

# ATTACHMENT 1

Toronto Community Housing Corporation  
931 Yonge Street  
Toronto, ON  
M4W 2H2



April 30, 2022  
Mr. Chris Murray  
City Manager, City of Toronto  
City Hall, 11<sup>th</sup> Floor, East Tower  
Toronto, ON M5H 2N2

Dear Mr. Murray,

## **Toronto Community Housing Corporation's 2021 Annual Report**

We are pleased to submit the enclosed 2021 Annual Report for the Toronto Community Housing Corporation (TCHC). This year we have created a digital 2021 Annual Report, which highlights our achievements in relation to our corporate goals and objectives.

This letter to the Shareholder, its attachments, and our 2021 Annual Report fulfill all Shareholder and other City Council mandated reporting requirements, as outlined in the 2021 Shareholder Direction from the City of Toronto and various resolutions adopted by City Council.

2021 saw significant innovation across several key service areas at TCHC as plans for enhancing tenant engagement and customer service were implemented. As part of organizational restructuring efforts, the majority of the planned tenant service hubs were opened in 2021, providing convenient access for tenants to obtain information, receive help completing forms and processes, and submit service requests and complaints, with the remaining hubs scheduled to open in 2022. In 2021, TCHC also continued implementing the enhanced tenant complaints process, and the new arrears collection process. Simultaneously, TCHC resumed certain regular business operations following the easing of COVID-19 restrictions and public health guidelines, while ensuring the safety of tenants, staff, and contractors.

If you have questions about the contents of this letter or the 2021 Annual Report, please contact Jag Sharma at (416) 981-4088.

Yours truly,

A handwritten signature in black ink, appearing to be "T Murphy".

Timothy Murphy  
Chair, Board of Directors

A handwritten signature in black ink, appearing to be "Jag Sharma".

Jag Sharma  
President and CEO

Attached: 2020 Annual Report  
Additional Information Reported Annually to the Shareholder



# Opening Doors with Purpose

Annual Report 2021



## A message from the Chair

In 2021, COVID-19 continued to challenge all of us and we recognize that it was a difficult year for many tenants. TCHC prioritized our commitment to tenants by ensuring the safety of our buildings and spaces during the pandemic, improving our services overall, and focusing our efforts on providing clean and well-maintained homes across all of our communities.

It was an eventful year for our Board at Toronto Community Housing Corporation (TCHC). In February, we approved TCHC's Confronting Anti-Black Racism Strategy. The strategy will guide TCHC in implementing changes needed to address the realities of anti-Black racism experienced by Black tenants and staff, and to proactively dismantle policies, systems and procedures that reinforce anti-Black racism. In June, the Board approved funding for a key recommendation of the strategy, the creation of The Centre for Advancing the Interests of Black People, which began operating in December 2021.

The Board said farewell to Kevin Marshman, who retired after serving for two years as President and Chief Executive Officer (CEO). Kevin had also served as Board Chair and Vice Chair during his five years of dedicated service to TCHC. Later in the year, following an extensive search process led by the Board, we announced the appointment of Jag Sharma as President and CEO. When he joined us in August, Jag brought exemplary leadership skills and an unwavering commitment to service excellence. The Board is confident that, under Jag's leadership, TCHC will continue to improve its service delivery and business operations.

**“Staff did exemplary work to deliver essential services and keep tenants safe by connecting them to food, medications and other urgently needed supports.”**

Tim Murphy, Chair, Board of Directors

Our Board welcomed two new directors in 2021: Tenant Director Marcel Charlebois and Citizen Director Naram Mansour, and welcomed back Tenant Director Ubah Farah for a second term. We thanked Tenant Director Amanda Coombs and Citizen Director Linda Jackson for their service during their terms, which ended in 2021. We also began a process to add a third Tenant Director to the Board which will be completed in 2022.

Our board provided oversight and advice in 2021 on the transition to the new Toronto Seniors Housing Corporation (TSHC). The transition has involved the boards of both corporations, the TSHC Transition Team, TCHC management and City staff working together for a smooth transition. Our goal is to implement the transition in a way that minimizes disruption and positions both Toronto Seniors Housing Corporation and a smaller, focused Toronto Community Housing for future success.

On behalf of the Board, I want to thank all TCHC employees for the tremendous work they have done throughout 2021 to deliver our response to COVID-19. Staff did exemplary work to deliver essential services and keep tenants safe by connecting them to food, medications and other urgently needed supports. They also organized some 400 clinics in our buildings to break down barriers and help seniors and isolated tenants get the vaccine. The Board deeply appreciates these efforts.

**Tim Murphy (he/him)**  
Chair, Board of Directors







## A message from the President and CEO

This is an important time for Toronto Community Housing. We have a great team with great leaders, great tenants who care about TCHC and want to be part of the solution, great partners and stakeholders, and strong support from our shareholder, the City of Toronto. Our strategic priorities are the right priorities at the right time. They set the groundwork for delivering service excellence and meeting the support needs of tenants.

TCHC continued to improve service delivery in 2021 through the Tenant Service Hubs in the family portfolio and the Integrated Service Model in the seniors portfolio. We opened 88 Tenant Service Hubs across the city and are adding more in 2022. The Hubs reflect our commitment to empowering decision-making by local staff to support tenants' needs. In September 2021, our Seniors Housing Unit launched Phase 2 of the Integrated Service Model for seniors housing. By the end of the year, staff were using this enhanced approach for delivering services and supports in 52 of our 83 seniors buildings. Once fully implemented in 2022, the model will support more than 14,000 senior tenants to age in place with dignity and in comfort.

**“Our actions are building employee pride, tenant confidence and the trust of our partners and City shareholder.”**

*Jag Sharma, President and Chief Executive Officer*

In 2021 we began work to transition the responsibility for operating our 83 seniors-designated buildings to the Toronto Seniors Housing Corporation. We welcome this opportunity to make a strong contribution to our city and help senior tenants get the housing, health and community supports

they need. TCHC, TSHC and the City are working together to plan for a smooth transition on June 1, 2022.

We made great strides in 2021 in replacing our aging information technology infrastructure and transforming our business processes through the HoMES project. HoMES will give our staff the information and tools they need to deliver tenancy management and build a business intelligence foundation that supports timely decisions and effective actions.

In launching The Centre for the Advancement of the Interests of Black People in 2021, we delivered a key recommendation of our Confronting Anti-Black Racism Strategy. The Centre is an open, safe space to have conversations about race and anti-Black racism. It will drive our efforts to address systemic anti-Black racism and, in turn, address all forms of discrimination and prejudice, and build a foundation for strengthening equity, diversity and inclusion across TCHC.

TCHC cannot solve issues of crime and gun violence alone, but we learned from incidents in 2021 about how we can listen to those impacted by violence in our communities and work with our partners to find solutions. Through our Violence Reduction Program, we continued to implement a range of enforcement, community economic development, social supports and youth programs in communities that have been deeply impacted by gun violence.

Our actions are building employee pride, tenant confidence and the trust of our partners and City shareholder.

While there is still more work to do, our efforts have energy and momentum, and we are on the right path to consistently deliver positive outcomes for the tenants and families who call TCHC home.

**Jag Sharma (he/him)**

President and Chief Executive Officer

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# Strategic Direction

Our strategy guides every decision we make and the resources we invest. It keeps us focused on the paths we must follow to achieve our goals. Our direction and our priorities are designed to move us closer to the vision of “Quality homes in vibrant communities where people are proud to live and work” and where strategy becomes a reality for our employees and tenants.

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**Tenant Service Hubs: One-stop shop for tenant services and support**

**Capital plan update: Ensuring a state of good repair for the future**

**Revitalization: Breathing new life into communities**

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# Tenant Service Hubs

One-stop shop for tenant services and support



**The Hubs provide tenants with a “one-stop shop” for services and support, bringing them closer to where tenants live.**



**TCHC continued to open new Tenant Service Hubs in communities across Toronto in 2021. Tenant Service Hubs are a key component of our new service delivery model created under TCHC’s 2019 restructuring plan.**

The Hubs provide tenants with a “one-stop shop” for services and support, bringing them closer to where tenants live. Increasing access to services and supports enables tenants to get in-person service, meet with staff one-on-one, place work orders, hand in annual review paperwork, pay rent, and more.

While the ultimate vision for the Hubs is to allow tenants to drop-in during posted hours, in 2021 due to COVID-19, they were required to book an appointment in advance.

Where public safety measures allowed, we were able to have a number of memorable Hub opening events.

The events were led by CEO Jag Sharma and COO Sheila Penny and included local staff, members of TCHC’s Board of Directors, local City Councillors, tenant leaders and building representatives, and other members of the community.

The opening events marked the culmination of many months of hard work by staff and a key milestone in TCHC’s effort to bring services closer to its tenants. Tenant Service Hubs are continuing to open throughout 2022.





**“The Tenant Service Hubs are changing the way TCHC provides services and supports to our tenants.”**

Sheila Penny, Chief Operating Officer



“The Tenant Service Hubs are changing the way TCHC provides services and supports to our tenants,” Chief Operating Officer Sheila Penny said. “Being able to provide service and support to tenants so close to their homes is all about putting tenants first. Meeting tenant needs quickly and efficiently where they live is a key component in bringing our new service delivery model to life.”

For each Hub, TCHC created a Hub Playbook, an evolving document developed in partnership with Hub staff. Each Hub Playbook serves as a key resource in helping Hub staff effectively respond to common tenant requests, understand processes, and continue to develop their collaborative skills.

# Capital plan update

Ensuring a state of good repair for the future







**Facilities Management (FM) at TCHC continued their work to improve and enhance living conditions for thousands of tenants in buildings across the TCHC portfolio.**

Despite the ongoing impacts of the COVID-19 pandemic on the construction and supply chain industries, TCHC successfully completed 100 per cent of our planned capital work in 2022. We delivered our full \$350-million building renewal plan, which included hundreds of planned projects and thousands of individual work orders. This ongoing capital work will be integral to maintaining TCHC buildings as sustainable homes in good repair to benefit tenants for years to come.

**Here are highlights from our major achievements this year:**

- Social Housing Apartment Improvement Program (SHAIP): We completed spending on the multi-year SHAIP program funded by the Province. In total \$133.3 million was invested on energy efficient retrofits in 12 high-rise buildings for heating or cooling systems, lighting, and window and toilet replacement.
- Improving security in our buildings: In 2021, TCHC installed new security cameras across multiple buildings. Adding these cameras is improving and enhancing security in our communities and buildings and addressing tenant concerns.

- **Energy Consumption and Conservation Program:**  
The Conservation Team at TCHC is actively working toward our goal of reducing energy consumption by 25 per cent by 2028. This past year, we delivered tenant and staff education initiatives about capital upgrades and how to use new equipment, which is reinforcing a sense of community among tenants by involving them in working toward a common goal of energy conservation. We also successfully launched our NetZero strategy, which involved the work of a multi-disciplinary roundtable of FM staff through a series of ongoing workshop and visioning sessions.
- **Leadership in improving accessibility in homes and buildings.** In 2021, we completed 157 projects in 97 developments for common area and in-suite accessibility upgrades.



# Impact in numbers

TCHC continued to deliver significant results across all of our capital projects in 2021. Here are a few highlights of the results we achieved.



**\$1.34M/DAY**

in capital projects spending



**1,666**

projects



**28,520**

work orders

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## 2021 highlights

**56**

access control  
and camera  
installations

**37**

elevator  
upgrades

**143**

hard and  
soft grounds  
upgrades

**244**

envelope, roofing,  
window and  
structural repairs

**156**

common area  
and in-suite  
accessibility  
upgrades

**69**

hub office  
renovations

**18**

holistic  
upgrades

**236**

electrical, HVAC  
and plumbing  
repairs

# Project highlights



## **Daycare at Lawrence Orton**

In partnership with Toronto Children's Services, TCHC delivered a new daycare space at the foot of the development's tower.

The striking addition presents a new face for the building along Lawrence Ave. E. and represents another phase in the community's capital renewal plan.



## **389 Church St. Renovation**

In partnership with the City of Toronto, TCHC delivered the complete renovation and modernization of 389 Church St.

This \$40-million project reclaimed 120 units and will create safer, inclusive and supportive housing for some of Toronto's most marginalized communities. The building is operated by the YWCA Toronto.



## **Tower Renewal at 5 Needle Firway**

A SHAIIP project, this tower modernization project represents the first phase of renewal for this strong and enduring community.

Beyond building system modernization, the project also reinvented the building's aesthetics through recladding and window replacements.



# Revitalization

Breathing new life into communities





**Our Development division achieved many milestones in 2021, in both tenant engagement and construction. In December 2020, TCHC selected Tridel as our construction partner for Phases 4 and 5 of the Regent Park revitalization.**

This set the stage for a lot of solid engagement work with Regent Park tenants, including physically distanced meetings with TCHC, Tridel staff and consultants on our master planning process.

We were also busy with plenty of amazing work in our other revitalization communities.

### **Engagement activities**


TCHC engaged tenants across all its revitalization sites throughout 2021 regarding social and economic transformation projects, in partnership with the City, community agencies and developer partners.

The 37 Kids program engaged 120 youth from Alexandra Park, Firgrove and Lawrence Heights in summer safety initiatives, which proved immensely popular among the participants. The hope is that these youth continue to stay engaged in their communities as they get older and participate in other engagement activities.

As part of our developer partner relationships, developers contribute to scholarship funds in our revitalization communities, which are available to student tenants to further their education. This year, 20 tenants were supported through scholarship and learning grant programs funded by TCHC and our developer partners.

Diamond Corp/Metropia generously donated \$500,000 to fund employment training at 250 Davenport for the next five to ten years. The donation will help tenants of all ages learn new skills to find jobs and pursue career and life goals.





In Lawrence Heights, TCHC engaged more than 700 tenants regarding the community priorities report, as part of the process to select a developer partner for Phases 2 and 3 of the revitalization, which will begin in 2022.

TCHC also completed a community needs survey in Alexandra Park to prioritize local investments as part of the ongoing revitalization work there.

### **Development and construction**

TCHC was proud to open three new rental replacement buildings and new townhouses in 2021, totaling 309 units.

These units were located at Lawrence Heights (78), Leslie Nymark (115), Allenbury Gardens (103) and 250 Davenport (13 townhome units).



At our Don Summerville community, our team worked diligently on the relocation of tenants in advance of the demolition. Relocation was completed in early 2021 and demolition was completed by the end of the year. Relocation was also completed with our Firgrove tenants in preparation for demolition in 2022.





Also at Leslie Nymark, Toronto-based artist Jessey “Phade” Pacho completed a beautiful mural that showcases the history and future of the Villaways neighbourhood.



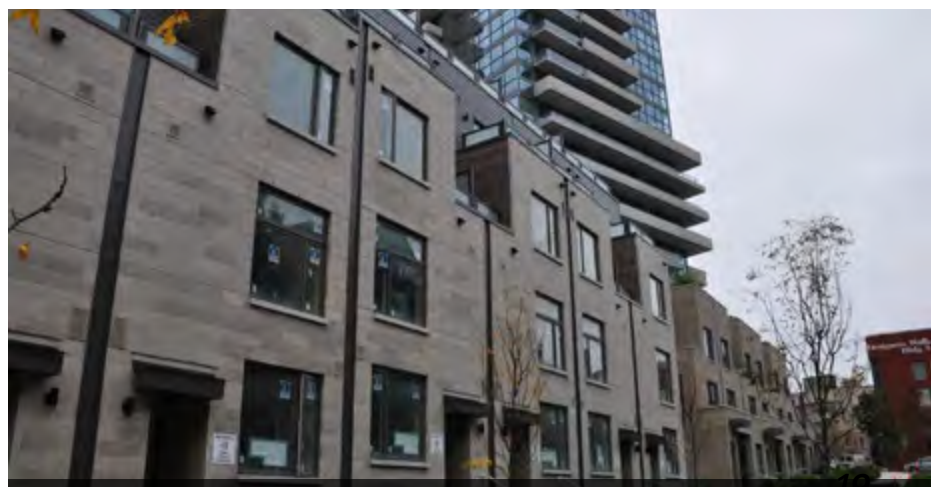
Lawrence Heights



Leslie Nymark



Allenbury Gardens



250 Davenport





In Alexandra Park, construction in Phase 2 commenced with infrastructure work. Plans to create affordable rental and ownership housing in partnership with Habitat for Humanity GTA were developed through in-depth engagement with community members. City Council approved the plans in early 2022.





In Regent Park, construction continued on the final Phase 3 rental replacement building of 213 units. In parallel, work for Phases 4 and 5 began with community engagement on a rezoning application for Regent Park. If approved by the City of Toronto, the application would allow for the creation of more affordable housing, improving the lives of more families.



# HoMES

Stronger tenant support through technology



**In 2021, the HoMES Project continued to ramp up the release of a new housing management solution. The solution will positively impact TCHC’s ability to manage our tenancy relations process.**

A busy 2021 for the HoMES project started with the Track 1B launch on January 25. Track 1B introduced the new HoMES modules, Job Cost and Construction Manager.

The two modules replaced the Construction Management System (CMS) application used by the Facilities Management team to track capital repair projects.

In the summer, Track 2A successfully launched. This track defined the switch from the Housing Management System (HMS) to the HoMES Canadian Social Housing (CSH) module. HoMES CSH is a residential tenancy management program that staff will use to oversee RGI rent calculations, rent payments, move-in and move-out processes, vacancy tracking, transfers and more.

Track 2B.1, HoMES Space Booking, a new HoMES tool to manage non-exclusive use of space, launched on October 25. The module will support the booking or renting of non-residential space to tenants, tenant-led groups and agencies and to TCHC staff for internal meetings and events.

In November, the HoMES project team held a series of working sessions with the Operations Division and Seniors Housing Unit senior management teams. The intent of these working sessions was to put senior managers in a better position to support their respective teams through the changes they will encounter in using the new HoMES modules.

In December, the HoMES project team visited 10 communities, six in the family portfolio and four in the seniors portfolio, to gather feedback from Superintendents and local managers based on their use of the HoMES Advanced Maintenance application.

In 2022, we will be launching the final phase of the HoMES project, HoMES Maintenance & Tenant Support. TCHC will be going into the “HoMES” stretch of becoming more responsive to tenant needs by localizing the oversight of routine maintenance and streamlining key aspects of our tenancy management and tenant relations processes.



# Strategic Priorities

Guiding the decisions we make



## The 2020-2021 Strategic Priorities set the roadmap to guide how TCHC continues to improve the lives of our tenants.

The priorities were designed to move us closer to our vision of *“Quality homes in vibrant communities where people are proud to live and work”*.

We have made great progress on achieving success in the six priorities. This has put TCHC in a solid position to realize our goals and will set us up for the development of a new strategic plan at the end of 2022. The impact of the COVID-19 pandemic diverted resources to respond to the emergency, which affected our ability to complete all the initiatives as planned. Despite the global pandemic, we made a huge impact in the following areas.

- Delivering reliable and quality services closer to tenants by completing the construction of Tenant Service Hubs and equipping the staff with skills and tools to provide tenant focused services closer to where they live.
- Getting to know the tenants we serve better by building systems that frontline teams can use to provide seamless service interventions at the local level, thereby being more responsive to tenants’ specific needs.
- Working closely with the City of Toronto to implement the Tenants First recommendations by transferring the scattered houses to the non-profit housing sector and ensuring the Toronto Seniors Housing Corporation is set up to meet senior tenants’ needs.



# 2021 Goals

# 1

**Support the rights of every tenant to have reasonable enjoyment of their homes.**

By the end of 2021... We will know what needs and supports are required for new and existing tenants and be able to address needs as defined within our mandate.

# 2

**Build high performing teams that bring to life a culture of tenant service.**

By the end of 2021... TCHC's Culture Model will be embedded in the way every employee works to support tenants.

# 3

**Empower and support frontline leadership and employees in resolving issues and challenges locally in support of tenant needs.**

By the end of 2021... We will have processes and tools in place that empower frontline leadership and employees to make tenant-focused decisions locally.



**4**

**Develop a business intelligence foundation that enables timely decision making and identifies tenant service success measures.**

By the end of 2021...  
There will be trusted sources of data and governance in place so that TCHC can collect and analyze data to make informed and timely business decisions.

**5**


**Transform the way we work through the implementation of effective and efficient tenant service processes, systems and tools.**

By the end of 2021...  
HoMES will be fully operational, providing integrated housing and tenancy management services.

**6**

**Work with the City of Toronto to expeditiously deliver on Tenants First directives and commitments.**

By the end of 2021...  
We will operationalize the Integrated Service Model in 52 of our 83 seniors buildings and be on track for full implementation by April 2022.





# Tenant engagement: Building and maintaining relationships



**Through tenant engagement, TCHC aims to create vibrant communities that tenants are proud to call home.**

TCHC is committed to establishing, building and maintaining relationships with tenants and providing an effective tenant engagement system that enables more tenants from all communities to get involved.

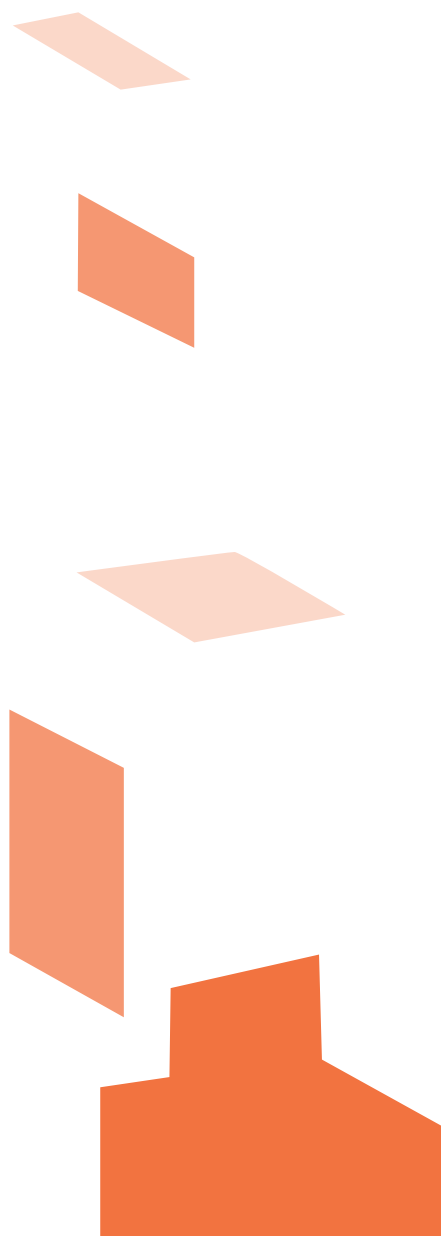
One of the key activities undertaken by the Tenant Engagement System (TES) team in 2021 was the continued rollout of the Tenant Election process with the goal of establishing tenant leadership in all TCHC communities.



**Toronto Community Housing**  
@TOHousing

There are different tenant engagement models for different communities participating in #TCHC tenant elections. Make sure you know what model your community selected and vote in upcoming phase 3 tenant elections.

Visit <https://bit.ly/3hgUVC1> to learn more.



## Tenant Engagement continued through the COVID-19 pandemic

Despite the unprecedented challenges caused by citywide lockdown due to the Covid-19 pandemic, local engagement frontline teams from all regions continued to engage tenants and encourage them to participate in the elections process at every phase. The persistent outreach by our frontline staff resulted in the following:

- A total of 24,950 tenants were directly engaged through flyers, emails, phone calls, and door knocking.
- 375 Tenant meetings, mainly virtual info sessions and open calls were held.

- 1,905 tenants participated in various tenant meetings.

Since the elections started, 442 Community Representatives were elected and 1,423 Building/Townhouse Committee Members have started meeting. Overall, 257 communities have tenant leadership that can effectively engage TCHC on key decisions that are important to their communities. At the hub level, 77 out of 88 hubs now have tenant leadership in place.



