, give back to different communities and learn new skills,” Fahad said. “I can’t think of another >>

job that helps young people learn so much about themselves.”

Scholarship programs

With the help of our partners, nearly 100 tenants received scholarships in 2018 to help fulfill their educational goals.

Tajmina Tafader earned an Investing in Our Diversity Scholarship and is now studying biomedical engineering

at Ryerson University. As a high school student, Tajmina volunteered in the emergency and intensive care units at a local hospital and at a digital innovation hub where she helped make prosthetics for people.

“One of my goals is to improve the future of medicine and healthcare. That’s why I want to go to medical school,” Tajmina said. “However, medical school is very

expensive...the diversity scholarship eased the financial burden that medical school could have on me and my family.”

Unsung Heroes: Design Workshop

We work to connect young people to opportunities that boost their self-confidence and promote healthy lifestyles. In 2018, about 2,400 tenants took part in sports, fitness and



▲ Twenty youth from the YouthWorx program showcased their talents and creativity at a workshop organized by Nike Canada.



▲ The Investing in Our Diversity Scholarship included an awards dinner to recognize winners and provide networking opportunities with program partners and donors.

wellness, and creative programs organized with our partners. One of those programs was the Unsung Heroes design workshop organized by Nike Canada. Twenty youth from the YouthWorx program showcased their talents and creativity at the workshop, where they designed their own athletic shoes and clothes to reflect their unique style.

Daiquane Buchanan's design represented something very dear to him: his neighbourhood, Jane-Finch. "For my shoe design, I incorporated the Toronto skyline and where I am from. The design was special because nobody has it," he said. Chris Otchere

called the design program a wonderful experience. "I've never done anything like that before," he said. "It was a fun way to engage youth. Everyone was very happy!"

Canadian International Model United Nations

Forty Toronto Community Housing youth took part in the 2018 Canadian International Model United Nations Conference in Ottawa. The conference provided high school and postsecondary students with opportunities to learn about a range of global issues.

Sami Islam said the conference helped him realize his passion for

international diplomacy and encouraged him to get more involved. "I learned how to collaborate to solve some of the issues faced by young people in my neighbourhood," he said. "My experience helped kick start my personal development."

For Natalie Chattaroon, the conference was an adventure and a dream come true. "As someone living in Toronto Community Housing, the conference expanded my horizon on what's possible. I participated as a member of the science committee and learned so much about the challenges facing our planet. It was a fascinating experience." ■

Performance highlights



Quality Homes
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Vibrant Communities
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**Service Excellence
for Tenants**
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Guided by our 2018 Business Plan, our team focused on three strategic priorities in 2018 to enable us to become more responsive and tenant-centric: quality homes, vibrant communities and service excellence for tenants.

We identified specific actions for each priority,

and reported our progress to the board of directors and on our website through regular performance reports. Visit torontohousing.ca/performance_reports to read the reports.

This annual report describes how increased investments in capital repairs and service

delivery, the effort and commitment of our team members, feedback from our tenants and the support of our shareholder, the City of Toronto, and our many service delivery partners led to improvements in the housing and services we provide to our tenants. ■

▼ Our 2018 program included investments to repair electrical systems and electrical training for employees.





Quality homes

Every Toronto Community Housing tenant should have a home that is clean, safe and well-maintained.

In 2018, we worked with many partners to deliver record-level building capital repairs; improve accessibility, cleanliness and energy efficiency in our buildings; and continue to rebuild and revitalize six communities with our developer partners.

Repairing and renewing our housing stock

We delivered our full \$300-million capital renewal program in 2018, plus we completed \$27.4 million in work advanced from our 2019 plan. This record investment helped us improve living conditions, safety, accessibility and comfort for tenants, increase energy efficiency and prevent closure of units.

One example is the extensive repair of townhomes in the McCowan Road community. The townhomes



▲ New kitchens were part of extensive repair work in the McCowan Road community.

had suffered water and termite damage and it was time for major repairs. Tenants were temporarily relocated to allow waterproofing of foundation walls, installation of new exterior wall cladding with improved insulation, and new energy-efficient windows and exterior doors.

The townhomes have new flooring and framing to replace what was damaged, and new, more functional kitchen and bathroom cabinets and fixtures. In total, 24 townhomes have been or will be renovated to continue providing quality homes in the McCowan Road community for decades to come. >>

Performance highlights



▲ the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee continued to work closely with TCHC management and staff in 2018.

Accessibility

Toronto Community Housing is committed to creating and maintaining homes, buildings and properties that are accessible and inclusive.

In 2018, we invested \$17.4 million for accessibility upgrades and in-suite modifications at 131 buildings, helping to improve living conditions for 9,400 tenants.

Delivering on clean building standards

Building cleanliness is one of the top three drivers of tenant satisfaction. To make sure we provided consistent levels of cleaning services across our portfolio in 2018, we hired and trained 25 new cleaning staff, conducted quarterly audits of building cleanliness, and updated our building inspection software so that information can be analyzed quickly and shared with a wider audience. This in turn

The Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee

Toronto Community Housing thanks the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee for their commitment to accessibility improvements. Formed in 2013, this tenant-led committee continued to work closely with management and staff in 2018 to improve quality of life for people with physical disabilities and support TCHC in being a leader in accessible housing.

“In 2018, R-PATH members continued to go out to buildings to help staff

with designs for interior and exterior common space accessibility. We also worked with management and staff to ensure the Emergency Response Plan, the Tenant Volunteer Policy, and proposed tenant engagement models included provisions for persons with disabilities,” said Cathy Birch, chair of R-PATH.

“As well, we recognized staff members who have gone above and beyond to provide accessibility in their local communities and help tenants be safer in their homes. We look forward to continuing our advocacy in 2019.”

allows our team to better and more rapidly clean areas with a low rating.

According to the 2018 Tenant Experience Survey, tenant satisfaction with building cleanliness at buildings directly managed by TCHC rose to 71 per cent in 2018, from 68 per cent in 2017. Satisfaction also increased in seniors-designated buildings, reaching 80 per cent for the first time. We want to make sure this increase in satisfaction continues in 2019, and that tenants living in contract-

managed buildings—where the scores were lower—receive the same level of service as other tenants.

Going green: energy and conservation at Toronto Community Housing

Toronto Community Housing is committed to improving energy efficiency, conservation, waste management and green spaces across our portfolio. Our Capital Engagement and Conservation Program (CECP) team worked with staff, tenants and >>

Performance highlights

partners in 2018 to reduce energy costs and help the environment.

For example, the CECP team:

- Ran programs in more than 70 communities to educate and engage tenants on energy conservation. In the first two years of operations, these efforts helped to create over \$700,000 in utility cost savings.
- Helped to support a three-year waste management pilot in 20 communities, in partnership with the City of Toronto's Solid Waste Management Unit. This pilot achieved an increased diversion rate of 29 per cent, with overall waste reductions of up to 44 per cent and cost savings of up to 67 per cent.
- Led tenant engagement to support capital repairs for energy retrofits in nine buildings under the Social Housing Apartment Retrofit Program (SHARP).
- Delivered an air conditioner (AC) exchange program to replace window AC units with portable systems that are more energy efficient and reduce damage to units and buildings systems. In 2018, this program was successfully delivered to more than 1,000 homes.
- Developed a partnership with the non-profit organization Local Environment and Appreciation of

Forests (LEAF) to plant 100 native trees in three communities. This was part of the first phase of a program that is continuing in 2019.

- Established a bicycle repair hub in our Lawrence-Orton community under the City's Community Reduce and Reuse Program, in partnership with the Tower Renewal office. The program supports the City's goals of building sustainable communities and reducing the amount of waste going into landfills.

Improving vendor management

We are committed to strengthening our vendor management program so that our contractors are delivering better value for money and better service for tenants.

In 2018, we implemented a long-term plan to refresh our vendor rosters, address underperformance by some vendors and improve our capacity to attract competitive bids from high-quality vendors. Through the refresh, we signed nearly 200 new vendor contracts. We are continuing to refresh our vendor rosters in 2019, especially for demand maintenance and facilities management.

Investing in the future of our communities through revitalization

Through its community revitalization program, Toronto Community Housing is working together with tenants, neighbours, developer partners and the City of Toronto to create vibrant communities with increased opportunities. We involve and engage local tenants throughout the process.

In 2018, we had six active revitalization sites across the city and two sites in the planning stage.

a 250 Davenport

Work on the high-rise tower at 250 Davenport was completed in 2018. This project refurbished 449 RGI units, the interior and exterior of the building, and the underground parking garage.

Construction on 11 rental townhomes also began in 2018 by our developer partner Diamond Corp./Metropia.

b Alexandra Park

Toronto Community Housing launched the Alexandra Park Social Development Plan process in 2018. More than 300 tenants participated in surveys or focus groups on this plan. TCHC also selected an architectural firm to design the first building that will be part of Phase 2.

More than 20 tenants were hired through revitalization partnerships, including a tenant-owned business that staged the new Phase 1-B townhome model.

c Allenbury Gardens

Phase 1 of the Allenbury Gardens revitalization was completed and occupied in 2017 and 2018. >>



Performance highlights

Through the latter half of 2018, demolition of the remaining old townhomes continued. This allowed our developer partner, FRAM, to prepare for construction of the remaining four buildings, two townhome blocks and a public park.

Upon completion, the Allenbury Gardens revitalization will have replaced 127 RGI units and created 950 new market condominium units.

d Don Summerville

TCHC and its developer partner Context Development Inc. began the early planning stage in 2018 for the revitalization of this 3.3-acre site in the Leslieville-Beaches area, which will comprise two towers totalling 210 units. Through 2019, TCHC will work with Context and the City of Toronto to continue moving forward with revitalization.

e Lawrence Heights

Lawrence Heights, our largest revitalization project, continued to make strong progress in 2018. With our developer partner for Phase 1, Heights Development (Context and Metropia), we opened our new rent-geared-to-income (RGI) building and a market condominium building located at Zachary Court. The two buildings added 315 market condominiums and



▲ At the end of 2018, there were more new buildings than old in Regent Park.

77 RGI and refurbished units in the northwest end of the community.

Construction of the new rental building at Leila Lane will continue in 2019. As well, demolition has begun on Cather Crescent to make way for the construction of new buildings.

f Leslie Nymark

Tridel, our developer partner at Leslie Nymark, has completed all roads and sewers on the project and has begun the foundational work. Construction will continue throughout 2019. Through the Leslie Nymark revitalization, Toronto Community Housing will replace 121 RGI units and add 498 market condominium units to the city's housing stock.

g Regent Park

We continued to work with our Phase 3 developer partner, The Daniels Corporation, to redevelop Regent Park, our community east of the downtown core which has been called a model of urban mixed-income, mixed housing neighbourhoods. At the end of 2018, there were more new buildings than old in Regent Park, and more than half the 2,083 rent-geared-to-income units to be replaced through the revitalization had been completed or were under construction.

In 2018 we opened 291 RGI and refurbished homes to Regent Park tenants. As well, we made 140 affordable rental units available to Torontonians, using a fair and open random draw process which gave every eligible household an equal chance to rent a unit.

We also began an open, competitive public procurement process to select a developer partner for the remaining phases of the Regent Park revitalization. This process will lead to the best possible outcomes for tenants and the people of Toronto, consistent with the vision that has made Regent Park the success it has been to date.

h Firgrove-Grassways

TCHC began a process in 2018 to develop a master plan for rebuilding and revitalizing the Firgrove-Grassways community. The process included active participation from the tenants who were relocated and those who still live at Firgrove-Grassways. The master plan will be finalized in 2019 and presented to the City of Toronto for approval. While this community revitalization is still in the consultation and planning stage, we are setting the stage for a mixed-income, mixed-use neighbourhood in Toronto's northwest.

Seeking out new revitalization and renewal initiatives

As part of our move to expand the revitalization strategy to other neighbourhoods, we issued a request for expression of interest (RFEOI) in 2018 to assess developer interest in partnering to revitalize four of our large communities. TCHC will continue working with the City of Toronto to determine how best to transform these communities. >>

Implementing corporate standards for work done across the company

In 2018, we developed a framework for all standard operating procedures which will provide for a structured review, update and improvement schedule. By the end of 2018, high-priority procedures across all divisions had also been identified and developed.

Refreshing the complaints management process

Using information from a pilot conducted in 2017, we refreshed our complaints management policy and processes. We also set up a team to manage the intake, handling, resolution and close-out of complaints. Together, the new process and team enable our staff to provide more responsive service to tenants and identify and address where systemic improvements are needed.

Modernizing our technology systems

A multi-year project will replace more than 30 legacy business applications and information technology systems that are at end of life with a new, fully supported integrated housing management solution. Once fully implemented, the new system

will support more efficient and effective business processes that better serve our tenants and staff. In 2018, we began the procurement process to select a vendor and completed a statement of work that is the foundation for the project plan, which the board of directors approved in February 2019.

Piloting a decentralized service model

The June 2017 Tenants First report recommended three pilot programs, including a decentralization pilot to explore how information and decision-making could be effectively moved to front-line staff. In 2018, we began the pilot in the Weston Rexdale operating unit to determine how a decentralized model can increase responsiveness and improve business processes to deliver better service to tenants.

Through the pilot, we shifted the management of arrears files and complaints to the operating unit level and we added cleaning staff to respond more effectively to tenant concerns about building cleanliness. The pilot will be completed in June 2019 and evaluation will continue throughout the year. ■



Vibrant communities

When people feel connected, engaged and safe, a community is healthier because people can thrive.

With the help of our partners, we delivered programs that provided jobs, scholarships, recreation programs, training opportunities and more. These partnerships helped to connect more tenants to the supports they need to maintain successful tenancies.

Instilling a fire safety culture

Fire safety is a top priority in Toronto Community Housing and we are committed to promoting fire prevention in our communities. Building on work started in the fall of 2017, we enhanced our fire life safety program in 2018 to instill a culture of fire safety for tenants and staff.

As part of these efforts, we created a dedicated Corporate Fire Life Safety (FLS) team. Among the team's goals are enhancing and delivering focused fire safety education to tenants.

Highlights of the team's work during 2018 include:

- Establishing a quality assurance inspection process, as well as monthly quality assurance inspection reports.
- Providing 639 site staff with comprehensive training on the fire life safety systems in their buildings.
- Completing 162 fire safety assessments across the portfolio (performed by fire inspection staff hired in May 2018).
- Completing standard operating procedures for 14 fire life safety processes.
- Sharing fire safety tips with 55,000 households in the quarterly Tenant LOOP newsletter.
- Expanding a poster campaign on main fire hazards in our buildings.

This team's efforts, combined with proactive inspections and building maintenance, has contributed to positive trends in fire statistics across the TCHC portfolio in 2018.

