

EX35.13

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



April 30, 2018

Ms. Giuliana Carbone
Interim City Manager
City of Toronto
City Hall
11th Floor, East Tower
Toronto, ON M5H 2N2

Dear Ms. Carbone,

Toronto Community Housing Corporation's 2017 Annual Report

We are pleased to submit the enclosed 2017 Annual Report for the Toronto Community Housing Corporation. The 2017 Annual Report highlights our 2017 achievements in relation to our corporate goals and objectives.

This letter to the Shareholder, its attachments and our 2017 Annual Report fulfill all Shareholder and other City Council mandated reporting requirements, as outlined in the 2013 Shareholder Direction from the City of Toronto and various resolutions adopted by City Council.

As a reminder, in 2017, Toronto Community Housing requested City Council's approval to delay the development of the organization's strategic plan, required under the Shareholder Direction, until after City Council had decided on the implementation of the recommendations in the Tenants First report (EX16.11). We are currently undertaking the development of our 2019-2022 strategic plan, which will be submitted to our Board of Directors in 2018 for approval.

If you have questions about the contents of this letter or the 2017 Annual Report, please contact Kathy at (416) 981-4338.

Yours truly,

Kevin Marshman
Chair, Board of Directors

Kathy Milsom
President and CEO

Encl. Additional Information Reported Annually to the Shareholder
2017 Annual Report



Toronto
Community
Housing

Our way forward

ANNUAL
REPORT | 2017



A Message from the Chair and our CEO

Toronto Community Housing is entrusted with the responsibility of providing clean, safe, secure homes in good repair to more than 110,000 Toronto residents.

Our tenants include some of our city's most vulnerable citizens. The homes we provide for our tenants give them stability in their lives and a foundation to be able to meet their potential.

Mindful of this responsibility, we are working with our service-delivery partners and the City of Toronto to renew our aging housing stock, make our communities as safe as possible, continue improving our service delivery to meet tenants' needs and be more accountable for results.

With the City's support, our \$300-million capital renewal budget for 2018 follows on budgets of \$250 million in both 2017 and 2016. This

record level of investment is allowing us to improve living conditions and safety for our tenants, and prevent the permanent closure of units.

We are also investing \$156 million in 2018 to continue building replacement rental housing in our six revitalization communities.

To improve tenant safety and security, we are hiring more special constables and supervisors for the Community Safety Unit, and adding more digital security cameras to deter crime and assist the police to apprehend perpetrators. We are also continuing to enhance fire safety in all our buildings through a range of measures, including tenant awareness and education on fire prevention. In 2017, we had 26 per cent fewer fires across our portfolio than in 2016.

We are implementing strategies to improve cleaning and maintenance services, reduce the time needed to prepare vacated units for

new tenants, and better connect tenants to services and supports. We are working with the City to respond to the Tenants First recommendations in a strategic manner that enables us to continuously improve our service delivery model.

Building on our accomplishments in 2017, which are summarized in this report, we are moving forward with a strong, committed team, clear goals and a renewed focus on making our company more tenant-centric, responsive and accountable—and on being an organization the entire city can be proud of. ♦



Kevin Marshman
Chair, Board of Directors

Kathy Milsom
President and CEO

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**The secret to
getting ahead
is getting started.**

JAYS
CA
FOUNDATION



By the numbers

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

About our tenants

110,000



110,000 tenants of diverse age, education, language, mental and physical ability, religion, ethnicity and race live in our buildings.

89%



89% of our tenants pay rent-geared-to-income while the rest pay market rent or affordable rent rates.

\$17,677



\$17,677 is the median income of TCHC households. By comparison, Toronto's median household income is \$65,829.



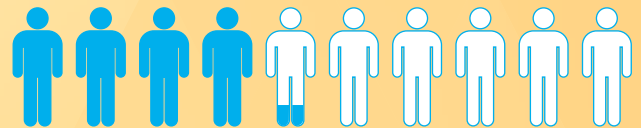
58%

61,748 of our tenants self-identified as female



42%

44,465 of our tenants self-identified as male



16%

are children aged 0-12



19%

are youth aged 13-24



37%

are adults aged 25-58



28%

are seniors aged 59+



29%

live alone



10%

self identify as having a disability



27%

of households are single parent led



23%

live with mental health challenges

About us

63% are eight storey and greater high-rise apartments



13% are five to seven storey mid-rise apartments



3% are one to four storey low-rise apartments



18% are townhouses and walk-ups



3% are houses



There are nearly
60,000
households in
our portfolio

Our corporation is owned by the City of Toronto and operates in a non-profit manner.

We own and manage rental units in 2,100 buildings across the City of Toronto.

Most of our buildings are more than 47 years old and in need of large-scale capital repairs.

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

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

More than 1,600 people work at TCHC. An estimated 15 per cent of our employees are either current or former tenants of social housing.

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

Our way forward

Together with our tenants,
we are building a better
Toronto, safer homes
and more vibrant
communities.

8

Tenant Charter

Sharing the responsibility of maintaining a culture of respect, safety, equity and inclusiveness

9

Fire life safety

Our ongoing commitment to provide safe places to live for all tenants

10

Be.Build.Brand.

Connecting children and youth tenants to free or affordable programs and opportunities

12

Lawrence-Orton community

Enriching and empowering communities from the ground up

14

Tenant conference

Giving our tenants a voice and building trust within our communities





Tenant Charter

Improving relationships in our communities

Over the course of two years, the Tenant Charter Advisory Committee, made up of tenants and staff, worked together to create Toronto Community Housing's first-ever Tenant Charter.

Built on the core values of integrity, community collaboration, accountability and respect, the Tenant Charter communicates Toronto Community Housing's commitment to service, and sets out accountabilities for employees and tenants alike.

Reginald Armstrong heard about the Tenant Charter Advisory Committee at a tenant meeting. A presenter spoke about the project and asked if anyone was interested in being an advisory committee member.

Reginald signed up.

"I enjoy meeting with others and discussing topics integral to the tenant experience," he said. With the other advisory committee members,

Reginald discussed what good service looks like, what is important in a complaint process, how to improve communication to tenants, how to create a more inclusive atmosphere for all tenants, and more.

"The brainstorming activity and the grouping and condensation of ideas that led to the Tenant Charter were quite enjoyable and gratifying," Reginald said. "Tenants and staff will be well-served to adhere to the principles embodied in the Charter, as this will foster

better relations within Toronto Community Housing communities."

The Charter is now posted in all operating unit offices, corporate offices and each building. In 2018, staff will be encouraged to embrace how the Charter relates to their day-to-day functions, which will help improve the quality of service and create consistency across the Toronto Community Housing portfolio.◆

“Tenants and staff will be well-served to adhere to the principles embodied in the Charter, as this will foster better relations within Toronto Community Housing communities.”