**Toronto Community Housing**  
@TOHousing



Tenants can nominate themselves to be a Community Representative or a Committee Member in #TCHCs tenant elections, depending on the engagement model selected by their community. Visit <http://torontohousing.ca/tenantelections> to learn more.





## Service Quality Indicators (SQI) and in-suite repair processes

Selecting Community Representatives is important to achieving vibrant communities and bringing about a positive tenant experience. As part of their role in the Tenant Engagement System, Community Representatives fill out an annual SQI survey to provide feedback on the quality of the service in their buildings under the four service pillars: cleaning, maintenance, tenancy management, and community safety and support. The results of SQI surveys help TCHC better understand the different priorities of each community. In 2021, we facilitated the completion of

SQIs by Community Representatives in 118 communities, mainly in buildings in the family portfolio.

In Spring 2021, we organized a consultation to better understand the tenant experience with the current in-suite repair process. The consultation was carried out in two parts: an online survey and an online focus group. Feedback from the consultation has been compiled and developed as recommendations to improve the in-suite repair process.



**Toronto Community Housing**  
@TOHousing



With the help of #TCHC's Tenant Action Funds, Nickza organized a financial literacy workshop in her building to be delivered by @WoodGreenDotOrg.

To read more about Nickza's story, please see the Summer 2021 Edition of #TenantLOOP here: <https://bit.ly/3yqBo8e>



"With an annual increase to cost of living, it can be hard to handle money...Financial planning encourages others to use the financial services available in the community."

- Nickza, TCHC tenant and Tenant Action Funds applicant





## **How tenant feedback become actions**


In April 2021, we launched Community Action Plans (CAP) revalidation in communities with tenant leadership in place.

To support CAP, Tenant Action Funds (TAF) were created to provide resources to tenants and tenant-led groups to fund projects and initiatives that will respond to tenant-identified priorities. We established four Tenant Action Funds Tables (one in each region and one for the seniors portfolio) to help approve Tenant Action Funds applications.

Thank you to our tenants who continue to engage with us and participate in the Tenant Engagement system across TCHC communities despite the challenges caused by the COVID-19 pandemic.

# R-PATH Report: Removing accessibility barriers together





**The Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee works with Toronto Community Housing to identify and remove accessibility barriers for tenants with physical disabilities.**

The Accessibility Program budget for 2021 was \$20.1 million. This was used for planned capital projects, common space demand projects and unit modifications.

Although COVID-19 did slow down some construction, it did not stop the progress of the Accessibility Program. R-PATH and TCHC worked together to find creative tools to ensure tenant feedback was obtained on all projects, such as outdoor engagement meetings, WebEx and Zoom meetings, and mail-out surveys.

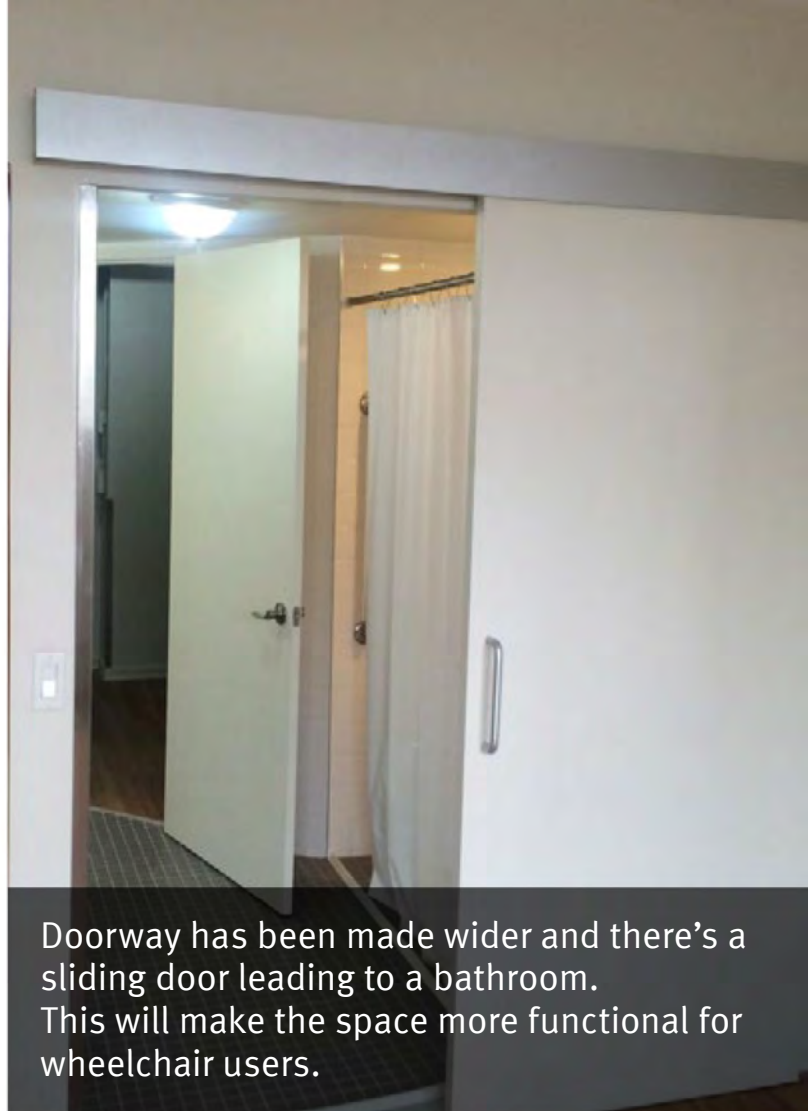
Unit modifications continued to be delivered, although the process did slow down at times due to COVID-19 protocols. TCHC and R-PATH also worked together to inform tenants about accessible unit modifications available for free to tenants. Modifications like lowered countertops, grab bars and roll-in showers can help make a tenant's home more functional for their needs.

Each picture on the next page shows examples of different unit modifications. The type of unit modification done in each unit may vary depending on a tenant's needs. To learn more about the Accessibility Program for tenants, visit our website <https://www.torontohousing.ca/accessibility-program>.

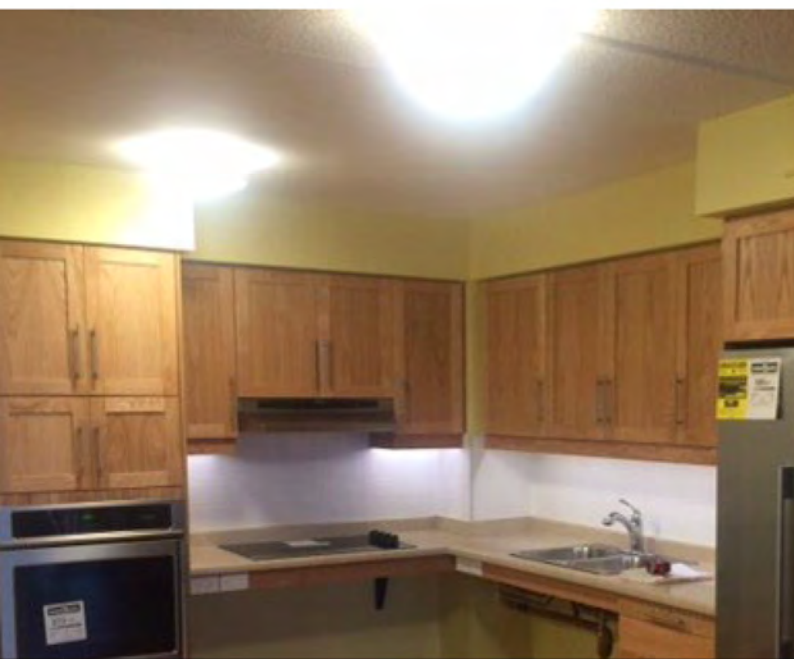




A modified bathroom showing roll-in shower with a shower bench and grab bars. There is a tilted mirror on the wall that is easier to use for someone sitting down.



Doorway has been made wider and there's a sliding door leading to a bathroom. This will make the space more functional for wheelchair users.



Modified kitchen showing wall-mounted oven and a refrigerator with two vertical doors containing a refrigerator. The counter is an L shape and has a cooktop and a sink. There are clearings underneath both cooktop and the sink for a wheelchair user.



Kitchen modification showing lowered counter in a U shape, there are no cupboards underneath. A wheelchair user will be able to use all parts of the counter. There is a sink and a cooktop mounted on the counter.

R-PATH also continued to work with the Seniors Housing Unit to ensure consistency in accessibility initiatives as it transitions to become Toronto Seniors Housing Corporation in 2022.

“We are proud of the accessibility work to create inclusive communities and unit modifications that improve the quality of life for many tenants,” said Cathy Birch, Chair of the R-PATH Committee.



**Toronto Community Housing**  
@TOHousing



Did you know that R-PATH is a tenant-led committee which works to improve physical and digital #Accessibility for thousands of #TCHC tenants? Hear R-PATH founder and chair Cathy Birch describe this unique partnership in #AccessibleHousing <https://bit.ly/3pgZG12>






# Aging in place

Providing support for our seniors







**Toronto Community Housing manages most of the subsidized units available to seniors in the City of Toronto. About one in four tenants living in Toronto Community Housing is 59 years of age or older, which is what we consider a senior.**

The number of senior residents in Toronto will increase dramatically over the next decade, especially those who need subsidized housing. Part of our role is to provide safe, healthy environments for seniors in every community, and connect them to services that will improve their quality of life and help them stay housed.

Throughout 2021, the TCHC Seniors Housing Unit (SHU) focused on implementing and managing phases of the new Integrated Service Model (ISM) for seniors housing. The ISM has new ways of supporting senior tenants so they can age in place with dignity and in comfort. This includes improving the delivery of housing services, increasing access to health and community support services, and hiring more staff to support enhanced tenant needs and build relationships of trust.

### **Integrated Service Model**

- In September, Phase 2 of the ISM launched in all 26 buildings in the North West Region of the Seniors Housing Unit, along with an additional eight buildings in the South East Region. With the Phase 2 launch, the ISM was being implemented in 52 of the 83 Seniors Housing Unit buildings.
- Two new staffing roles, the Seniors Services Coordinator and the Tenant Services Administrator, were created and hired for all Phase 1 and Phase 2 buildings.
- The ISM saw a net increase of 47 staffing resources across the Seniors Housing Unit.
- Two seniors-specific online staff training modules, Mental Health Education and Understanding Dementia, were developed and launched.

- Thirteen procedures have been or are in the process of being updated or drafted to be more seniors-specific, five of which are new.
- The City has engaged a non-profit partner to conduct further tenant consultations on the Seniors Health and Wellness Hubs model in Q1-Q2 2022. Next steps for Seniors Hubs planning will follow the report and recommendations.

### **Toronto Seniors Housing Corporation**

In May 2021, Toronto City Council directed the creation of Toronto Seniors Housing Corporation (TSHC).

The City of Toronto, TCHC, and the Toronto Seniors Housing Corporation are implementing a seamless transition plan to transfer responsibility for operating TCHC's 83 seniors-designated buildings to the new corporation on June 1, 2022. TSHC will focus on meeting the needs of 15,000 senior tenants through the ISM, currently being implemented at TCHC.

### **Other highlights**

First- and second-dose COVID-19 vaccination clinics were held in all 83 SHU buildings. This major collaborative effort spanned seven months and involved TCHC staff working with Toronto Public Health, regional health providers, and social support partners and volunteer agencies. Third-dose clinics started in October and we expect to be wrapped in February 2022.









# Bringing Tenant Leadership to Life: Indra Adjei



For tenants at 2743 Victoria Park and for community members in the area, Indra Adjei is a familiar face. Indra is an active leader on several tenant engagement and outreach programs that support the area’s Community Action Plan. She brings commitment and involvement to planning and decision making, as well as coordination and volunteer management for different events and initiatives.

Among her countless contributions to the community, Indra has led back-to-school events, holiday giveaways, vaccine clinics and information sessions, and a garbage disposal project. She goes above and beyond by giving out warm meals, voluntarily shoveling snow following heavy snowfalls, and decorating the lobby during the winter holiday season. She is a consistent and constant advocate for tenants in the community.

**“We continue to provide food and clothing for the community. They rely on us, and I am proud to offer what they need at no cost to them.”**

Indra Adjei, community leader

For the past eight years, Indra has organized a chef's kitchen with prepared hot foods and meals for her fellow tenants. With the support of City Street Outreach, she has connected the community with a steady supply of much-needed groceries and household items. The TCHC common space in the building has provided a continuous location for this important work. "I am so proud of the fact that I have not closed down once during this whole pandemic," says Indra. "We continue to provide food and clothing for the community. They rely on us, and I am proud to offer what they need at no cost to them."

"Indra's Boutique," as many locals know it, provides clothing, household goods and other essential products to families and children who appreciate the opportunity to "shop" for what they need at no cost to them. Many refugee families are welcomed warmly by Indra to the boutique where they are able to find and receive support to set up new households in Canada.

Indra's volunteer efforts provide invaluable support to her TCHC community and beyond. She is an important example of tenant leadership and the tremendous achievements that are possible when one individual brings commitment, warmth and dedication to helping others.

TCHC recognizes Indra's exceptional efforts and those of other tenant leaders in our communities. We would also like to acknowledge and thank City Street Outreach and all other donors that provide free goods, food and products for the community.





# Confronting Anti-Black Racism

The voices and lived experiences of tenants and staff have helped shape a strategy to proactively dismantle policies, systems and procedures that reinforce anti-Black racism. As an employer and a social housing provider, TCHC is addressing systemic barriers affecting tenants and staff through our CABR Strategy and Action Plan.

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**CABR Strategy: Reconstructing the way we address anti-Black racism**



FOR ADVANCEMENT  
OF BLACK PEOPLE

# Decent Housing

— Kiaunna Bennett

# CABR Strategy: reconstructing the way we address anti-Black racism



**Toronto Community Housing**  
@TOHousing

Tonight, we are officially launching #TCHC's The Centre for Advancing the Interests of Black People. As we #LaunchTheCentre, we renew our commitment to confronting anti-Black racism in our workplaces and in our communities. #TOnews



The voices and lived experiences of more than 600 tenants and staff helped shape a strategy with a vision that will proactively dismantle policies, systems and procedures that reinforce anti-Black racism.

“Black tenants know what it’s like to feel unsafe in systems that are meant to protect us,” said Tenant-Staff Advisory Board member Kiaunna Bennett. “It’s essential that TCHC does not have any biases or stereotypes when delivering services.”

**“It’s essential that TCHC does not have any biases or stereotypes when delivering services.”**

Kiaunna Bennett, Tenant-Staff Advisory Board member

Kiaunna’s voice and many others became the framework for TCHC’s Confronting Anti-Black Racism (CABR) Strategy and built the foundation for addressing anti-Black racism at Toronto Community Housing.

2021 was a groundbreaking year in our work to confront anti-Black racism at TCHC, starting with the Board of Directors approving the CABR strategy in February.



“The CABR strategy and the eight-point plan highlights the way we will transform TCHC and Toronto at large,” said Evelyn Amponsah, Director, The Centre for Advancing the Interests of Black People. “The strategy is intended to push our organization to recognize how anti-Black racism harms tenants and staff, work towards systemic change and reconstruct the way we support individuals affected by anti-Black racism.”

Following the approval of the CABR strategy, we created a three-year plan with 43 actions enabling us to establish positive outcomes for Black tenants and staff in engagement and service delivery.

**“Our approach to the work stems from a human-centric framework, positive tenant experiences, quality homes and vibrant communities.”**

Shane Bourne, Community Safety Advisor

“When service delivery becomes mandatory, and our approach to the work stems from a human-centric framework, positive tenant experiences, quality homes and vibrant communities come automatically,” said Shane Bourne, Community Safety Advisor.

With the new strategy in place, we established The Centre for Advancing the Interests of Black People (“The Centre”) to oversee the CABR Strategy’s implementation. The Centre was formally launched in December 2021.

By the end of 2021, The Centre team:

- Established the Tenant-Staff Oversight and Advisory Board composed of 15 staff and tenant members. This group oversees accountability in advancing the CABR Strategy.
- Received 33 cases related to anti-Black racism and resolved 25.
- Held three staff and two tenant consultations related to the development of the action plans.
- Led 26 virtual training sessions for staff to learn more about the CABR strategy.

To learn more about The Centre team and the CABR strategy, visit [torontohousing.ca/cabr](https://torontohousing.ca/cabr).



**CABR Year End Review 2021**  
<https://youtu.be/Ka2lxBpDeow>

# Partnerships and Programs Direction

Through collaboration with our community partners, and a dedicated staff team, TCHC provides tenants with a breadth of diverse programming through a range of recreation, work placement, scholarship and social programs. Key partnerships are integral in helping to serve the diverse needs of TCHC communities.

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**Playing it forward with programs for tenants**

**Providing employment and skills training for Toronto youth**

**Introducing the Beautiful Game to Toronto youth**

**Rookie League: Giving kids a sporting chance**

**Be.Build.Brand. Supporting entrepreneurs across the city**

**Creating equitable access to common spaces**

**Thank you to our donors**





# Playing it forward

with programs for tenants



**Despite another challenging pandemic year, TCHC continued to connect its tenants – from children to seniors – to free programs and engagement opportunities. With the support of our corporate partners and funders, we were able to adapt and continue connecting with tenants across our communities.**

Our flagship programs were virtual, in-person, or a mixture of both, in consideration of public health guidelines. These programs focused on physical literacy, sports, arts, employment, education, leadership skills and more. A few examples include:

**Rookie League (in partnership with Jays Care Foundation)**

This past summer, TCHC continued to run its popular baseball day-camp for children aged 6 to 12. Running from July to August 2021, in-person and virtual camp options were available. Through the program, we also continued to offer a free, virtual Leader in Training (LIT) camp for tenants ages 13 to 15.

**Home Run Scholars (in partnership with Jays Care Foundation)**

Virtual after-school clubs were back for another round in 2021. In partnership with Jays Care Foundation, Home Run Scholars is a fun and interactive virtual after-school club for children ages 6 to 12. In a safe and inclusive environment, children connected with each other online and participated in dedicated homework time, arts and crafts, fitness activities, coding, multimedia club and more.









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

The MLSE KickStart program went fully virtual in 2021. Nearly 120 kids ages 6 to 12 registered for the soccer camp. Sessions incorporated homework time and educational games that taught the rules of soccer. Children were still able to participate in physical activity indoors by doing stretches, jumping jacks, push-ups and basic soccer drills with a ball. In October, the program held its inaugural end-of-season tournament at Dovercourt Park, where 45 kids from six TCHC communities came together to play in-person.

## **YouthWorx**

YouthWorx is an employment program that hires youth ages 14 to 29 as Youth Community Workers. Last year, Youth Community Workers were hired for seven weeks during the months of July and August, working at 61 community sites. YouthWorx again reduced barriers to employment for youth and provided opportunities in various small-scale labour jobs, including community clean-ups, light repair, community gardening and more.

## **Head-stART (in partnership with Hart House / University of Toronto)**

Head-stART was a six-week virtual arts program for youth ages 13 to 18, which ran twice in 2021. Participants were encouraged to express themselves through photography, painting, music and dance, as well as written and spoken word, guided by staff from TCHC and facilitators from the University of Toronto's Hart House.

**Through these five incredible programs, the Active Living team contributed to the vibrancy of our communities by engaging over 2,500 tenants across more than 200 communities in Toronto. This work would not have been possible without the support of generous institutions in Toronto like BMO, Jays Care Foundation, MLSE Foundation and the University of Toronto.**

TCHC also continued to work with donors to award scholarships to Toronto youth. Despite lockdowns and online learning, our resilient young leaders continued to look forward to taking the next steps to achieve their personal or career goals and we were there to support their future aspirations.

# Providing employment and skills training for Toronto youth





**In 2021, TCHC's YouthWorx program continued to empower young people across our city by providing meaningful employment and on-the-job experience.**

For eight weeks during the summer, 63 participants carried out work in 61 community sites as Youth Community Workers.

The comprehensive program employed young people aged 14 to 29, reducing barriers for many who were seeking summertime work. Through YouthWorx, many find employment opportunities for the first time. Last year in the East Region, nearly 75 per cent of the youth in the cohort were younger than 18 years old and for 85 per cent of them, it was their first job.







As part of gaining work experience, applicants submitted resumes, participated in interviews and were hired to work on regional teams in TCHC's communities doing small-scale labour jobs. 2021 was also the first time that YouthWorx relied on virtual platforms to recruit and train its staff.

<sup>56</sup> The participating Youth Community Workers took part in virtual sessions focused on mental, emotional and personal growth, all in preparation for future employment opportunities.



To be able to deploy youth workers to TCHC communities in the middle of a pandemic yet still maintain high attendance and engagement as well as a successful rate of work completion is a proud accomplishment. It was made possible by staff and Youth Community Workers who were dedicated to this program. They rose to the challenge of providing high-quality work in a safe, healthy environment, setting up talented young people for success.

Here are some highlights from the year.

- 61 community sites impacted
- 63 participants
- 8 weeks of programming
- 15 facilitators
- 26 virtual sessions



# Introducing the Beautiful Game to Toronto youth





## **While it has been around for nine years, the MLSE KickStart program went fully virtual for the regular season for the first time in 2021—and to huge success!**

In partnership with MLSE Foundation and sponsored by BMO, the KickStart program is a free, nine-week program that teaches soccer skills to children aged 6 to 13. It's a safe environment where kids can learn about physical literacy, teamwork and leadership skills.

The challenge for our Active Living team was to transform an outdoor sports program into an online format. The team had to be creative to maintain the same engagement and stimulation of our young tenants, both physically and mentally.

Thankfully, KickStart is about more than just soccer. It's about learning life skills, social development, and finding a sense of belonging within a group. With nearly 120 kids registered from across 30 TCHC communities, virtual programs ran twice a week in the spring for a total of 60 virtual sessions over nine weeks. Led by 15 facilitators and staff, the sessions incorporated homework time, active games and educational moments that taught the rules of soccer.

In the fall, KickStart hosted an inaugural, in-person tournament where kids were no longer kept apart by their screens.

In October, 45 kids from six communities were picked up by school bus for a day of physical activity, competition and learning at Dovercourt Park. All children received socks, shin guards, shorts, jerseys and

a BMO soccer ball. After the tournament, there was an award ceremony with trophy presentations and speeches. For some children, it was the first major sporting event that they had played in.

That makes 2021 another winning season for our KickStart team.

Here are some highlights from the year.

- 30 communities
- 120 participants
- 9 weeks of programming
- 15 facilitators
- 60 virtual sessions



# Rookie League

Giving kids a sporting chance



**For more than 30 years, the Rookie League summer baseball day-camp program, delivered in partnership with Jays Care Foundation, has been a space for personal development, where children ages 6 to 12 learn about teamwork and fair play both on and off the field. 2021 was no different.**

Once again, our Rookie League program offered both in-person and virtual camp options in 2021. More than 700 participants from over 60 TCHC communities enjoyed exercises, free meals, arts and crafts, and interactive games and challenges, with prizes that included tickets to a Toronto Blue Jays game. Featuring 26 virtual cohorts, there were 107 facilitators that helped run the program that was a huge success.

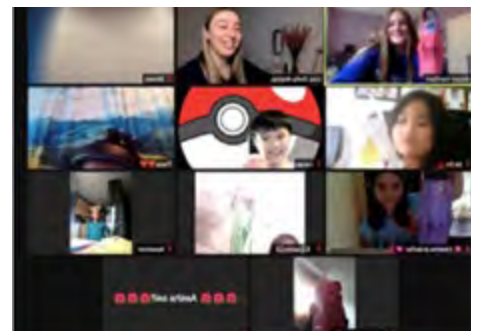
In 2021, we continued to offer the virtual Leaders in Training (LIT) camp for youth tenants ages 13 to 15. The LIT camp focuses on enhancing leadership skills and personal development.

Program staff and facilitators also took part in activities and workshops that empowered them with the skills, resources and networking opportunities to chart their future career paths.