The three leading causes of fires (smoking, incendiary, candles) trended down, including deliberately-set fires dropping by more than half from 39 per cent to 17 per cent. >>

Performance highlights



▲ Our Community Safety Unit (CSU) launched a hiring campaign in 2018 with the goal to hire additional special constables by December 2019.

Enhancing community safety and building security

Tenants have consistently told us that one of their top concerns is safety and security. We took several measures in 2018 to help tenants feel safer in their communities.

- Our Community Safety Unit (CSU) launched a robust hiring campaign in July 2018 with the goal to hire additional special constables from October 2018 to December 2019. These additional special constables will allow us to engage with more tenants and be more proactive in our communities.
- We aligned our CSU deployment model with the needs of high-risk communities and the approaches set out in the Toronto Police Service's The Way Forward

report to provide a more robust community safety program.

- We made uniform and vehicle design enhancements that more clearly identify our CSU special constables as professional law enforcement officers to support more interactions and engagement with our tenants and the wider community.
- We launched a new series of community safety pilot programs. We will track the results in 2019 to assess how we can apply learnings across the portfolio.

New series of community safety programs

- A one-year pilot project in the broader Dan Harrison community provided enhanced 24/7 presence of our CSU special constables, regular patrols and third-party security response.

- We expanded security coverage to an additional 10 high-risk areas as part of our Violence Reduction Strategy.
- We assigned CSU special constables to specific communities to build relationships, engage tenants on safety matters and respond faster when incidents occur.
- We took part in the Toronto Police Service's Neighbourhood Policing Officer pilot project, where CSU officers provide proactive and intelligence-based assistance.
- We revised the Response to Violent Incidents Policy and Procedures to clarify and refine our response when critical incidents happen in our buildings and communities.
- We obtained membership in the Ontario Police Technology Information Cooperative (OPTIC). This is an important step toward implementing a new CSU records management system, GPS and dispatch system that officers can use to respond quickly and effectively when they are needed.

Community safety in 2018: by the numbers

- We installed more than 2,300 new high-resolution digital security cameras across 47 communities. Equipped with more responsive features, these new cameras help

deter criminal activity and aid in investigations after a crime.

- We answered more than 110,000 calls to the CSU Dispatch Centre and dispatched more than 42,000 requests for physical CSU attendance.
- We completed 754 joint patrols with Toronto Police Service in our communities and worked closely on investigations related to criminal activity on our properties.

Supporting vulnerable tenants to have successful tenancies

We are home to many tenants with heightened vulnerabilities who need additional supports. We continually assess how we identify, respond to and communicate with tenants who face barriers to maintaining successful tenancies.

Tenant transfers

The City of Toronto Ombudsman issued a report to City Council in January 2018 that made 21 recommendations for improving our tenant priority transfer process.

We worked quickly to implement changes so that tenants received consistent and timely decisions. >>

Office of the Commissioner of Housing Equity (OCHE)

OCHE is an independent office that works diligently with seniors and vulnerable tenants facing loss of subsidy or eviction for arrears to help them overcome barriers and remain housed.

More than 430 households chose to work with OCHE staff in 2018 to resolve their rental arrears through direct payments, repayment agreements or referrals to local TCHC staff for ongoing support.

By helping to resolve or manage arrears, OCHE enabled 85 per cent of these households to avoid the need to involve the Landlord and Tenant Board.



In this regard:

- We consulted more than 270 tenants, 50 staff and 20 stakeholders regarding the Tenant Transfer Policy.
- We established a new Crisis Priority category with stricter criteria; we are now able to identify where a transfer is urgently needed because of a member of the household faces a direct, immediate and acute risk to their health or safety.
- We hired six new Intake Specialists to administer the new Crisis transfer process and help tenants and families living in extremely difficult and potentially life-threatening situations to relocate to a new home where they can feel safe and secure. The Intake Specialists received more than 1,500 transfer requests within the first six months of the policy being implemented, and by the end of the year, had approved 108 priority transfer applications.
- We developed and implemented a process to give all eligible households on the Medical and Safety at Risk waiting list a one-time opportunity to be matched to an existing vacancy.



▲ Commissioner Cynthia Summers (seated left) and her team worked with more than 430 households in 2018 to resolve their rental arrears.

- We trained all tenant-facing staff on the new transfer policy so that tenants could be assisted more substantially throughout the process.

The importance of self-identification in enhancing housing stability

We are working to build the capacity among our team members to improve identification, response and system navigation for vulnerable tenants. This includes a new vulnerability intake form that will be piloted in 2019. The new form will help identify tenant vulnerability at entry points, such as annual unit inspections or

the rent review process. We also developed 211 building profiles that help to identify vulnerable tenants and facilitate their connection to the appropriate supports.

In 2018, we connected with almost 5,000 cases of tenant vulnerability. This represents 3,751 tenants, of whom 94 per cent were offered or connected to supports to address their needs. >>

A partner in neighbourhood building and community development

As part of the Tenants First project, we implemented two pilots to improve our alignment with City services and programs that support youth and community development.

- A youth service pilot in the Weston-Rexdale operating unit developed an action plan based on local needs and priorities. This pilot engaged more than 600 youth who were provided or connected to supports and partnerships in the areas of community development, mental health and employment.
- A local action pilot in our Mornelle Court community invited tenants to join a planning advisory group to identify and determine strategies to address local priorities. As part of the engagement side of this pilot, TCHC held barbecues and movie nights to demonstrate the ability of tenants, staff and partners to work collaboratively and promote services and opportunities in the community.

Advancing tenant engagement

One of the top drivers of overall satisfaction is when tenants are engaged and involved in decisions about changes happening in their community. Continuing work done in 2017, we undertook a broad consultation process in 2018 to develop a refreshed tenant engagement system model. The goal is to give tenants a say on issues that affect their community and promote greater tenant input on local decision-making.

In addition to working closely with members of the City-Wide

“

When tenants engage with employees they are more than happy to help you with anything you need.

— Kelly, tenant

Tenant-Staff Engagement Advisory Committee, staff used multiple methods to engage a broad cross-section of tenants, through:

- building and community meetings;
- the 2018 Tenant Experience survey;
- community consultations; and
- feedback forums.



▲ TCHC provided opportunities for tenants to take part in recreational sport activities such as basketball, soccer and baseball while they also learn leadership skills.

Improving quality of life for tenants through partnerships

We partner with more than 300 private sector organizations and community agencies in 600 service and program locations to provide recreational programs, scholarships, job opportunities and social services that help tenants maintain successful tenancies.

Through these partnerships in 2018, we have:

- Provided 566 tenants of all ages with job opportunities in fields like social services, retail, office administration and more.
- Awarded nearly 100 scholarships and bursaries to students through our various scholarship programs.
- Provided grants to 29 businesses founded by tenants, including

innovative start-ups and small-scale ventures.

- Increased seed funding for young entrepreneurs to develop their business ideas through our Be.Build.Brand. program.
- Provided opportunities to more than 2,400 tenants to take part in recreational sport activities such as basketball, soccer and baseball while they also learn leadership skills.
- Connected 220 senior tenants to hearing aids and specialized health and fitness programs.
- Partnered with Toronto Paramedic Services to hold in-building health clinics.

Last year, we developed a partnership framework to guide how we can deliver even more programming and services that respond to the needs of our tenants. >>

Performance highlights



▲ Through partnerships, we provided opportunities to more than 2,400 tenants to take part in recreational sport activities while they also learn leadership skills.

Collaborations with government, community and private sector partners allow tenants to more easily access supports and services that are outside our core mandate.

A framework completed in 2018 will guide new strategic partnerships

in support of tenants' needs, help us make better use of existing arrangements, and pursue linkages with government and other partners to make sure public services offer the strongest benefit to tenants. ■



Service excellence for tenants

One important pillar of providing service excellence for tenants is making sure our team members have the tools, skills and resources they need to improve front-line interactions with tenants.

Engaging our employees

As part of its commitment to employee engagement, TCHC conducted an employee survey in May 2018 to measure engagement levels and take the pulse of the organization's health. The survey covered 13 employee engagement dimensions, and the participation rate of 77 per cent exceeded industry benchmarks for public sector organizations. Executive leaders rolled out the results in face-to-face forums with their teams and the survey findings were further refined through staff focus groups. With this input, Human Resources helped each division to develop action plans for improving employee engagement in 2019.

Improving our recruitment process

When we are able to fill vacant positions quickly and efficiently with the best candidates, the results are felt by tenants through better customer service. In 2018, we conducted a thorough internal review of the full-cycle recruitment process to identify inefficient processes, staff training requirements and opportunities to automate the system to reduce the time it takes to fill vacant positions. With these findings, TCHC established a clear 10-week timeline for the recruitment process, from the posting of job ads to having new hires start their roles.

Training

TCHC launched an online Learning Management System in 2018. The system has added to our ability to deliver and document real-time training for staff, improving the ability of our team members to deliver more responsive service.

We offered a variety of online and in-person training courses to staff on topics such as fire life safety, the Tenant Charter, performance and development planning, and non-violent crisis intervention. >>

Responding to service and maintenance requests

Our Client Care Centre is integral to helping us keep the operation running and be there for our tenants 24 hours a day, 7 days a week.

In 2018, the Client Care Centre facilitated close to 1 million interactions with tenants. This includes over 700,000 calls, answered in an average of 43 seconds.

Through calls or emails, the Client Care Centre managed:

- 407,000 service requests, including 183,000 administrative requests, 12,000 account inquiries and more than 2,000 transfer requests.
- 223,000 maintenance requests, including more than 52,000 plumbing requests, almost 34,000 door repair requests and almost 19,000 electrical requests.

The 2018 Tenant Experience Survey found that overall satisfaction ratings for the Client Care Centre remained steady at 71 per cent.





▲ Overall satisfaction ratings for our Client Care Centre remained steady at 71 per cent as found in the 2018 Tenant Experience Survey.

Closing the Loop: seeking direct tenant feedback

In 2018, after a successful two-year pilot, TCHC launched the Closing the Loop program portfolio-wide. More than 3,000 Closing the Loop surveys were done in 2018 to measure how satisfied tenants are with their day-to-day, in-home service experience.

Tenants who completed Closing the Loop surveys in 2018 consistently expressed high levels of satisfaction; 93 per cent of tenants surveyed were satisfied with the quality of work

done and 95 per cent found the staff or contractor completing the repair to be respectful and courteous.

Furthermore, the surveys found that 64 per cent of repairs had been completed at the time tenants were called to complete the survey. This told us that routine repairs were taking longer than five days. With this finding, TCHC took action and introduced changes to improve timeliness in making routine repairs. ■

Awards and community recognition

Giving tenants the opportunity to pursue postsecondary education or training empowers them to become leaders who make a difference in their communities.

In 2018, in partnership with community groups and developer partners, we delivered the following scholarship programs.

The Building our Future: Limitless Heights Scholarships, which recognize contributions to community development, are available to tenants of all ages from the Lawrence Heights and Neptune communities. Over \$350,000 worth of scholarships and bursaries have been awarded since 2013. The funds were generously donated by:

- Canadian Welding Association Foundation
- Crosslinx Transit Solutions
- Dillon Consulting
- Flynn Canada Ltd.
- Gowling WLG
- Heights Development
- KPMB Architects
- Labourers' Local Union 506
- the mbtb group
- Oxford Properties

- Pathways to Education
- Sheet Metal Workers' & Roofers' Local Union 30
- Stantec
- TMG Builders
- Unison Health

The Investing in Our Diversity Scholarships (see page 14), which recognize contributions to diversity, leadership, and antiracism activities, are available to tenants up to 29 years old from all Toronto communities. Since 2001, almost \$1 million has been granted to 475 students. Most recently, 58 students received scholarships in 2018, from funds generously donated by:

- Ms. Anne Fleming
- Blaney McMurtry LLP
- Concord Adex
- Dentons Canada LLP
- Joe Pace and Sons Contracting Inc.
- Pattison Sign Group
- Mr. Ron Struys
- Scotiabank
- Sinai Health System
- Toronto (Central) Lions Club
- Tridel Corporation
- University Health Network–Toronto Western Hospital



▲ Some of the recipients of the Investing in Our Diversity scholarships in 2018.

A scholarship ceremony and dinner was held in June 2018, generously co-sponsored by The Daniels Corporation and Tridel Corporation.

The Allenbury Gardens Revitalization Scholarships, which recognize leadership in strengthening the community, are available to tenants of all ages from the Allenbury Gardens community. To date, \$20,000 in scholarships and bursaries have been awarded since 2013. The funds have been generously donated by our development partner FRAM.

The Ted Rogers Scholarships aim to support the success of future generations of Canadians by helping young leaders across the country succeed in their educational aspirations. Fifteen TCHC students received a \$2,500 Ted Rogers Scholarship in 2018, which is renewable up to four years. The funds were generously donated by Rogers Communications.

Thank you to other partners that made scholarships and bursaries possible in 2018: the Black Business and Professional Association and the BOLT Foundation.

Toronto Community Housing employees and the company itself won awards in 2018 that recognized excellence, leadership and making a difference.

Toronto Community Housing received an Outstanding Community Partner Award from Visions of Science, an organization which provides afterschool and weekend programs to youth interested in exploring science, technology, engineering and mathematics (STEM).

Special Constables Derek Anderson, Dominic Khan and Jason Kirkwood won Toronto Police Services Board awards for exemplary efforts in assisting the police.

The Tenant and Community Services team received an Inspiring Change Service Award from our community partner Cota. This award recognized our role in launching six paramedical community health clinics.

We thank our partners, sponsors and donors for their generous support in 2018 and for their continued recognition of our work as a social housing provider. ■

Financial Summary

Toronto Community Housing is committed to responsible fiscal management of public funds and to transparency.

We provide our financial results to our shareholder, the City of Toronto, as well as other key stakeholders. We post the State of Good Repair Fund financials, and board member and employee expenses, on our website.

Report on financial performance

Toronto Community Housing strengthened its financial position by \$45 million with total net assets increasing to \$1,096 million in 2018 from \$1,051 million in 2017.

Net income for 2018 was \$48.9 million compared with \$60.4 million in 2017. The decrease of \$11.5 million is primarily the result of:

- An increase in depreciation costs of \$15.4 million compared with 2017.
- An increase of corporate service of \$10.5 million compared with 2017.
- Total revenue increased by \$14.9 million compared with 2017 driven by higher residential rent of \$15

million; higher amortization of deferred capital contribution of \$4.1 million; and lower gain on the scale of housing projects and other capital assets (\$4.7 million).

- A decrease of joint venture income of \$4.2 million compared with 2017.