Reginald Armstrong



▲ First from right: **Reginald Armstrong**

Fire life safety

Creating conversations for change

Fire safety is a top priority at Toronto Community Housing Corporation. As a part of our ongoing commitment to provide safe buildings and communities for tenants, we launched an enhanced fire life safety program in 2017, with key activities being implemented well into 2018.

In 2017 we conducted annual fire safety inspections in each building, and started a number of activities to educate tenants on fire safety awareness. Six out of seven causes of fires at our buildings are human behaviour-related, such as careless cooking, careless smoking, or unattended open flames. The program aims to further empower tenants to understand their role in fire prevention in their homes.

Yvonne Balfour, a tenant in a seniors-only building, has noticed a visible difference

in her building since the enhanced tenant education program started. “The place looks cleaner, there are less cigarette butts on the ground and I hardly see any people smoke outside anymore.”

According to Yvonne, before the new initiatives rolled out, “a lot of fire alarms were going off in the past due to kitchen fires. People are more aware now and are taking better care of things that could cause a fire.”

Another behavioural change Yvonne noticed was more tenants closing common room doors—a takeaway from the door-to-door education sessions. “We learned that the laundry room door and recreation room doors should be kept closed,” Yvonne said.

“We are following the recommendations from the fire safety inspector and now use a key fob to enter.” Yvonne added that the fire safety initiatives created a conversation in her building, helping to remind people to be extra careful and make changes at home. ♦

2017 fire safety activities



Launched a **12 Days of Fire Safety** campaign that included posters in all buildings and offices, social media, and a webpage.



Provided **fire safety emergency procedures** to 52,000+ tenant households including building fire-safety plans specific to tenants.



Shared **fire safety tips** with all tenant households in the Housing Update newsletter.



Delivered **door-to-door education sessions** in 72 seniors buildings in partnership with Toronto Fire Services during Fire Safety Awareness Week.

Be.Build.Brand.

Creating pathways for emerging entrepreneurs

Toronto Community Housing connects children and youth tenants to free or affordable programs and opportunities to build education, employment, social and leadership skills. Close to 4,000 youth a year from across our communities benefit from these programs.

Be.Build.Brand. is a new program launched in 2017. It connects budding entrepreneurs in our communities with the skills needed to develop

and launch their own businesses.

During the 12-week program, youth from across the city attended weekly workshops on topics such as developing business plans, how to network and marketing your own business.

Munzungu Nzeyedio is the founder of an online directory for African-Canadian owned businesses. She says the Be.Build.Brand. program



▲ **Munzungu Nzeyedio**

gave her the confidence she needed to kick-start her business.

“Be.Build.Brand. really gave me a strong foundation to take my business idea to the next level,” Munzungu said. She described the program as “very holistic,” noting it gave her “an opportunity to learn about myself as an entrepreneur and learn how to pitch my business to potential partners.”



▲ **Left to right: Abel Lulseged, Munzungu Nzeyedio, Olu Villasa, Monica Samuel**

Peter Duong is an aspiring entrepreneur hoping to launch a social media and digital marketing agency for brands and non-profit organizations. The Be.Build.Brand. program helped him realize the hard work that goes into launching a successful business.

“It was great to learn how to develop a business from the ground up,” Peter said. “This program gave us great insight into the nitty-gritty planning aspect of being an entrepreneur. It really opened my eyes.



▲ **Peter Duong**

“I liked meeting and networking with other entrepreneurs in the program, bouncing ideas off of them and learning from their journeys. The guest

speakers were also really helpful and gave us great insight,” Peter added.

Toronto Community Housing will expand the Be.Build.Brand. program in 2018 to equip even more young entrepreneurs in our communities with the skills they need to succeed.◆

▼ **Participants of the 2017 Be.Build.Brand. pitch contest**



Lawrence-Orton community

Empowering and enriching communities from the ground up

Shauna Barnett has lived in the Lawrence-Orton community in Scarborough for the past four years. She's also a member of the community's local design team. The team met regularly in 2017 to offer ideas and suggestions on what repairs and programs are needed in the community, where Toronto Community Housing is using provincial energy program funding and City funding to deliver significant improvements.

Local design team members worked with architects, engineers and Toronto Community Housing team members to develop options based on the community's needs and budget.

Shauna was eager to join the local design team. "I saw it as an opportunity to empower and enrich my

community," she said. "I wanted to lend my voice and be a part of all the wonderful changes taking place here."

Shauna, who has a background in urban planning and social service, attended the team's monthly meetings to share her ideas on how capital funds should be allocated.

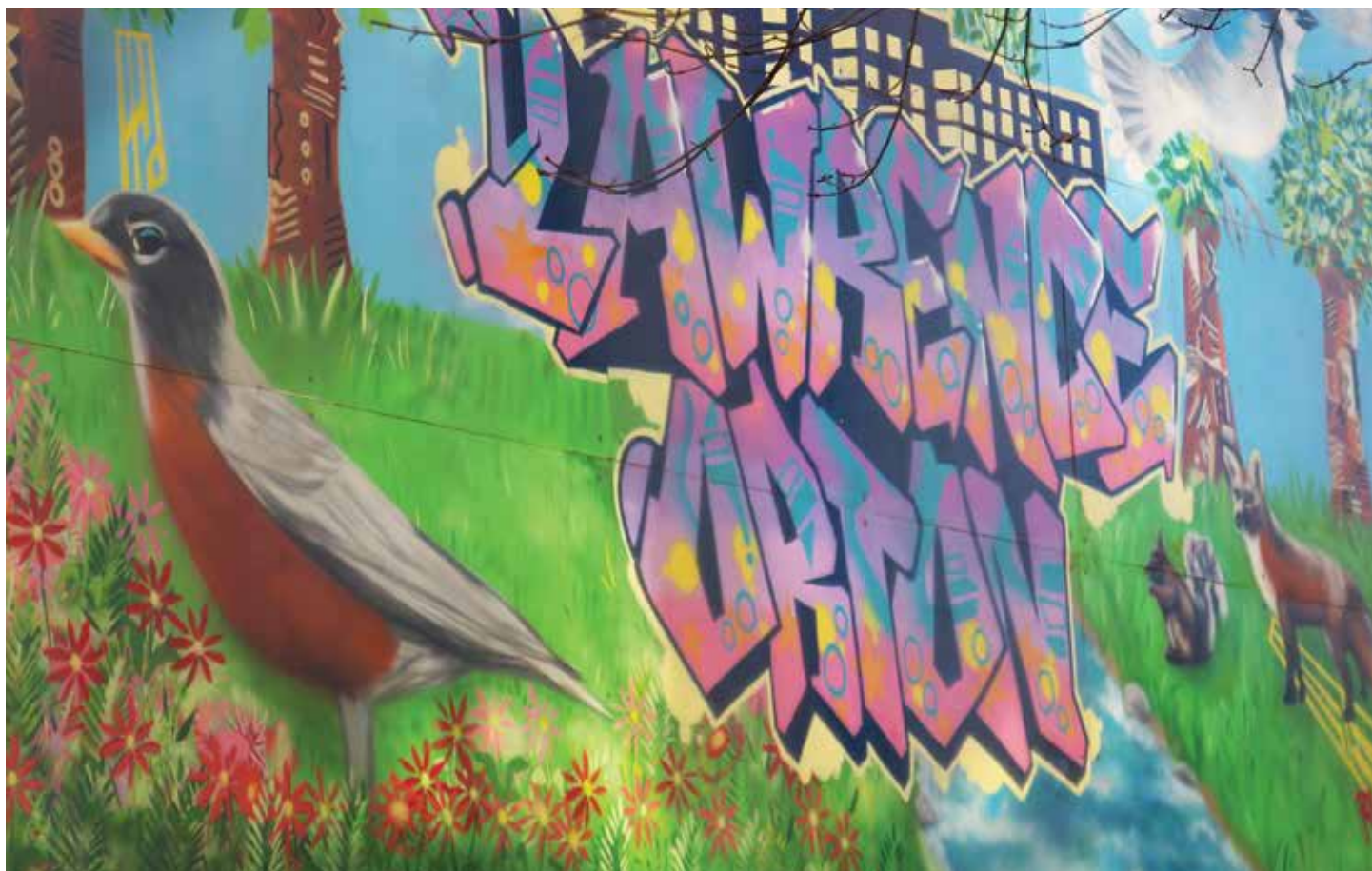
Based on feedback from tenants, extensive capital renewal work began in 2017 in the community.