A new highlight was “Family Night at Home.” The three-week, at-home activity series, offered late in the season by Jays Care Foundation in partnership with local restaurants across TCHC communities, provided registered families with weekly dinners and fun activity packages that included movie night, paint night and karaoke kits.

Here are some highlights from the year.

- 60+ communities
- 709 participants
- 6 weeks of programming
- 107 facilitators
- 27 virtual cohorts





# Be.Build.Brand.

Supporting Entrepreneurs across the City



## Be.Build.Brand. + “I AM” Series

Be.Build.Brand. (B3) is a 10-week entrepreneurship program for Toronto Community Housing tenants between the ages of 18 and 29. Building on our success of B3 in 2020 and feedback from the community to support women in entrepreneurship, the “I AM” series was created in 2021. The four-week workshop helped to coach female residents aged 30 to 45 to start their own businesses.

Here are some highlights from the year.

- 34+ communities
- 234 participants
- 28 weeks of programming
- 40 facilitators (i.e., volunteers, mentors)
- 52 virtual sessions

**The Be.Build.Brand. program was made possible in 2021 thanks to the generous support from our sponsor and donor.**

### Sponsor of the Scotiabank Pitch Prizes

Scotiabank

**Hear from Be.Build.Brand. winner Rayya Brown about her experience with the program and her business Ray Soleil Naturals:**



# Creating equitable access

Updating the Use of Space Program to better serve tenants





## TCHC's Use of Space Program was just one of many indoor programs impacted by the pandemic in 2021.

As a public health measure to combat the spread of COVID-19 and help keep tenants safe, we closed non-residential spaces in buildings across our portfolio in 2021 except for essential programs. We continued to use community and recreational spaces to provide essential services like food security programs in many communities. TCHC also repurposed many of the rooms for COVID-19 vaccination clinics.

In 2021, we made necessary updates to the Use of Space Program. The application process was improved to make it easier for tenant-led groups and agencies to apply for spaces. We also created a Use of Space Guide for staff to make documentation and onboarding of occupants more seamless. With restrictions lifted in Ontario, TCHC opened up spaces to partners (agencies and tenant-led groups) on April 1, 2022. Applicants can now apply to use a space online at [torontohousing.ca](https://torontohousing.ca).

## Equitable Common Spaces Workshop (Virtual)

To support our efforts to improve processes and make sure programming better serves tenants by meeting community needs and priorities, we hosted a virtual development workshop for staff and select tenant groups in December. The workshop focused on ways we can work together to better co-create equitable common spaces.

Award-winning placemaker and keynote speaker Jay Pitter, and a panel of guest speakers, addressed a complex range of factors that shape the quality and character of space. Our guest speakers focused on how common rooms in our communities serve as gathering places, resource hubs and recreational spaces for tenants, and on the challenges of creating equitable spaces for Indigenous Peoples, people with disabilities, women and queer individuals.

In a post-event survey, 94 per cent of respondents rated their experience positively.



**Toronto Community Housing**  
@TOHousing

This week, #TCHC staff, tenants and partners learned from people across #Toronto about equity in space making. This is the start of a process to make our common spaces more equitable. Thanks @Jay\_Pitter for guiding us, also our panelists @JcElijahMB, @tkurdi and others!



**Thank you to our donors**



# Investing in Our Diversity Scholarships

## Founding Partners and Donors

Blaney McMurtry LLP

Scadding Court Community Centre

## Donors

Ed and Fran Clark

Anne Fleming

Dentons Canada LLP

Sinai Health

Toronto (Central) Lions Club

Tridel Corporation

Yardi Canada Ltd.

## Be.Build.Brand.

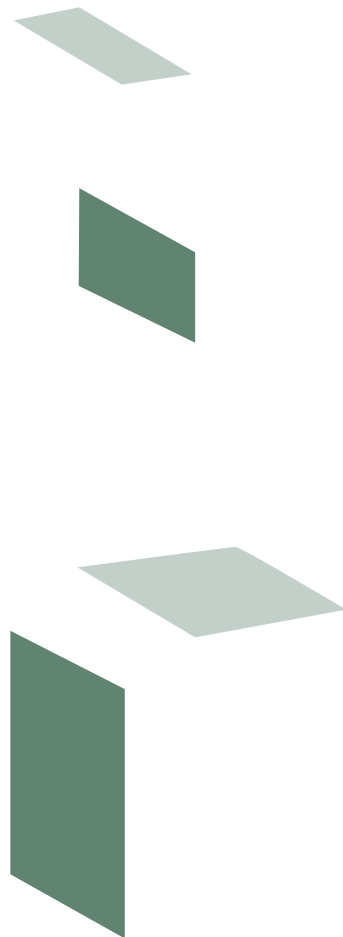
### Sponsor of the Scotiabank Pitch Prizes

Scotiabank

## Tech for Success

### Generous Donor

Yardi Canada Ltd.







# Leslie Nymark Mural

## Partnering with the community

Through our partnership with STEPS Public Art we offered a unique opportunity to residents of the revitalized Villaways community to work directly with a local artist to contribute to the content and design of a new public artwork in their community.

Image by May Shi. Artwork by Jessey Pacho, Moises Frank and Alex Popelavskis.

## 2021 Investing in Our Diversity Scholarships

2021 was another successful year for the Investing in our Diversity Scholarship Program.

The program awarded scholarships to 49 recipients who will attend 15 different colleges or universities across Ontario, Canada and the United States.

The Investing in our Diversity Scholarships are awarded to Toronto youth based on academic excellence, financial eligibility and community leadership. The scholarships promote youth empowerment, diversity and community safety in Toronto. Students receive up to \$4,000 to pursue postsecondary studies or professional training.

The Investing in Our Diversity Scholarship Program was founded in 2001 by the late Bill McMurtry, Founding Partner, Blaney McMurtry LLP, and Kevin Lee, former Executive Director of Scadding Court Community Centre. Toronto Community Housing became a partner in 2006.

View this video to hear the stories of two successful scholarship recipients and a scholarship donor.



TCHC's Investing in Our Diversity Scholarship Program  
<https://youtu.be/mz7LT2P6vPg>

# Community Impact

TCHC aims to bring positive change into our communities and the lives of tenants. In 2021, TCHC facilitated corporate donations, led and supported public health initiatives and implemented programs to reduce violence within our communities.

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**Gratitude to our community partners**

**Working together for safer communities**

**Supporting COVID-19 vaccination efforts across Toronto**

**Rapid Rehousing Initiative: responding quickly to support transitions**

**Office of the Commissioner of Housing Equity (OCHE)**

**Raising fire safety awareness to tenants**

**Reducing violence in TCHC communities**

**Conservation efforts at TCHC**

**Global recognition and industry awards for TCHC projects**







# Gratitude to our community partners





**Toronto Community Housing has long-running partnerships with generous organizations who provide donations within our communities.**

This year, we were grateful to receive gifts of toys from Spin Master; of technology from Yardi, Telus and Samsung; and of turkeys for the holidays, distributed in partnership with ANIDA food bank.



**Toronto Community Housing on LinkedIn:**



**We thank Spin Master for donating 1,000 toys to children in our communities this past summer.**

The support of families during the pandemic added a little bit of fun to a difficult time. The toys were distributed in outdoor locations by TCHC staff who deliver community economic development and community violence reduction programming. Learn more: <https://bit.ly/3lmQVSM>

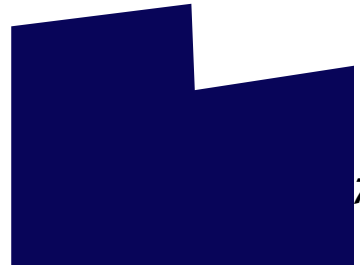


**Toronto Community Housing on LinkedIn:**



**Thank you Yardi for funding new laptops for 20 #TCHC families to help students with virtual homework!**

Read more about how Yardi is supporting students with virtual schooling this year: <https://bit.ly/2OaGNzV>







## Toronto Community Housing Government Administration



Coming together to make the holidays a little brighter!

Earlier this week, we teamed up with our partners at the ANIDA food bank to help bring frozen turkeys and a little holiday warmth to tenants in our communities.

TCHC staff and members of our Community Safety Unit helped deliver frozen turkeys, books and more to tenants who'd been invited to pick up a holiday meal kit in five TCHC communities.

Special Constables distributed the ANIDA food baskets, including cooking instructions, pans and vegetables.

“To be able to get out to five communities and have the opportunity to assist individuals and families was just an absolutely great day,” TCHC’s Community Safety Advisor Ken Tooby said. “The turkey drop-off was a timely way to bring food and warmth in communities where food security has often been a challenge, even before the pandemic.”

We would like to thank the incredible team at ANIDA for helping make the holidays a little brighter for our tenants – your partnership truly means a lot.

We’d also like to thank members of our CSU team and TCHC staff who helped organize and execute this event, fantastic work!

<https://bit.ly/3mvNd6N>

#TCHC #ANIDA #holidays #community #givingback



The TCHC Youthworx program gave back to their community in the form of school supplies, donating backpacks in the East region, school supplies along Jane Street in the West region and, in Lawrence Heights supported with the delivery of a backpack giveaway to the community in partnership with the Toronto Youth Cabinet and PUMA Affiliate.

In addition, over \$40,000 in food and restaurant gift cards were distributed among families and seniors across Toronto. TCHC continues our commitment to putting tenants first in as many ways as possible.



### **Toronto Community Housing on LinkedIn:**



Donors of \$100 restaurant cards to support tenants during the pandemic join TCHC staff, tenants and Ward 13 Councillor Kristyn Wong-Tam (third from left) at TCHC's 55 Bleecker Street building to mark the generous donation of contributors to the COVID Restaurant Fund.

Through the fund, DiamondCorp, Fitzrovia, Tricon Residential and CentreCourt, Metropia, State Building Group, Choice Properties and Tridel donated a total of \$35,000 in food and restaurant cards to downtown TCHC tenants.

Read more here: <https://bit.ly/2Y1tHbN>



### **Toronto Community Housing on LinkedIn:**



Did you know #TCHC distributed \$35,000 in donated food and restaurant gift cards to food insecure households in the downtown core this summer? Thank you to all of the donors that contributed to this program.

We'll continue to work with our partners through this pandemic to identify additional ways to support tenants during the COVID-19 pandemic.

More details: <https://bit.ly/2Y1tHbN>



# Working together for safer communities





**The Community Safety Unit (CSU) continued building towards its 2021 goal of “Working Together for Safer Communities”, supporting TCHC’s Community Safety and Supports pillar. This progress was accomplished through a variety of community programs and enhancements to service.**

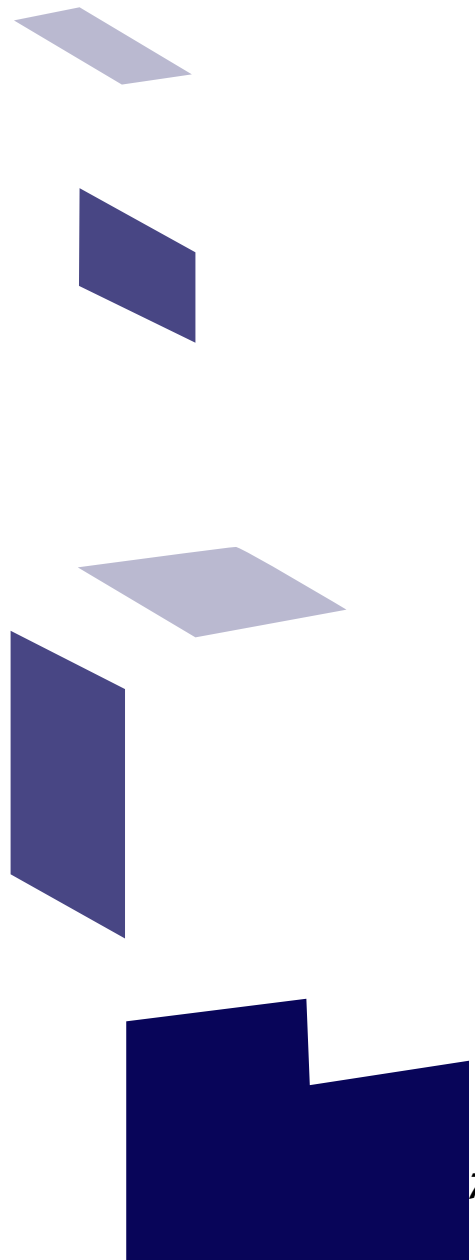
In 2021, CSU made changes to its operations that position it to expand with the needs of TCHC, while maintaining the highest level of service.

The CSU relocated the West District Office and several other administrative positions to its new headquarters at 90 Wildcat Road. The new facility will allow the CSU to modernize the dispatch system to guarantee year round, 24/7 response and activate contingency plans in case of a loss of service. The CSU plans on replicating these upgrades to both the East District and Central District offices in the future.

The CSU continued to press forward on its commitment to the Confronting Anti-Black Racism (CABR) strategy by setting forth a plan to address tenant concerns and feedback. This is a top priority for the CSU, supported by consultation and expertise from TCHC’s newly launched The Centre for Advancing the Interests of Black People. It is of the utmost importance that the services provided to all tenants and staff are informed by and respectful of community members’ differing lived experiences, and that CSU staff continue to hold themselves accountable for this responsibility.

The CSU also supported the Violence Reduction Program in certain communities. The program contributed to a notable decline in violent crimes in TCHC communities, reinforcing the comfort and safety of tenants.

In 2021, the CSU partnered with various agencies across Toronto to support TCHC tenants with career and resume building workshops, community engagement initiatives and numerous holiday celebrations. Some of the activities included:



- 
- Distributing donated Calvin Klein apparel to local shelters, including Youth Without Shelter, Humewood House and Ernestine Women's Shelter.
  - Hosting the Holidays Come Early program in December at 275 Shuter Street in Moss Park. About 600 TCHC tenants and other members of the community received hot meals, clean clothing and personal hygiene items before the holidays.
  - Distributing donations from the Toronto Azzurri Soccer Club, including \$1,000 to families for food and presents, as well as Tim Hortons gift cards.
  - Hosted the Shoreham/Driftwood community Christmas event on December 11, with a CSU officer posing as Santa Claus and assisted by the TTC Special Constable Service Community Engagement Team
  - Partnering with the Toronto Star to deliver 1,300 gift boxes to tenants in Driftwood, Shoreham and Grandravine on Sunday, December 12, 2021.
  - Joining the ANIDA Read and Feed program to deliver over 300 turkeys to households in Black Creek, Scarborough and Rexdale.
  - Supporting a safe Halloween by distributing 100 donated pumpkins to TCHC households and attending events in TCHC communities throughout the city.
  - Participating in World Kindness Day celebrations, delivering 100 meals to tenants.
  - Distributing over 380 donated backpacks of school supplies to TCHC youth as part of the Project Smart Kid program organized by Community Safety Advisors.
  - Leading the Shoreham Safe Play event series to counter community violence and build confidence and comfort in safe play in the Shoreham area. CSU provided refreshments and arranged for visits from local entertainers, including the GTA's own Batman and his Batmobile. The Safe Play events received strong positive feedback from tenants.

# Supporting COVID-19 vaccination efforts across Toronto







**"Tenants that attended vaccine clinics were eager, yet pleased and relieved that they were able to access COVID-19 vaccines, and clinics were available in a space where they felt safe – their buildings."**

As Canada's largest social housing provider, one of Toronto Community Housing's (TCHC) goals is to work with our community partners to recognize and break down barriers that tenants experience when trying to access healthcare and supportive services. When COVID-19 hotspots emerged across the city through the pandemic, it was clear that marginalized communities were hit harder by the virus. That made it even more important that TCHC work on behalf of tenants to make sure they had equitable access to COVID-19 supports.

Efforts included the coordination of door-to-door COVID-19 testing at some of our seniors buildings. When vaccines became available in early 2021, we worked with our local health partners to schedule community clinics. It was important to make getting vaccinated easy and accessible. Where possible, we created opportunities for onsite clinics or door-to-door vaccination.

### **Access**

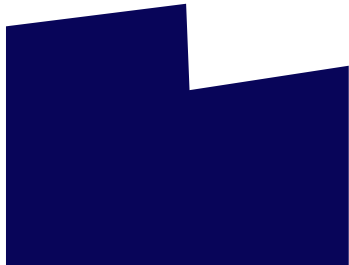
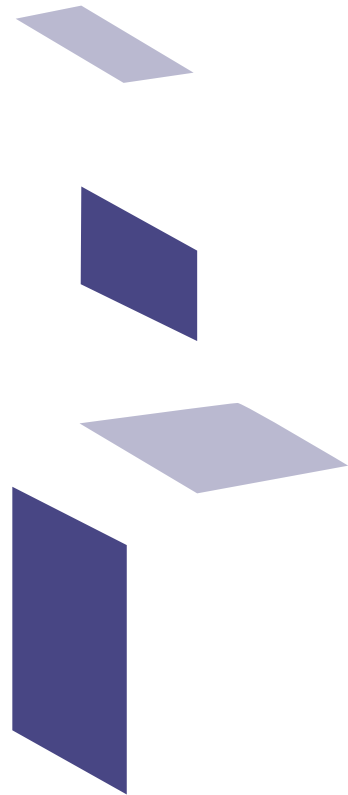
TCHC supported **365** COVID-19 vaccination clinics led by our healthcare partners.

**TCHC supported 25** offsite COVID-19 vaccine clinics for tenants in over 135 buildings and **340** on-site COVID-19 vaccine clinics.

- TCHC staff reached **19,040** households for telephone and in-person check-ins.
- TCHC staff facilitated **6** door-to-door COVID-19 testing events, offering testing to **1,738** tenants in the Seniors Housing Unit.
- Approximately **12,500** first and second vaccine doses were administered across the Seniors Housing Unit through onsite clinics.

In addition to COVID-19 vaccine clinics for tenants, clinics were also held for staff. These staff-facing clinics were a key deliverable to support TCHC's policies requiring all employees, vendors and community partners to be vaccinated against COVID-19.

All COVID-19 testing and vaccination services were made possible by the partnerships and relationships built with stakeholders. Toronto Community Housing is thankful for the access to supports and services, and the collaboration of the City of Toronto, Toronto Public Health, healthcare providers and community and regional health networks, for assisting with outreach to tenants and helping make COVID-19 vaccine efforts happen.



# Rapid Rehousing Initiative

Responding quickly to support transitions

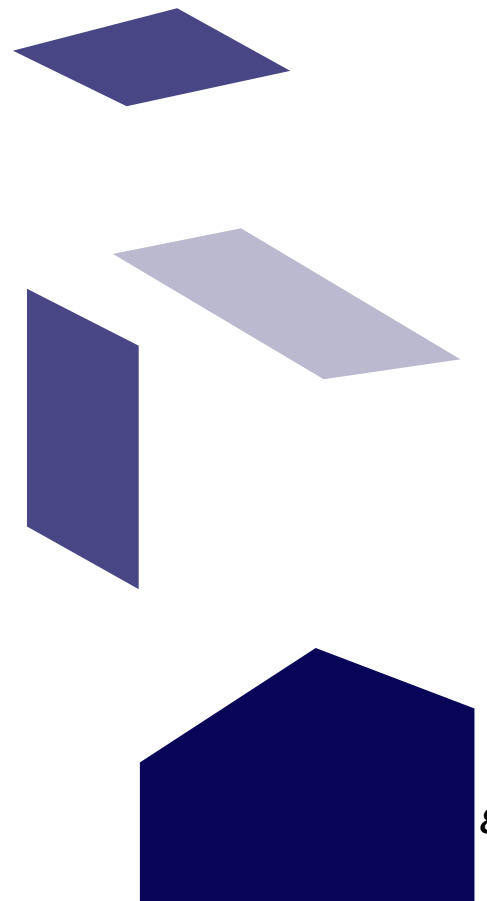





**The Tenancy Resolutions Office (TRO) was created as part of Toronto Community Housing’s restructuring plan. The role of the TRO is to assist with complex tenancies, and share programs and supports available with tenants.**

The TRO also oversees and delivers on tenancy management functions, including the Crisis Transfer Program, rent-geared-to-income (RGI) reviews, referral agreements, annual unit inspections and the Accessibility Program.

At the start of the COVID-19 pandemic, the City of Toronto and TCHC, through the TRO, quickly established the Rapid Rehousing Initiative (RRHI), to move people experiencing chronic homelessness into RGI housing. This initiative was part of a plan to move people out of shelter and encampment settings, and into proper housing. Through the RRHI, tenants are offered fully furnished housing, along with follow-up supports for tenants who have low-to-moderate support needs. This initiative has created a network of more than 20 service partners, including two





youth-based and two Indigenous-based partners. These partners, alongside three dedicated TRO Community Services Coordinators, provide direct follow-up support to the new tenants.

As a result of this initiative, the TRO has helped 1,047 people move into 779 units of permanent and fully furnished housing. An additional 450 units will be made available in 2022.

The key to this program's success has been TCHC's ability to discuss and quickly address issues experienced on the frontlines with our partner agencies. This initiative has highlighted the ongoing importance of working collaboratively to prevent evictions. In doing so, we will see more stabilized tenancies, fewer tenants in the shelter system, and fewer legal resources required to evict. It is through this initiative that the TRO will serve as a blueprint for future placement of tenants on the waitlist with supportive needs.

# Office of the Commissioner of Housing Equity (OCHE)





The Office of the Commissioner of Housing Equity (OCHE) was established by the TCHC Board of Directors in 2013 to ensure that additional support is provided to senior and vulnerable tenants facing potential eviction due to arrears of rent. The OCHE was opened effective April 1, 2014 with the mandate of eviction prevention, and the oversight of TCHC's arrears collection and eviction prevention policies. From its inception the OCHE has been able to avoid evictions and ensure sustainable housing for 85% of the households engaged.

In recognition of its value to TCHC and its tenants, in late 2021, the TCHC Board of Directors approved an expansion of the OCHE mandate from that of working specifically with senior and vulnerable tenants to working with all TCHC tenants. This change strengthens the mandate of the OCHE in preventing evictions and supports positive outcomes for all tenants.

The change is effective January 1, 2022 and will ensure that all tenants facing eviction due to arrears of rent will be referred to the OCHE prior to TCHC pursuing eviction with the Ontario Landlord and Tenant Board. This will afford a review of each situation and provide an additional level of support for tenants.

In 2021 OCHE continued its work with TCHC to review and update policies related to arrears collection and eviction prevention. TCHC and OCHE worked together to develop a new process for arrears collection which was rolled out in June 2021. The process focuses on early intervention, increased personal contact by staff and a more streamlined process to ensure arrears are addressed earlier, and that tenancies are sustained.

Led by the Commissioner of Housing Equity Cynthia Summers, the OCHE team works in partnership with TCHC to promote housing stability through the appropriate and timely management of arrears. Read more on the [OCHE website](#).

# Raising fire safety awareness to tenants





## **Our Fire Life Safety team had a busy year of tenant education and communications in 2021.**

Due in part to more tenants staying at home because of the pandemic, fires due to careless cooking remained the top cause of all fires in our buildings (35 per cent).

In response, TCHC purchased an interactive model fire safety kitchen, to be used during lobby intercepts and other events for the Fire Life Safety team to teach tenants about kitchen pot fires and electrical appliance safety. Because of pandemic restrictions on gatherings, training sessions have been delayed into 2022.

Electrical fires and careless smoking were in the top five causes of fires, with careless smoking seeing a marked decrease from 2020 (four per cent). Only four of our top 20 fire locations had an increase in the number of fires over 2020; in 14 locations the number decreased, with one remaining the same.

Aside from the regular rotation of monthly fire safety posters sent to all buildings and digital screens, there were four pieces in TCHC's quarterly tenant newsletter Tenant LOOP focusing on removing clutter, reducing false fire alarms, seasonal fire safety, and safe cooking. Two custom posters were sent to all buildings with tips on reducing false fire alarms and holiday decoration safety.