Cash position decreased by \$31.4 million in 2018. This decrease is a result of a net change of the following:

- \$85 million in cash in-flows for investing activities
- \$410 million cash out-flows for capital renewal activities, to fund capital repair needs and investments in newly developed properties
- \$222 million in cash in-flows from financing activities, consequent to a City grant and loan.
- \$70 million in cash in-flows from operating activities.

2018 key financial highlights

City funding totaling \$109 million towards building capital repairs and \$29 million towards redevelopment projects was received. ■

Assets

Consolidated statement of financial position for the year ended December 31, 2018.

	2018	2017
Assets (in thousands of dollars)	\$	\$
Current assets		
Cash	33,674	65,128
Investments	147,926	172,845
Restricted cash for externally restricted purposes	31,535	29,766
Accounts receivable	77,639	37,865
Grants receivable	81,094	17,023
Loans receivable	18,928	19,379
Prepaid expenses and deposits	10,742	8,699
	401,538	350,705
Loans receivable	53,511	43,754
Grants receivable	13,080	15,275
Investments in joint ventures	22,285	14,719
Capital asset replacement reserve	51,048	47,881
Cash for capital expenditures under restrictions with lenders	117,448	-
Investments for capital expenditures under restrictions with lenders	-	145,800
Receivable from the City of Toronto	20,325	21,325
Housing projects acquired or developed	1,652,961	1,615,349
Improvements to housing projects	1,551,643	1,354,908
Assets held - for - sale	4,185	-
Prepaid lease	857	912
Total assets	3,888,881	3,610,628

Liabilities

	2018	2017
Liabilities (in thousands of dollars)	\$	\$
Current liabilities		
Bank loan and bank indebtedness	46,300	-
Accounts payable and accrued liabilities	235,713	242,833
Tenants' deposits and rents received in advance	16,494	15,282
Deferred revenue	7,891	714
Project financing	59,406	78,842
	365,804	337,671
Capital asset replacement reserve	51,048	47,881
Deferred revenue on long-term leases	1,166	1,218
Deferred revenue on land sale	13,348	14,420
Employee benefits	79,457	80,834
Project financing	1,601,345	1,601,821
Interest rate swap	-	136
Deferred capital contributions	680,363	475,454
Total liabilities	2,792,531	2,559,435
Accumulated Surplus		
Share capital		
Authorized and issued 100 common shares	1	1
Internally restricted funds	189,951	205,076
Contributed surplus	5,136	5,136
Unrestricted surplus	898,333	837,795
Accumulated remeasurement gains	2,929	3,185
Total net assets	1,096,350	1,051,193
	3,888,881	3,610,628

Revenue

	2018	2017
Revenue (in thousands of dollars)	\$	\$
Subsidies	235,347	234,540
Rent		
Residential	324,854	309,848
Commercial	15,413	16,141
Amortization of deferred capital contributions	49,402	45,268
Parking, laundry and cable fees	18,368	17,781
Investment income	9,608	6,472
Joint venture income (loss)	15,057	19,222
Gain on sale of housing projects and other capital assets	48,550	53,230
Plant and other revenue	4,389	3,613
	720,988	706,115
Expenses		
Operating and maintenance	172,501	173,537
Utilities	120,628	131,314
Municipal taxes	18,806	17,247
Depreciation	178,419	163,004
Interest	77,544	75,769
Community safety services	25,289	17,539
Residential services	13,339	11,752
Corporate services	63,096	52,485
Plant and other expenses	2,470	3,060
	672,092	645,707
Excess of revenue over expenses for the year	48,896	60,408

Board of directors

The board of directors oversees the overall governance of the corporation, sets strategic direction and monitors performance against the strategic and business plans. As of April 15, 2019, our board of directors consists of the Mayor or his representative, two City Councillors and nine citizens including two Toronto Community Housing tenants.

The board is accountable to 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 fulfils oversight 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.

As of April 15, 2019, members of our board of directors included:

Councillor Ana Bailão

Amanda Coombs

Debbie Douglas

Ubah Farah

Councillor Paula Fletcher

Councillor Michael Ford

(Mayor's representative)

Linda Jackson (TSC Chair)

Nick Macrae

Brian F.C. Smith (Vice Chair)

Executive leadership team

Responsible for the strategic leadership of the company and its subsidiaries, as of April 10, 2019, our team included:



Kevin Marshman (Officer)
President and Chief Executive Officer



William Anderson
Senior Director,
Community Safety Unit



Luisa Andrews
Vice President, Information
Technology Services



Cathy Barker (Officer)
Vice President,
Human Resources



Angela Cooke (on leave)
Vice President, Tenant
and Community Services



Hugh Lawson
Acting Vice President, Tenant
and Community Services



Graham Leah
Vice President, Asset
Management



Rose-Ann Lee (Officer)
Chief Financial Officer
and Treasurer



Bruce Malloch
Director, Strategic
Communications



Andrew McKenzie
Senior Director, Service
Integration and Delivery



Darragh Meagher
General Counsel and
Corporate Secretary
(Interim)



Sheila Penny
Vice President, Facilities
Management



Vincent Tong (Officer)
Chief Development Officer



Lindsay Viets
Acting Director,
Strategic Planning and
Stakeholder Relations



Joan White
General Manager, Interim
Seniors Housing Unit



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Additional Information Reported Annually to the Shareholder

Additional Information Reported Annually to the Shareholder

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1. Quality Homes

1.1 Sale of Single Family Homes

Toronto Community Housing Corporation (TCHC) reports annually on the sale of properties, and on the tenant and community impacts resulting from such sales, as required by Section 10.2.1 (l) in the 2013 Shareholder Direction. In October 2012, City Council adopted recommendations from the Putting People First report, which explored alternative funding sources to address the repair backlog in TCHC's portfolio. The report recommended the sale of single family homes with an estimated market value at or above \$600,000 and vacant properties in poor condition that required costly repairs. As outlined in the Ten-Year Capital Financing Plan, TCHC uses the revenue generated through the sale of single family homes to fund much needed capital repairs.

Between 2010 and 2012 City Council approved the sale of 158 single family homes. To date a total of 142 of the approved properties have been sold. At the end of 2018, the overall \$65 million target for the sale of single family homes contemplated in TCHC's 10-Year Capital Plan was exceeded, with gains surpassing \$78 million.

In January 2018, City Council, as part of the Tenants First project, provided direction to TCHC to transfer the scattered houses portfolio to agencies at a net neutral financial impact to TCHC. Of the 710 single family homes, 31 are agency houses, 23 are uninhabitable houses and 22 are rooming houses. These 76 houses will be transferred directly to interested agencies. The remaining 634 single family homes will be transferred through the request for proposals (RFP) that the City's Tenants First team is drafting with input from TCHC staff. Recommendations on the proposals will go to City Council in the third or fourth quarter of 2019, and once City Council approves these recommendations, TCHC will have the authority to transfer the properties to the agencies selected through the RFP process.

1.2 Affordable Home Ownership

TCHC reports on its efforts to partner with other organizations to provide affordable homeownership opportunities, as requested in City Council motion EX35.3 2013.

In 2018, funding from the Province of Ontario (Investment in Affordable Housing Program and Home Ownership Assistance Program) provided down-payment assistance to 2 families to purchase their first home within TCHC's revitalization communities.

The table below breaks down the number of tenant and non-tenant families who purchased homes in 2018.

Revitalization Community	TCHC tenant families	Non-tenant families	Total
Alexandra Park	2	0	2

Allenbury Gardens	2	0	2
Lawrence Heights	0	0	0
Regent Park	0	0	0
Total	4	0	4

The table below breaks down the number of tenant and non-tenant families who have purchased homes to date through one of the home ownership programs.

Revitalization Community	TCHC tenant families	Non-tenant families	Total
Alexandra Park	9 ¹	1 ²	10
Allenbury Gardens	4 ³	0	4
Lawrence Heights	3 ⁴	0	3
Regent Park	16	207	223
Total	32	208	240

1.3 Update on Ten-Year Capital Financing Plan

TCHC reports annually on an updated Ten-Year Capital Financing Plan as directed by City Council motion EX35.4 2013. The motion requires TCHC to report on:

- total amount of capital backlog repair expenditures from the prior year;
- outstanding capital repair needs carried forward from the prior year;
- reductions to the capital repair backlog due to the sale of assets and/or revitalization;
- balance of the capital repair backlog reserve fund;
- changes in estimates for current and future capital repair requirements; and
- changes in estimates for current and future capital repair funding.

The Ten-Year Capital Financing Plan as of December 31, 2018 is provided in Appendix A.

2. Vibrant Communities

2.1 Tenant Engagement System

Tenants are in the best position to understand the needs of their community and provide meaningful insight that supports TCHC to improve services and create a more tenant-centric experience. To ensure that tenant voices are heard, TCHC is committed to providing a robust

¹ Six purchases will be closing in 2019

² One purchase will be closing in 2019

³ Two purchases will be closing in 2020

⁴ Two purchases will be closing in 2019 and one will be closing in 2020

and effective tenant engagement process. TCHC reports on how tenants provide input on corporate and local decisions, as well as local spending priorities, and how TCHC includes tenant representation on its board, as outlined in Section 9.1 in the 2013 Shareholder Direction.

EX26.2 Tenants First – Phase 1 Implementation Plan dated June 7, 2017 recommended that there should be an amended Shareholder Direction that includes a strengthened system of tenant engagement. This recommendation has informed the work on the refreshed system that TCHC tenants and staff have been collaborating on. In July 2017, The City-Wide Tenant-Staff Engagement Advisory Committee (CWTSEAC) presented 52 recommendations on how Toronto Community Housing should approach any changes to the current engagement system. In spring 2018, TCHC committed to take actions to implement the CWTSEAC recommendations and presented actions to be undertaken to refresh the Tenant Engagement System. Throughout 2018, TCHC with the assistance and support of CWTSEAC undertook a broad consultation process to develop a refreshed Tenant Engagement System shaped by as many tenants as possible to represent TCHC's diverse tenant population. During early 2019, tenants and staff have established a process for providing choice in how the engagement system is structured at the community level. Implementation of the refreshed system will commence once Board approval is received.

The structure of the refreshed Tenant Engagement System includes three levels. This structure will go to the Board for approval in 2019.

- **Building/townhouse level**
The local governance system for each building will be determined through an open vote of all tenants in each community.
- **Community (Operating Unit) level**
The building/townhouse governance system will select representatives for the Community (Operating Unit) level structure (currently known as Tenant Councils). The top five priorities of the communities that form each Tenant Council will be a focus of the work of the Community (Operating Unit) level structure.
- **City-level**
The City-wide Tenant-staff Governance Oversight Committee will be established through an application process, which will be completed by Q4 2019, and will act as a resource and an accountability mechanism for tenants and staff participating in the Tenant Engagement System. The top three priorities of each building or townhouse community will inform the top ten priorities of tenants across TCHC. These priorities will be another focus of the committee.

2.1.1 Tenant Directors on the TCHC Board

As part of the Tenants First Phase 1 Implementation Plan (EX30.2), Council adopted an interim process to appoint tenant representatives to the Board of Directors consistent with its Public Appointments Policy on January 31, 2018.

2.1.2 Tenants First Engagement Pilots

In accordance with City Council direction, from Tenants First- Phase 1 Implementation Plan (EX26.2), TCHC has worked collaboratively with the City to implement two pilots which focus on youth and local tenant engagement. In each pilot tenants engaged in capacity building and visioning processes to further engage their communities to identify priorities and develop solutions to address service gaps. The engagement activities enabled TCHC and City staff to work collaboratively with tenants and community partners to improve the tenant experience through the coordination of strategies.

In both pilots tenants worked with TCHC and City staff to produce an action plan which outlines collaborative and tenant-led recommendations to improve their communities. The action plans and the results of the pilot evaluations will be used to inform future work of TCHC in these areas.

2.1.3 Participatory Budgeting

For over 15 years, Participatory Budgeting (PB) has provided tenants living in TCHC buildings with the opportunity to decide how to invest non-capital repair funds to improve their communities. The PB process is one of the engagement tools TCHC uses to enable tenant participation in local decisions which impact their daily lives and help address their community identified priorities.

In December 2017, the Tenant Services Committee of the Board directed TCHC to implement the revised tenant decision-making model for funding locally-based, non-capital projects that enhance tenant quality of life and community engagement.

The revised PB process provides tenants in each community with decision-making opportunities to allocate funds for non-capital items that address community/tenant identified priorities. In 2018, 10,205 tenants participated in prioritizing local needs and identifying non-capital projects. The projects were presented by PB delegates at allocation meetings, where 243 tenants participated in deciding which items would get funded.

2.2 Eviction Prevention Policy and 2018 Eviction Results

2.2.1 Eviction Prevention Policy

TCHC makes the prevention of eviction for arrears a priority, in accordance with Section 9.2 (a) in the 2013 Shareholder Direction. Eviction is a last resort, only after staff have done everything possible to work with tenants on the repayment of rent.

In 2014, TCHC implemented a revised arrears collection process that emphasizes early intervention, requires increased personal contact with tenants in arrears, and focuses staff efforts on signing repayment agreements with tenants to resolve arrears. Since implementing

this process, the percentage of the total arrears balance that is within repayment agreements has increased from 17 % to on average 37% in 2018.

In addition, TCHC's *Eviction Prevention Policy for Non-Payment of Rent* emphasizes early intervention so that arrears do not accumulate to a point where it is difficult for the tenant to catch up. The approach includes personal contact with tenants, communicating with tenants about rental responsibilities and creating performance management plans in high arrears portfolios.

Finally, the Office of the Commissioner of Housing Equity, which became operational on April 1, 2014, helps prevent evictions by helping seniors and vulnerable tenants who face loss of subsidy or eviction due to rental arrears.

2.2.2 Eviction Results

Under the Residential Tenancies Act, tenants can be evicted for a number of reasons including, but not limited to: non-payment of rent, engaging in unlawful activity on TCHC property and acting in a way that interferes with the reasonable enjoyment of other tenants. TCHC works with tenants to help them meet the responsibilities of their tenancies and, when possible, to keep their housing by complying with the Eviction prevention policy and leveraging the resources of the Office of the Commissioner of Housing Equity to keep their housing.

The table below compares the eviction rates between 2016, 2017 and 2018, and identifies the number of tenancies that have been maintained through repayment agreements and mediated settlements.

Measure	2016	2017	2018	% change from 2017
Eviction rate	<1%	<1%	<1%	N/A
Tenant evictions (non-arrears)	84	109	102	-6.42%
Tenant evictions (arrears)	200	201	160	-20.40%
Total evictions	284	310	262	-15.48%
Repayment arrangements initiated at the Operating Unit level	2,397	2,866	2,855	-0.38%
Number of active TCHC applications at the Landlord and Tenant Board (LTB)	361	447	495	10.74%
Mediated settlements via LTB	718	703	793	12.8%

Evictions for Non -Arrears

The information in the table below covers two years from January 1, 2017 to December 31, 2018. The number of notices served is greater than the number of applications filed because the same facts may create grounds for termination under multiple clauses of the *Residential Tenancies Act* ("RTA"). The Landlord Tenant Board (LTB) requires that different notice of termination forms be completed for different grounds under the Act.