Improvements to the high-rise tower included window replacement, exterior rehabilitation, balcony restoration, guard rail replacement, a complete mechanical systems retrofit, and bathroom fixture and lighting upgrades. Together, these measures will help achieve significant energy savings and greenhouse gas reductions.

New kitchens and washrooms are also being installed in the community's townhomes



▲ **Shauna Barnett**



using funding from Toronto Community Housing’s State of Good Repair program. Construction of a City-funded childcare facility, a new splash pad and extensive courtyard improvements will begin in 2018.

But the program goes beyond the bricks and mortar to provide supports and services to the community. It has helped to fund several community events, a local community mural, plus a brand new recreation

room and computer lab where tenants can take part in weekly workshops and tutoring sessions. The program has also created employment opportunities for local tenants, including for Shauna, who joined the Toronto Community Housing team in early 2018 as a Senior Program Leader.

“It’s an opportunity to bring a tenant’s voice and perspective to Toronto Community Housing and its approach to community engagement,” Shauna said.

“People are proud and happy that this program is happening in our community,” she added. “I want people to feel proud of this community, to empower them to make a change. My dream is for people to stand up and say ‘Hey, I’m from Lawrence-Orton and I’m proud! Look at us, look at what we have in our community!’” ♦

Tenant conference

Giving tenants a voice and building trust within our communities

Almost 200 tenants gathered in December 2017 to attend a full-day conference hosted by Toronto Community Housing and delivered in partnership with the Tamarack Institute.

The conference provided a wide range of opportunities for tenants to get involved, discuss new ideas, network and build their skills and knowledge around community development.

At the conference, tenants provided input on Toronto Community Housing's strategies for better serving the needs of specific tenant populations, including seniors, youth and vulnerable tenants. Through workshops and seminars, tenants worked alongside Toronto Community Housing team members to help shape the future of the company.

Ahmed Adan heard about the conference from a tenant leader who works

and lives in his community. Ahmed was happy to attend the conference and be part of the conversation around the evolution of Toronto Community Housing and our move toward providing more tenant-centric, responsive service.

"The conference was overall a good one," he said. "I liked that the audience was given a good insight on the changes Toronto Community Housing is undergoing and the advancements they're making within

“In the future, I would like to see more tenants who live in Toronto Community Housing communities attend the conference and voice their opinions in order to better these communities.”

the company.” Highlights included a question-and-answer panel with members of the executive leadership team and an impromptu



▲ Ahmed Adan



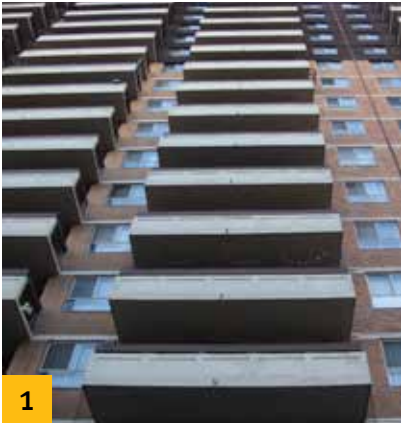
spoken word performance by Ahmed.

Ahmed is already looking forward to more conferences where tenants can get involved. “In the future, I would like to see more tenants who live in Toronto Community Housing communities attend the conference and voice their opinions in order to better these communities,” he said. “My favourite part was when senior leaders got to speak to the audience directly because it builds that sense of trust between Toronto Community Housing workers and tenants.”◆



Our tenants are at the heart of everything we do

1. Quality homes
2. Vibrant communities
3. Service excellence
4. Business foundations



1



2

Working towards a better future for all.

Performance highlights

Guided by the 2017–2018 Corporate Goals and Objectives, the Toronto Community Housing team focused on four strategic priorities in 2017: quality homes, vibrant communities, service excellence and business foundations.

We identified specific objectives for each priority, and reported our progress to the board of directors and on our website through regular performance reports.

You can read the reports at torontohousing.ca/performance_reports.

This annual report describes how our work in 2017 has led to improvements in the quality of the housing and services we provide to our tenants.

Our progress was made possible by increased investments in capital repairs and service delivery,

the effort and commitment of our team members, feedback from our tenants, as well as invaluable collaborative work with the City and our service-delivery partners. ♦

we do.



Quality homes

Every tenant is entitled to a clean, well-maintained home in good repair.

Vibrant communities

When tenants feel safe in their homes and communities, they can focus more on services and opportunities to further enhance their lives.



Service excellence

Tenants are at the heart of everything we do, and a strengthened relationship with them starts with better service delivery.



Business foundations

Having strong business foundations means we are better equipped to deliver our core services to tenants.

Quality homes

Every tenant is entitled to a clean, safe, well-maintained home.

In 2017, we worked with many stakeholders in the public and private sectors to optimize our resources to fix, maintain, renew and revitalize our properties. We did this by investing in communities with the greatest need and where we can make the most positive impact.