We launched several social media campaigns, consisting of a daily tip posted on our four TCHC social media platforms (Facebook, Twitter, LinkedIn and Instagram).



# Reducing violence in TCHC communities









**Toronto Community Housing (TCHC) created the Violence Reduction Program (VRP) in response to the disproportionate frequency of violence that occurs on TCHC property.**

Officially implemented in 2021, the program focuses on community by providing social and economic supports in collaboration with the City of Toronto. It also focuses on an enhanced security presence, including adding dedicated Special Constables who work solely in specific neighbourhoods to address community needs, working in tandem with community leaders.

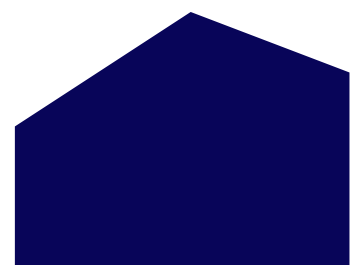
VRP program highlights in 2022:

**Mother’s Wellness Program**

In Lawrence Heights, Denise Quammie, a tenant representative and leader in her community, participated in a Mother’s Wellness Program. The program aimed at helping the healing process of mothers affected by trauma caused by gun violence. It featured group yoga and meditation sessions, a massage and a lunch. Denise hopes this becomes an ongoing program, due to the intergenerational trauma present in the community. Denise knows that there’s a different side to the neighbourhood: a tight-knit community of people who care about one another.



Denise Quammie. Photo credit: Roda Medhat, ArtworksTO







### **Stop the Bleed Program**

In the summer, TCHC partnered with Sunnybrook Hospital and Neighbourhood Action Youth Employment Committee to deliver the Stop the Bleed program. Stop the Bleed is a two-hour training program that provides community residents with skills to stop uncontrolled bleeding in an emergency situation and save lives. Tenants noticed the impact community stakeholders can have when they work together to build healthier, safer communities by participating in proactive measures.



### **TD Park People Grant and Partnership**

In 2021, TCHC partnered with Park People to deliver programming at a number of TCHC buildings in East Scarborough, one of which was 3847 Lawrence Ave. E., the Lawrence-Susan Community. Initiatives included tree planting, plans for a community garden and other outdoor activities. This would not have been possible without significant tenant leadership—whether it was taking on the role of tree steward to look after the newly planted greenery or applying for funding to lead some fun, educational and environmentally friendly activities for kids and youth.

The VRP team was able to host three events over the summer and fall: a back-to-school barbecue with cotton candy, music, games and more; a Community Scavenger Hunt and Cleanup; and an Into the Ravines event in partnership with EcoSpark, which gave kids an opportunity to learn about some of the creatures and vegetation from the ravine in their own backyards. Thank you Lawrence-Susan community members for your leadership and participation!



# Conservation efforts at TCHC





# Conservation

TCHC is working with tenants and staff to reduce energy and water consumption by 25 per cent by 2028.



**OVER 145,000**

conservation education materials distributed to tenants and staff.

How **tenants** have been engaged to promote conservation in our communities:

## Water



**39,233**

Tenants received educational materials on conserving water in their home.

**14,212**

Tenants received educational materials on use of new water-efficient showerheads, aerators and toilets.

**3,919**

Tenants received educational materials on the importance of leak detection in their unit.

## Natural Gas



**65,236**

Tenants received educational materials on conserving water in their home.

**14,212**

Tenants received educational materials on use of new water-efficient showerheads, aerators and toilets.

**3,919**

Tenants received educational materials on the importance of leak detection in their unit.

## Waste



**31,192**

Waste engagement materials distributed.

**2,419**

Waste enclosures inspected across communities as a part of TCHC's program to prevent illegal dumping.

**5,758**

Tenant units provided with waste materials and free kitchen catchers and recycling bags.

## Electricity



**21,958**

Tenants received educational materials on conserving electricity in their home.



# How staff have been engaged to make it possible:



## Leadership in conservation

Over 200 staff participated in sessions, gaining knowledge to support conservation efforts.



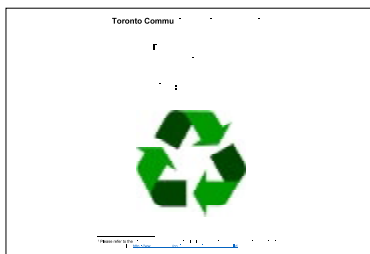
## Checklist booklets

All sites received a checklist booklet to help resolve common utility issues and complaints.



## Building utility reports

TCHC high-rise buildings received customized reports about how their buildings are performing for energy and water consumption.



## Waste management SOP

Site staff at all sites received a copy of the Standard Operating Procedures for all waste-related processes on site.



## Illegal dumping program

Site staff engaged in reporting and removing 889 occurrences of illegal dumping.

# Global recognition and industry awards for TCHC projects



**A range of projects improving quality of life for Toronto Community Housing tenants received recognition at home and abroad in 2021.**

Recognizing the ongoing transformation of our information technology infrastructure, Luisa Andrews, Vice President of Information Technology Services, won the Info-Tech Research Group's Chief Information Officer Award. Luisa and her team were recognized for their efforts to build up TCHC's core IT services, enabling TCHC to continue making improvements to how we serve tenants.



**Info-Tech Research Group**  
@infotechRG



We are thrilled to announce the 2021 CIO Awards, which celebrate the 39 IT leaders who have delivered exceptional business value to their organizations. See the complete list of winners and learn more about the awards here:

<https://bit.ly/3l9wdPA>

#ITleaders #leadership #CIOs





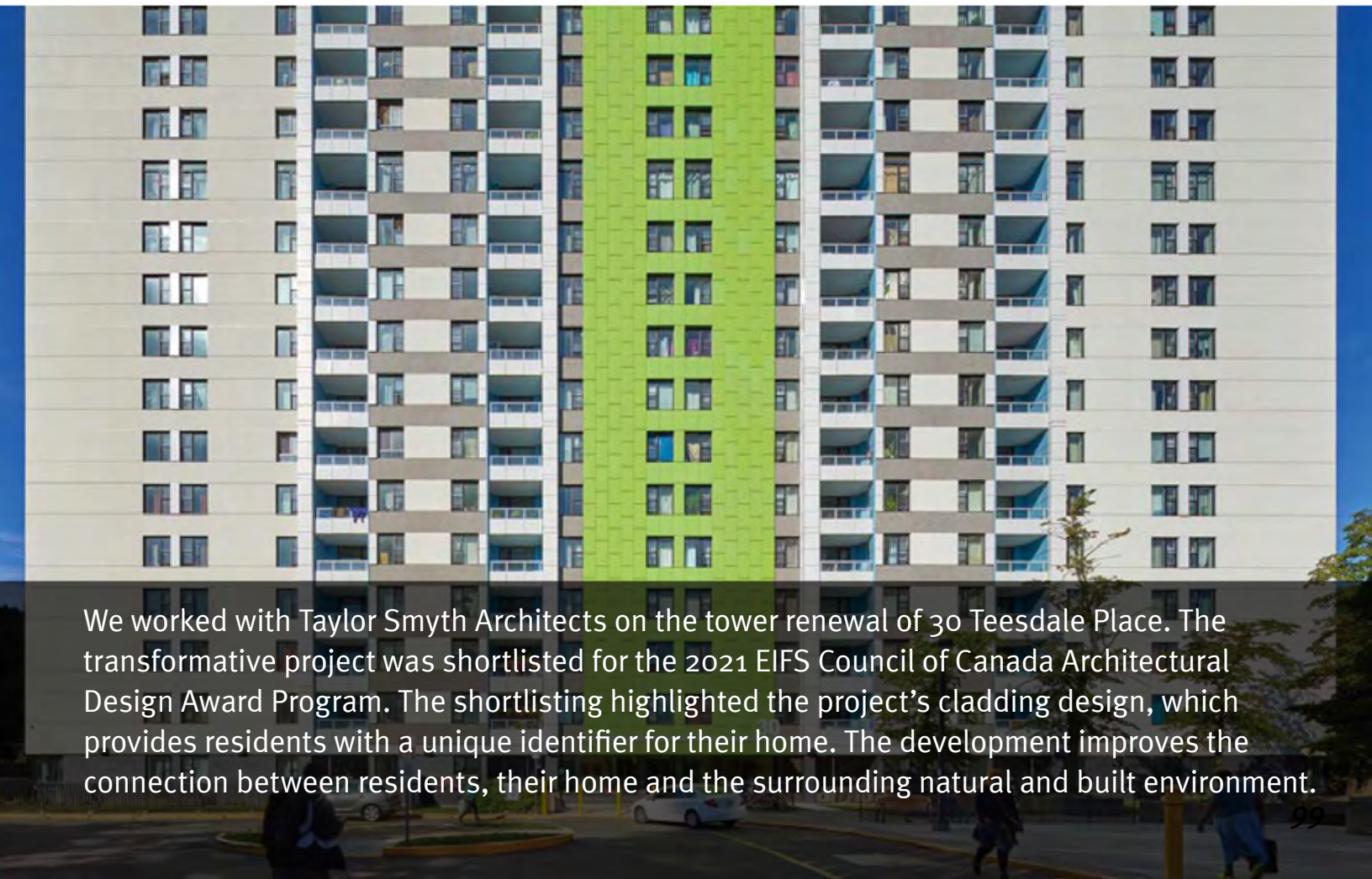


Our Alexandra Park revitalization project won two prestigious awards for development and urban design from the Urban Land Institute (ULI). Alexandra Park was the only Canadian project to earn one of nine ULI Global Awards for Excellence, and one of 12 projects honoured with ULI's Americas Awards for Excellence. We shared both awards with our developer partner Tridel, designers Urban Strategies, LGA architectural partners, Teeple Architects Inc. and Janet Rosenberg Studio.





The new Gordonridge Community Multi-Sport Court development in Scarborough was recognized by the Canadian Society of Landscape Architects (CSLA). Our partner ERA Architects won the 2021 Award of Excellence for Landscape Design for this project. The CSLA cited the project's unique collaborative design approach that made Gordonridge residents the core decision-makers, enabling the project to reflect the community's values, interests and identity.



We worked with Taylor Smyth Architects on the tower renewal of 30 Teesdale Place. The transformative project was shortlisted for the 2021 EIFS Council of Canada Architectural Design Award Program. The shortlisting highlighted the project's cladding design, which provides residents with a unique identifier for their home. The development improves the connection between residents, their home and the surrounding natural and built environment.





# Willowtree Court

## Reimagining spaces together

The revitalization of Willowtree Court is an example of TCHC staff working hand in hand with the community. The stunning new basketball court features a new design based on input from local residents.

Image by Franz Masini and Zmuda Films. Artwork by Pam Lostracco.





## From our TCHC team

Despite the challenges posed by the COVID-19 pandemic, the TCHC team expressed pride and excitement about our work to create great communities where tenants can live and thrive.



**Abdulle Elmi**

Tech enthusiast optimizing public sector service delivery



I'm excited to be leading the HoMES (Housing Management Enterprise System) business transformation project which is replacing ~30 of TCHC's core computer applications with a single integrated platform, changing the way TCHC serves our tenants.

It's been nearly a month since HoMES Track 2A went live in late June. We reached an important milestone on our path to transforming how [Toronto Community Housing](#) delivers the best possible service to tenants.

This go live achievement defines the switch from our legacy system to a new residential tenancy management program.

A key focus of the HoMES project is eliminating breaks in processes and ensuring that TCHC properties function smoothly. We are focused on improving both the tenant experience and the employee experience at TCHC.

Special shout out to our HoMES project team, our partners at [Yardi](#) and countless staff throughout the organization who made this go live successful!

Hope to share more updates about the project soon. [#tchc](#) [#socialhousing](#) [#torontohomes](#) [#businesstransformation](#)



**Sarah Zerihun**

Renewal and Revitalization



This is how important it is to have a Harm Reduction policy! It saves lives! We worked tirelessly with amazing HR workers from PQWHC, UNISON, Black CAP, to ensure TCHC has a harm reduction policy.



**Bill Anderson, CPP, PPS**

Chief Special Constable, Senior Director (Retired)

[@TOHousing](#) [#CSU](#) officers received authorization and training to carry [#Naloxone](#) in this time of [#opioidcrisis](#) in 2020. Since last May [#CSU](#) has administered this [#lifesaving](#) spray 17 times.

[#community](#) [#drugs](#) [#overdose](#) [#specialconstables](#) [#Toronto](#) [#health](#)





**Willians Herrada Sanchez**  
Supervisor, Active Living.  
Operations Division. TCHC



Our [#ActiveLiving](#) team just wrapped up the Steps to Achievement program last Thursday. For 7 weeks we had a group of youth participating in different workshops and activities aimed at improving or enhancing their employability skills.

I want to take a moment to thank First Book Canada and Play Forever for their generous contributions to the program.

Thanks to Katelyn Wallace for leading our team through the development and implementation phases.

Thanks to our team members Thalia Wright, Don Gaskins, liman Darman and Tshepiso Mogomela for bringing their best game to ensure we had a good program.

Thanks Likwa Nkala for always supporting our team. To the PDE, CDE, Communications, Office Services and rest of Toronto Community Housing staff that contributed to the program success.

We can't wait to bring it back and better next year.



**Darlene Chiasson-Hurley**  
Violence Reduction Program/  
Neighbourhood Program Sergeant



Toronto Service and TCHC Community Safety Unit along with tenants come together to make the playground a safer place for the youth at Shoreham Crt.

[#police](#) [#specialconstable](#) [#housing](#)  
[#security](#) [#communitysafety](#)  
[#Communityhealth](#)  
[#communityengagement](#)  
[#community](#)





# About our communities

TCHC communities are located across Toronto and are home to a highly diverse group of tenants. This section shares an overview about our tenants and our building portfolio.

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## About Our Tenants and Buildings

Representing and connecting the community: Rob Bezanson



# About our tenants and buildings

TCHC's tenants come from many different backgrounds with a diversity in age, education, language, religion, ethnicity and race. Youth tenants continue to represent a significant number of individuals in our overall communities. 32,728 or 31 per cent of TCHC tenants are youth under the age of 24. The majority of households also continues to be single-person households, with 30,790 or 56 per cent of households in this category. The average length of tenancy is just over 10 years. TCHC's overall portfolio includes 2,106 buildings and 58,908 units.



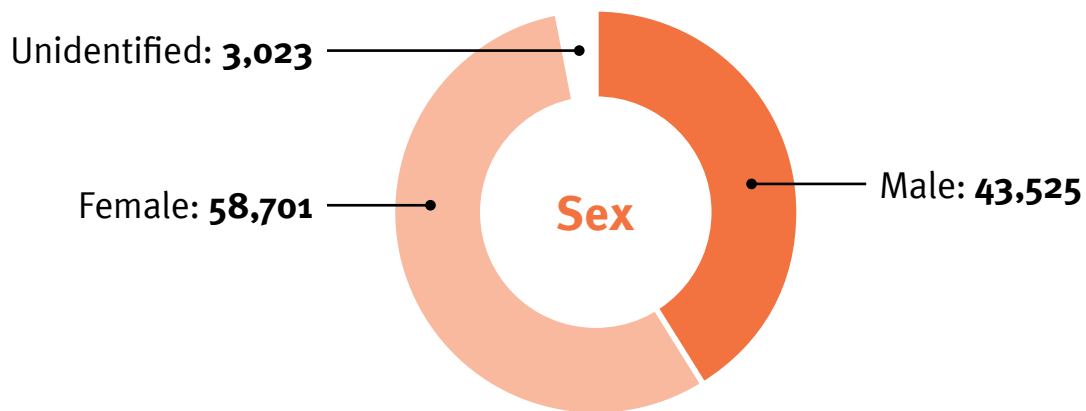
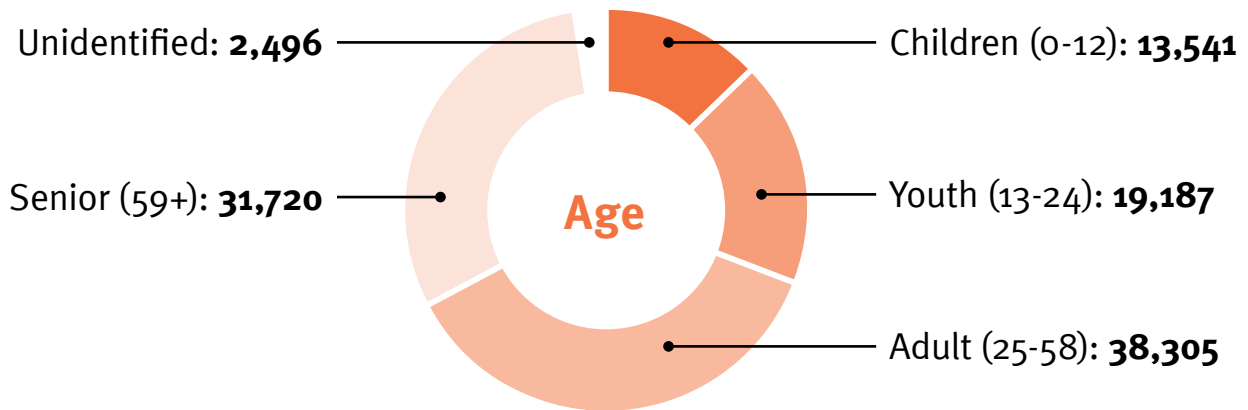


Total number of tenants:

**105,249**

Average tenant age:

**42.32 YEARS**



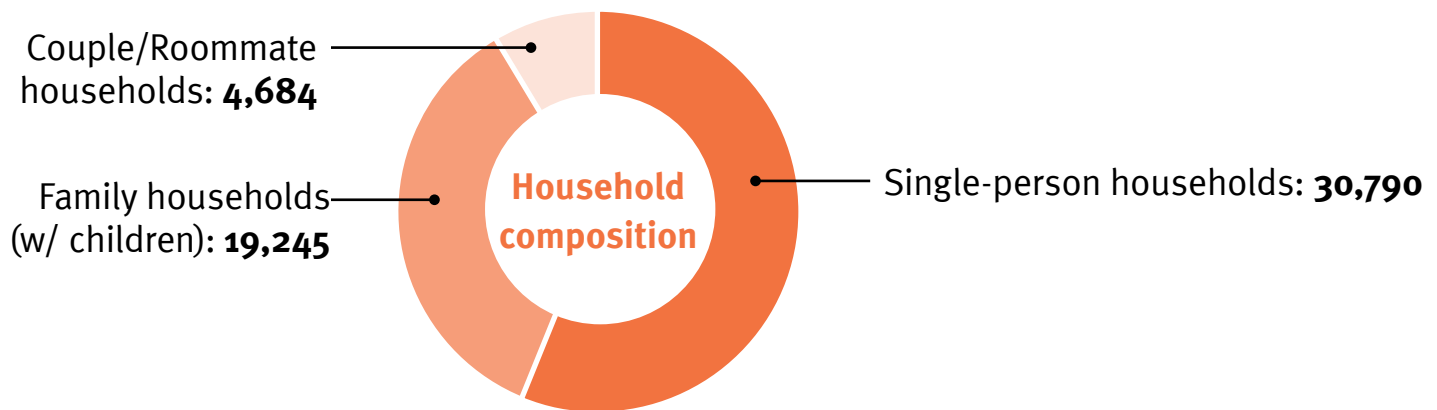
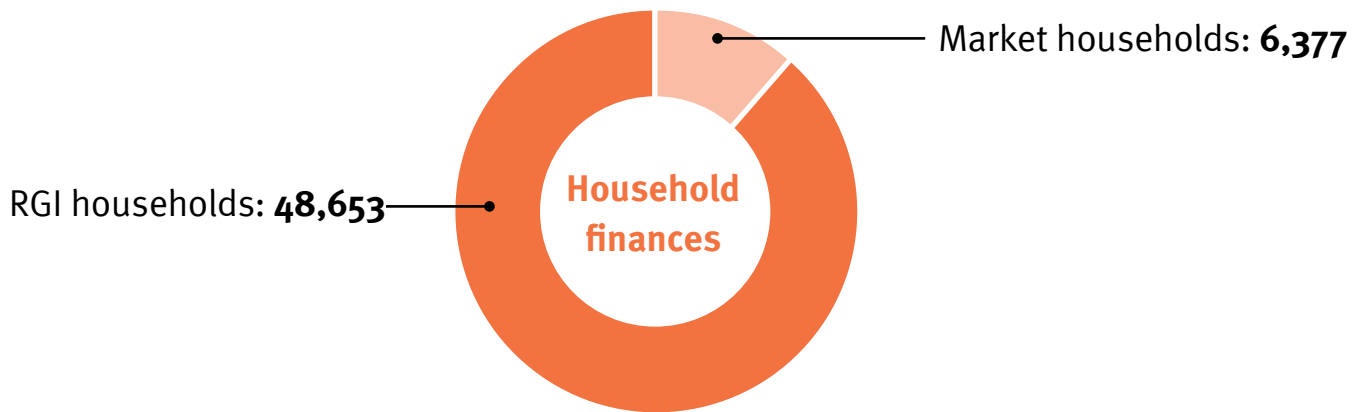


Total households:

**54,719**

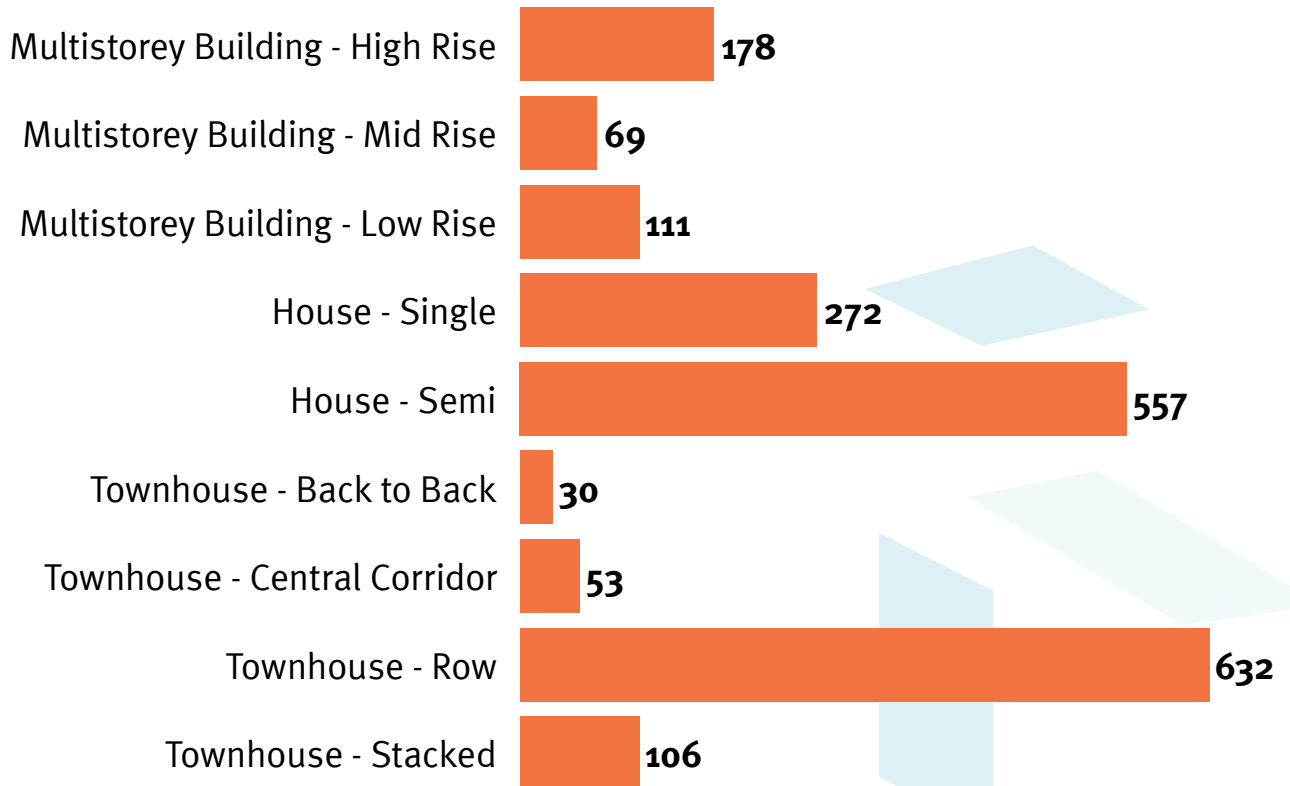
Average tenancy length:

**10.86 YEARS**



Total units:  
**58,908**

Total buildings  
**2,008**







## Representing and connecting the community: Rob Bezanson

Rob Bezanson has always been an active member of his community. Born in Nova Scotia, Rob has been a firefighter and a paramedic, and has practised law. Now, he is a TCHC Building Committee Co-Chair and Community Representative for his building.