The serving of a notice does not automatically mean that an application at the LTB will be filed or that the tenant will be evicted. Some notices create an opportunity for conduct to be cured before an application can be filed, while others offer no opportunity to correct behaviour.

Reason for Notice	2017-2018
Abandoned Unit (direct application)	2
Anti-Social	728
Cease to Qualify	3
Damages to Unit of Complex	83
Demolition Conversion or Repairs	29
Impaired Safety	509
Illegal Act	286
Misrepresentation of Income	14
Superintendent's Unit	1
Tenant Gave Notice (direct application)	20
Termination of lease (supportive housing)	3
Unauthorized Occupant (direct application)	20
Total Notices Served (or Direct Applications Filed)	1,698
Applications Filed	559

2.3 Human Rights Policy and Applications to the Ontario Human Rights Tribunal

2.3.1 Human Rights, Harassment, and Fair Access Policy

TCHC ensures that tenants and employees live and work in an environment free from harassment and discrimination in which all individuals are equally valued and fairly treated. This is in accordance Section 9.2 (d) in the 2013 Shareholder Direction and TCHC policies. In an effort to clarify legislative obligations specific to tenants and employees, in 2016 the Human Rights, Harassment, and Fair Access Policy ("HRHFA") was separated into two policies: the HRHFA - Tenants for tenants and the Human Rights Policy (Staff) for employees. The HRHFA - Tenants was developed in consultation with tenants and since 2016, tenant's human rights concerns have been addressed under the HRHFA - Tenant Policy.

TCHC is dedicated to building employee knowledge and awareness of human rights and accessibility. In 2018, TCHC continued to deliver training sessions on Accessibility for Ontarians with Disabilities Act ("AODA") to staff. 20 AODA sessions were delivered to 273 staff as part of General Orientation training. Additionally, two Duty to Accommodate training sessions were delivered to 36 staff.

2.3.2 Human Rights Complaints

TCHC has developed and implemented complaints procedures for resolving complaints concerning discrimination and/or harassment between tenants. During tenant consultations, feedback was received on the tenant human rights complaints procedure, which is currently under review.

2.3.3 Human Rights Applications to the Ontario Human Rights Tribunal

The table below shows the status of new human rights applications involving TCHC in 2017 and 2018.

Human Rights Applications (2017 and 2018)						
Year	Type of File	Resolution/Status				Total
		Withdrawn	Dismissed	Settled	Ongoing	
2017	Employment	0	1	3	0	4
	Housing Application	0	0	0	0	0
	Tenancy	0	1	4	4	9
	Total					13
2018	Employment	0	0	0	0	0
	Housing Application	0	0	0	1	1
	Tenancy		4	1	16	21
	Total					22

3. Service Excellence

3.1 Communicating with Tenants

3.1.1 Communication with Tenants in the Language of their Choice

Over 30% of tenants speak a language other than English, and serving tenants in the language of their choice is a priority for TCHC.

Currently, corporate communication products aimed at all tenants are translated into 18 different languages upon request. TCHC also uses icons, illustrations and plain language in information materials to improve communication with all language groups. For important documents, such as legal notices, which TCHC must serve to tenants in English or French, a cover letter is included explaining in 18 languages that the document they received is important and that they should have it translated if needed. For corporate communication products with a long shelf life (e.g., the Tenant Charter) TCHC translates into 18 languages

even before a request is received. TCHC is currently in the process for updating the Tenant Guide (last produced in 2015) which will be translated into 18 languages; TCHC also has the capacity to produce braille, large print and audio formats for the Tenant Guide, upon request.

For in-person or over-the-phone customer service language interpretation, staff in the Client Care Centre currently use a “language line” to support conversations and services in 138 languages.

3.1.2 Local Accountability with Tenants

TCHC maintains and reports on a system of local accountability established with tenants as outlined in Section 9.2 of the 2013 Shareholder Direction. Tenants are informed of the operating budget and capital plans, and there is regular reporting on the achievement of the budget targets and progress on plans for repairs and renovations.

All relevant documents related to the operating budget and capital plan are posted publicly on the TCHC website after they are approved by the Board of Directors. These documents, along with copies of the Annual Report, are also available on request from all of the Operating Unit offices.

Tenants are notified of planned maintenance and repair work in their communities with notices informing them of the type of work, the problem the work is addressing, and the expected completion date. Notices contain instructions for tenants where appropriate for example, if there are planned water or power shutdowns.

In addition, in 2018 TCHC produced four issues of Tenant Loop (formerly known as Housing Update), a tenant-facing newsletter that is mailed to every household. These newsletters included information about upcoming tenant consultations, how to make requests for repairs, how to learn more about capital repairs, tips and information about safety, how to provide feedback on service, and more.

While a relatively low number of TCHC tenants were using social media to engage with the company in 2018, TCHC shared information on our website, Twitter, Facebook, Instagram, and LinkedIn about events and opportunities such as training workshops, scholarships, and city consultations. TCHC also provided online customer service by responding to information requests or tenant issues received via social media. TCHC connected tenants with a variety of community resources and programs such as literacy, mental health, adult learning, and seniors-focused programs, offered through partners across the city via social media.

3.1.3 Tenant Complaint Process

Tenant Complaint Process

TCHC has a Tenant Complaint process that allows tenants to raise their concerns through an open and accessible process, and have them addressed in a timely manner. This process was first established in 2002 and can be found on our website and in our local offices.

In 2018, our Tenant Complaint policy was revised and aligned with our Tenant Charter to ensure that both tenants and stakeholders have a dedicated intake mechanism to raise concerns regarding the services that TCHC provides. The revised policy will be going to the Board of Directors for approval in 2019. In November, the tenant relations team was hired to support the new process. They are responsible for the intake, investigation, management and resolution of complaints received at TCHC. Through improved data collection, the tenant relations team will also analyze issues and trends to identify methods on how to improve current policies and procedures, which will enhance our customer experience.

Complaints through the Office of the Ombudsman or Councillors' offices:

Complaints and inquiries from elected officials and the City of Toronto Ombudsman's Office are managed by the Stakeholder Relations team. In 2018, Toronto Community Housing received 121 inquiries from the Office of the Ombudsman, 94 (77.6%) were addressed within five business days. During the same period, we received over 2,100 inquiries from Toronto-area elected officials including the Mayor, City Councillors, Members of Provincial Parliament, and Members of Parliament. Of these, approximately 90% were addressed within five business days.

4. Business Foundations

4.1 Transparency and Accountability

4.1.1 Executive Leadership Compensation

The TCHC Board of Directors approved an executive compensation framework in 2015, as directed by City Council motion EX44.8 2014. This framework will be reviewed every four years with the next review taking place in 2019.

TCHC reports annually on senior executive compensation in accordance with Section 10.2.4 of the Shareholder Direction. The following table outlines senior executive compensation, as permitted by law, in 2018. Note that "senior executive" has been defined as all employees at the Vice-President level, and above, and employees who report directly to the Board of Directors. Individuals highlighted in grey were no longer with the organization as of December 31, 2018.

Name	Position	Salary	Taxable Benefit	Total Compensation
Maria Luisa Andrews*	Vice President, Information and Technology Services	\$74,400.00	\$315.88	\$74,715.88

Name	Position	Salary	Taxable Benefit	Total Compensation
Catherine Barker	Vice President, Human Resources	\$230,562.20	\$1,851.52	\$232,413.72
Angela Cooke	Vice President, Tenant and Community Services	\$203,215.06	\$851.52	\$204,066.58
Ismail Ibrahim	General Counsel and Corporate Secretary	\$237,564.75	\$847.39	\$238,412.14
Graham Leah	Vice President, Asset Management	\$210,706.00	\$851.52	\$211,557.52
Rose-Ann Lee	Chief Financial Officer	\$238,627.55	\$851.52	\$239,479.07
Mark C McDonald*	Vice President, Information and Technology Services	\$100,734.05	\$141.92	\$100,875.97
Kathy Milsom	President & CEO	\$344,999.98	\$851.52	\$345,851.50
Sheila Penny	Vice President, Facilities Management	\$211,664.19	\$851.52	\$212,515.71
Vincent Tong	Chief Development Officer	\$225,226.47	\$833.52	\$226,059.99
Cynthia Summers	Commissioner of Housing Equity	\$171,468.82	\$851.52	\$172,320.34
Wayne Tuck*	Chief Operating Officer	\$33,198.13	\$54.93	\$33,253.06
Michael Vear	Chief Internal Auditor	\$179,851.16	\$302.15	\$180,153.31

* Note: The salary of these individuals was calculated based on their partial term/year with Toronto Community Housing.

The staff in the grey shaded boxes worked at TCHC for part of the year.

4.2 Procurement

TCHC works diligently to ensure all procurement activities including, but not limited to, purchasing, leasing or renting of goods and services, consulting, maintenance and construction contracts are arrived at by competitive processes wherever possible. All direct award requests are reviewed and approved in accordance with TCHC's procurement policy. TCHC's procurement activities also adhere to public procurement best practices, policies and procedures, and are managed in an open and transparent manner to ensure value for money, the lowest total cost of ownership, and honest and ethical contracting.

In support of the 10 year capital plan, TCHC managed the vendor selection process which allowed us to deliver \$300 million in capital renewal projects against the 2018 budget and with the Board's approval to advance work, deliver \$34.6 non-building renewal capital in 2018 against the 2019 budget. These funds are released to vendors in accordance with TCHC's Procurement Policy.

4.3 2018 Update on Policies and Occupational Health and Safety

The corporation continues to prioritize the effective management of occupational health and safety risks through a compliance-focused health and safety program developed and delivered in cooperation with our union partners. Program activities throughout 2018 included regular training, incident management, staff communications and engagement through joint labour/management health and safety committees.

The Health, Safety and Wellness Unit continues to modernize policies and procedures to address changing legislation and drive continuous program improvement. Key areas of policy development in 2018 included psychological health and safety, WHMIS, first aid, traumatic incident response, incident reporting, and workplace violence and harassment. Strategic training initiatives in 2018 included construction project safety management, asbestos management, and absence/disability management, in addition to established compliance programs. In 2019, TCHC will continue to focus on delivery of programs that manage health and safety risks and ensure compliance with legislated requirements.

The Health Safety and Wellness unit also continues to support disability and absence management, reducing direct and indirect costs of employee injury and disability through timely and effective case management and an early and safe return to work program. Employees are further supported through wellness initiatives addressing three key areas of risk: mental health, cardiovascular health and musculoskeletal disorders. A multi-service Employee and Family Assistance Program is also provided with the objective of reducing associated benefits/claims costs and improving employee retention and productivity.

4.4 Challenges Faced in 2018

The Annual Report speaks to our successes and the actions that have been undertaken in 2018 to improve services to and outcomes for tenants; however, it is important to note some of the of challenges that Toronto Community Housing faced in 2018 that impacted our ability to successfully meet our goals and objectives. These challenges have the potential to impact tenant and public confidence in the organization.

Organization change management and leadership

In February 2019, the then CEO was terminated following an investigation. In order to mitigate the potential impact a loss in leadership would have in the organization and to maintain momentum on key corporate initiatives the Board appointed Kevin Marshman as the new CEO as of April 3, 2019.

TCHC is committed to developing a more tenant-centric culture and introducing changes to improve service delivery. We are moving ahead to roll-out the culture model that was developed with the Executive Leadership Team in support of the kick-off of the Business Transformation project. We are also moving ahead on a market sounding and RFP to secure an academic institution to work with us to deliver a leadership development program for the organization. This work will continue through 2019.

Increase in gun violence in the City of Toronto

In 2018, the City of Toronto saw a rise in gun violence. There was a disproportionate frequency of violence that occurred on Toronto Community Housing property, which is rooted in the levels of poverty, addiction, mental health needs and street-involvement present in the Toronto Community Housing tenant population. Tenants and our employees deserve to feel safe in the communities in which they live and work. As an immediate response to item CC44.14, in August of 2018, TCHC provided the Mayor's office with a violence reduction strategy in support of the City-wide initiatives to reduce violence in the city. Included in TCHC's 2019 Budget, was a detailed proposal on the Violence Reduction Program. Key elements include robust collaboration with Toronto Police Service (TPS); leveraging the full range of TCHC operations and external supports from the city and community, increased intelligence gathering and community engagement.

TCHC Business Transformation

Our information technology infrastructure consists of more than 180 applications and systems, many of which are at or approaching end of life. Many of these systems are at an increased risk of failure and are no longer supported by the developer. We are in the process of implementing the TCHC Business Transformation Plan which will replace more than 30 outdated information technology (IT) applications and systems with a single, fully integrated solution. It will involve all areas of the organization and be the foundation for improving our IT systems, business processes and the data we use to make decisions. In 2018 the magnitude of the IHMS project was not fully understood until full project scoping was completed. As a result, targets for percentage of project spend were not realized as defined in the 2018 action plan. We have developed a project work plan which establishes clear parameters of scope, budget and schedule, and will allow for regular monitoring of tasks against these parameters.

Both the work plan and the selection of the vendor was approved by the Board of Directors in February 2019 and we are confidently moving forward with this initiative.

Appendix A: Ten-Year Capital Financing Plan

The approved plan will be inserted here before submission to the City of Toronto.