Repairing and renewing our housing stock

We delivered a \$250-million capital renewal program in 2017. With the board's early budget approval for 2018, we started an additional \$19.1 million of the capital work planned for 2018 in 2017. This helped us deliver record levels of capital repairs to buildings where work was most needed.

Advancing our energy management strategy

Utilities are Toronto Community Housing's largest controllable cost. These costs continue to

grow year over year, so it is important that we look for new ways to reduce energy costs and consumption.

In 2017, we undertook several measures to reduce utility costs, supporting provincial goals for reducing greenhouse gas emissions.

Refurbished or replaced in 2017

60
elevators in
37 buildings



600,000

sq
square feet of
roofing for 36
buildings

Our efforts focused on four major areas: capital retrofits, conservation measures, improvements in building operations, and utility monitoring and analysis.

Tenants have told us that actions in these areas improve their comfort and quality of life, especially when they are better informed about upcoming repairs and feel supported during periods of increased construction impact and disruption.

Engaging tenants in conservation activities has shown to be the single-most effective way of reducing utility costs.



What we did in 2017



We launched the Capital Engagement and Conservation Program to support tenants through disruptive capital repairs and to engage them in conservation activities focused on reducing energy consumption and solid waste.



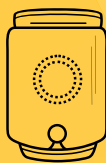
Partnering with The Atmospheric Fund, we completed green retrofits in seven buildings, reducing greenhouse gas emissions and utility costs.



We replaced windows in 2,600 units in nine buildings. Since 2013, we have replaced windows in 6,000 units in 61 buildings, improving comfort for 3,800 tenants by reducing drafts and keeping a comfortable unit temperature.

Preliminary results shows a three to six per cent decrease in utility consumption and waste diversion in 2017.

Visit torontohousing.ca/green to learn more about our energy management plan.



111

boilers and furnaces
in 23 buildings

2300

balconies in
9 buildings



To track our progress since 2013, visit:

repairs.torontohousing.ca

Community revitalization and renewal

By working together with our tenants, their neighbours, private development partners, and the City of Toronto, we are transforming aging housing infrastructure through our revitalization program. Revitalization is creating vibrant communities with increased opportunities, and is involving and engaging tenants to give them a real say on decisions that affect their lives.

In 2017, we had six active revitalization projects across the city:

Lawrence Heights

Revitalization in Lawrence Heights, Toronto Community Housing's largest revitalization project, will replace 1,208 Toronto Community Housing units

“It's going to be a real makeover, for not just the community, but the city as well.”

Norma Gomez,
Lawrence Heights tenant

and build more than 4,000 new private market units, along with new parks, retail space and roads connecting Lawrence Heights and to the surrounding community.

In 2017, we started construction on the rental replacement housing for Phase 1. Tenants and staff also worked together to plan an event for Lawrence Heights tenants to say goodbye to their former building at 1 Leila Lane.

Our Lawrence Heights community hosted the Prime Minister on National Housing Day (November 22), where he announced the National Housing Strategy.

Regent Park

Regent Park is a groundbreaking example of how Toronto Community Housing's approach to city building can transform a community into a successful mixed-income, mixed-use neighbourhood, with rental buildings, market condominium buildings, townhomes, commercial

“Regent Park has always had a sense of community so now with a whole bunch of newer people moving in, we want to continue to see that sense of community strengthen and develop.”

TCHC Tenant





space, community facilities, active parks and open space. Slated to last 15 to 20 years, this project will replace over 2,000 rent-geared-to-income units, and create more than 300 affordable rental units as well as 5,400 market rent units.

Alexandra Park

Through a first-of-its-kind partnership with an independent housing co-operative, Toronto Community Housing is revitalizing Alexandra Park with new housing and new amenities that will connect this vibrant downtown community with the thriving neighbourhoods around it. Demolition on this site started in February 2014, and by construction end, we will have replaced or refurbished more than 800 rent-geared-to-income

units, and created more than 1,500 market rent units.

Allenbury Gardens

Started in 2010, this redevelopment will provide tenants with new homes while bringing new amenities that benefit the entire community, including a new public park and indoor community space. Both rent-geared-to-income units with market condominium units are being built in five towers as well as townhomes. By the end of construction, the revitalization will have replaced 127 rent-geared-to-income units and created 900 new market rent units.

Leslie Nymark

In partnership with our developer partner Tridel, Toronto Community

“ The best part is the way [revitalization has] united Alex Park. I began seeing and meeting new faces, people who weren’t really involved in the community before were now taking part, coming out to events, meetings, and committees. It’s really helped bond us together.”

Waseem Tahir, Alexandra Park tenant

Housing will replace a total of 121 rent-geared-to-income homes and the developer will add 498 market condominium suites. The updated site will also include a new playground, amenity rooms and enhanced access to the Don Valley park network.

250 Davenport

Toronto Community Housing is using the proceeds from the sale of a portion of the land at 250 Davenport to revitalize the existing building with new windows and balcony doors. We are also improving the heating, cooling and other building systems to increase comfort for tenants, while improving the existing open spaces around the building.◆

By the end of 2017, we had:



1,784

units in design
including
market units



2,007

units under
construction (new /
refurbished) including
market units



894

units completed
(new / refurbished)
including market
units



300

jobs and training
opportunities
created for tenants

Revitalization community highlights

a Lawrence Heights

Construction began on the rental replacement housing for Phase 1.

b Regent Park

Construction started on the third rental building in Phase 3.

c Alexandra Park

Members from 40 households moved into townhomes completed during Phase 1a.

d Allenbury Gardens

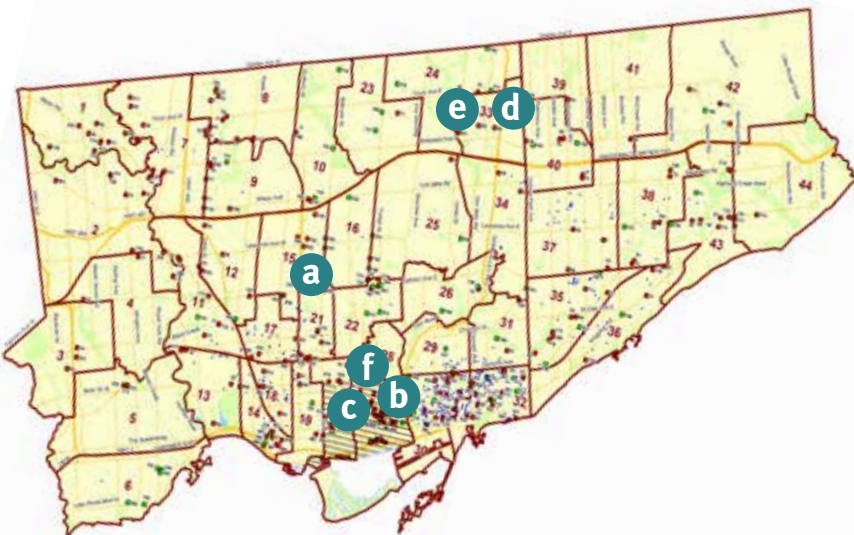
Completed and opened the first 30 rental replacement homes in Phase 1.

e Leslie Nymark

Following lengthy tenant consultations, construction began on a new market condominium building.

f 250 Davenport

Completed building renovations and began three-level, underground parking garage retrofit.