As a new tenant to TCHC in 2012, Rob was motivated to investigate how he could contribute to his community. In seeking opportunities to help, various barriers to communicate presented a challenge. As he worked through these barriers over the years, the building tenant representative invited him to a Tenant Representatives meeting.

**“It’s about bringing people together to resolve challenges and get on the same page.”**

**Rob Bezanson, Building Committee Co-Chair and Community Representative**

After attending a couple of their meetings, he asked the Community Services Coordinator (CSC) if he could organize a tenant meeting in his building. This led to the development and creation of the building’s Health and Safety Committee that is still in effect. During the meeting, it was decided that the group needed another “team leader”. Rob was unanimously voted in as a Building Committee Co-Chair and Community Representative.

Rob has long recognized that there are two sides to every problem and that there is always a way to make a solution work. “When you build a solid community, your problems become easier to correct,” says Rob. “It’s about bringing people together to resolve challenges and get on the same page.”

One of the first things Rob did as Building Committee Co-Chair and Community Representative was to invite the Community Safety Unit, followed by Toronto Police Service and Toronto Fire Services, to meet and engage with tenants in his building. The sessions were well received, and tenants have shared that they appreciate the opportunity to ask questions and build connections.

**“When you build a solid community, your problems become easier to correct.”**

Rob Bezanson, Building Committee Co-Chair and Community Representative

Since Rob became a Community Representative, he has worked tirelessly on new initiatives for his building. This includes the repainting of the building’s recreation room for re-opening, starting a food bank, running a book club, creating a kid’s area, and preparing the patio that will be ready for the summer.

While much of Rob’s work through TCHC’s tenant engagement has been paused during the COVID-19 pandemic, he continues to work hard on maintaining lines of communication with TCHC. He emphasizes the importance of improving communication and building greater respect for all tenants in TCHC communities. One of his goals is to share his experience at TCHC and to work toward challenging the social stigma associated with living in his community.

As an advocate for his neighbours, he is enthusiastic about continuing to work with TCHC, creating a new dynamic between the organization and tenants in his community. Rob believes that there still is work to be done to improve the situation for tenants. “I look forward to getting started now that we are hopefully approaching a different phase in the COVID-19 pandemic.”



# Governance and Management

TCHC acknowledges the strong leadership support of our Board of Directors and Executive Leadership Team. Our 2021 Financial Statements are presented in this section.

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**Board of Directors**

**Executive Leadership Team**

**Financials**







# Board of Directors



**Our board of directors oversees the overall governance of the corporation, sets strategic direction and monitors performance against the strategic and business plans.**

The board of directors consists of the Mayor or his representative, two City Councillors and nine citizens including two Toronto Community Housing tenants (to be three in 2022). 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 fulfills 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.

**Public sessions**

Public meetings of the TCHC Board and its committees can be followed throughout the year through the dedicated TCHC Board Live channel on YouTube.



**TCHC Board Live**

**The board of directors oversees the management of Toronto Community Housing (TCHC); it is accountable to the City of Toronto.**

**[https://www.youtube.com/channel/UCAIstCjuOtfKCZGI6-m9\\_Og](https://www.youtube.com/channel/UCAIstCjuOtfKCZGI6-m9_Og)**



# Board of Directors



**Timothy Murphy**

**Chair**



**Brian F.C. Smith**

**Vice-Chair**



**Deputy Mayor Ana Bailão**

**Director**



**John Campbell**

**Director**



**Marcel Charlebois**

**Director and TCHC Tenant**



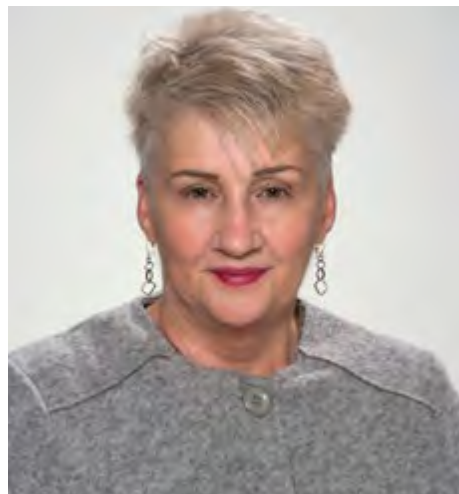
**Debbie Douglas**

**Director**



**Ubah Farah**

**Director and TCHC Tenant**



**Cllr. Paula Fletcher**

**Director**



**Adele Imrie**

**Director**



**Nick Macrae**

**Director**



**Naram Mansour**

**Director**



**Cllr. Frances Nunziata**

**Director**



# Executive Leadership Team

The Executive Leadership Team is responsible for the strategic leadership of the company and its subsidiaries. We acknowledge the tremendous contributions of Sheila Penny, who retired from her role as Chief Operating Officer in March 2022. Her commitment to tenant service excellence will provide an example for all leaders in our organization going forward.



**Jag Sharma**

**President and Chief Executive Officer**



**Sheila Penny**

**Chief Operating Officer  
(Retired March 2022)**



**Luisa Andrews**

**Vice President,  
Information Technology Services**



**Grant Coffey**

**Interim General Manager,  
Seniors Housing Unit**



**Rose-Ann Lee**

**Chief Financial Officer  
and Treasurer**



**Paula Knight**

**Vice President,  
Strategic Planning & Communications**



**Darragh Meagher**

**General Counsel and Corporate Secretary**



**Barbara Shulman**

**Interim Vice President,  
Human Resources**



**Kelly Skeith**

**Acting Chief Development Officer**



# Financials



# 2021 Financial Templates

## Assets

<b>Current Assets</b>	<b>2021</b>	<b>2020</b>
<b>(in thousands of dollars)</b>	<b>\$</b>	<b>\$</b>
Cash	64,609	134,824
Investments	244,594	219,608
Restricted cash for externally restricted purposes	5,852	6,266
Accounts receivable	87,002	62,318
Grants receivable	81,228	68,292
Loans receivable	50,190	12,029
Prepaid expenses, deposits and other assets	14,270	14,781
	<b>547,745</b>	<b>518,118</b>
Loans receivable	26,496	59,947
Grants receivable	10,270	11,250
Investments in joint ventures	11,814	13,234
Receivable from the City of Toronto	18,325	19,325
Housing projects acquired or developed	1,684,434	1,694,018
Improvements to housing projects	2,183,376	2,003,447
Assets held – for – sale or transfer	6,135	2,790
Prepaid lease	690	745
<b>Total Assets</b>	<b>4,489,285</b>	<b>4,322,874</b>

## Liabilities

<b>Current liabilities</b>	<b>2021</b>	<b>2020</b>
(in thousands of dollars)	\$	\$
Bank loan and bank indebtedness	42,700	–
Accounts payable and accrued liabilities	206,598	230,737
Tenants deposits and rents received in advance	17,673	17,577
Deferred revenue	24,032	18,643
Project financing and debenture loans	60,478	82,448
	<b>351,481</b>	<b>349,405</b>
Deferred revenue on long-term leases	24,853	1,670
Deferred revenue on land sale	17,358	16,728
Employee benefits	84,921	82,398
Project financing and debentures loans	1,767,092	1,736,011
Deferred capital contributions	1,242,998	1,062,088
<b>Total liabilities</b>	<b>3,488,703</b>	<b>3,248,300</b>

<b>Accumulated Surplus</b>		
Share capital		
Authorized and issued 100 common shares	1	1
Internally restricted funds	268,470	245,884
Contributed surplus	5,136	5,136
Unrestricted surplus	726,975	823,553
<b>Total net assets</b>	<b>1,000,582</b>	<b>1,074,574</b>



## Revenue

	2021	2020
(in thousands of dollars)	\$	\$
Subsidies	246,392	244,960
Rent		
Residential	339,500	349,431
Commercial	18,311	16,949
Amortization of deferred capital contributions	68,862	59,849
Parking, laundry and cable fees	18,447	18,489
Investment income	9,107	9,308
Joint venture income (loss)	915	4,371
Safe Restart program	34,182	9,877
Gain on sale of housing projects and other capital assets	5,549	29,951
Capital asset replacement reserve	–	61,518
Plant and other revenue	5,917	7,840
	<b>747,182</b>	<b>812,543</b>

Expenses		
Operating and maintenance	255,064	248,785
Utilities	130,582	129,404
Municipal taxes	18,917	19,339
Depreciation	233,273	213,356
Interest	75,539	78,410
Community safety services	36,383	35,086
Corporate services	66,200	61,421
Plant and other expenses	12,762	9,636
Excess (deficiency) of revenue over expenses	(81,538)	17,106



For the digital version of this report, please visit:  
[stories.torontohousing.ca/annual-report-2021/](https://stories.torontohousing.ca/annual-report-2021/)

## **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 10.3.1 (k) in the 2021 Shareholder Direction. In late 2019, the City's Tenants First team published the Request for Proposals (RFP) for Ownership and Operation of TCHC's Scattered House Portfolio with input from TCHC staff. Pursuant to the RFP, the successful non-profit proponents were Neighbourhood Land Trust and Circle Community Land Trust, for the transfer of 643 properties with 761 units. This will be the largest transfer done by TCHC to date.

TCHC signed an agreement of purchase and sale with each of the proponents and entered a 180 day period of due diligence. Neighbourhood Land Trust has completed their due diligence period and TCHC expects to complete the transfer of 153 units to the proponent on April 1, 2022. Circle Community Land Trust remains in their due diligence period until March 31, 2022, and transfers are expected to begin in the spring of 2022. Work is underway to ensure that tenants are not negatively impacted by these transfers.

TCHC is working closely with the City of Toronto to request Service Manager consent to transfer these properties and fulfill Toronto's City Council direction under the City's Tenant First initiative. It is also important to note that all assets being transferred will have Social Housing Agreements registered against title, and as such will be required to be kept in perpetuity for social housing purposes. The proponents continue to negotiate their Social Housing Agreements with the City of Toronto.

## **1.2 Update on Current Capital and Development Projects**

There are currently 8 TCHC communities undergoing revitalization, with 3 new rental replacement buildings and townhouses opening in 2021, totaling 309 units. These units were located at Lawrence Heights (78), Leslie Nymark (115), Allenbury Gardens (103), and 250 Davenport (13). The City of Toronto and TCHC continue to collaborate with both the provincial and federal governments on investing in the TCHC revitalization program. TCHC revitalization projects are crucial to improving the housing, health, and socioeconomic conditions of Toronto's most marginalized residents.

### **1.2.1 2021 Revitalization Site Progress**

At Leslie Nymark, Toronto-based artist Jessey "Phade" Pacho completed a beautiful mural that showcases the history and future of the Villaways neighbourhood. The selection of the artist and content of the mural was undertaken with TCHC tenants.

At our Don Summerville community, our team worked diligently on the relocation of tenants in advance of the demolition. Relocation was completed in early 2021 and demolition was completed by the end of the year. In June of 2021, City Council

authorized the purchase of 32 units (out of the 100 new affordable rentals) to be leased to and operated by a non-profit co-operative housing provider.

Relocation was also completed with our Firgrove tenants in preparation for demolition in 2022.

In Alexandra Park, construction in Phase 2 commenced with infrastructure work. Affordable rental and ownership housing was also confirmed through in-depth engagement with community members and involves a partnership with Habitat for Humanity GTA; it was approved by Council in early 2022.

Lastly in Regent Park, construction continued on the final Phase 3 rental replacement building of 203 units. In parallel, work for Phases 4 and 5 began with community engagement on a rezoning application for Regent Park. If approved by the City of Toronto, the application would allow for the creation of more affordable housing, improving the lives of more families.

<b>TCHC UNITS: In Flight Projects 2021</b>	<b>Completed Units - End of 2021</b>		<b>Currently In Design or Under Construction</b>		<b>TOTAL</b>	
	<b>RGI</b>	<b>Affordable</b>	<b>RGI</b>	<b>Affordable</b>	<b>RGI</b>	<b>Affordable</b>
Regent Park	1,263	433	820	174	<b>2,083</b>	<b>607</b>
Lawrence Heights	155	-	100	-	<b>255</b>	-
Alexandra Park	61	-	349	6	<b>410</b>	<b>6</b>
Leslie Nymark	115	-	-	-	<b>115</b>	-
Allenbury Gardens	133	-	-	-	<b>133</b>	-
250 Davenport	13	-	-	-	<b>13</b>	-
Don Summerville	-	-	103	35	<b>103</b>	<b>35</b>
Firgrove	-	-	-	-	-	-
<b>TOTAL</b>	<b>2,173</b>		<b>1,587</b>		<b>3,760</b>	

### **1.2.2 Engagement in Revitalization Communities**

TCHC engaged tenants across all its revitalization sites throughout 2021, regarding social and economic transformation projects in partnership with the City, community agencies and development partners.

The 37 Kids program engaged 120 youth from the Alexandra Park, Firgrove, and Lawrence Heights in summer safety initiatives, which proved immensely popular among the participants. The hope is that these youth continue to stay engaged in their communities as they get older and participate in other engagement activities.

As part of our development partner relationships, developers contribute to scholarship funds in our communities, which are available to student tenants to further their



education. This year, 20 tenants were supported through scholarship and learning grant programs funded by TCHC and our development partners.

Last year, Diamond Corp/Metropia were generous enough to donate \$500,000 to fund employment training at 250 Davenport for the next five to ten years. This kind of donation helps tenants of all ages learn new skills to get better jobs and make a better life for themselves.

In Lawrence Heights, TCHC engaged more than 700 tenants regarding the community priorities report, as part of the Lawrence Heights Phase 2 and 3 RFP developer selection process.

In Regent Park, TCHC engaged more than 1,000 residents as part our Phases 4 and 5 work, which included physically distanced meetings with our development partner Tridel and consultants regarding the master planning process.

CRAFT and Moving Towards Opportunities programs were launched, and supported 30 young people in accessing training and job opportunities.

### **1.2.2 Engagement on Capital Projects**

The Planned Project Services (PPS) team's primary objective is to improve tenants' comfort within their units and minimize disruptions, while completing in-suite capital repairs. We accomplish this by managing tenant expectations, conveying technical specifications and scope in user friendly language, and communicating project disruptions along with timelines and changes.

The PPS team provided tenant engagement services for 37 water sustainability projects, created work orders for 407 inaccessible units, and shared 16,575 pieces of conservation related materials through 48 door-to-door drops in 2021. Staff performed a wide range of services including: attending construction progress meetings, following-up on tenant refusals, ad hoc troubleshooting, deescalating issues, facilitating surveys, and closing out projects.

PPS staff have supported the operations divisions in their delivery of 35 of TCHC's more than 550+ Vaccination clinics vaccine clinics across TCHC's portfolio. They could be found attending committee meetings, performing door-to-door mail drops, assisting with crowd control at busy clinics, registering interested clients, and being on-site clinic runners.

Always looking to maintain tenant safety, improve convenience, and promote inclusion, the Planned Project Services team will continue to explore innovative engagement solutions to enhance program delivery throughout 2022.

<b>Planned Project Services/CECP Annual 2021 Roll-Up</b>						
<b>Program</b>	<b>Activities</b> <i>(eg., meeting, lobby intercept, BBQ, etc.)</i>	<b># Tenants Directly Engaged</b>	<b># Bldg Staff Directly Engaged</b>	<b># Tenants Indirectly Engaged</b>	<b># Bldg Staff Indirectly Engaged</b>	<b># of Materials Distributed</b>
Capital	931	16,420	157	26,984	25	12,179
SHARP	37	555	3	2259	2	510
SHAIP	482	5085	68	8805	1	8806
Conservation Material Distribution	48	0	0	16,575	0	16,575
COVID Vaccine Clinic Support	35	0	0	0	0	0
Water Conservation Close-out	24	0	12	407	0	0
Tenant Elections	2	0	0	611	0	611
LEAF Tree Planting	16	0	0	6449	0	2412
<b>TOTAL</b>	<b>1575</b>	<b>22060</b>	<b>240</b>	<b>62090</b>	<b>28</b>	<b>41093</b>

### **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 2021 is provided in Appendix A.

## **2. Vibrant Communities**

### **2.1 Tenant Engagement System**

Toronto Community Housing remains committed to engaging tenants at all levels for the purpose of carrying them along in key decision-making that may impact them, and to providing quality services to all tenants.

In July 2019, the Board of Directors approved the implementation of a new tenant election process in 3 phases. As a result, 57 communities were scheduled to participate in Phase 1, 170 in Phase 2, and 103 in Phase 3. Phase elections were held in fall 2020.

In January 2021, TCHC implemented Phase 1 by-elections in 18 communities with vacancies from Phase 1 and Phase 2 tenant elections in 170 communities. Local engagement teams reached out to tenants at the community level while maintaining COVID-19 public health guidelines. 8,370 tenants were directly engaged through phone calls, emails, door knocking, and the distribution of posters and flyers. Due to the impact of public health restrictions on engagement efforts, Phase 1 by-elections and Phase 2 elections were extended until May 2021.

In April 2021, after assessing the progress of elections implementation and with the approval of the Chief Executive Officer (CEO) and Chief Operations Officer (COO), Phase 2 tenant elections were amended to be implemented in two sub-phases - Phase 2A (comprising of 95 communities) and 2B (comprising of 75 communities). The amendment provided tenants and the local regional teams with enough flexibility to review and solve challenges impacting tenant engagement and outreach at the community level. Phase 2A elections were completed in June 2021.

In July 2021, TCHC launched Phase 2B elections in 75 communities. Low tenant participation was observed, and the compiled participation data suggested that the majority of communities participating were unlikely to have tenant leadership in place at this stage due to multiple factors including public health restrictions and staffing changes. After careful consideration of all factors, TCHC amended the implementation strategy as follows:

- Merged all communities with leadership vacancies into Phase 3;
- Developed a new implementation timeline with flexibility for an extended nominations period;
- Developed a new engagement strategy to increase tenants' interest and participation in the election process through local events with adherence to COVID-19 guidelines; and
- Set a new target to establish tenant representation in all communities by December.

In August 2021, TCHC launched the implementation of Phase 3 tenant elections in 220 communities. These communities included 103 communities originally scheduled as Phase 3, 75 communities from Phase 2B, and 42 communities with vacancies from Phase 2A and Phase 1.

At each phase of tenant elections in 2021, and despite the unprecedented challenges caused by citywide lockdown due to the COVID-19 pandemic, local engagement frontline teams from the three regions (East, West and Central) continued to engage tenants and encourage them to participate in the elections process. The teams' persistent outreach resulted in the following:

- A total of 24,950 tenants were directly engaged through flyers, emails, phone calls, and door knocking among others;
- 375 tenant meetings (info sessions, etc.) were held; and
- 1,905 tenants participated in various tenant meetings.



As a result, TCHC received 573 tenant nominations, out of which 480 were confirmed as tenancies in good standing. At the end of the elections cycle for 2021, 442 Community Representatives were elected and 1,423 Building/Townhouse Committee members were established. 77 out of 88 hubs have tenant representatives in place.

### **Community Action Plans (CAP)**

In April 2021, we launched Community Action Plans (CAP) revalidation in communities with tenant leadership in place. To ensure effective engagement throughout the revalidation process, CAP implementation was aligned with the tenant elections process. This strategy ensures that elective community representatives are duly involved and empowered to facilitate the revalidation of local priorities with their respective communities. To support the revalidation, TCHC developed a set of tracking tools and trained local frontline staff on how to achieve the set outcomes.

TCHC's efforts to achieve the goals set at the beginning of the year has been impacted by factors such as delays in the tenant elections process, public health restrictions due to the COVID-19 pandemic, and staffing changes at the local level. Nevertheless, TCHC will continue through 2022 to work with local regions to implement suitable strategies to ensure complete CAP revalidation in all 330 communities participating in the tenant engagement system.

### **Tenant Action Funds (TAF)**

In April 2021, we launched TAF applications and reconvened TAF tables across the three regions (East, West, and Central) and the seniors' portfolio. Each TAF table consists of:

- 5 tenants, including 1 youth;
- Regional Manager, Community Safety and Support (Central, East, West);
- Manager, Resident Engagement (Seniors); and
- Tenant Participant Coordinator (Staff Support and Non-voting Member).

A total of 79 TAF applications were received between April and December 2021, of which 72 applications were approved. A total of \$62,785.52 was approved, of which \$35,394.42 was dispersed by the end of 2021.

### **Participatory Budgeting (PB)**

In May 2021, TCHC suspended Participatory Budgeting (PB) implementation to allow for a comprehensive review of PB projects across TCHC communities and to develop a framework to guide PB reform. As part of this process, staff initiated fact-finding research and consultations with key stakeholders. The development of a work plan for the reform process is ongoing.

## **2.2 Eviction Prevention Policy and 2021 Eviction Results**

### **2.2.1 Eviction Prevention Policy**

TCHC makes the prevention of eviction for arrears a priority, in accordance with Section 9.1 (a) in the 2021 Shareholder Direction. Eviction is a last resort, only after staff have done everything possible to work with tenants on the repayment of rent.

In March, 2020, TCHC suspended all evictions for arrears in accordance with the provincial moratorium during COVID-19. In Q1 2022, TCHC will be working with the Service Manager and other stakeholders to identify procedures for restarting the eviction process.

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. In 2020, as part of the broader corporate restructuring efforts, which included the creation of Regional Teams and Tenant Service Hubs, TCHC undertook a review and refinement of key procedures, including the arrears collection process, with the goal of enhancing our follow up and engagement of households experiencing arrears. The process was implemented in June 2021 and will build upon the previous arrears collection process, with enhanced focus on early intervention, increased personal contact with tenants, communicating with tenants about rental responsibilities, earlier access to the Office of the Commissioner of Housing Equity (OCHE), and the creation of systems for flagging and creating management plans in high arrears portfolios and tenant service hubs. This process implementation plan included comprehensive training to front line staff and alignment to TCHC further technology solutions.

In late 2021, the TCHC Board of Directors approved the expansion of the OCHE mandate effective January 2022 from that of working specifically with senior and vulnerable tenants, to working with all TCHC tenants. This change ensures that all tenants will benefit from the intervention of the OCHE and that TCHC will benefit from OCHE's oversight of the eviction prevention and arrears collection policies and processes.

From its inception, the OCHE has had a high rate of success in identifying the underlying issues that result in arrears and supporting tenants to get back on track, address their arrears, and maintain their housing. In 2021, TCHC referred 599 households to the OCHE for review and audit, and OCHE was able to avoid evictions and maintain the tenancies of 83% of those referred. In 2021, the OCHE also recovered \$1,546,256.00 of arrears owed to TCHC through repayment agreements, by resolving loss of subsidies, and facilitating direct payments to TCHC. The direct payments of \$409,034.00 represent both an immediate reduction in arrears owed and funds available to TCHC.

In 2021, the Commissioner of Housing Equity continued to make recommendations to TCHC regarding systemic issues related to arrears and eviction prevention. Regular

meetings were established between the Commissioner and TCHC senior management to plan for ongoing service enhancement.