Appendix B: Shareholder Reporting Requirements

The 2017 Annual Report, combined with this letter and its attachments, include the following information as required by the City of Toronto:

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
Shareholder Direction		
Objectives, accomplishments from prior year, and performance trends.	Shareholder Direction, Section 10.2.1 (a)	Annual Report
Explanations, notes, and information as is required to explain and account for any variances between the actual results from operations and the budgeted amounts set forth in current Strategic Plan, and any material variances in the projected ability of any business activity to meet the financial objectives of the shareholder.	Shareholder Direction, Section 10.2.1 (b)	Annual Report; audited financial statements
The achievement of the financial and service targets set out in the Business Plan or the Operating Agreement and such explanations, notes, and information as is required to explain and account for any variances between the actual results from operations and the targets established in the Business Plan or the Operating Agreement.	Shareholder Direction, Section 10.2.1 (c)	Annual Report; audited financial statements
Initiatives to provide responsive customer service.	Shareholder Direction, Section 10.2.1 (d)	Annual Report
Tenant engagement activities.	Shareholder Direction, Section 10.2.1 (e)	Annual Report
Information that is likely to materially affect the Shareholder's financial objectives.	Shareholder Direction, Section 10.2.1 (f)	Annual Report; audited financial statements
Information that is likely to materially affect Tenants' views or opinions regarding TCHC.	Shareholder Direction, Section 10.2.1 (g)	Letter to the Shareholder: 4.4 Challenges faced in 2018

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
Information regarding any matter, occurrence, or other event which is a material breach or violation of any law, including major findings of internal or other audits.	Shareholder Direction, Section 10.2.1 (h)	None in 2018
Information regarding the performance of TCHC such that the Shareholder can determine that this Shareholder Direction has been respected.	Shareholder Direction, Section 10.2.1 (i)	Annual Report
Information regarding the number of evictions each year and the rationale for these evictions.	Shareholder Direction, Section 10.2.1 (j)	Letter to the Shareholder: 2.2.1 Eviction results
Information on the disposition and uses of funds provided to TCHC by the City.	Shareholder Direction, Section 10.2.1 (k)	Annual Report; audited financial statements
The status of the sale of any properties and on any tenant or community impacts resulting from such sales.	Shareholder Direction, Section 10.2.1 (l)	Letter to the Shareholder: 1.1 Sale of single family homes
Information, as permitted by law, regarding senior executive compensation.	Shareholder Direction, Section 10.2.4	Letter to the Shareholder: 4.1.1 Executive compensation
<p>TCHC and the Tenant will maintain a democratic system of active tenant participation and involvement that will:</p> <ul style="list-style-type: none"> • Provide a tenant council structure or similar organization; • Provide for tenant input for decisions at the corporate and local levels; • Provide for tenant input for setting local spending priorities and service levels; and • Include tenant representation on the Board. <p>The system of tenant participation will respect the terms of the Shareholder direction and the financial targets and performance benchmarks that are established for TCH by the service manager.</p>	Shareholder Direction, Section 9.1	Letter to the Shareholder: 2.1 Tenant engagement system

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<p>TCHC shall, in consultation with Tenants and their representatives, and other parties as required, maintain and apply:</p> <ul style="list-style-type: none"> • An eviction prevention policy which aims to balance efforts to ensure the payment of rent while facilitating the tenancies of households experiencing financial difficulties in paying rent. • A system of local accountability established between TCHC and tenants such that Tenants are informed of the operating budget, capital plans, and that there is regular reporting on the achievement of the budget targets and progress on plans for repairs and renovations. • A complaint process that is accessible, transparent, that advocates on behalf of tenants to seek a solution to their complaints, and that respects the management accountabilities within TCHC and allows for the review of operational decisions at a senior level within TCHC. • TCHC will ensure that tenants will be protected from harassment, in an environment where human rights are respected and updated. <p>TCHC will ensure that all communications with Tenants will be undertaken in English and the language of tenants' choice.</p>	<p>Shareholder Direction, Section 9.2</p>	<p>Letter to the Shareholder:</p> <p>2.2.1 Eviction prevention policy</p> <p>3.1.2 Local accountability with tenants</p> <p>3.1.3 Tenant complaints process</p> <p>2.3.1 Human rights, harassment, and fair access policy</p> <p>3.1.1 Communication with tenants in the language of their choice</p>
<p>TCHC will abide by all relevant employment and occupational health and safety legislation in the conduct of its operations, and will develop appropriate policies in areas such as, but not limited to, fair wages for contracted services consistent with that of the City and employee compensation to address these objectives.</p>	<p>Shareholder Direction, Section 12.1</p>	<p>Letter to the Shareholder: 4.3 2018 Update on policies and occupational health and safety</p>

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<p>TCH will ensure all procurement activities including, but not limited to, materials management, purchasing goods, service and construction contracts, involving purchasing leasing, or renting, are arrived at by competitive or non-competitive tendering processes, adhere to procurement best practices, policies, and procedures and are managed in an open and transparent manner</p>	<p>Shareholder Direction, Section 12.2</p>	<p>Letter to the Shareholder: 4.2 Procurement</p>
<p>City Council Directions</p>		
<p>City Council, in its capacity as Shareholder of Toronto Community Housing Corporation (TCHC):</p> <ul style="list-style-type: none"> • approve the extension of Toronto Community Housing's mortgage subsidy for 47 identified properties, based on the current monthly mortgage payment, until the end of 2044, both on condition that: <ol style="list-style-type: none"> i. the net amount of incremental financing be deposited to a new special reserve other than the State of Good Repair Fund dedicated to the repair or replacement of building components with a useful life of at least 30 years; and ii. Toronto Community Housing report annually, through Toronto Community Housing's Annual Report to Council, on the status and use of funding deposited to such special reserve. 	<p>Report EX43.11 2014: Refinancing of City Loans to Toronto Community Housing</p> <p>July 8, 2014</p>	<p>Annual Report; audited financial statements</p> <p>Ten-year capital financing plan</p>
<p>City Council, in its capacity as Shareholder of Toronto Community Housing Corporation (TCHC):</p> <ul style="list-style-type: none"> • approve the extension of TCH's mortgage subsidy for 8 properties identified in Attachment 2 to the report (June 17, 2014) from the City Manager and the Deputy City Manager and Chief Financial Officer, based on the current monthly mortgage payment, until the end of 2045, both on condition that: 	<p>Report EX43.10 2014: Infrastructure Ontario Refinancing of Toronto Community Housing Mortgages</p> <p>July 8, 2014</p>	<p>Annual Report; audited financial statements</p> <p>Ten-year capital financing plan</p>

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<ul style="list-style-type: none"> i. the net amount of incremental financing be deposited to a new special reserve other than the State of Good Repair Fund dedicated to the repair or replacement of building components with a useful life of at least 30 years; and ii. TCHC report annually, through TCHC's Annual Report to Council, on the status and use of funding deposited to such special reserve. 		
<p>City Council, in its capacity as Shareholder of Toronto Community Housing Corporation:</p> <ul style="list-style-type: none"> • approve the extension of Toronto Community Housing Corporation's mortgage subsidy for 12 identified properties, based on the current monthly mortgage payment, until the end of 2045, both on condition that: <ul style="list-style-type: none"> i. the net amount of incremental financing be deposited to a new special reserve other than the State of Good Repair Fund dedicated to the repair or replacement of building components with a useful life of at least 30 years; and ii. Toronto Community Housing Corporation report annually, through Toronto Community Housing Corporation's Annual Report to City Council, on the status and use of funding deposited to such special reserve. 	<p>Report EX8.4 2015: Infrastructure Ontario Refinancing of Toronto Community Housing Mortgages Being Renewed in 2015</p> <p>September 30, 2015</p>	<p>Annual Report; audited financial statements</p> <p>Ten-year capital financing plan</p>
<p>Efforts to partner with other organizations to further provide affordable ownership opportunities to Toronto Community Housing tenants and qualifying families.</p>	<p>Report EX35.3 2013: Putting People First – Moving Forward</p> <p>November 13, 2013</p>	<p>Letter to the Shareholder: 1.2 Affordable home ownership</p>

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<p>City Council, in its capacity as Shareholder of Toronto Community Housing Corporation:</p> <ul style="list-style-type: none"> • Pursuant to Section 7.4.1(a) of the City's Amended and Restated Shareholder Direction to Toronto Community Housing Corporation, approve the term sheets attached as Attachments 1 and 2 to the report (November 17, 2016) from the Deputy City Manager, Cluster A and the Deputy City Manager and Chief Financial Officer, between Toronto Community Housing Corporation and Infrastructure Ontario (collectively referred to herein as the "Term Sheets"): <ul style="list-style-type: none"> i. for refinancing totaling \$310 million in order to address the renewal of 32 Toronto Community Housing Corporation mortgages totaling \$93.6 million, as well as obtaining incremental financing of \$216 million (less transaction costs and legal fees); ii. financing a \$10 million loan on a property located at 180 Sackville St; • Approve the extension of Toronto Community Housing Corporation's mortgage subsidy for the 32 properties identified in Attachment 1 to the report (November 17, 2016) from the Deputy City Manager, Cluster A and the Deputy City Manager and Chief Financial Officer, based on the current monthly mortgage payment, for a period of 30 years following the transaction closing, all on the condition that: <ul style="list-style-type: none"> i. the net amount of incremental financing be deposited to a new special reserve other than the State of Good Repair Fund dedicated to the repair or replacement of building components with a useful life of at least 30 years; and 	<p>Report EX20.15: Proposed Toronto Community Housing Corporation Debt Management Policy and 2016 Infrastructure Ontario Mortgage Refinancing</p>	<p>Annual Report; audited financial statements</p> <p>Ten-year capital financing plan</p>

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
ii. Toronto Community Housing Corporation report annually, through Toronto Community Housing Corporation's Annual Report to City Council, on the status and use of funding deposited to such special reserve.		
Toronto Community Housing report annually, through Toronto Community Housing's Annual Report to Council on the status of revitalizations and on any tenant and community impacts resulting from revitalizations.	It is a condition on most revitalization decisions. E.g.: See Report CD14.9 2012: Alexandra Park Revitalization – Corporate Actions and Social Development Plan July 11, 2012	Annual Report
City Council request the major agencies, boards, commissions and corporations to provide an annual human rights report to Council detailing the numbers and types of human rights complaints received by the Human Rights Tribunal of Ontario involving the respective agency, board, commission and corporation, and the complaint resolutions and associated costs.	Report AU9.4 2008: Audit of City Performance in Achieving Access, Equity, and Human Rights Goals November 4, 2008	Letter to the Shareholder: 2.3.3 Human rights applications to the Ontario Human Rights Tribunal
TCHC to report annually, through the TCH Annual Report to Council, with an updated Ten-Year Capital Financing Plan as of December 31st of the prior year that includes: <ul style="list-style-type: none"> • Total amount of capital backlog repair expenditures from the prior year; • Outstanding capital repair needs carried forward from the prior year; • Reductions to the capital repair backlog due to the sale of assets and/or revitalization; • Balance of the capital repair backlog reserve fund; 	Report EX35.4 2013: A Ten-Year Capital Financing Plan for Toronto Community Housing November 13, 2013	Letter to the Shareholder: 2.3 Update on ten-year capital financing plan

<ul style="list-style-type: none"> • Changes in estimates for current and future capital repair requirements; and • Changes in estimates for current and future capital repair funding. 		
<p>The Chief Executive Officer prepare a report to the Shareholder on:</p> <ul style="list-style-type: none"> • The business case for each existing subsidiary corporation and significant investment interest, providing background information on purpose, governance, and other such information as may be relevant. Such information be reported in each Annual Report to the Shareholder. 	<p>Auditor General Report: The City and Toronto Community Housing Corporation Needs to Strengthen its Oversight of Subsidiaries and Other Business Interests</p> <p>December 1, 2011</p>	<p>Appendix C</p>
<p>City Council direct City agency and corporation Boards to review their executive compensation policy every four years after the initial policy is approved (excluding restricted Boards), with results to be disclosed on public websites and annual reports, and authorize the City Manager to incorporate this requirement and the guiding principles and practices per Attachment 1 to the report (August 6, 2014) from the City Manager and the City Solicitor, into existing and future Relationship Frameworks, Shareholder Declarations and Directions.</p>	<p>Report EX44.8 2014: Executive Compensation Policy at City Agencies and Corporations.</p> <p>August 25, 2014</p>	<p>Letter to the Shareholder: 4.1.1 Executive compensation</p>

Appendix C: Overview of Toronto Community Housing Corporation's Subsidiaries and Joint Ventures/Partnerships

This Appendix provides an overview of Toronto Community Housing Corporation's ("TCHC's") subsidiaries and joint ventures/partnerships ("Entities").

Summary

1. Development Entities

Generally, the Entities related to development were created for the purpose of shielding the parent from liability and/or to create joint ventures/partnerships with TCHC's development partners. Beyond minimizing liability, having a separate entity for each development project also allows for better tracking of project costs.

To date, with respect to the development Entities, only the development project associated with Don Mount Court Development Corporation ("DMCDC") is completed. TCHC brought a request to the City of Toronto for the dissolution of DMCDC, which was approved by City Council in June 2018. DMCDC is scheduled to be wound up in 2019.

2. Non Development Entities

Each non-development Entity is briefly described below.

2.1 Access Housing Connections Inc.

Access Housing Connections Inc. ("AHCI") manages the centralized waiting list for Rent-Geared-to-Income ("RGI") applicants for the entire City of Toronto, the rent supplement program in Toronto, and the Housing Allowance Program (Canada-Ontario-Toronto). TCHC transferred employees to the City of Toronto in 2015 and the wait list function of AHCI to the City in 2016. TCHC brought forward a request to the City of Toronto for the dissolution of AHCI, which was approved by City Council in June 2018. AHCI is scheduled to be wound up in 2019.

2.2 2001064 Ontario Inc.

2001064 Ontario Inc. ("2001064") owns the title to 112 Elizabeth Street, which is a retail building connected to 111 Chestnut Street, a residential building owned by TCHC.

Maintaining separate title for the retail building allows for a more efficient sale if TCHC were to sell the commercial portion in the future; therefore, it is recommended that 2001064 be maintained as a separate entity.

2001064 is a separate nominee entity where substantial operations are managed by TCHC.

2.3 Toronto Affordable Housing Fund

Toronto Affordable Housing Fund (“TAHF”) is a non-share capital corporation, where TCHC is the sole member. TAHF delivers and administers home-ownership loans on behalf of the City of Toronto, Canada Mortgage Housing Corporation and TCHC. TAHF also manages second mortgages to qualified purchasers, funds transactions, and other related matters related to implementation of the City of Toronto’s affordable ownership program.

TAHF holds numerous outstanding mortgages that would be costly to assign to TCHC, thus it is recommended that TAHF continue to exist separately. On April 30, 2029, TCHC must relinquish these mortgages back to the City of Toronto. Containing all such activities in a subsidiary is deemed desirable, to make this future transfer back to the City of Toronto as effective and efficient as possible.

2.4 Toronto Community Housing Enterprises Inc.

Toronto Community Housing Enterprises Inc. (“TCHEI”) was created as a holding company for Regent Park Energy Inc. (“RPEI”) and Innoserv Inc. Innoserv Inc. was dissolved in 2014.

TCHEI is expected to be amalgamated with RPEI in 2019.

2.5 Regent Park Energy Inc.

Regent Park Energy Inc. (“RPEI”) was created to manage the district energy system at Regent Park. RPEI is fully owned by TCHEI.

RPEI is expected to be amalgamated with TCHEI in 2019.