Visit torontohousing.ca/revitalization to learn more about our revitalization communities.

Accessibility

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

We worked in partnership with the Responsible Personal Accessibility in Toronto Housing (R-PATH) tenant advisory committee in 2017 to update our *Build Standards for Accessibility*. The updated build standards will help us provide more accessible housing for the growing number of individuals with physical disabilities living in our communities.

In 2017, we completed \$16 million in accessibility upgrades for common spaces and in-suite

“ We are proud of the results we have achieved as partners with Toronto Community Housing in providing individual tenants and communities with accessibility improvements so tenants can have better quality of life and safety. ”

Cathy Birch, R-PATH
Committee Chair

modifications at more than 200 buildings, resulting in better living conditions and quality of life for 19,000 tenants. Toronto Community Housing would like to thank R-PATH for their commitment and guidance as we work to remove barriers and create more inclusive communities.

Visit torontohousing.ca/accessibility to learn more about our accessibility plan.

Accessibility upgrades in 2017



\$16M
invested in
upgrades



200+
buildings
affected



19,000
lives
enhanced



▲ **Members of the R-PATH Committee**

Improving building conditions



Along with our \$250-million capital renewal program, we delivered more than \$20 million in preventative maintenance in 2017—close to 269,000 work orders. These repairs address much needed upgrades to homes, improving living conditions for tenants.



A key to identifying needed repairs is the annual unit inspection process, where staff visit tenants' homes to check conditions and look for unreported repair needs.

We updated the process in 2017 by extending the inspection timeline

and equipping staff with upgraded technology to be more efficient, making sure that all inspections were completed.



We have more than 3,700 households where tenants struggle to keep their home free of excessive clutter. If left unresolved, such conditions can negatively impact fire safety, pest control, unit conditions, building conditions, and the overall quality of life for the tenant.

It is estimated that up to 85 per cent of these cases need assistance from external resources to find a sustainable resolution. Through innovative partnerships with public health groups, hoarding

support networks and others, we were able to access \$300,000 in community supports or programs in 2017 to help tenants improve their living conditions.



In 2017, our Environmental Health Unit responded to concerns about excessive clutter, pests, mould, asbestos and other environmental issues.

We visited almost 10,000 units and delivered over 50,000 environmental health treatments.

Investing in our assets



Given the age of our portfolio and our financial constraints, it is important that we continue to look at our assets to make sure we are investing in the buildings that are in the most critical need of repair.

We are actively fixing our aging buildings, but additional funding is needed from external partnerships to renew and refresh our housing stock.





In 2017:



We continued to inspect our properties to plan for future repair needs, including setting priorities based on available capital funding.



Thanks to a \$6-million renovation funded by the Maple Leaf Sports and Entertainment (MLSE) Foundation with support from donor partners,

we opened the MLSE LaunchPad. Located in a space that sat vacant for over 20 years, LaunchPad is now a state-of-the-art facility for sport for development programs for youth



We continued to work with the City of Toronto, MLSE and other partners to secure funding for renovations and improvements to common spaces in our

buildings, such as gyms and recreational facilities.

We continued to maximize the use of our surplus land to generate revenue, including leasing space on properties for commercial use and selling land to a development partner. ♦



Vibrant communities

A community is healthier when people feel connected, engaged and safe, when they have access to social and economic opportunities, and when their neighbourhood feels like a part of the broader city.

When tenants feel secure in their homes and communities, they can focus more on accessing services, supports and opportunities that can enhance their quality of life.

In 2017, we worked with more than 300 community partners to help connect tenants to programs and services.

Enhancing community safety and building security

Tenants have told us that safety and security is their top concern. We undertook

several initiatives in 2017 to help tenants feel safer in their communities.



Community safety and security is a joint responsibility with our law enforcement partners. Our Community Safety Unit worked with the Toronto Police Service on initiatives such as joint patrols and increasing our number of Special Constables.



We expanded the Community Safety Unit bicycle patrol unit and did 41 per cent more patrols, leading to more visibility in our communities.



It is our goal to replace all older security cameras by 2020 with new, high-resolution digital cameras. In 2017, we installed more than 2,700 new security cameras across our communities. Equipped with more responsive features, these new cameras help deter criminal activity and aid in investigations.



We launched an enhanced fire life safety program in all of our buildings focused on tenant education, building inspections and staff training. (see page 9.)

Advancing tenant engagement and community development

One of the top drivers of overall satisfaction is when tenants are engaged and involved in decisions about changes happening in their community.



We worked with tenants to develop recommendations for the tenant engagement system refresh that will

be in place by 2019. These changes will enable tenants to be involved in the decision-making process and will engage more tenants involved in both local and over-arching Toronto Community Housing initiatives.



Building condition is a key driver of tenant satisfaction. As part of the plan to address this, staff worked with more than 250 tenants to develop a revised Participatory Budgeting process. The goal is to create opportunities for tenants to share their meaningful input into the capital planning process and identification of priority capital renewal projects.



To promote cross-city tenant engagement, we hosted a tenant conference. (see pages 14–15.) The conference brought tenant leaders together

and provided a wide range of opportunities for them to connect, discuss ideas, and enhance their skills and knowledge of community development. The event survey showed 88 per cent overall satisfaction with the conference.



After more than two years of work by a team of tenants and employees, we completed the Tenant Charter. In 2018, team members will be encouraged to demonstrate the Charter's values in their everyday work.



Our Regent Park revitalization team supported the Regent Park tenant elections, where 59 community members were elected to serve on building committees or as delegates for the new Regent Park Neighbourhood Association.





Improving quality of life for tenants through partnerships

We are working on a comprehensive partnership strategy that will allow us to deliver more programming that responds to the need of our tenants. We already partner with more than 300 private sector organizations and community agencies that have helped us provide recreational programs, scholarships, job opportunities, and social support systems to tenants that they can use to maintain successful tenancies.

For example:

- We worked with Toronto Police Service to increase the number of Special Constables within our Community Safety Unit.
- We developed a new deployment model for our Community Safety Unit that supports the new Toronto Police Service deployment model. The result is faster response times for tenants and improves safety through increased officer visibility in our communities.
- We added Toronto Crime Stoppers decals to our Community Safety Unit

patrol cruisers, increasing awareness for the Crime Stoppers anonymous tip line in our communities.