## 2.2.2 Eviction Results

Under the *Residential Tenancies Act*, tenants can be evicted for a number of reasons. These include, but are 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 Evictions for Cause Policy, and leveraging the resources of the Office of the Commissioner of Housing Equity.

The table below compares the eviction rates between 2019, 2020, and 2021, and identifies the number of tenancies that have been maintained through repayment agreements and mediated settlements. The number of active TCHC applications at the Landlord and Tenant Board (LTB) increased significantly in 2021, due to the LTB addressing a significant backlog of applications following the end of the provincial moratorium on evictions. The number of evictions in 2021 was quite low compared with previous years, as applications to the LTB currently have significant wait times.

Measure	2019	2020	2021	% change from 2020
Eviction Rate	<1%	<1%	<1%	<1%
Tenant Evictions (non-arrears)	117	47	35	-26%
Tenant Evictions (arrears)	108	39	10	-74%
Tenant Evictions (# of households)	225	86	45	-48%
Repayment arrangements initiated locally	2,822	1,958	1,033	-47%
Number of active TCHC applications at the Landlord and Tenant Board (as of Dec 31)	579	322	715	222%
Mediated settlements via LTB (arrears)	588	233	160	-31%

### Evictions for Non-Arrears

The table below describes the possible reasons for issuing eviction notices, and provides a count of households served with a notice for each rationale in 2021. The number of notices served is greater than the number of applications filed because a single household may have cause for termination under multiple clauses of the



*Residential Tenancies Act* (“RTA”). The Landlord and Tenant Board (LTB) requires that different notice of termination forms be completed for different grounds under the RTA.

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 correction (e.g. repayment of arrears, support provided to clean up unit, etc.) before an application can be filed, while others offer no opportunity to correct behaviour (e.g. Illegal Act).

<b>Reason for Notice</b>	<b>2021</b>
Abandoned Unit (direct application)	0
Anti-Social	185
Cease to Qualify	0
Damages to Unit of Complex	29
Demolition Conversion or Repairs	8
Health & Impaired Safety	160
Illegal Act	114
Misrepresentation of Income	6
Superintendent’s Unit	0
Tenant Gave Notice (direct application)	9
Termination of lease (supportive housing)	0
Unauthorized Occupant (direct application)	13
Other (e.g., Tenant’s Rights)	16
<b>Total Notices Served (or Direct Applications Filed)</b>	<b>540</b>

## **2.3 Corporate Policy Adoption and Human Rights Complaints**

### **2.3.1 Policy Adoption for Conflict of Interest, Political Activity, Disclosure of Wrongdoing, and Reprisal Protection**

In accordance with Section 11.5 of the Shareholder Direction, TCHC has adopted the following policies, procedures, and guidelines related to conflict of interest, political activity, disclosure of wrongdoing, and reprisal protection:

1. Code of Conduct for Board of Directors;
2. Code of Conduct Policy (Employees);
3. Conflict of Interest Policy for Directors of the Board;
4. Conflict of Interest Policy (Employees);
5. Elections Policy;
6. External Directorship Policy;
7. Fraud Prevention Policy;
8. Guidelines for Elections Policy; and
9. Whistleblower Policy.

### **2.3.2 Human Rights, Harassment, and Fair Access Policy**

In accordance with Section 9.1(c) of the Shareholder Direction, TCHC has adopted a variety of policies, procedures, and guidelines to ensure that it maintains an environment in which tenants are protected from harassment, and human rights are respected and upheld. Relevant policies, procedures, and guidelines developed and maintained by TCHC include:

1. Accessible Customer Service Policy;
2. Accessible Customer Service Policy Guidelines;
3. Accessibility in the Built Environment Policy and Building Standards on Accessibility;
4. Accessibility Policy; and
5. Human Rights, Harassment and Fair Access Policy.

The Human Rights, Harassment, and Fair Access Policy (“HRHFA”) was developed in consultation with tenants, and since 2016 tenants’ human rights concerns have been addressed under the HRHFA.

TCHC is dedicated to building employee knowledge and awareness of human rights and accessibility. In 2021, TCHC continued to deliver training sessions on Accessibility for Ontarians with Disabilities Act (“AODA”) to staff. In 2021, 20 AODA sessions were delivered to 169 staff as part of General Orientation training.

### **2.3.3 Human Rights Complaints**

TCHC is in the process of reviewing the manner in which it manages tenants’ human rights complaints. Specifically, the review will focus on the allocation of resources and standardization of processes in order to align with the service delivery model in the Operations Division. This review will commence and be implemented in 2022.

While efforts are underway to establish a standardized process to manage tenants’ human rights complaints, tenants are able to submit human rights complaints to a dedicated TCHC inbox ([humanrights@torontohousing.ca](mailto:humanrights@torontohousing.ca)). In 2021, TCHC received 100 human rights complaints, an average of 8.3 complaints received per month.

The dedicated Human Rights Complaints inbox is monitored by the Solutions Team. A Complaints Resolution Specialist reviews the complaint, triages and refers the complaint to the appropriate General Manager for investigation and resolution. If a complaint does not include any clear and specific human rights implications, the Solutions Team may action accordingly and complete the necessary follow-up with the tenant.

With the onboarding of a new Human Rights Specialist in the Centre for the Advancement of the Interests of Black People and the assistance of TCHC Legal Counsel, further work in this area will be implemented in 2022.

## 2.3.4 Human Rights Applications to the Ontario Human Rights Tribunal

The table below shows the status of new human rights applications involving TCHC in 2021.

Human Rights Applications (2020 and 2021)						
Year	Type of File	Resolution/Status				Total
		Withdrawn	Dismissed	Settled	Ongoing	
<b>2020</b>	Accommodation/ Request for Transfer	1	0	1	7	9
	Harassment from Other Tenants	1	0	1	1	3
	Harassment from Staff	1	0	0	1	2
	Discrimination by TCHC Contractor	0	0	1	0	1
	<b>Total</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>9</b>	<b>15</b>
<b>2021</b>	Accommodation/ Request for Transfer	0	0	0	4	4
	Harassment from Other Tenants	0	0	0	3	3
	Harassment from Staff	0	2	0	4	6
	Discrimination by TCHC Contractor	0	0	0	0	0
	<b>Total</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>11</b>	<b>13</b>

## 3 Positive Tenant Experience

### 3.1 Communicating with Tenants

#### 3.1.1 Communication with Tenants in the Language of their Choice

Over 30 per cent 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 upon request into multiple languages. 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.

Certain communications campaigns are proactively translated into multiple languages, depending on the seriousness of the topic. For example, communications materials produced by TCHC for tenants about COVID-19 were proactively translated into 11



languages and posted [on the COVID-19 page on TCHC's website](#). TCHC also proactively translated materials prepared for the tenant engagement system elections, again in 11 languages. The new Tenant Safety Guide was translated and made available in the top 18 languages that tenants speak and in a large-print English format. TCHC has the capacity to produce Braille and audio formats for the Safety Guide on request.

For in-person or over-the-phone customer service language interpretation, staff in the Client Care Centre currently use a third-party “language line” that provides interpretation services in 138 languages.

### **3.1.2 Communication to Better Serve Tenants**

TCHC is currently working to create additional communication channels and products to enhance tenant communications. We are currently in the process of building an email list for specific tenant groups, using SMS text notifications for building-specific communications and increasing the use of digital channels to reinforce information and campaigns sent via print materials. TCHC will continue to build digital communications capacity including a more active use of social media for updates and “boosted posts” to key audiences. TCHC will also be increasing the number of digital screens in our buildings in 2022.

In 2021, Strategic Communications evaluated the effectiveness of different print communication channels. To ensure that messages are delivered more reliably, the 2022 editions of Tenant Loop (a quarterly newsletter mailed to tenants) will include a dedicated section for key tenant updates. This section will be a more reliable tenant communications vehicle for information that we want tenants to review. We will also be increasing the use of direct mail for critical tenant information. Finally, we continue to address challenges with existing communications processes including bulletin board management and ensuring tenants receive timely information in a more systematic manner.

In 2021, TCHC also conducted a full review of our corporate website and considered how to improve the site for tenant use going forward. The review considered the overall ability to find information, common materials that are needed by tenants, and the ability to deliver timely information and regional content effectively. TCHC will be re-designing and re-developing the website in 2022 in consultation with tenants and other key audiences. The new site will launch in 2023.

### **3.1.3 Tenant Complaint Process**

TCHC is committed to providing a positive experience for our tenants and communities. The effective management of complaints is an important aspect of delivering service excellence to our tenants and supporting a culture of continuous learning and improvement.

In 2021, the following improvements were implemented to improve service across TCHC:

### 1. Staff Alignment & Structure

Complaint Resolution Specialists have been assigned to specific regions and portfolios, which allows for a collaborative and localized approach in the management of complaints. Additionally, an intake mechanism has been implemented to manage the intake and assignment of complaints to the appropriate Complaints Resolution Specialist. With this approach, it enables the timely acknowledgement of complaints while allowing the Solutions staff to better focus on the investigation and resolution of tenant concerns.

### 2. Complaints Resolution Training

Specialized training focused on customer service and complaints resolution was developed and delivered to the Complaints Resolution Specialists. Specifically, the training focused on building soft skills and adopting effective communication practices. The training was an integral component of establishing the base knowledge and skills necessary for supporting tenants through their complaints and moving towards resolution.

### 3. Process Improvement and Standardization

Improvement initiatives have been developed and implemented in Solutions, which have focused on data and process standardization. Specifically, this work focused on establishing common data definitions and report standardization, as well as streamlining process activities and staff practices that result in the effective and efficient management of complaints.

In addition, Solutions initiated the review of the Tenant Complaints Policy, which included the delivery of tenant and staff consultations. Feedback from these sessions informed revisions to the policy, which will be implemented in 2022. Lastly, in alignment with Ombudsman recommendations, Solutions implemented a refreshed communications campaign to increase awareness on the role of Solutions and the complaints management program at TCHC.

Moving forward in 2022, Solutions will focus on continuing to embed TCHC's culture model competencies and customer service principles in upcoming service delivery training to ensure the continued advancement of service delivery across TCHC.

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

Inquiries from the City of Toronto Ombudsman's Office that are directed to the Solutions team are addressed by the Manager and the Complaint Resolution Specialists. In 2021, Toronto Community Housing received 73 inquiries from the Office of the Ombudsman. 39.7 per cent (29) were resolved within 10 business days.

Inquiries from elected officials are managed by the Stakeholder Relations team. In 2021, Toronto Community Housing received 2,231 inquiries from Toronto-area elected officials including the Mayor, City Councillors, Members of Provincial Parliament, and

Members of Parliament. 88.7 per cent (1,979) 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 2023.

TCHC reports annually on senior executive compensation in accordance with Section 10.3.1 of the Shareholder Direction. The following table outlines senior executive compensation, as permitted by law, in 2021. 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.

Name	Position	Total Compensation	Taxable Benefit	Salary
Andrews, Maria Luisa	Vice President, Information and Technology Services	219,514.46	902.04	218,612.42
Knight, Paula	Vice President, Strategic Planning and Communications	230,658.84	902.04	229,756.80
Lee, Rose-Ann	Chief Financial Officer	255,595.18	902.04	254,693.14
Marshman, Kevin*	President & CEO	134,226.36	225.51	134,000.85
Meagher, Darragh	General Counsel and Corporate Secretary	255,804.62	1,902.04	253,902.58
Murray, Allen	Vice President, Facilities Management	208,766.36	1,902.04	206,864.32
Penny, Sheila	Chief Operating Officer	284,335.10	902.04	283,433.06
Sharma, Jagdeep*	President & CEO	125,240.28	2,871.00	122,369.28



Skeith, Kelly*	Chief Development Officer	183,924.33	2,902.04	181,022.29
Tong, Vincent*	Chief Development Officer	169,230.23	433.48	168,796.75

\* Note: The salary of these individuals was calculated based on their partial term/year in a senior executive role with Toronto Community Housing.

The staff in the grey shaded boxes worked at TCHC for part of the year, and are no longer with the corporation.

## 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 and Procedures. TCHC's procurement activities also adhere to public procurement best practices, legal compliance, and trade treaty requirements, 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 Financing Plan, TCHC managed the vendor selection process, which allowed TCHC to deliver \$359.8 million in capital renewal projects against the 2021 budget, and delivered over \$11.5 million in non-building renewal capital. These funds are released to vendors in accordance with TCHC's Procurement Policy.

## 4.3 Update on Policies and Occupational Health and Safety

In 2021, TCHC implemented significant policy changes to comply with public health guidance and align with COVID-19 prevention measures established at the City of Toronto.

By Q4 2021, the corporation had implemented a mandatory COVID-19 vaccine policy for both staff and vendors for the protection of all workers and tenants at occupied TCHC properties. All employees and vendors attending TCHC workplaces or tenant homes must have received a full series of COVID-19 vaccinations. Staff vaccination clinics and education on the benefits of vaccination were facilitated. TCHC has provided accommodations to employees as required by human rights legislation and has engaged in regular and ongoing communication and consultation with its staff and union partners on changes to policies. No permanent accommodations of unvaccinated staff have been established in the workplace to date. Employees who did not comply with the policy have been deemed unfit to work as of February 5, 2022. TCHC has followed the lead of the City in terminating 25 employees (approximately 1% of active staff) who

have not made efforts to comply with the policy. 1 employee was given temporary accommodation under the policy, and has not been terminated.

TCHC's Human Resources Division also provided significant resources and support towards maintaining ongoing pandemic operations, business recovery, and operational change throughout 2021. This demanded the reprioritization of other ongoing policy development and proactive hazard control programs with a focus on compliance and the safety of frontline staff delivering services to tenants. TCHC implemented and maintained procedures and systems for employee screening, rapid antigen testing, safe gatherings, self-isolation, and other topics supporting business continuity and service delivery as directed by TCHC's Emergency Operations Committee. In 2021, TCHC received zero compliance orders following 15 individual investigations by the Ontario Ministry of Labour Training and Skills Development initiated based on mandatory occupational disease reporting for COVID-19.

Other major focus areas included Employee and Family Assistance Program (EFAP) enhancements to support corporate Confronting Anti-Black Racism (CABR) objectives and continuous improvement of existing programs and wellness initiatives aimed at supporting staff through the pandemic.

The Health, Safety and Wellness Unit continued to effectively manage employee disability and absences in 2021 including providing individual direction and monitoring of an additional 644 absences due to self-isolation. All COVID-19 related absences were monitored and TCHC managed to ensure the safe return of staff to the workplace and prevent significant operational disruption. The employee Attendance Management Program was suspended in line with City practices and is positioned to restart with new tools and training for supervisors in 2022.

In 2022, TCHC will shift focus to supporting complete business recovery and key corporate objectives while sustaining and adapting COVID-19 prevention measures. TCHC will also be working on the complete recovery and accumulated backlog of essential compliance and prevention work deprioritized in 2021, including staff training, engagement, proactive risk assessments, and other services disrupted by the corporation's COVID-19 response and provincial lockdowns.

#### **4.4 Challenges Faced in 2021**

The Annual Report speaks to our successes and the actions that have been undertaken in 2021 to improve services to and outcomes for tenants; however, it is important to note some of the challenges that Toronto Community Housing faced in 2021 which impacted our ability to successfully meet our goals and objectives. These challenges have the potential to impact tenant and public confidence in the organization.

## **The COVID-19 Pandemic**

TCHC's operations have continued to be impacted by the COVID-19 pandemic. Managing the impact of the pandemic on the safety of our staff and tenants has remained TCHC's number-one priority since 2020.

In 2021, we created mobile cleaning teams to provide enhanced cleaning, maintained our PPE inventory and implemented staff and vendor mandatory vaccination policies. To further support tenants impacted by the pandemic, TCHC implemented a moratorium on evictions for non-payment of rent, supported local vaccination clinics, completed a "Wear a Mask" campaign, and performed wellness checks for high-risk tenants.

In alignment with provincial requirements, TCHC froze residential rent amounts, which contributed to total lost revenues of \$12M, which also included arrears and lost parking fees. TCHC experienced increased expenditures of \$20.6M primarily for PPE, additional contracted labour for enhanced cleaning and security, overtime costs, higher utilities usage by tenants, and IT costs to facilitate remote working.

TCHC reopened outdoor common spaces, and tenant engagement activities and summer programming resumed in compliance with physical distancing requirements and using virtual alternatives where necessary. Offices remained closed for walk-ins and staff continued to work remotely where operationally feasible.

## **Creation of the Toronto Seniors Housing Corporation**

TCHC regularly supports the City in implementing shared objectives and it is a core part of our Shareholder Direction. The creation of the Toronto Seniors Housing Corporation is one of these shared objectives and TCHC has been supporting this initiative from the very beginning. At the same time, the complex nature of creating a new social housing corporation and transferring operational responsibility for 83 buildings has required a significant level of resources.

The City set out important principles as part of this work to minimally disrupt tenants and remain fiscally responsible, and staff are working diligently to uphold these principles and meet the project deliverables. The transition date is set for June 1, 2022 and it is expected that staff will need to support this initiative through the end of 2022 to ensure that all project components are completed.



# Appendix A: Ten-Year Capital Financing Plan

Attachment 1: TCHC - 10 Year Capital Financing Plan

TCHC 10 Year FULLY FUNDED Capital Finance Plan

Update: May, 2021 - Fully Funded

TCH Ten-Year Capital Financing Plan																					
(in \$ millions)	(Actual)	(Actual)	(Actual)	(Actual)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	2013 - 2018	2018 - 2027	2019 - 2028	2020 - 2029	2021 - 2030	2022 - 2031
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total	Total	Total	Total	Total	Total
<b>CAPITAL NEEDS (\$ millions)</b>																					
Opening Backlog of FCI Capital needs	1,343	1,518	1,425	1,578	1,618	1,850	1,580	1,512	1,413	1,297	1,180	1,151	1,176	1,266	1,314	882	1,518	1,425	1,578	1,618	1,650
Forecasted growth in FCI capital needs (from following year)	387	253	383	292	243	178	180	131	115	97	145	130	194	151	121	1,711	2,018	1,894	1,705	1,584	1,442
Other Adj (inflation, engineering est)	6	(79)	18	53	55	33	32	30	28	26	24	23	24	25	26	(193)	220	323	328	300	271
<b>Capital Needs Total</b>	<b>1,736</b>	<b>1,690</b>	<b>1,827</b>	<b>1,923</b>	<b>1,915</b>	<b>1,860</b>	<b>1,792</b>	<b>1,673</b>	<b>1,557</b>	<b>1,420</b>	<b>1,349</b>	<b>1,304</b>	<b>1,394</b>	<b>1,442</b>	<b>1,462</b>	<b>2,379</b>	<b>3,753</b>	<b>3,641</b>	<b>3,610</b>	<b>3,481</b>	<b>3,363</b>
Capital Funding required (excluding Non Backlog Capital)	(220)	(265)	(249)	(305)	(268)	(280)	(280)	(280)	(260)	(240)	(197)	(128)	(128)	(128)	(128)	(954)	(2,602)	(2,485)	(2,344)	(2,167)	(2,029)
<b>Year End Capital Needs*</b>	<b>1,516</b>	<b>1,425</b>	<b>1,578</b>	<b>1,618</b>	<b>1,650</b>	<b>1,580</b>	<b>1,512</b>	<b>1,413</b>	<b>1,297</b>	<b>1,180</b>	<b>1,151</b>	<b>1,176</b>	<b>1,266</b>	<b>1,314</b>	<b>1,334</b>	<b>1,425</b>	<b>1,151</b>	<b>1,176</b>	<b>1,266</b>	<b>1,314</b>	<b>1,334</b>
Year end Facilities Condition Index (FCI)	16.2%	15.0%	15.6%	15.7%	15.3%	14.4%	13.5%	12.4%	11.1%	9.9%	9.5%	9.5%	10.1%	10.2%	10.2%	9.9%	9.5%	9.5%	10.1%	10.2%	10.2%
<b>CAPITAL NEEDS FUNDING (\$ millions)</b>																					
TCHC Cash Opening Balance	160	267	171	113	115	155	107	71	71	71	96	173	213	213	213	-	267	171	113	115	155
<b>Sources of Funds</b>																					
TCHC Funding	324	47	72	(5)	-	-	-	-	-	-	-	-	-	-	-	1,054	114	67	(5)	-	-
City Funding	9	128	115	136	185	160	160	160	160	160	160	160	160	160	160	216	1,524	1,556	1,601	1,625	1,600
Provincial Government Funding	9	7	62	47	29	-	-	-	-	-	-	-	-	-	-	15	145	138	76	29	-
Federal Government Funding	15	22	6	192	158	142	154	164	166	165	163	40	-	-	-	37	1,332	1,350	1,344	1,153	995
<b>Cash Available</b>	<b>517</b>	<b>471</b>	<b>426</b>	<b>482</b>	<b>488</b>	<b>457</b>	<b>421</b>	<b>396</b>	<b>396</b>	<b>396</b>	<b>420</b>	<b>373</b>	<b>373</b>	<b>373</b>	<b>373</b>	<b>1,323</b>	<b>3,382</b>	<b>3,282</b>	<b>3,130</b>	<b>2,923</b>	<b>2,750</b>
<b>Capital spend to achieve 10% FCI</b>																					
Backlog Capital spend	(220)	(265)	(249)	(305)	(268)	(280)	(280)	(280)	(260)	(240)	(197)	(128)	(128)	(128)	(128)	(954)	(2,602)	(2,485)	(2,344)	(2,167)	(2,029)
Non-Backlog Capital spending	(30)	(35)	(84)	(62)	(66)	(70)	(70)	(85)	(85)	(80)	(49)	(32)	(32)	(32)	(32)	(197)	(607)	(604)	(572)	(542)	(507)
<b>Total Capital Spend</b>	<b>(250)</b>	<b>(300)</b>	<b>(313)</b>	<b>(367)</b>	<b>(332)</b>	<b>(350)</b>	<b>(350)</b>	<b>(325)</b>	<b>(325)</b>	<b>(300)</b>	<b>(247)</b>	<b>(160)</b>	<b>(160)</b>	<b>(160)</b>	<b>(160)</b>	<b>(1,151)</b>	<b>(3,209)</b>	<b>(3,069)</b>	<b>(2,916)</b>	<b>(2,709)</b>	<b>(2,537)</b>
<b>TCHC Cash Balance (Restricted and/or Unrestricted)</b>	<b>267</b>	<b>171</b>	<b>113</b>	<b>115</b>	<b>155</b>	<b>107</b>	<b>71</b>	<b>71</b>	<b>71</b>	<b>96</b>	<b>173</b>	<b>213</b>	<b>213</b>	<b>213</b>	<b>213</b>	<b>172</b>	<b>173</b>	<b>213</b>	<b>214</b>	<b>214</b>	<b>214</b>

\*The 10 Year Capital Financing Plan has been updated to reflect actual 2020 year-end capital needs.  
 \* Reduction in current year backlog due to sale/revitalization is \$152,650,748

## Appendix B: Shareholder Reporting Requirements

The 2021 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
<b>Shareholder Direction</b>		
Objectives, accomplishments from prior year, and performance trends.	Shareholder Direction, Section 10.3.1 (a)	Annual Report
Information on the disposition and uses of funds provided to TCHC by the City of Toronto.	Shareholder Direction, Section 10.3.1 (b)	Annual Report; audited financial statements
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 10.3.1 (c)	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 10.3.1 (d)	Annual Report; audited financial statements
Information that is likely to materially affect the Shareholder's financial objectives.	Shareholder Direction, Section 10.3.1 (e)	Annual Report; audited financial statements; Letter to the Shareholder: 4.4 Challenges faced in 2021
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 10.3.1 (f)	None in 2021