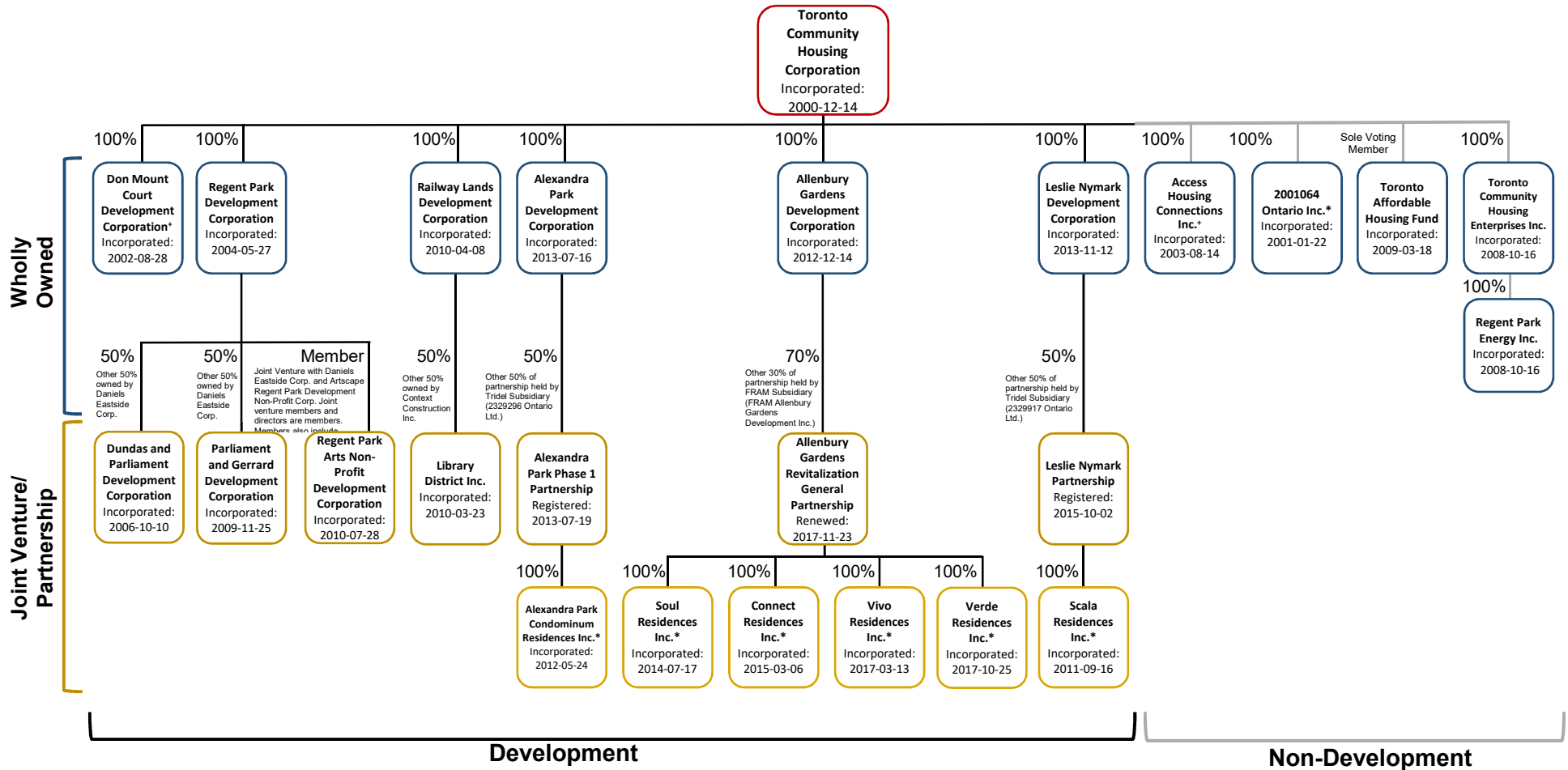
Ownership Structure of Entities

Development or Non-Development	Ownership	Entity
Development	Wholly Owned	<ul style="list-style-type: none"> • Don Mount Court Development Corporation⁺ • Regent Park Development Corporation • Railway Lands Development Corporation • Alexandra Park Development Corporation • Allenbury Gardens Development Corporation • Leslie Nymark Development Corporation
	Joint Venture/ Partnership	<ul style="list-style-type: none"> • Dundas and Parliament Development Corporation • Parliament and Gerrard Development Corporation • Regent Park Arts Non-Profit Development Corporation • Library District Inc. • Alexandra Park Phase 1 Partnership • Alexandra Park Condominium Residences Inc.* • Allenbury Gardens Revitalization General Partnership • Soul Residences Inc.* • Connect Residences Inc.* • Vivo Residences Inc.* • Verde Residences Inc.* • Leslie Nymark Partnership • Scala Residences Inc.*
Non-Development	Wholly Owned	<ul style="list-style-type: none"> • Access Housing Connections Inc.⁺ • 2001064 Ontario Inc.* • Toronto Affordable Housing Fund • Toronto Community Housing Enterprises Inc. • Regent Park Energy Inc.

* Title Nominees

+ To be wound up in 2019

Toronto Community Housing Corporation Subsidiaries and Joint Ventures/Partnerships Organization Chart

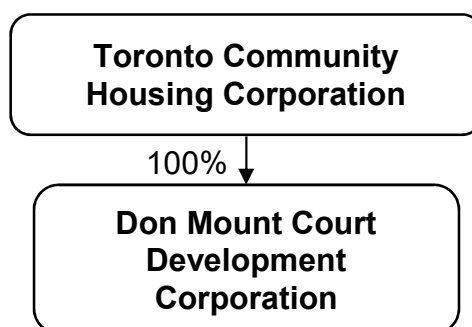


Legend
 + = To be wound up in 2019
 * = Title Nominees

Overview of Subsidiary and Joint Venture/Partnership

The following section contains corporate profiles of each subsidiary and joint venture/partnership.

1. Don Mount Court Development Corporation



Overview of Subsidiary/Enterprise/Investment

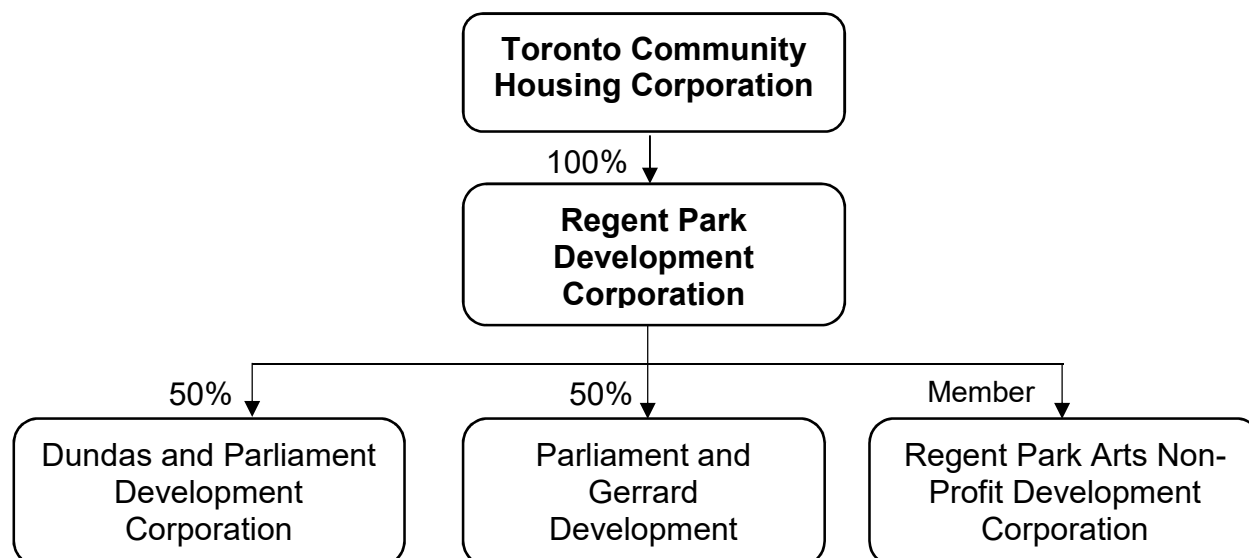
	Don Mount Court Development Corporation (“DMCDC”)
Purpose of Subsidiary/ Enterprise/Investment	To oversee the redevelopment of Don Mount Court.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
Incorporation Number	1539709
Incorporation Date	August 28, 2002
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary	TCHC:2002-073
Original Rationale for Creation/ Separate Corporate Existence	Required a Board at the time with particular skills and knowledge specific to the redevelopment of Don Mount Court. Additionally, the separation of liabilities between the development and TCHC was considered to be advantageous in the relationship to the development partner.
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up as operational activities conclude.

	Don Mount Court Development Corporation (“DMCDC”)	
Directors and Officers	Directors: Rose-Ann Lee Nick Macrae Kevin Marshman	Officers: Nick Macrae, Chair Kevin Marshman, CEO Rose-Ann Lee, Treasurer Vincent Tong, Secretary

2. Regent Park Development Corporation

Joint venture/partnerships:

- a. Dundas and Parliament Development Corporation
- b. Parliament and Gerrard Development Corporation
- c. Regent Park Arts Non-Profit Development Corporation



Overview of Subsidiary/Enterprise/Investment

	Regent Park Development Corporation (“RPDC”)
Purpose of Subsidiary/Enterprise/ Investment	To oversee the redevelopment of Regent Park. Holding company for TCHC’s 50% equity interest in: 1. Dundas and Parliament Development Corporation (Regent Park Phase I); and 2. Parliament and Gerrard Development Corporation (Regent Park Phase II). In addition it oversees TCHC’s membership in Regent Park Arts Non-Profit Development Corporation.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
Incorporation Number	2047540
Incorporation Date	May 27, 2004
Incorporation Document	Articles of Incorporation Articles of Amendment (2010-12-14)
By-Laws	By-Law No. 1

Regent Park Development Corporation (“RPDC”)			
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:2003-30 TCHC:2006-134		
Original Rationale for Creation/Separate Corporate Existence	<p>Separation of liabilities between the development and TCHC as a corporation, which is of particular advantage in the relationship to the development partner.</p> <p>The use of a subsidiary also provides a separation of the development of the market component from the rental housing component. This improves accountability between the two adjoining projects. The use of RPDC also separates TCHC from the market component in terms of primary liability. Contracts relating to the market development (such as agreements of purchase and sale with condominium purchasers) are executed by RPDC, or the nominee, and not directly by TCHC. As a result, the primary liability on contracts rests with RPDC.</p>		
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Regent Park and expiry of warranties associated with DPDC and PGDC.		
Directors and Officers	<table border="0"> <tr> <td style="vertical-align: top;">Directors: Rose-Ann Lee Kevin Marshman Brian Smith</td> <td style="vertical-align: top;">Officers: Brian Smith, Chair Kelly Skeith, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary</td> </tr> </table>	Directors: Rose-Ann Lee Kevin Marshman Brian Smith	Officers: Brian Smith, Chair Kelly Skeith, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary
Directors: Rose-Ann Lee Kevin Marshman Brian Smith	Officers: Brian Smith, Chair Kelly Skeith, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary		

Dundas and Parliament Development Corporation (“DPDC”)	
Purpose of Subsidiary/ Enterprise/ Investment	Co-tenancy for development and sale of market condominiums in Regent Park Phase I.
Ownership	50% RPDC 50% Daniels Eastside Corporation
Jurisdiction	<i>Business Corporations Act (Ontario)</i>
Incorporation Number	2115613
Incorporation Date	October 10, 2006
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1

	Dundas and Parliament Development Corporation ("DPDC")	
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:C2006-35 TCHC:2006-134	
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Regent Park and expiry of warranties associated with DPDC.	
Directors and Officers	Directors : Remo Agostino Martin Blake Rose-Ann Lee Vincent Tong	Officers: Vincent Tong, President Martin Blake, Vice-President Rose-Ann Lee, Treasurer Remo Agostino, Secretary Judy Lem, Authorized Signing Officer Kelly Skeith, Authorized Signing Officer Mitchell S. Cohen, Authorized Signing Officer Sam Tassone, Authorized Signing Officer

	Parliament and Gerrard Development Corporation ("PGDC")
Purpose of Subsidiary/ Enterprise/ Investment	Co-tenancy for development and sale of market condominiums in Regent Park Phase II.
Ownership	50% RPDC 50% Daniels Eastside Corporation
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
Incorporation Number	2225110
Incorporation Date	November 25, 2009
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1

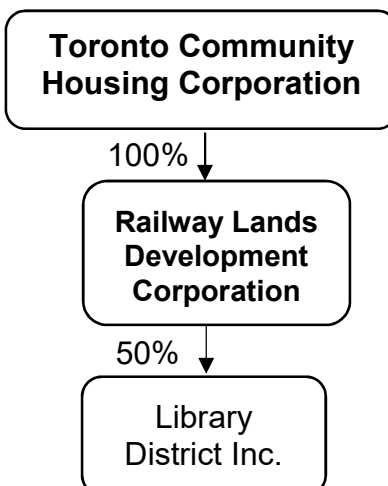
	Parliament and Gerrard Development Corporation ("PGDC")	
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:C2008-38	
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level sub or co-tenancy).	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Regent Park (and expiry of warranties associated with PGDC).	
Directors and Officers	Directors : Remo Agostino Martin Blake Rose-Ann Lee Vincent Tong	Officers: Vincent Tong, President Martin Blake, Vice-President Rose-Ann Lee, Treasurer Remo Agostino, Secretary Judy Lem, Authorized Signing Officer Kelly Skeith, Authorized Signing Officer Mitchell S. Cohen, Authorized Signing Officer Sam Tassone, Authorized Signing Officer
	Regent Park Arts Non-Profit Development Corporation ("RPANDC")	
Purpose of Subsidiary/ Enterprise/ Investment	Non-profit corporation and joint venture between RPDC, Daniels Eastside Corporation and Toronto Artscape Inc. Subsidiary (Artscape Regent Park Development Non-Profit Corporation) for the construction and ownership of the Regent Park Arts and Cultural Centre (Daniels Spectrum).	
Ownership	Members: - RPDC - Daniels Eastside Corporation - Artscape Regent Park Development Non-Profit Corporation - RPANDC's directors	
Jurisdiction	<i>Corporations Act</i> (Ontario)	

	Regent Park Arts Non-Profit Development Corporation ("RPANDC")	
Incorporation Number	1827847	
Incorporation Date	July 28, 2010	
Incorporation Document	Letters Patent	
By-Laws	By-Law No. 1 (Amended April 22, 2016)	
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC: C2010-24	
Original Rationale for Creation/Separate Corporate Existence	TCHC would be in a better position to manage the risks as a member since participation in the joint venture and the leasing arrangements allows TCHC to become more involved in the project should the need arise. The nature of TCHC's involvement in this project is restricted to a long-term 50-year ground lease.	
Term of Existence (short-term/defined, long-term/ongoing)	Long term. The risks and rewards of the entity have effectively been transferred given the long-term land lease at a nominal amount.	
Directors and Officers	Directors: Martin Stuart Blake Kelly Skeith Jermyn Creed LoriAnn Girvan Mahbub Hasan Richard Marsella Vivian Nguyen Carlene Whittingham	Officers: Martin Stuart Blake, President and Secretary Kelly Skeith, Treasurer LoriAnn Girvan, Authorized Signing Officer

3. Railway Lands Development Corporation

Joint venture/partnerships:

- a. Library District Inc.