- We awarded more than 70 scholarships and bursaries to tenants through our scholarship programs delivered in partnership with Scadding Court Community Centre, our Allenbury Gardens developer partner FRAM Building Group, and our Lawrence Heights developer partner Heights Development (Context and Metropia).

- Close to 300 tenant youth benefitted from employment and training

opportunities through our YouthWorx program, Rookie League summer baseball day camp and KickStart soccer program.

✎ We hired 12 tenants for our Youth Internship Program, a collaboration between our Resident and Community Services and Human Resources teams.

✎ With the help of our partners Jays Care Foundation and MLSE Foundation, we operated seven sports and recreation programs that provided opportunities to more than 2,600 children and youth.

✎ We created a program to help our tenants train to become certified lifeguards through a partnership with York University.

✎ We launched the Rams Care youth sports program with Ryerson University to help participants build their sports skills.

✎ We worked with the Canadian Mental Health Association to bring more social and health services to our buildings. ♦

Office of the Commissioner of Housing Equity



The Office of the Commissioner of Housing Equity (OCHE) is an independent office whose mandate is to make sure supports and protections exist for seniors and vulnerable tenants facing loss of subsidy or eviction for arrears.

The office uses a variety of resolution methods to preserve tenancies.

In 2017, the the Commissioner's office team:



Completed arrears reviews and resolution efforts for more than 325 households.



Brokered more than 160 repayment agreements.

Refocusing our mandate to better support tenants

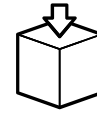
In 2017, we worked closely with tenants and the City of Toronto to guide the development of a refocused Toronto Community Housing mandate.

The refocused mandate aims to make sure that all tenants have a secure, well-maintained home, and that we can make connections to supports that meet the increased needs of tenants, including youth, families and persons with vulnerabilities. We are constantly addressing how we identify, respond to and communicate with

tenants who face barriers to maintaining successful tenancies. We are home to many such tenants with heightened vulnerabilities who need additional supports.



An estimated 24,000 households include someone living with mental health challenges



More than 3,700 households face excessive clutter challenges that affect their quality of life and create risk for others.



We house more than 29,000 seniors, many of whom need supports to live independently.

Here's what we accomplished in 2017:



Our Access and Support team handled over 4,500 files and connected vulnerable tenants to services through external partners and by bringing support services onsite in high-needs communities.



We started work with tenants on a strategy to support vulnerable tenants. The strategy will include manageable guidelines and recommendations for team members when working





with tenants who have mental health or addictions issues.



We held a Seniors Forum that connected seniors to the supports, services and new opportunities they need to age in place. Senior tenants have reported an increase in satisfaction about being connected to

community services, due in part to programs like this.



We updated our Seniors Strategy by bringing together all previous initiatives, as well as identifying new opportunities to support our senior tenants, such as increased accessibility and aging-in-place. ♦


Service excellence

Strengthening our relationship with tenants and working to improve their living conditions and quality of life starts with delivering better service.

In 2017, we sought to better understand what our 110,000 tenants need to feel safe, secure and engaged. We also evaluated whether what we are doing is being done well, and made sure our team members have the tools and resources they need to improve their interactions with tenants.

Improving service delivery

Here's what we did in 2017 to continue improving how we deliver tenant services.

 We listened to our tenants about what is important to them as we worked together to complete the Tenant Charter (see page 8). The Charter communicates Toronto

Community Housing's service commitments and sets the accountabilities for all employees and tenants.



Several years ago we launched a pilot program, called Closing the Loop, which was a way to get timely feedback from tenants on the quality and responsiveness of maintenance work done in their homes. Using information from the 2016 pilot, we further developed the program in 2017 to better measure tenant satisfaction with their day-to-day service experience. Closing the Loop launched across the portfolio in March 2018.



Our tenants provided valuable feedback about

our services in the 2017 Tenant Survey. The survey showed that many tenants feel our service delivery is improving in most areas. While we have more work to do, there was a five per cent improvement in the very satisfied category across the portfolio and a six per cent improvement in the very satisfied category for our seniors buildings.



We put in place stronger and improved property

management contracts that will allow us to better manage contractor performance, improve services and increase tenant satisfaction in our contract-managed buildings.

Currently, these buildings have a 15 per cent lower tenant satisfaction rating than our direct-managed buildings.

We worked to improve our response to tenant complaints

We are working to provide responsive, tenant-centric service, but recognize that

there will be times that tenants won't be entirely satisfied. As part of our commitment to improve service to tenants, for 2018 we adopted a revamped tenant complaint process.

The process will include clear standards and improved reporting on metrics, issues and trends. Learnings from the pilot also will inform how we manage the intake process and respond to tenant feedback.

Resources put in place in 2018 will support the new intake process. We will create a dedicated channel to manage tenant feedback.

Responding to service and maintenance requests

Our Client Care Centre is integral in helping us keep the lights on and be there for our tenants 24 hours a day, seven days a week.

In 2017, our Client Care Centre received almost 333,000 calls. Client Care agents answered them in an

average of 68.8 seconds. Through calls or emails, the Client Care Centre received:

✎ Tenants made 348,000 service requests, including 155,000 administrative requests and 11,400 account inquiries .

✎ Tenants also made 192,600 maintenance requests, including 34,000 plumbing requests, 23,000 requests to repair doors and 11,000 electrical requests.

The 2017 Tenant Survey indicated that overall satisfaction ratings for the Client Care Centre have increased by seven per cent since 2015. ♦

Strengthening tenancy management

Tenants consistently let us know about the areas where they would like to see the most improvement. One major area that drives tenant satisfaction is how we manage negative issues in their community.

In 2017, we worked to address issues that negatively affect tenant quality of life by:

Improving how we respond to tenants who violate the terms of their lease.

This includes continuing to revise the Evictions for Cause Procedures, which help our team members better respond in situations where individual anti-social behaviours negatively affect others in the community.

Continuing to review and update our policy and processes for relocating tenants to minimize the negative impacts that relocation can have on tenant quality of life. The changes will help minimize disruption to tenants throughout all phases of the relocation process.

Business foundations



Having strong business foundations makes us better equipped to be more tenant-centric and responsive.

Updating our business systems, policies and procedures

When our team members are efficient and well-equipped, we are in the best position to deliver our core services and achieve real improvements in customer service to tenants.

Here's how we worked toward this goal in 2017:



Integrated Housing Management System

We started work on a new Integrated Housing Management System. This single application will replace 25 to 30 per cent of the current information technology applications we use. It will also help with functions such as tenancy management, capital planning and delivery, financial management, and demand and preventative maintenance.