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
Initiatives to provide responsive customer service.	Shareholder Direction, Section 10.3.1 (g)	Annual Report
Tenant-centred operations and Tenant engagement activities.	Shareholder Direction, Section 10.3.1 (h)	Annual Report; Letter to the Shareholder: 1.2 Update on Current Capital and Development Projects  2.1 Tenant Engagement System  3.1 Communicating with Tenants
Information that is likely to materially affect tenants' views or opinions regarding TCHC.	Shareholder Direction, Section 10.3.1 (i)	Letter to the Shareholder: 4.4 Challenges faced in 2021
Information regarding the number of evictions each year and the rationale for these evictions.	Shareholder Direction, Section 10.3.1 (j)	Letter to the Shareholder: 2.2.1 Eviction results
The status of the sale of any properties and on any tenant or community impacts resulting from such sales.	Shareholder Direction, Section 10.3.1 (k)	Letter to the Shareholder: 1.1 Sale of single family homes
Information concerning new or dissolved TCHC Subsidiaries and Joint Ventures, including their purpose, financial implications and associated material risks.	Shareholder Direction, Section 10.3.1 (l)	Letter to the Shareholder: Appendix C
Information on current development projects, as Directed by City Council.	Shareholder Direction, Section 10.3.1 (m)	Letter to the Shareholder: 1.2 Update on Current Capital and Development Projects
Environmental and energy efficiency targets identified in the Strategic Plan.	Shareholder Direction, Section 10.3.1 (n)	Annual Report



Shareholder Reporting Requirement	Source of Requirement	TCHC Report
Disclosure of Senior Executive compensation as permitted by law.	Shareholder Direction, Section 10.3.1 (o)	Letter to the Shareholder: 4.1.1 Executive compensation
The status of any specific actions directed by City Council during the past fiscal year.	Shareholder Direction, Section 10.3.1 (p)	Annual Report
<p>TCHC shall, in consultation with Tenants and other parties as required, maintain and apply eviction prevention policies, which:</p> <ul style="list-style-type: none"> <li>• are designed to keep individuals and families in their home and help them avoid entering into homelessness;</li> <li>• aim to balance efforts to ensure the payment of rent while facilitating the tenancies of households experiencing financial difficulties in paying rent; and</li> <li>• comply with TCHC’s statutory obligation to ensure that Tenants have reasonable enjoyment of their rental unit and the residential complex.</li> </ul>	Shareholder Direction, Section 9.1	Letter to the Shareholder: 2.2 Eviction Prevention Policy and 2021 Eviction Results
<p>TCHC shall, in consultation with Tenants and other parties as required, maintain and apply:</p> <ul style="list-style-type: none"> <li>• an accessible, transparent complaints process that advocates on behalf of Tenants to seek a solution to their complaints, respects the management accountabilities within TCHC and allows for the review of operational decisions at a senior level within TCHC;</li> <li>• an environment in which Tenants are protected from harassment and human rights are respected and upheld; and</li> <li>• a strategy in place to identify Tenant language needs and ensure TCHC shall deliver communications to Tenants in a way that is responsive to those language needs.</li> </ul>	Shareholder Direction, Section 9.1	<p>Letter to the Shareholder: 3.1.3 Tenant Complaint Process</p> <p>2.3 Corporate Policy Adoption and Human Rights Complaints 3.1.1 Communication with Tenants in the Language of their Choice</p>

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<p>TCHC will ensure that Tenants are engaged in a manner that allows Tenants to be involved in community decision making that affects their housing as appropriate. TCHC shall support an approach to Tenant engagement that includes:</p> <ul style="list-style-type: none"> <li>• Opportunities for Tenant engagement regarding their housing, and the full TCHC housing portfolio;</li> <li>• Opportunities for Tenants to provide input on TCHC corporate decisions including capital plans, operating budget, service levels, service delivery and Tenant facing policies;</li> <li>• Opportunities for Tenant input on setting local spending priorities; and</li> <li>• Information about opportunities for engagement in other City and community initiatives.</li> </ul>	Shareholder Direction, Section 9.2	Letter to the Shareholder: 1.1 Tenant Engagement System
<p>TCHC will abide by all relevant employment and occupational health and safety legislation in the conduct of its operations, and will prepare 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>	Shareholder Direction, Section 11.1	Letter to the Shareholder: 4.3 Update on policies and occupational health and safety
<p>The Board shall approve a Senior Executive compensation policy that is:</p> <ul style="list-style-type: none"> <li>• Prepared and updated independent of Senior Executives, through a process involving at least one Director who is a Member of City Council;</li> <li>• Consistent with the City's Guiding Principles in the Development of Senior Executive Compensation Policies for City agencies and corporations; and</li> <li>• Reviewed every four years and the results are disclosed on public websites and in annual reporting referred to in Section 10.3.1.</li> </ul>	Shareholder Direction, Section 11.2	Letter to the Shareholder: 4.1.1 Executive compensation

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
The Board shall ensure that Senior Executive employment contracts contain a provision providing employee consent to the disclosure of their individual compensation through annual public reporting referred to in Section 10.3.3 through the Board.	Shareholder Direction, Section 11.3	Letter to the Shareholder: 4.1.1 Executive compensation
TCHC will ensure all procurement activities including, but not limited to, materials management, purchasing goods, services 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.	Shareholder Direction, Section 11.4	Letter to the Shareholder: 1.1 Procurement
TCHC is required to adopt policies related to conflict of interest, political activity, disclosure of wrongdoing and protection against reprisals.	Shareholder Direction, Section 11.5	Letter to the Shareholder: 2.3.1 Policy Adoption for Conflict of Interest, Political Activity, Disclosure of Wrongdoing, and Reprisal Protection
<b>City Council Directions</b>		
City and TCHC to update the Community Safety Plan for TCHC and report back on its outcomes through the Annual Report to the Shareholder.	Report EX17.2, 2021 Mandate Direction Document	Annual Report
TCHC will report, through the Annual Report to Shareholder, on key performance indicators (co-developed with the City) of the Tenant Engagement System.	Report EX17.2, 2021 Mandate Direction Document	Annual Report
TCHC will continue to develop and implement its corporate CABR plan that reflects the experiences of Black TCHC tenants and staff.	Report EX17.2, 2021 Mandate Direction Document	Annual Report



## **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 and DMCDC has been dissolved as of February 2, 2021.

#### **2. Non-Development Entities**

Each non-development Entity is briefly described below.

##### **2.1 Access Housing Connections Inc.**

Access Housing Connections Inc. ("AHCI") previously managed 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 waiting list function of AHCI to the City of Toronto 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. The dissolution process will commence in 2022 as outstanding matters related to the transfer have been resolved with the City of Toronto.

##### **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, for which 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 the 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. TCHC is working with the Housing Secretariat on transferring this program back to the City of Toronto. 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 proposed to be amalgamated with RPEI. TCHC will continue to evaluate the strategic options of the merged TCHEI and RPEI entity.

### **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 proposed to be amalgamated with TCHEI. TCHC will continue to evaluate the strategic options of the merged TCHEI and RPEI entity.

## Ownership Structure of Entities

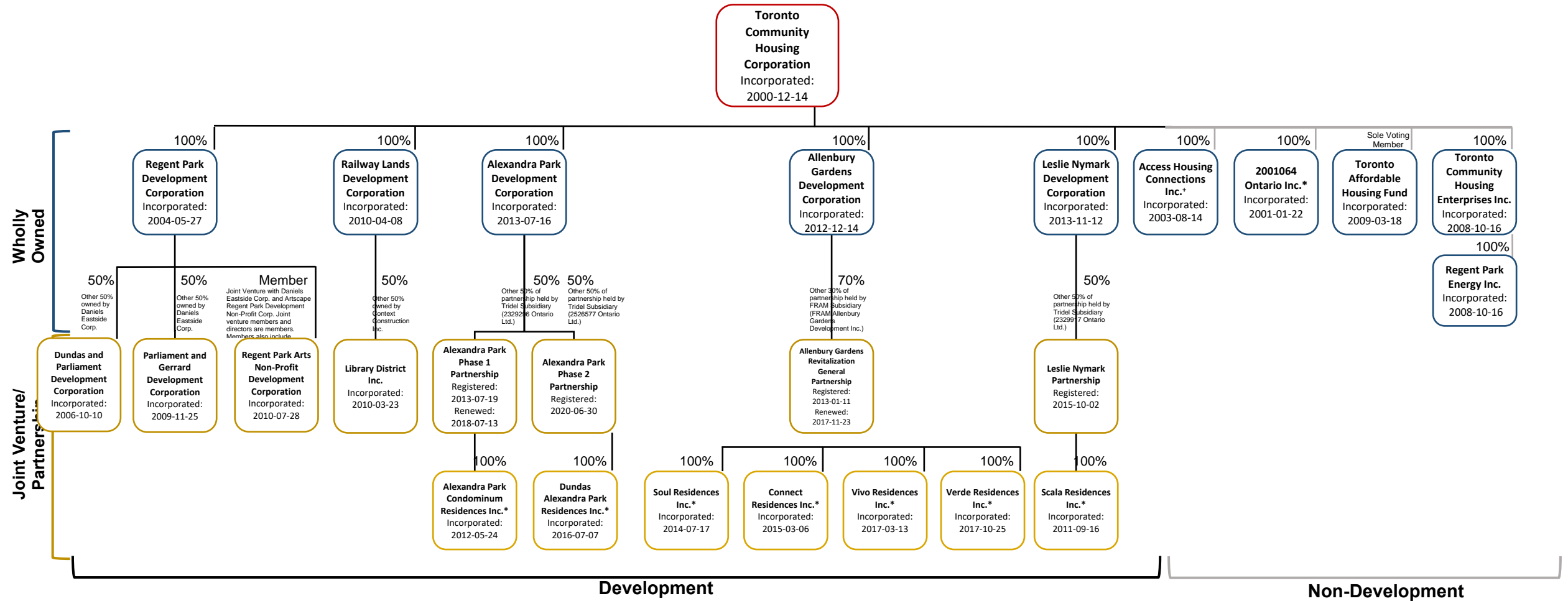
Development or Non-Development	Ownership	Entity
Development	Wholly Owned	<ul style="list-style-type: none"> <li>• Regent Park Development Corporation</li> <li>• Railway Lands Development Corporation</li> <li>• Alexandra Park Development Corporation</li> <li>• Allenbury Gardens Development Corporation</li> <li>• Leslie Nymark Development Corporation</li> </ul>
	Joint Venture/ Partnership	<ul style="list-style-type: none"> <li>• Dundas and Parliament Development Corporation</li> <li>• Parliament and Gerrard Development Corporation</li> <li>• Regent Park Arts Non-Profit Development Corporation</li> <li>• Library District Inc.</li> <li>• Alexandra Park Phase 1 Partnership</li> <li>• Alexandra Park Condominium Residences Inc.*</li> <li>• Alexandra Park Phase 2 Partnership</li> <li>• Dundas Alexandra Park Residences Inc.*</li> <li>• Allenbury Gardens Revitalization General Partnership</li> <li>• Soul Residences Inc.*</li> <li>• Connect Residences Inc.*</li> <li>• Vivo Residences Inc.*</li> <li>• Verde Residences Inc.*</li> <li>• Leslie Nymark Partnership</li> <li>• Scala Residences Inc.*</li> </ul>
Non-Development	Wholly Owned	<ul style="list-style-type: none"> <li>• Access Housing Connections Inc.+</li> <li>• 2001064 Ontario Inc.*</li> <li>• Toronto Affordable Housing Fund</li> <li>• Toronto Community Housing Enterprises Inc.</li> <li>• Regent Park Energy Inc.</li> </ul>

\* Title Nominees

+ To be wound up



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



## Dissolved Entities

- Innoserv Inc. (2014-05-06)
- Housing Services Inc. (2018-02-05)
- Don Mount Court Development Corporation (2021-02-09)

## Legend

- † = To be wound up
- \* = Title Nominees

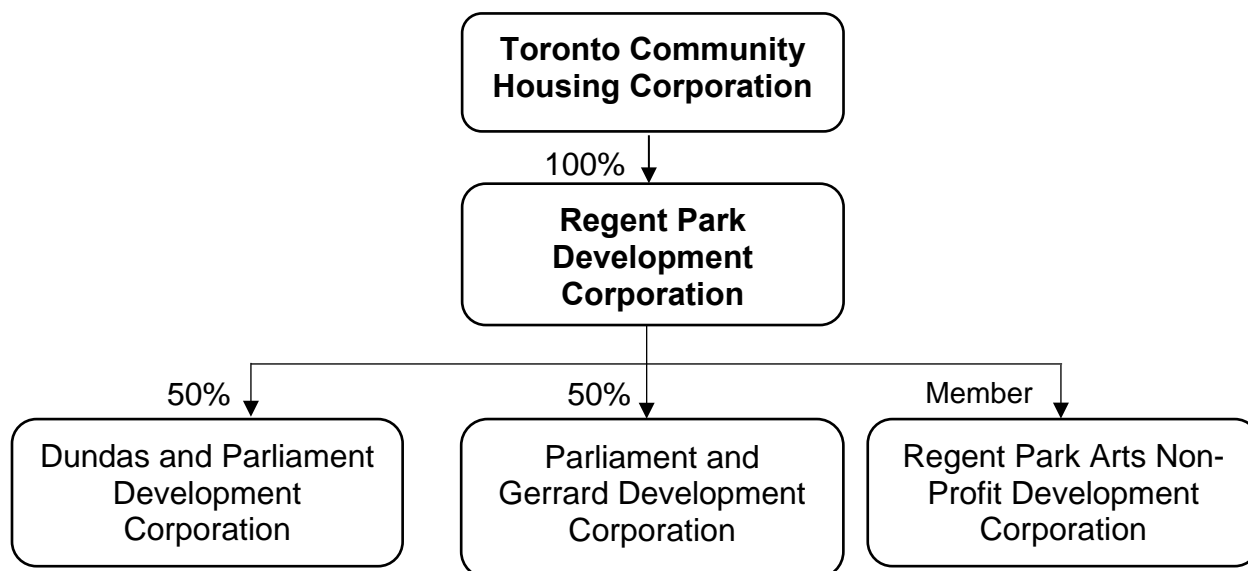
## **Overview of Subsidiary and Joint Venture/Partnership**

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

## 1. 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

	<b>Regent Park Development Corporation (“RPDC”)</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	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.
<b>Ownership</b>	100% TCHC
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	2047540
<b>Incorporation Date</b>	May 27, 2004
<b>Incorporation Document</b>	Articles of Incorporation Articles of Amendment (2010-12-14)
<b>By-Laws</b>	By-Law No. 1



	<b>Regent Park Development Corporation (“RPDC”)</b>	
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2003-30 TCHC:2006-134	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	<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>	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Regent Park and expiry of warranties associated with DPDC and PGDC.	
<b>Directors and Officers</b>	<b>Directors:</b> Rose-Ann Lee Jagdeep Sharma Brian Smith	<b>Officers:</b> Brian Smith, Chair Peter Zimmerman, General Manager Rose-Ann Lee, Treasurer Kelly Skeith, Secretary

	<b>Dundas and Parliament Development Corporation (“DPDC”)</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Co-tenancy for development and sale of market condominiums in Regent Park Phase I.
<b>Ownership</b>	50% RPDC 50% Daniels Eastside Corporation
<b>Jurisdiction</b>	<i>Business Corporations Act (Ontario)</i>
<b>Incorporation Number</b>	2115613
<b>Incorporation Date</b>	October 10, 2006
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:C2006-35 TCHC:2006-134

	<b>Dundas and Parliament Development Corporation ("DPDC")</b>	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	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).	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Regent Park and expiry of warranties associated with DPDC.	
<b>Directors and Officers</b>	<b>Directors :</b> Remo Agostino Martin Blake Rose-Ann Lee Vincent Tong*	<b>Officers:</b> Vincent Tong*, President Martin Blake, Vice-President Rose-Ann Lee, Treasurer Remo Agostino, Secretary Judy Lem, Authorized Signing Officer Peter Zimmerman, Authorized Signing Officer Mitchell S. Cohen, Authorized Signing Officer Sam Tassone, Authorized Signing Officer

	<b>Parliament and Gerrard Development Corporation ("PGDC")</b>
<b>Purpose of Subsidiary/ Enterprise/Investment</b>	Co-tenancy for development and sale of market condominiums in Regent Park Phase II.
<b>Ownership</b>	50% RPDC 50% Daniels Eastside Corporation
<b>Jurisdiction</b>	<i>Business Corporations Act (Ontario)</i>
<b>Incorporation Number</b>	2225110
<b>Incorporation Date</b>	November 25, 2009
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1
<b>TCHC Board Report to Establish Subsidiary/ Enterprise/Investment</b>	TCHC:C2008-38

	<b>Parliament and Gerrard Development Corporation ("PGDC")</b>
<b>Original Rationale for Creation/Separate Corporate Existence</b>	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).
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Regent Park (and expiry of warranties associated with PGDC).

<b>Directors and Officers</b>	<b>Directors :</b> Remo Agostino Martin Blake Rose-Ann Lee Vincent Tong*	<b>Officers:</b> Vincent Tong*, President Martin Blake, Vice-President Rose-Ann Lee, Treasurer Remo Agostino, Secretary Judy Lem, Authorized Signing Officer Peter Zimmerman, Authorized Signing Officer Mitchell S. Cohen, Authorized Signing Officer Sam Tassone, Authorized Signing Officer
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	<b>Regent Park Arts Non-Profit Development Corporation ("RPAD")</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	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).
<b>Ownership</b>	Members: - RPDC - Daniels Eastside Corporation - Artscape Regent Park Development Non-Profit Corporation - RPAD's directors
<b>Jurisdiction</b>	<i>Corporations Act (Ontario)</i>
<b>Incorporation Number</b>	1827847
<b>Incorporation Date</b>	July 28, 2010

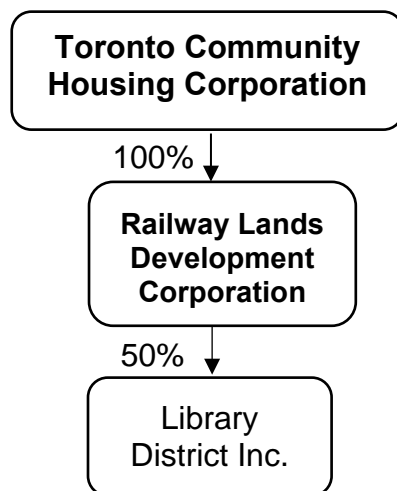


	<b>Regent Park Arts Non-Profit Development Corporation ("RPAD")</b>	
<b>Incorporation Document</b>	Letters Patent	
<b>By-Laws</b>	By-Law No. 1 (Amended April 22, 2016)	
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:C2010-24	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	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.	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Long term. The risks and rewards of the Entity have effectively been transferred given the long-term land lease at a nominal amount.	
<b>Directors and Officers</b>	<b>Directors:</b> Vivian Nguyen Lisa Smart Adonis Huggins Marlene DeGenova Heela Omarkhail	<b>Officers:</b> Kelly Rintoul, President and Secretary Nagesh Dinavahi, Treasurer

## 2. Railway Lands Development Corporation

### Joint venture/partnerships:

- a. Library District Inc.



### Overview of Subsidiary/Enterprise/Investment

	<b>Railway Lands Development Corporation (“RLDC”)</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	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.
<b>Ownership</b>	100% TCHC
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	2239748
<b>Incorporation Date</b>	April 8, 2010
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:C2010-33
<b>Original Rationale for Creation/Separate Corporate Existence</b>	To establish legal structure contemplated by the Board as per the Subsidiary Review Task Force for the accountability of the subsidiaries.
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Railway Lands and expiry of warranties associated with LDI.

<b>Railway Lands Development Corporation (“RLDC”)</b>		
<b>Directors and Officers</b>	<b>Directors:</b> Rose-Ann Lee Nick Macrae Jagdeep Sharma	<b>Officers:</b> Nick Macrae, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Kelly Skeith, Secretary

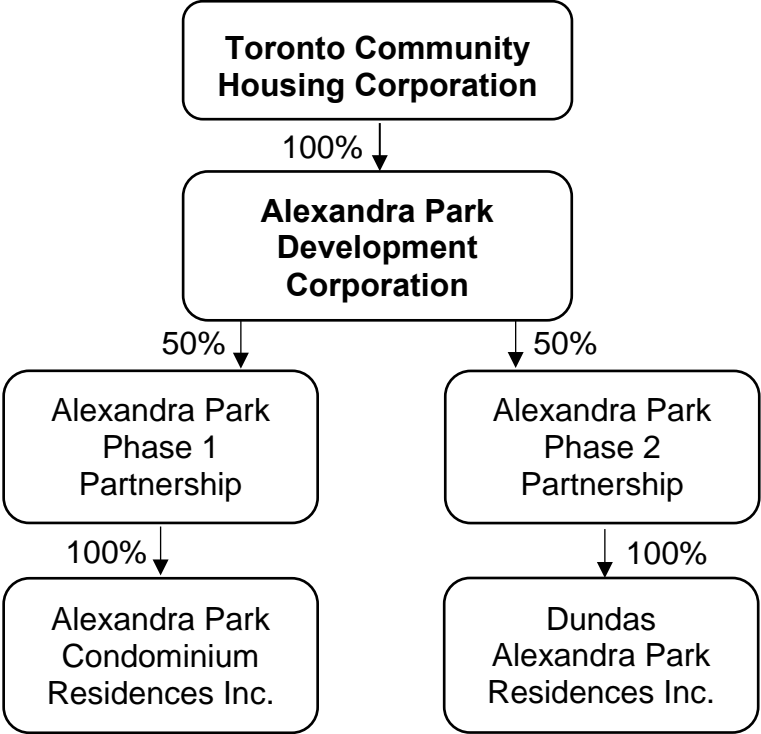
<b>Library District Inc. (“LDI”)</b>	
<b>Purpose of Subsidiary/ Enterprise/Investment</b>	Co-tenancy for development and sale of Railway Lands Market condominiums.
<b>Ownership</b>	50% RLDC 50% Context Construction Inc.
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	1820240
<b>Incorporation Date</b>	March 23, 2010
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1
<b>TCHC Board Report to Establish Subsidiary/ Enterprise/Investment</b>	TCHC:C2010-33
<b>Original Rationale for Creation/Separate Corporate Existence</b>	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).
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Railway Lands (and expiry of warranties associated with LDI).
<b>Directors and Officers</b>	<b>Directors:</b> Howard Cohen Stephen Gross Rose-Ann Lee Vincent Tong* <b>Officers:</b> Howard Cohen, President Sam Skurecki, Treasurer Rose-Ann Lee, Secretary Vincent Tong*, Vice-President



### 3. Alexandra Park Development Corporation

**Joint venture/partnerships:**

- a. Alexandra Park Phase 1 Partnership
  - i. Alexandra Park Condominium Residences Inc.
- b. Alexandra Park Phase 2 Partnership
  - i. Dundas Alexandra Park Residences Inc.



**Overview of Subsidiary/Enterprise/Investment**

	<b>Alexandra Park Development Corporation (“APDC”)</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	To oversee the redevelopment of Alexandra Park, including the demolition and replacement of 410 Atkinson Co-operative/TCHC units <sup>1</sup> , the refurbishment of 396 TCHC units and the development of approximately 2,260 market units. The specific number of market units will be determined through the design and approval of each market building.	
<b>Ownership</b>	100% TCHC	
<b>Jurisdiction</b>	<i>Business Corporations Act (Ontario)</i>	
<b>Incorporation Number</b>	2380793	
<b>Incorporation Date</b>	July 16, 2013	
<b>Incorporation Document</b>	Articles of Incorporation	
<b>By-Laws</b>	By-Law No. 1	
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2012-47	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	In order to set up the land holding partnership structure contemplated in the partnership agreements.	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Alexandra Park, return of land transfer tax deposited and expiry of partnership obligations and warranties associated with APP1 and APP2 and related nominees.	
<b>Directors and Officers</b>	<b>Directors:</b> Rose-Ann Lee Nick Macrae Jagdeep Sharma	<b>Officers:</b> Nick Macrae, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Kelly Skeith, Secretary
	<b>Alexandra Park Phase 1 Partnership (“APP1”)</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	General partnership between APDC and Tridel Subsidiary (2329296 Ontario Ltd.).	
<b>Partnership Interest</b>	50% APDC 50% Tridel Subsidiary (2329296 Ontario Ltd.)	