Overview of Subsidiary/Enterprise/Investment

	Railway Lands Development Corporation (“RLDC”)
Purpose of Subsidiary/ Enterprise/ Investment	To oversee the redevelopment of Railway Lands (Blocks 32 and 36). TCHC’s co-tenancy representative with Context Construction Inc. to form nominee corporation Library District Inc.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act (Ontario)</i>
Incorporation Number	2239748
Incorporation Date	April 8, 2010
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:C2010-33
Original Rationale for Creation/Separate Corporate Existence	To establish legal structure contemplated by the Board as per the Subsidiary Review Task Force for the accountability of the subsidiaries.

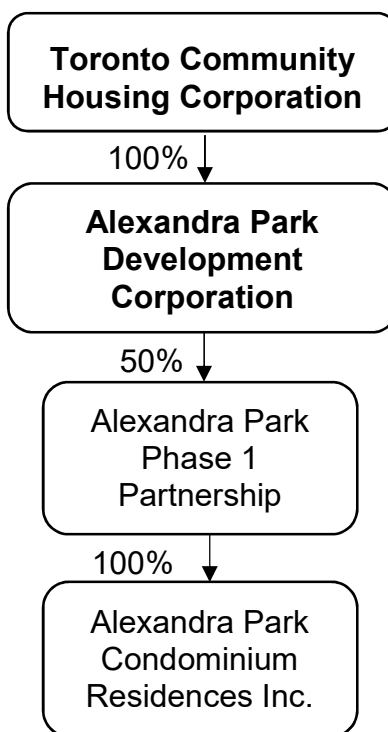
Railway Lands Development Corporation (“RLDC”)			
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Railway Lands (and expiry of warranties associated with LDI).		
Directors and Officers	<table border="0"> <tr> <td style="vertical-align: top;">Directors: Rose-Ann Lee Nick Macrae Kevin Marshman</td> <td style="vertical-align: top;">Officers: Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary</td> </tr> </table>	Directors: Rose-Ann Lee Nick Macrae Kevin Marshman	Officers: Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary
Directors: Rose-Ann Lee Nick Macrae Kevin Marshman	Officers: Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary		

Library District Inc. (“LDI”)			
Purpose of Subsidiary/ Enterprise/ Investment	Co-tenancy for development and sale of Railway Lands Market condominiums.		
Ownership	50% RLDC 50% Context Construction Inc.		
Jurisdiction	<i>Business Corporations Act</i> (Ontario)		
Incorporation Number	1820240		
Incorporation Date	March 23, 2010		
Incorporation Document	Articles of Incorporation		
By-Laws	By-Law No. 1		
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:C2010-33		
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level subsidiary or co-tenancy).		
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Railway Lands (and expiry of warranties associated with LDI).		
Directors and Officers	<table border="0"> <tr> <td style="vertical-align: top;">Directors: Howard Cohen Stephen Gross Rose-Ann Lee Vincent Tong</td> <td style="vertical-align: top;">Officers: Howard Cohen, President Sam Skurecki, Treasurer Rose-Ann Lee, Secretary Vincent Tong, Vice-President</td> </tr> </table>	Directors: Howard Cohen Stephen Gross Rose-Ann Lee Vincent Tong	Officers: Howard Cohen, President Sam Skurecki, Treasurer Rose-Ann Lee, Secretary Vincent Tong, Vice-President
Directors: Howard Cohen Stephen Gross Rose-Ann Lee Vincent Tong	Officers: Howard Cohen, President Sam Skurecki, Treasurer Rose-Ann Lee, Secretary Vincent Tong, Vice-President		

4. Alexandra Park Development Corporation

Joint venture/partnerships:

- a. Alexandra Park Phase 1 Partnership
- b. Alexandra Park Condominium Residences Inc.



Overview of Subsidiary/Enterprise/Investment

	Alexandra Park Development Corporation (“APDC”)
Purpose of Subsidiary/Enterprise/Investment	To oversee the redevelopment of Alexandra Park, including the demolition and replacement of 333 Atkinson Co-operative/TCHC units, the refurbishment of 473 TCHC units and the development of 1,540 market units. The second Phase of Alexandra Park is currently under rezoning and these specific numbers may change.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
Incorporation Number	2380793
Incorporation Date	July 16, 2013
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1

Alexandra Park Development Corporation (“APDC”)			
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:2012-47		
Original Rationale for Creation/Separate Corporate Existence	In order to set up the land holding partnership structure contemplated in the partnership agreements.		
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Alexandra Park (and expiry of warranties associated with APPP and related nominee).		
Directors and Officers	<table border="0"> <tr> <td style="vertical-align: top;">Directors: Rose-Ann Lee Nick Macrae Kevin Marshman</td> <td style="vertical-align: top;">Officers: Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary</td> </tr> </table>	Directors: Rose-Ann Lee Nick Macrae Kevin Marshman	Officers: Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary
Directors: Rose-Ann Lee Nick Macrae Kevin Marshman	Officers: Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary		

Alexandra Park Phase 1 Partnership (“APPP”)	
Purpose of Subsidiary/ Enterprise/ Investment	General partnership between APDC and Tridel Subsidiary (2329296 Ontario Ltd.).
Partnership Interest	50% APDC 50% Tridel Subsidiary (2329296 Ontario Ltd.)
Jurisdiction	<i>Partnership Act</i> (Ontario)
Business Name Registration	Master Business License 230729261 Registered 2013-07-19
Partnership Agreement	Partnership Agreement (2013-07-19)
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC: C2012-07
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of development of Alexandra Park (and expiry of warranties associated with APCRI).

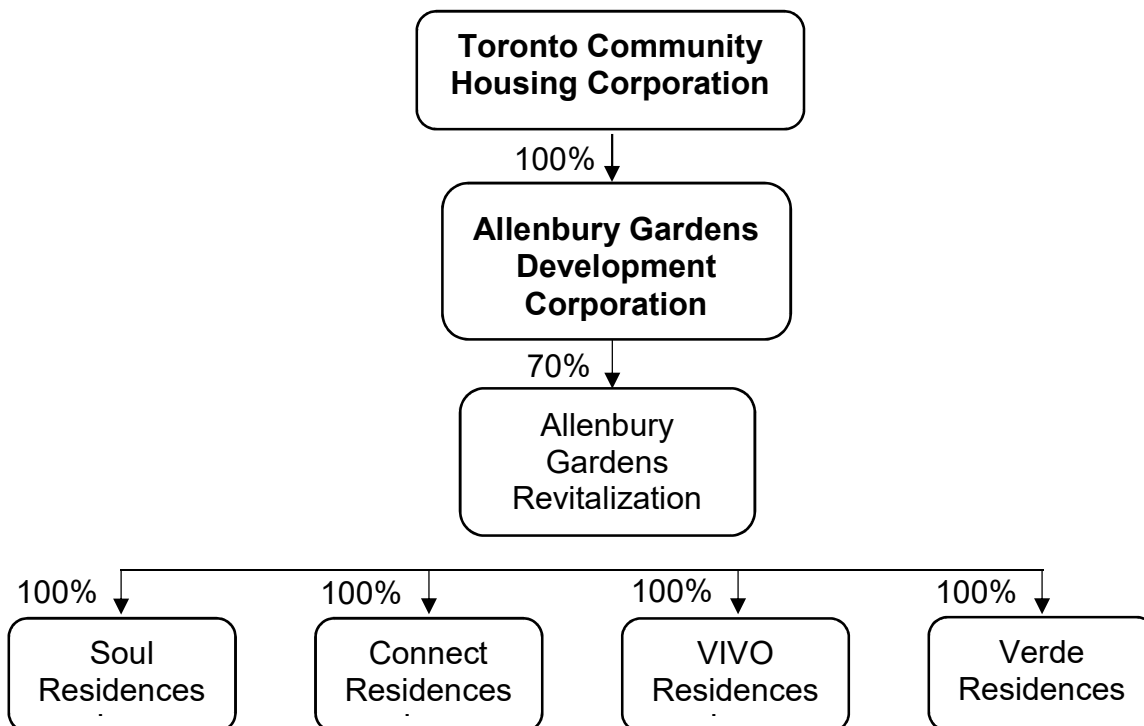
Alexandra Park Condominium Residences Inc. (“APCRI”)	
Purpose of Subsidiary/ Enterprise/ Investment	Partnership nominee corporation of general partnership with Tridel Subsidiary (2329296 Ontario Ltd.) to develop Alexandra Park condominiums.
Ownership	100% APPP

	Alexandra Park Condominium Residences Inc. ("APCRI")	
Jurisdiction	<i>Business Corporations Act (Ontario)</i>	
Incorporation Number	2329292	
Incorporation Date	May 24, 2012	
Incorporation Document	Articles of Incorporation Articles of Amendment (2013-08-15)	
By-Laws	By-Law No. 1 By-Law No. 2 By-Law No. 3 By-Law No. 4 By-Law No. 5	
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:2012-47	
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level subsidiary or co-tenancy).	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of development of Alexandra Park (and expiry of warranties associated with APCRI).	
Directors and Officers	Directors: Dino Carmel Rose-Ann Lee Len Gigliotti Vincent Tong	Officers: Dino Carmel, President Rose-Ann Lee, Vice-President Vincent Tong, Vice-President Len Gigliotti, Secretary

5. Allenbury Gardens Development Corporation

Joint venture/partnerships:

- a. Allenbury Gardens Revitalization General Partnership
 - i. Soul Residences Inc.
 - ii. Connect Residences Inc.
 - iii. VIVO Residences Inc.
 - iv. Verde Residences Inc.



Overview of Subsidiary/Enterprise/Investment

	Allenbury Gardens Development Corporation (“AGDC”)
Purpose of Subsidiary/ Enterprise/ Investment	To oversee the redevelopment of Allenbury Gardens, including the demolition and replacement of 127 TCHC units and the development of up to 1,017 market units.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act (Ontario)</i>
Incorporation Number	2353917
Incorporation Date	December 14, 2012
Incorporation Document	Articles of Incorporation

	Allenbury Gardens Development Corporation (“AGDC”)	
By-Laws	By-Law No. 1	
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:2012-47	
Original Rationale for Creation/Separate Corporate Existence	In order to set up the land holding partnership structure contemplated in the partnership agreements.	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Allenbury Gardens (and expiry of warranties associated with AGRGP and related nominees).	
Directors and Officers	Directors: Rose-Ann Lee Nick Macrae Kevin Marshman	Officers: Nick Macrae, Chair Kevin Marshman, General Manager Vincent Tong, Secretary Rose-Ann Lee, Treasurer

	Allenbury Gardens Revitalization General Partnership (“AGRGP”)	
Purpose of Subsidiary/ Enterprise/ Investment	General partnership between AGDC and FRAM Subsidiary (FRAM Allenbury Gardens Development Inc.).	
Partnership Interest	70% AGDC 30% FRAM Subsidiary (FRAM Allenbury Gardens Development Inc.).	
Jurisdiction	<i>Partnership Act</i> (Ontario)	
Business Name Registration	Master Business License 230039612 Registered 2013-01-11, Renewed 2017-11-23	
Partnership Agreement	Partnership Agreement (2013-02-05)	
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:C2011-48	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with VRI, SORI and CRI).	

Soul Residences Inc. (“SORI”)			
Purpose of Subsidiary/ Enterprise/ Investment	Partnership nominee corporation of general partnership with FRAM Subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.		
Ownership	100% AGRGP		
Jurisdiction	<i>Business Corporations Act (Ontario)</i>		
Incorporation Number	2415299		
Incorporation Date	2014-04-17		
Incorporation Document	Articles of Incorporation		
By-Laws	By-Law No. 1 By-Law No. 2		
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:2015-49		
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level subsidiary or co-tenancy).		
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with SORI).		
Directors and Officers	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;">Directors: Frank Giannone Federico Serrafiero Rose-Ann Lee Vincent Tong</td> <td style="vertical-align: top; width: 50%;">Officers: Rose-Ann Lee, President Frank Giannone, Treasurer and Secretary Federico Serrafiero, Vice-President Vincent Tong, Vice-President Steve Lorimer, Authorized Signing Officer</td> </tr> </table>	Directors: Frank Giannone Federico Serrafiero Rose-Ann Lee Vincent Tong	Officers: Rose-Ann Lee, President Frank Giannone, Treasurer and Secretary Federico Serrafiero, Vice-President Vincent Tong, Vice-President Steve Lorimer, Authorized Signing Officer
Directors: Frank Giannone Federico Serrafiero Rose-Ann Lee Vincent Tong	Officers: Rose-Ann Lee, President Frank Giannone, Treasurer and Secretary Federico Serrafiero, Vice-President Vincent Tong, Vice-President Steve Lorimer, Authorized Signing Officer		

Connect Residences Inc. (“CRI”)	
Purpose of Subsidiary/ Enterprise/ Investment	Partnership nominee corporation of general partnership with FRAM Subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.
Ownership	100% AGRGP

Connect Residences Inc. (“CRI”)			
Jurisdiction	<i>Business Corporations Act (Ontario)</i>		
Incorporation Number	2456722		
Incorporation Date	2015-03-06		
Incorporation Document	Articles of Incorporation		
By-Laws	By-Law No. 1 By-Law No. 2		
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:2015-49		
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level subsidiary or co-tenancy).		
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with CRI).		
Directors and Officers	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;">Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Vincent Tong</td> <td style="vertical-align: top; width: 50%;">Officers: Rose-Ann Lee, President Vincent Tong, Vice-President Federico Serrafiero, Vice-President Frank Giannone, Treasurer and Secretary</td> </tr> </table>	Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Vincent Tong	Officers: Rose-Ann Lee, President Vincent Tong, Vice-President Federico Serrafiero, Vice-President Frank Giannone, Treasurer and Secretary
Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Vincent Tong	Officers: Rose-Ann Lee, President Vincent Tong, Vice-President Federico Serrafiero, Vice-President Frank Giannone, Treasurer and Secretary		