Vacancy rate strategy

We continued to apply strategies to decrease the length of time for unit turnover and increase the number of rentable vacant units, working to lower our overall vacancy rate.



Customized technology solutions

We rolled out IT Connect, a system that automates information technology service transactions and provides customized solutions to better suit the needs of team members. The new system gives our team members consistent access to working resources that are essential in providing quality service to tenants.



Data centre refresh

We replaced the hardware in our two data centres. This move was necessary to keep our networks secure, maintain support and to make sure all essential applications stay online.





We are **modernizing our business systems, policies, and procedures** through a more efficient and equipped workforce **to deliver core services and enhance customer support to tenants.**



Efficient human resources capabilities

We implemented Workforce Connect, a new system that manages all human resources processes in one place.



Consistent operational standards

We began a process to document all our operating standards in a consistent way. Having access to clear standard operating procedures will help team members understand the different aspects of their job and deliver better service to tenants.



Learning Management System

We developed a Learning Management System that will add to our ability to deliver and document training for staff, improving the ability of our team members to deliver more responsive service to our tenants. This system will launch in 2018. ♦

Refreshing our risk management strategies and corporate requirements


We developed a **Disclosure of Personal Information Policy**. The policy outlines how we will use personal information (including but not limited to tenants, employees, and service-delivery partners) and protect it from unauthorized collection, access, use or disclosure.

We launched an enhanced **fire life safety program** as part of our commitment to foster a safety culture throughout the organization.

We created principles for a **three-year refresh of our Enterprise Risk Management (ERM) framework**. ERM helps us understand how risks may be related and affect the company and our tenants on a broader scale. The refresh will include strengthened accountability, additional oversight and an updated risk profile, and will start in 2018.

Awards and community recognition

Giving young tenants the opportunity to attend a postsecondary education or training institution empowers them to become young leaders who will further improve their communities.

An illustration on the left side of the page features a white rocket with a green window and blue fins, launching upwards. The background is a warm yellow with geometric patterns. Surrounding the rocket are various educational and scientific icons: a blue graduation cap, a pencil, a red ruler, a yellow protractor, a magnifying glass, a red book, a beaker with green liquid, a planet with a ring, a moon, and several yellow stars.

In partnership with several community groups and developer partners, we delivered the following scholarship programs:

Investing in Our Diversity scholarships

recognize contributions to diversity, leadership, and anti-racism activities. The scholarships are available to tenants 25 years and younger from all communities across Toronto. Launched in 2001, over 350 scholarships and bursaries have been received by deserving students.

Building our Future: Limitless Heights scholarships

recognize contributions to community development. The scholarships are available to tenants of all ages from the Lawrence Heights and Neptune communities. Over \$350,000 worth of scholarships and bursaries have been handed out since 2013.

Allenbury Gardens Revitalization scholarships

recognize leadership in strengthening the community. The scholarships are available to tenants of all ages from the Allenbury Gardens community. To date, \$19,000 in scholarships and bursaries have been awarded.

Toronto Community Housing won recognition for our work by earning awards as a company and as part of a team, as well as some individual awards and achievements.

2017 Awards include:

The revitalization team at 37 Varna Drive in Lawrence Heights received a volunteer award from John Polanyi Collegiate Institute for the team's efforts in keeping students engaged and making a difference in the community.

The Specialized Program for Interdivisional Enhanced Response to Vulnerability (SPIDER) won the City Manager's Award for Toronto Public Service Excellence in partnerships. TCHC is one of 19 agencies that work together through SPIDER to coordinate responses to high-risk situations involving vulnerable tenants.

Derek Anderson, a Special Constable in the Community Safety Unit, received an Allied Service Award from Toronto Paramedic Services. He was nominated for his swift actions out on patrol that saved a man's life.

Toronto Community Housing won two 2017 Toronto Urban Design Awards. We won an Award of Excellence for Small Open Spaces for Joel Weeks Park (Rivertowne) and an Award of Merit for Visions and Master Plans for Regent Park Living Lane, Blocks 16 and 17. These awards recognize design excellence.

Sheila Penny, Vice President of Facilities Management, was awarded the 2017 Order of da Vinci Award by the Ontario Association of Architects. This award recognized Sheila's dedication to architecture and exceptional leadership in the profession.

SQ, our first market condominium building in Alexandra Park, won an Award of Merit from the Association of Registered Interior Designers of Ontario. These awards showcase excellence, innovation and originality in interior design.

Many of these awards would not be possible without the generous support of partners and sponsors.

We thank them for their support over the past year, and continued recognition of our work as a social housing provider.



Financial summary

Toronto Community Housing is committed to transparency.

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

Report on financial performance

Toronto Community Housing strengthened its financial position by \$41 million with total net assets increasing to \$1,031 million in 2017 from \$990 million in 2016.

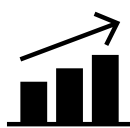
Net income for 2017 was \$40.2 million compared with \$41.4 million in 2016. The decrease of \$1.2 million is primarily a result of:



An increase in operating and maintenance costs of \$10.4 million compared with the prior year.



An increase of utility costs of \$17 million compared with the prior year.



Higher revenue from residential and commercial rent (\$10 million), subsidies (\$7.1 million) and gain on sale of land (\$8.3 million).

Cash position increased by \$48 million in 2017 compared with an increase of \$0.03 million in 2016.

The increase of \$48 million is a result of a net change of the following:



\$137 million in cash in-flows from operations due to cash requirement in working capital.



\$75 million in cash out-flows for investing activities, predominantly to

establish cash reserves for capital spending.



\$331 million in cash out-flows for capital renewal activities, to fund capital repair needs and investments in newly developed properties.



\$317 million in cash in-flows from financing activities, consequent to refinanced mortgages from Infrastructure Ontario.