<sup>1</sup> In TCHC’s 2019 Letter to the Shareholder, it was reported that APDC had oversight of 473 units being refurbished and 333 being demolished and replaced. At the start of Phase 2, the breakdown but not the overall number of units in the revitalization was changed such that 396 units are now to be refurbished and 410 units are to be replaced.

	<b>Alexandra Park Phase 1 Partnership (“APP1”)</b>
<b>Jurisdiction</b>	<i>Partnership Act</i> (Ontario)
<b>Business Name Registration</b>	Master Business License 230729261 Registered 2013-07-19
<b>Partnership Agreement</b>	Partnership Agreement (2013-07-19)
<b>TCHC Board Report to Establish Subsidiary/ Enterprise/Investment</b>	TCHC:C2012-07
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Alexandra Park and expiry of partnership obligations and warranties associated with APP1 and related nominee.

	<b>Alexandra Park Condominium Residences Inc. (“APCRI”)</b>
<b>Purpose of Subsidiary/ Enterprise/Investment</b>	Partnership nominee corporation of general partnership with Tridel Subsidiary (2329296 Ontario Ltd.) to develop Alexandra Park condominiums.
<b>Ownership</b>	100% APP1
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	2329292
<b>Incorporation Date</b>	May 24, 2012
<b>Incorporation Document</b>	Articles of Incorporation Articles of Amendment (2013-08-15)
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2 By-Law No. 3 By-Law No. 4 By-Law No. 5
<b>TCHC Board Report to Establish Subsidiary/ Enterprise/Investment</b>	TCHC:2012-47
<b>Original Rationale for Creation/Separate Corporate Existence</b>	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).



	<b>Alexandra Park Condominium Residences Inc. ("APCRI")</b>	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Alexandra Park (and expiry of warranties associated with APCRI).	
<b>Directors and Officers</b>	<b>Directors:</b> Dino Carmel Rose-Ann Lee Len Gigliotti Kelly Skeith	<b>Officers:</b> Dino Carmel, President Rose-Ann Lee, Vice-President Kelly Skeith, Vice-President Len Gigliotti, Secretary

	<b>Alexandra Park Phase 2 Partnership ("APP2")</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	General partnership between APDC and Tridel Subsidiary (2526577 Ontario Ltd.).
<b>Partnership Interest</b>	50% APDC 50% Tridel Subsidiary (2526577 Ontario Ltd.)
<b>Jurisdiction</b>	<i>Partnership Act</i> (Ontario)
<b>Business Name Registration</b>	Master Business License 300680477 Registered 2020-06-30
<b>Partnership Agreement</b>	Partnership Agreement (2020-06-30)
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:C2016-48
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Alexandra Park, return of land transfer tax deposited and expiry of partnership obligations and warranties associated with APP2 and related nominees.

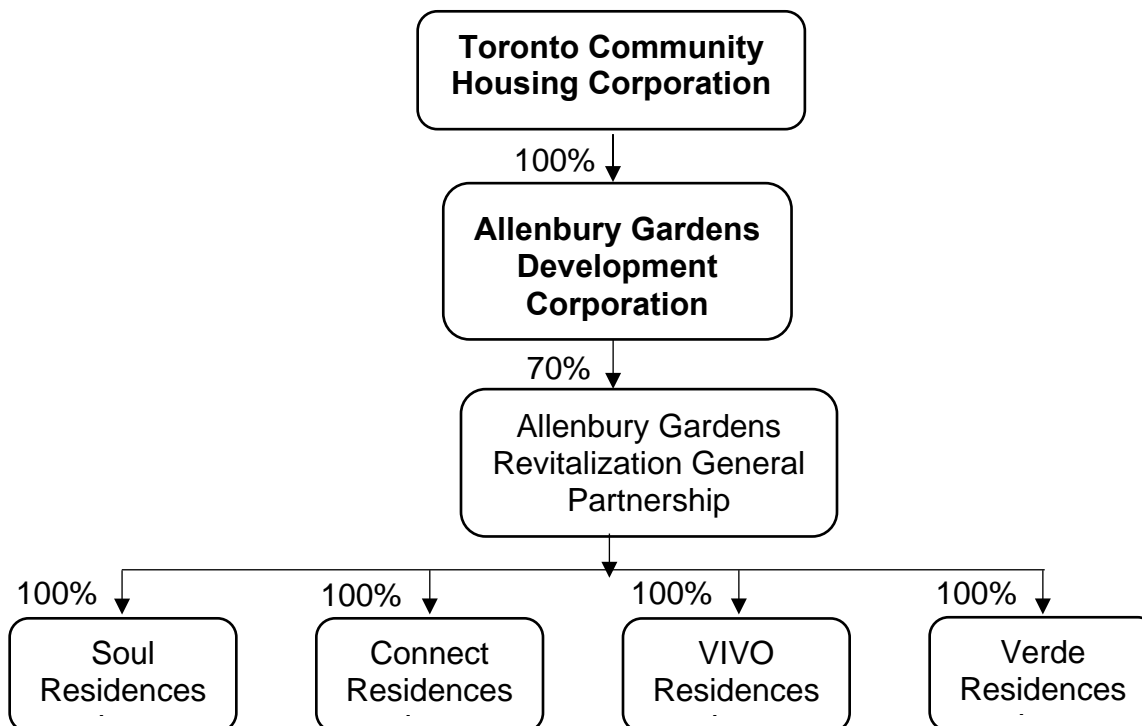
	<b>Dundas Alexandra Park Residences Inc. ("DAPCRI")</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Partnership nominee corporation of general partnership with Tridel Subsidiary (2526577 Ontario Ltd.) to develop Alexandra Park condominiums.
<b>Ownership</b>	100% APP2
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	2526579
<b>Incorporation Date</b>	July 7, 2016
<b>Incorporation Document</b>	Articles of Incorporation Articles of Amendment (2020-07-17)

<b>Dundas Alexandra Park Residences Inc. ("DAPCRI")</b>			
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2 By-Law No. 3 By-Law No. 4 By-Law No. 5		
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2012-47		
<b>Original Rationale for Creation/Separate Corporate Existence</b>	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).		
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Alexandra Park and expiry of partnership obligations and warranties associated with APP2 and related nominee.		
<b>Directors and Officers</b>	<table border="0"> <tr> <td style="vertical-align: top;"><b>Directors:</b> Dino Carmel Rose-Ann Lee Len Gigliotti Kelly Skeith</td> <td style="vertical-align: top;"><b>Officers:</b> Dino Carmel, President Rose-Ann Lee, Vice-President Kelly Skeith, Vice-President Len Gigliotti, Secretary</td> </tr> </table>	<b>Directors:</b> Dino Carmel Rose-Ann Lee Len Gigliotti Kelly Skeith	<b>Officers:</b> Dino Carmel, President Rose-Ann Lee, Vice-President Kelly Skeith, Vice-President Len Gigliotti, Secretary
<b>Directors:</b> Dino Carmel Rose-Ann Lee Len Gigliotti Kelly Skeith	<b>Officers:</b> Dino Carmel, President Rose-Ann Lee, Vice-President Kelly Skeith, Vice-President Len Gigliotti, Secretary		

#### 4. 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

	<b>Alленbury Gardens Development Corporation (“AGDC”)</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	To oversee the redevelopment of Alленbury Gardens, including the demolition and replacement of 127 TCHC units and the development of up to 1,017 market units.
<b>Ownership</b>	100% TCHC
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	2353917
<b>Incorporation Date</b>	December 14, 2012
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1



	<b>Allenbury Gardens Development Corporation (“AGDC”)</b>	
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2012-47	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	In order to set up the land holding partnership structure contemplated in the partnership agreements.	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Allenbury Gardens, the return of land transfer tax deposited and expiry of partnership obligations and warranties associated with AGRGP and related nominees.	
<b>Directors and Officers</b>	<b>Directors:</b> Rose-Ann Lee Nick Macrae Jagdeep Sharma	<b>Officers:</b> Nick Macrae, Chair Jagdeep Sharma, General Manager Kelly Skeith, Secretary Rose-Ann Lee, Treasurer

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

	<b>Soul Residences Inc. (“SORI”)</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Partnership nominee corporation of general partnership with FRAM Subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.	
<b>Ownership</b>	100% AGRGP	
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)	
<b>Incorporation Number</b>	2415299	
<b>Incorporation Date</b>	2014-04-17	
<b>Incorporation Document</b>	Articles of Incorporation	
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2	
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2015-49	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	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).	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with SORI).	
<b>Directors and Officers</b>	<b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith	<b>Officers:</b> Rose-Ann Lee, President Frank Giannone, Treasurer and Secretary Federico Serrafiero, Vice-President Kelly Skeith, Vice-President Steve Lorimer, Authorized Signing Officer

	<b>Connect Residences Inc. (“CRI”)</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Partnership nominee corporation of general partnership with FRAM Subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.	
<b>Ownership</b>	100% AGRGP	
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)	

<b>Connect Residences Inc. (“CRI”)</b>			
<b>Incorporation Number</b>	2456722		
<b>Incorporation Date</b>	2015-03-06		
<b>Incorporation Document</b>	Articles of Incorporation		
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2		
<b>TCHC Board Report to Establish Subsidiary/ Enterprise/Investment</b>	TCHC:2015-49		
<b>Original Rationale for Creation/Separate Corporate Existence</b>	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).		
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with CRI).		
<b>Directors and Officers</b>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"><b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith</td> <td style="vertical-align: top; width: 50%;"><b>Officers:</b> Rose-Ann Lee, President Kelly Skeith, Vice-President Federico Serrafiero, Vice-President Frank Giannone, Treasurer and Secretary</td> </tr> </table>	<b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith	<b>Officers:</b> Rose-Ann Lee, President Kelly Skeith, Vice-President Federico Serrafiero, Vice-President Frank Giannone, Treasurer and Secretary
<b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith	<b>Officers:</b> Rose-Ann Lee, President Kelly Skeith, Vice-President Federico Serrafiero, Vice-President Frank Giannone, Treasurer and Secretary		

<b>Vivo Residences Inc. (“VRI”)</b>	
<b>Purpose of Subsidiary/ Enterprise/Investment</b>	Partnership nominee corporation of general partnership with FRAM subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.
<b>Ownership</b>	100% AGRGP
<b>Jurisdiction</b>	<i>Business Corporations Act (Ontario)</i>
<b>Incorporation Number</b>	2566137
<b>Incorporation Date</b>	2017-03-13
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2
<b>TCHC Board Report to Establish Subsidiary/ Enterprise/Investment</b>	TCHC:2017-10

<b>Vivo Residences Inc. (“VRI”)</b>			
<b>Original Rationale for Creation/Separate Corporate Existence</b>	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).		
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with VRI).		
<b>Directors and Officers</b>	<table border="0"> <tr> <td style="vertical-align: top;"><b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith</td> <td style="vertical-align: top;"><b>Officers:</b> Rose-Ann Lee, President Federico Serrafiero, Vice-President Kelly Skeith, Vice-President Frank Giannone, Treasurer and Secretary</td> </tr> </table>	<b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith	<b>Officers:</b> Rose-Ann Lee, President Federico Serrafiero, Vice-President Kelly Skeith, Vice-President Frank Giannone, Treasurer and Secretary
<b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith	<b>Officers:</b> Rose-Ann Lee, President Federico Serrafiero, Vice-President Kelly Skeith, Vice-President Frank Giannone, Treasurer and Secretary		

<b>Verde Residences Inc. (“Verde”)</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Partnership nominee corporation of general partnership with FRAM subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.
<b>Ownership</b>	100% AGRGP
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	2602811
<b>Incorporation Date</b>	2017-10-25
<b>Incorporation Document</b>	Articles of Incorporation Articles of Amendment (2018-08-28)
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2017-68R
<b>Original Rationale for Creation/Separate Corporate Existence</b>	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).

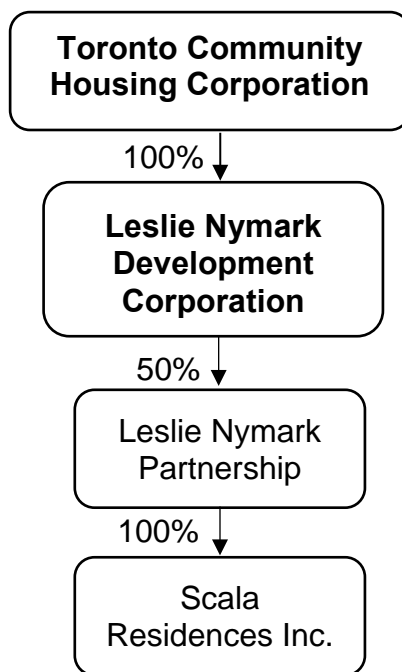


<b>Verde Residences Inc. (“Verde”)</b>			
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with Verde).		
<b>Directors and Officers</b>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"><b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith</td> <td style="vertical-align: top; width: 50%;"><b>Officers:</b> Rose-Ann Lee, President Federico Serrafiero, Vice-President Kelly Skeith, Vice-President Frank Giannone, Treasurer and Secretary</td> </tr> </table>	<b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith	<b>Officers:</b> Rose-Ann Lee, President Federico Serrafiero, Vice-President Kelly Skeith, Vice-President Frank Giannone, Treasurer and Secretary
<b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith	<b>Officers:</b> Rose-Ann Lee, President Federico Serrafiero, Vice-President Kelly Skeith, Vice-President Frank Giannone, Treasurer and Secretary		

## 5. Leslie Nymark Development Corporation

### Joint venture/partnerships:

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



### Overview of Subsidiary/Enterprise/Investment

	<b>Leslie Nymark Development Corporation (“LNDC”)</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	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.
<b>Ownership</b>	100% TCHC
<b>Jurisdiction</b>	<i>Business Corporations Act (Ontario)</i>
<b>Incorporation Number</b>	2395616
<b>Incorporation Date</b>	November 12, 2013
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2012-47
<b>Original Rationale for Creation/Separate Corporate Existence</b>	In order to set up the land holding partnership structure contemplated in the partnership agreements.

	<b>Leslie Nymark Development Corporation (“LNDC”)</b>	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Leslie Nymark, the return of land transfer tax deposited and expiry of partnership obligations and warranties associated with LNDC and related nominee.	
<b>Directors and Officers</b>	<b>Directors:</b> Rose-Ann Lee Nick Macrae Jagdeep Sharma	<b>Officers:</b> Nick Macrae, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Kelly Skeith, Secretary

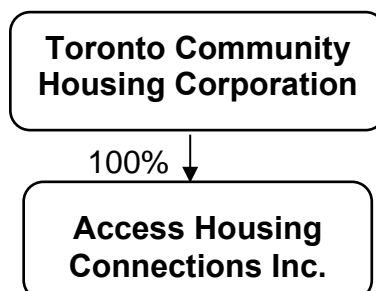
	<b>Leslie Nymark Partnership (“LNP”)</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	General partnership between LNDC and Tridel Subsidiary (2329917 Ontario Ltd.).
<b>Partnership Interest</b>	50% LNDC 50% Tridel Subsidiary (2329917 Ontario Ltd.)
<b>Business Name Registration</b>	Master Business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

	<b>Scala Residences Inc. (“SCRI”)</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Partnership nominee corporation of general partnership with Tridel Subsidiary (2329917 Ontario Ltd.) to develop Leslie Nymark condominiums.
<b>Ownership</b>	100% LNP
<b>Incorporation Number</b>	2299097
<b>Jurisdiction</b>	<i>Business Corporations Act (Ontario)</i>
<b>Incorporation Date</b>	September 16, 2011
<b>Incorporation Document</b>	Articles of Incorporation Articles of Amendment (2015-10-09)

	<b>Scala Residences Inc. ("SCRI")</b>	
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2 By-Law No. 3 By-Law No. 4 By-Law No. 5	
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2012-47	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	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).	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Leslie Nymark (and expiry of warranties associated with SCRI).	
<b>Directors and Officers</b>	<b>Directors:</b> Dino Carmel Len Gigliotti Rose-Ann Lee Kelly Skeith	<b>Officers:</b> Dino Carmel, President Rose-Ann Lee, Vice-President Kelly Skeith, Vice-President Len Gigliotti, Secretary

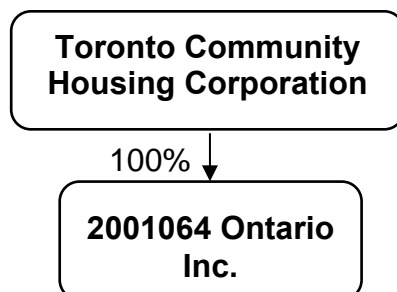


## 6. Access Housing Connections Inc.



### Overview of Subsidiary/Enterprise/Investment

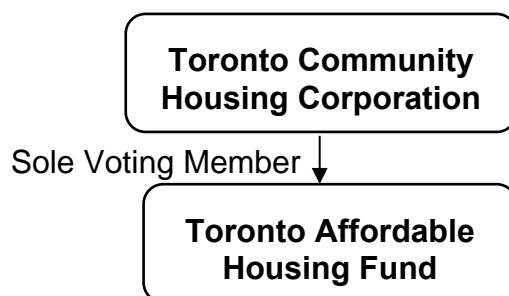
	Access Housing Connections Inc. ("AHCI")	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Manages applications and waiting list for access to housing programs under the <i>Housing Services Act</i> on behalf of the Service Manager.	
<b>Ownership</b>	TCHC 100%	
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)	
<b>Incorporation Number</b>	2031119	
<b>Incorporation Date</b>	August 14, 2003	
<b>Incorporation Document</b>	Articles of Incorporation	
<b>By-Laws</b>	By-Law No. 1	
<b>TCHC Board Report to Establish Subsidiary</b>	TCHC:2003-63	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	<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>	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. With the transfer to the City of Toronto near completion, dissolution process to commence in 2022.	
<b>Directors and Officers</b>	<b>Directors:</b> John Campbell Rose-Ann Lee Jagdeep Sharma	<b>Officers:</b> John Campbell, Chair Jagdeep Sharma, General Manager

**7. 2001064 Ontario Inc.****Overview of Subsidiary/Enterprise/Investment**

	<b>2001064 Ontario Inc. (“2001064”)</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	<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>
<b>Ownership</b>	100% TCHC
<b>Jurisdiction</b>	<i>Business Corporations Act (Ontario)</i>
<b>Incorporation Number</b>	2001064
<b>Incorporation Date</b>	January 22, 2001
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1
<b>TCHC Board Report to Establish Subsidiary</b>	THC:2073
<b>Original Rationale for Creation/Separate Corporate Existence</b>	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).
<b>Term of existence (short-term/defined, long-term/ongoing)</b>	Long term/ongoing. Maintaining separate existence allows for a more efficient sale if TCHC would sell the commercial portion.

<b>2001064 Ontario Inc. (“2001064”)</b>		
<b>Directors and Officers</b>	<b>Directors:</b> Rose-Ann Lee Nick Macrae Jagdeep Sharma	<b>Officers:</b> Nick Macrae, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Kelly Skeith, Secretary

## Toronto Affordable Housing Fund



### Overview of Subsidiary/Enterprise/Investment

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



<b>Toronto Affordable Housing Fund (“TAHF”)</b>			
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	<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>		
<b>Directors and Officers</b>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <b>Directors:</b>            John Campbell            Rose-Ann Lee            Jagdeep Sharma         </td> <td style="vertical-align: top; width: 50%;"> <b>Officers:</b>            John Campbell, Chair            Jagdeep Sharma, President and Secretary            Rose-Ann Lee, Chief Financial Officer and Treasurer         </td> </tr> </table>	<b>Directors:</b> John Campbell Rose-Ann Lee Jagdeep Sharma	<b>Officers:</b> John Campbell, Chair Jagdeep Sharma, President and Secretary Rose-Ann Lee, Chief Financial Officer and Treasurer
<b>Directors:</b> John Campbell Rose-Ann Lee Jagdeep Sharma	<b>Officers:</b> John Campbell, Chair Jagdeep Sharma, President and Secretary Rose-Ann Lee, Chief Financial Officer and Treasurer		

## 8. Toronto Community Housing Enterprise Inc.

### Joint venture/partnerships:

#### a. Regent Park Energy Inc.



### Overview of Subsidiary/Enterprise/Investment

	<b>Toronto Community Housing Enterprise Inc. ("TCHEI")</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Originally, a holding company for Toronto Community Housing Corporation's ("TCHC") 60% equity interest in the Regent Park Community Energy System ("Regent Park CES") Joint Venture with Corix Utilities Inc. ("Corix"). The Joint Venture with Corix dissolved.  Now, TCHEI is a holding company that owns 100% equity interest in the Regent Park CES.
<b>Ownership</b>	100% TCHC
<b>Jurisdiction</b>	<i>Business Corporations Act (Ontario)</i>
<b>Incorporation Number</b>	2187799
<b>Incorporation Date</b>	October 16, 2008
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:C2008-115
<b>Original Rationale for Creation/Separate Corporate Existence</b>	As per TCHC:C2008-115: It is proposed that a new subsidiary, rather than TCHC, hold 60% interest in the Regent Park CES Campus Joint Venture. This is a common method used to insulate a parent corporation from potential liability as a direct holder of the equity interest.

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

<b>Regent Park Energy Inc. (“RPEI”)</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	<p>Originally a joint venture with Corix Utilities Inc. (“Corix”) for the development and management of the Regent Park CES at Regent Park.</p> <p>Now, TCHEI holds 100% of RPEI.</p> <p>RPEI owns and operates a district energy system in the Regent Park neighbourhood; this system was built as part of the Regent Park redevelopment process. The district energy system is comprised of the following major components:</p> <ol style="list-style-type: none"> <li>1. Central Plant: equipment to produce heating and cooling (e.g. boilers, chillers, piping, etc.).</li> <li>2. Piping: Pipes to transmit the heating and cooling to the Energy Transfer Stations (“ETS”) rooms inside customer buildings.</li> <li>3. ETS: Energy Transfer Stations.</li> <li>4. Campus Electric: Small electricity distribution system (“micro-grid”) that distributes grid electricity to a number of TCHC buildings.</li> </ol>
<b>Ownership</b>	As of January 4, 2012: 100% TCHEI (TCHC:C2011-92) Previously: 60% TCHEI & 40% Corix
<b>Jurisdiction</b>	<i>Business Corporations Act (Ontario)</i>
<b>Incorporation Number</b>	2187743
<b>Incorporation Date</b>	October 16, 2008
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:C2008-115

<b>Regent Park Energy Inc. ("RPEI")</b>			
<b>Original Rationale for Creation/Separate Corporate Existence</b>	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.		
<b>Term of existence (short-term/defined, long-term/ongoing)</b>	Defined. RPEI is proposed to be amalgamated with TCHEI. TCHC will continue to evaluate the strategic options of the merged TCHEI and RPEI entity.		
<b>Directors and Officers</b>	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <b>Directors:</b>  Adele Imrie  Rose-Ann Lee  Jagdeep Sharma </td> <td style="width: 50%; vertical-align: top;"> <b>Officers:</b>  Adele Imrie, Chair  Jagdeep Sharma, General Manager  Rose-Ann Lee, Treasurer  Sheila Penny, Secretary </td> </tr> </table>	<b>Directors:</b> Adele Imrie Rose-Ann Lee Jagdeep Sharma	<b>Officers:</b> Adele Imrie, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Sheila Penny, Secretary
<b>Directors:</b> Adele Imrie Rose-Ann Lee Jagdeep Sharma	<b>Officers:</b> Adele Imrie, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Sheila Penny, Secretary		

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\* Vincent Tong resigned as of June 23, 2021, and the referenced positions are currently vacant.