Vivo Residences Inc. (“VRI”)	
Purpose of Subsidiary/ Enterprise/ Investment	Partnership nominee corporation of general partnership with FRAM subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.
Ownership	100% AGRGP
Jurisdiction	<i>Business Corporations Act (Ontario)</i>
Incorporation Number	2566137
Incorporation Date	2017-03-13
Incorporation Document	Articles of Incorporation

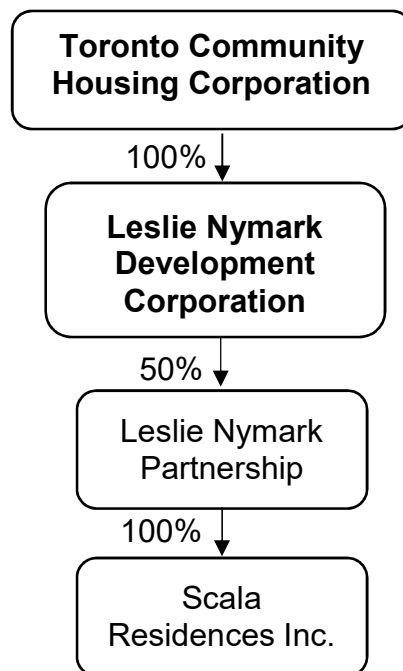
	Vivo Residences Inc. (“VRI”)	
By-Laws	By-Law No. 1 By-Law No. 2	
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:2017-10	
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level subsidiary or co-tenancy).	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with VRI).	
Directors and Officers	Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Vincent Tong	Officers: Rose-Ann Lee, President Federico Serrafiero, Vice-President Vincent Tong, Vice-President Frank Giannone, Treasurer and Secretary

	Verde Residences Inc. (“Verde”)	
Purpose of Subsidiary/ Enterprise/ Investment	Partnership nominee corporation of general partnership with FRAM subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.	
Ownership	100% AGRGP	
Jurisdiction	<i>Business Corporations Act</i> (Ontario)	
Incorporation Number	2602811	
Incorporation Date	2017-10-25	
Incorporation Document	Articles of Incorporation Articles of Amendment (2018-08-28)	
By-Laws	By-Law No. 1 By-Law No. 2	
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC: 2017-68R	
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level subsidiary or co-tenancy).	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with Verde).	
Directors and Officers	Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Vincent Tong	Officers: Rose-Ann Lee, President Federico Serrafiero, Vice-President Vincent Tong, Vice-President Frank Giannone, Treasurer and Secretary

6. Leslie Nymark Development Corporation

Joint venture/partnerships:

- a. Leslie Nymark Partnership
 - i. Scala Residences Inc.



Overview of Subsidiary/Enterprise/Investment

	Leslie Nymark Development Corporation (“LNDC”)
Purpose of Subsidiary/ Enterprise/ Investment	To oversee the redevelopment of Leslie Nymark, including the demolition and replacement of 121 TCHC rental units and the development of up to 499 market units.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act (Ontario)</i>
Incorporation Number	2395616
Incorporation Date	November 12, 2013
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC: 2012-47

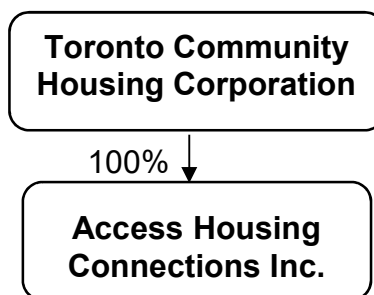
Leslie Nymark Development Corporation (“LNDC”)			
Original Rationale for Creation/Separate Corporate Existence	In order to set up the land holding partnership structure contemplated in the partnership agreements.		
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Leslie Nymark (and expiry of warranties associated with LNP and related nominee).		
Directors and Officers	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;">Directors: Rose-Ann Lee Nick Macrae Kevin Marshman</td> <td style="vertical-align: top; width: 50%;">Officers: Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary</td> </tr> </table>	Directors: Rose-Ann Lee Nick Macrae Kevin Marshman	Officers: Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary
Directors: Rose-Ann Lee Nick Macrae Kevin Marshman	Officers: Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary		

Leslie Nymark Partnership (“LNP”)	
Purpose of Subsidiary/Enterprise/Investment	General partnership between LNDC and Tridel Subsidiary (2329917 Ontario Ltd.).
Partnership Interest	50% LNDC 50% Tridel Subsidiary (2329917 Ontario Ltd.)
Business Name Registration	Master Business License 250966959 Registered 2015-10-02
Jurisdiction	<i>Partnership Act</i> (Ontario)
Partnership Agreement	Partnership Agreement (2015-10-02)
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:C2011-47
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of development of Leslie Nymark (and expiry of warranties associated with SCRI).

Scala Residences Inc. (“SCRI”)	
Purpose of Subsidiary/Enterprise/Investment	Partnership nominee corporation of general partnership with Tridel Subsidiary (2329917 Ontario Ltd.) to develop Leslie Nymark condominiums.
Ownership	100% LNP
Incorporation Number	2299097
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
Incorporation Date	September 16, 2011

	Scala Residences Inc. ("SCRI")	
Incorporation Document	Articles of Incorporation Articles of Amendment (2015-10-09)	
By-Laws	By-Law No. 1 By-Law No. 2 By-Law No. 3 By-Law No. 4 By-Law No. 5	
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:2012-47	
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level subsidiary or co-tenancy).	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of development of Leslie Nymark (and expiry of warranties associated with SCRI).	
Directors and Officers	Directors: Dino Carmel Len Gigliotti Rose-Ann Lee Vincent Tong	Officers: Dino Carmel, President Rose-Ann Lee, Vice-President Vincent Tong, Vice-President Len Gigliotti, Secretary

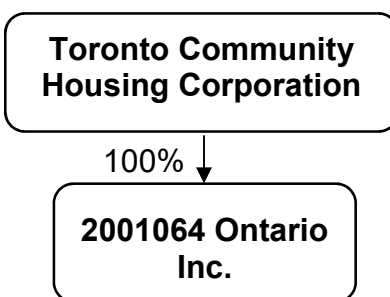
7. Access Housing Connections Inc.



Overview of Subsidiary/Enterprise/Investment

	Access Housing Connections Inc. ("AHCI")	
Purpose of Subsidiary/Enterprise/Investment	Manages applications and waiting list for access to housing programs under the Housing Services Act on behalf of the Service Manager.	
Ownership	TCHC 100%	
Jurisdiction	<i>Business Corporations Act</i> (Ontario)	
Incorporation Number	2031119	
Incorporation Date	August 14, 2003	
Incorporation Document	Articles of Incorporation	
By-Laws	By-Law No. 1	
TCHC Board Report to Establish Subsidiary	TCHC:2003-63	
Original Rationale for Creation/Separate Corporate Existence	<p>Toronto Community Housing Corporation (TCHC) had an Operating Agreement with the City of Toronto that transferred the responsibility and accountability for the administration and management of the social housing common waiting list and the rent supplement programs to TCHC, on behalf of the City of Toronto.</p> <p>AHCI was created to provide a coordinated approach for access to social housing.</p>	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. Since transfer to the City of Toronto is completed, corporation is expected to be wound up in 2018.	
Directors and Officers	Directors: Linda Jackson Rose-Ann Lee Kevin Marshman	Officers: Linda Jackson, Chair Kevin Marshman, General Manager

8. 2001064 Ontario Inc.

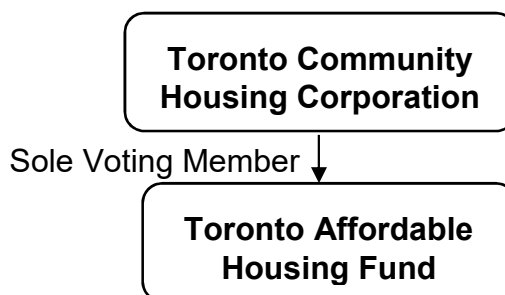


Overview of Subsidiary/Enterprise/Investment

	2001064 Ontario Inc. (“2001064”)
Purpose of Subsidiary/ Enterprise/ Investment	<p>2001064 is a nominee corporation established to act as trustee to hold legal title to the commercial portion of a commercial/ residential complex at 112 Elizabeth Street upon the unwinding of the Chestnut-Elizabeth joint venture.</p> <p>The residential portion of the property is owned by TCHC. The purpose of separate ownership is to maintain severance and permit separate independent transfers and mortgaging of the commercial portion of the property.</p>
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act (Ontario)</i>
Incorporation Number	2001064
Incorporation Date	January 22, 2001
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary	THC: 2073
Original Rationale for Creation/ Separate Corporate Existence	The severance and easement resulting from the unwinding of the Chestnut–Elizabeth joint venture could not be effected if one corporation (TCHC) held title to both properties (residential and commercial).
Term of existence (short-term/defined, long-term/ongoing)	Long term / ongoing – Maintaining separate existence allows for a more efficient sale if TCHC would sell the commercial portion.

2001064 Ontario Inc. ("2001064")		
Directors and Officers	Directors: Rose-Ann Lee Nick Macrae Kevin Marshman	Officers: Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary

9. Toronto Affordable Housing Fund



Overview of Subsidiary/Enterprise/Investment

	Toronto Affordable Housing Fund (“TAHF”)
Purpose of Subsidiary/ Enterprise/ Investment	To establish and operate a housing fund for the purposes of: <ul style="list-style-type: none"> • Providing financial support to qualified individuals so that they may purchase eligible homes; • Deliver and administer home-ownership loans on behalf of City/CMHC and TCHC; • Managing second mortgages to qualified purchasers, fund transactions, fundraising; • Providing access to and promoting the availability of long-term affordable ownership housing; and • Other related matters related to implementation of affordable ownership program.
Ownership	Sole Voting Member – TCHC Non-voting Members – TAHF’s directors
Jurisdiction	<i>Corporations Act</i> (Ontario)
Incorporation Number	1792408
Incorporation Date	March 18, 2009
Incorporation Document	Letters Patent Supplementary Letters Patent (2009-04-03)
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC: C2008-121
Original Rationale for Creation/Separate Corporate Existence	A separate entity was created to insulate the parent company from liability for the activities conducted by TAHF.

Toronto Affordable Housing Fund (“TAHF”)			
Term of Existence (short-term/defined, long-term/ongoing)	<p>Long term as the entity holds numerous mortgages (“boost loans”) that would be costly to transfer to TCHC.</p> <p>Also, TCHC must relinquish the mortgages back to the Shareholder on April 30, 2029. Thus containing all activities in the subsidiary is deemed desirable.</p>		
Directors and Officers	<table style="width: 100%; border: none;"> <tr> <td style="vertical-align: top; width: 50%; border: none;"> Directors: Linda Jackson Rose-Ann Lee Kevin Marshman </td> <td style="vertical-align: top; width: 50%; border: none;"> Officers: Linda Jackson, Chair Kevin Marshman, President and Secretary Rose-Ann Lee, Chief Financial Officer and Treasurer </td> </tr> </table>	Directors: Linda Jackson Rose-Ann Lee Kevin Marshman	Officers: Linda Jackson, Chair Kevin Marshman, President and Secretary Rose-Ann Lee, Chief Financial Officer and Treasurer
Directors: Linda Jackson Rose-Ann Lee Kevin Marshman	Officers: Linda Jackson, Chair Kevin Marshman, President and Secretary Rose-Ann Lee, Chief Financial Officer and Treasurer		

10. Toronto Community Housing Enterprise Inc.

Joint venture/partnerships:

a. Regent Park Energy Inc.



Overview of Subsidiary/Enterprise/Investment

	Toronto Community Housing Enterprise Inc. (“TCHEI”)
Purpose of Subsidiary/ Enterprise/ Investment	Originally, a holding company for Toronto Community Housing’s 60% equity interest in the Regent Park CES Joint Venture. Now, a holding company that owns 100% equity interest in the Regent Park CES Joint Venture.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
Incorporation Number	2187799
Incorporation Date	October 16, 2008
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:C2008-115
Original Rationale for Creation/Separate Corporate Existence	As per TCHC: C2008-115: [i]t is proposed that a new subsidiary, rather than Toronto Community Housing, hold 60% interest in the CES Joint Venture. This is a common method used to insulate a parent corporation from potential liability as a direct holder of the equity interest.

Toronto Community Housing Enterprise Inc. ("TCHEI")			
Term of existence (short-term/defined, long-term/ongoing)	Defined. TCHEI is expected to be amalgamated with RPEI. TCHC will continue to evaluate the strategic options of the merged TCHEI and RPEI entity.		
Directors and Officers	<table border="0"> <tr> <td>Directors: Rose-Ann Lee Nick Macrae Kevin Marshman</td> <td>Officers: Nick Macrae, Chair Kevin Marshman, President Rose-Ann Lee, Treasurer Sheila Penny, Secretary</td> </tr> </table>	Directors: Rose-Ann Lee Nick Macrae Kevin Marshman	Officers: Nick Macrae, Chair Kevin Marshman, President Rose-Ann Lee, Treasurer Sheila Penny, Secretary
Directors: Rose-Ann Lee Nick Macrae Kevin Marshman	Officers: Nick Macrae, Chair Kevin Marshman, President Rose-Ann Lee, Treasurer Sheila Penny, Secretary		

Regent Park Energy Inc. ("RPEI")			
Purpose of Subsidiary/ Enterprise/ Investment	Originally a joint venture with Corix Utilities Inc. ("Corix") for the development and management of the Regent Park Community Energy System ("Regent Park CES") at Regent Park. Now, TCHEI holds 100% of RPEI.		
Ownership	As of January 4, 2012: 100% TCHEI (TCHC: C2011-92) Previously: 60% TCHEI & 40% Corix		
Jurisdiction	<i>Business Corporations Act</i> (Ontario)		
Incorporation Number	2187743		
Incorporation Date	October 16, 2008		
Incorporation Document	Articles of Incorporation		
By-Laws	By-Law No. 1		
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:C2008-115		
Original Rationale for Creation/Separate Corporate Existence	RPEI was a joint venture between TCHC (via TCHEI) and Corix. A separate entity to oversee the Regent Park CES was proposed to insulate the parent company from potential liability from the Regent Park CES.		
Term of existence (short-term/defined, long-term/ongoing)	Defined. RPEI is expected to be amalgamated with TCHEI. TCHC will continue to evaluate the strategic options of the merged TCHEI and RPEI entity.		
Directors and Officers	<table border="0"> <tr> <td>Directors: Rose-Ann Lee Nick Macrae Kevin Marshman</td> <td>Officers: Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Sheila Penny, Secretary</td> </tr> </table>	Directors: Rose-Ann Lee Nick Macrae Kevin Marshman	Officers: Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Sheila Penny, Secretary
Directors: Rose-Ann Lee Nick Macrae Kevin Marshman	Officers: Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Sheila Penny, Secretary		