2017 key financial highlights

We received \$384.8 million in Infrastructure Ontario funding, of which \$52.3 million was used to pay off unfavorable mortgages, thereby saving \$1.13 million annually on interest or \$34 million over the course of 30 years. ♦

Consolidated statement of financial position for the year ended December 31, 2017

Assets (in thousands of dollars)

Assets	2017	2016
	\$	\$
Current assets		
Cash	65,128	17,416
Investments	172,845	171,676
Restricted cash for externally restricted purposes	29,766	29,579
Accounts receivable	38,682	73,499
Loans receivable	19,379	4,854
Prepaid expenses and deposits	8,699	5,802
	334,499	302,826
Loans receivable	43,754	22,642
Grants receivable	31,481	16,572
Investments in joint ventures	14,719	16,373
Investments for capital asset replacement reserve	47,881	45,867
Investments for capital expenditures under restrictions with lenders	145,800	51,925
Receivable from the City of Toronto	21,325	21,325
Housing projects acquired or developed	1,615,349	1,576,439
Improvements to housing projects	1,354,908	1,191,840
Prepaid lease	912	968
Total assets	3,610,628	3,246,777

Liabilities

(in thousands of dollars)

Liabilities	2017	2016
	\$	\$
Current Liabilities		
Bank loan and bank indebtedness	-	32,000
Accounts payable and accrued liabilities	242,833	218,233
Tenants' deposits and rents received in advance	15,282	14,237
Deferred revenue	714	784
Project financing	69,189	60,821
	328,018	326,075
Capital asset replacement reserve	47,881	45,867
Deferred revenue on long-term leases	1,218	1,297
Deferred revenue on land sale	14,420	13,843
Employee benefits	80,834	82,522
Project financing	1,611,474	1,332,484
Interest rate swap	136	1,110
Deferred capital contributions	484,814	453,729
Total liabilities	2,559,435	2,256,927
Share capital		
Authorized and issued	3,597,852	3,246,777
100 common shares	1	1
Internally restricted funds	205,076	192,986
Contributed surplus	5,136	5,136
Unrestricted surplus	837,795	789,462
Accumulated remeasurement gains	3,185	2,265
Total net assets	1,051,193	989,850
	3,610,628	3,246,777

Revenue (in thousands of dollars)

Revenue	2017 \$	2016 \$
Subsidies	234,540	227,422
Rent		
Residential	309,848	300,726
Commercial	16,141	15,263
Amortization of deferred capital contributions	45,268	46,422
Parking, laundry and cable fees	17,781	17,425
Investment income	6,472	10,352
Joint venture income (loss)	19,222	(450)
Gain on sale of housing projects and other capital assets	53,230	44,974
Plant	1,459	1,313
Other	2,154	3,054
	706,115	666,501
Expenses		
Operating and maintenance	173,537	167,587
Utilities	131,314	112,698
Municipal taxes	17,247	16,489
Depreciation	163,004	152,393
Interest	75,769	74,082
Rent supplement program	-	25,735
Community safety services	17,539	17,203
Residential services	11,752	10,412
Corporate services	52,485	45,730
Plant	2,112	2,170
Loss from guaranteed equity housing project	948	576
	645,707	625,075
Excess of revenue over expenses for the year	60,408	41,426

Board of directors

Our board of directors consists of the Mayor or his representative, three City Councillors, and nine citizens including two Toronto Community Housing tenants.

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

The board is accountable to the organization's shareholder, the City of Toronto, through presentation of its business plan, annual reports and financial statements.

The board delegates key areas of interest to three board committees:

➤ **Building Investment, Finance and Audit Committee (BIFAC)**

➤ **Governance, Communications, Human Resources and Compensation Committee (GCHRCC)**

➤ **Tenant Services Committee (TSC)**

Board Committees



The Building Investment, Finance and Audit Committee (BIFAC) helps the board in fulfilling responsibilities on items such as capital funds and investments, internal and external audits and financial compliance



The Governance, Communications, Human Resources and Compensation Committee (GCHRCC) helps the board implement appropriate standards of corporate governance, and fulfils oversight responsibilities on corporate governance, executive compensation, succession planning, government relations and corporate communications.



The Tenant Services Committee (TSC) helps the board in fulfilling its responsibilities on matters such as community relations and tenant engagement, community safety and security, and oversight of the Office of the Commissioner of Housing Equity.

Our board of directors:

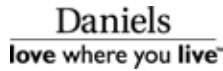
- **Kevin Marshman** (Chair)
- **Ana Bailão** (Councillor)
- **Robert Carlo** (Tenant Director)
- **Joe Cressy** (Councillor)
- **Frank Di Giorgio** (Councillor and Mayor's representative)
- **Michael Ford** (Councillor)
- **Vincent Gasparro**
- **Linda Jackson** (TSC Chair)
- **Joseph Kennedy**
- **Colin Lynch** (BIFAC Chair)
- **Pamela Taylor** (GCHRCC Chair)
- **Catherine Wilkinson** (Tenant Director)

Toronto Community Housing expresses appreciation to **N.W. (Bud) Purves**, who stepped down from the board in September 2017 after serving seven years as chair.

Executive leadership team:

- **Kathy Milsom** (Officer)
President and Chief Executive Officer
- **William Anderson**
Senior Director, Community Safety Unit
- **Cathy Barker** (Officer)
Vice President, Human Resources
- **Angela Cooke**
Vice President, Resident and Community Services
- **Ismail Ibrahim** (Officer)
General Counsel and Corporate Secretary
- **Hugh Lawson**
Director, Strategic Planning and Stakeholder Relations
- **Graham Leah**
Vice President, Asset Management
- **Rose-Ann Lee** (Officer)
Chief Financial Officer and Treasurer
- **Bruce Malloch**
Director, Strategic Communications
- **Andrew McKenzie**
Senior Director, Service Integration and Delivery
- **Vincent Tong** (Officer)
Chief Development Officer
- **Sheila Penny**
Vice President, Facilities Management

Thank you to our developer and program partners



@TOHousing



TorontoCommunityHousing



torontohousing



Toronto Community Housing



TOCommunityHousing

Toronto Community Housing



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2017 Annual Report online
torontohousing.ca/annual-report

Additional Information Reported Annually to the Shareholder

**Additional Information Reported
by
Toronto Community Housing Corporation
to the
Shareholder Annually**

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1. Quality Homes

1.1 Sale of Single Family Homes

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

Between 2010 and 2012 City Council approved the sale of 158 single family homes. To date a total of 141 of the approved properties have been sold. In 2017, TCHC sold only one single-family home, generating \$835,000 in net revenue, \$65,000 above appraised value. In keeping with TCHC's commitment to minimizing the impact of the sale of houses on the lives of tenants, TCHC successfully relocated this household before the property was sold. At the end of 2017, the overall \$65 million target for the sale of single family homes contemplated in TCHC's 10-Year Capital Plan was exceeded, with gains surpassing \$78 million.

In 2017 City Council passed the motion EX26.2 2017, which approved as part of Tenants First the issuance of a request for expressions of interest (REOI) for the operation of the 684 scattered houses within TCHC's portfolio.

The remaining 16 homes, which have not been sold to date, will not be sold as Council decided in June 2017 that these properties would be included in the REOI and future request for proposal process.

1.2 Affordable Home Ownership

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

In 2017, funding from a number of programs operated by the City of Toronto (Foundation Program) and Province of Ontario (Investment in Affordable Housing Program and Home Ownership Assistance Program) provided down-payment assistance to 11 families to purchase their first homes within four of TCHC's revitalization communities.

The table below breaks down the number of tenant and non-tenant families who purchased homes in 2017.

Revitalization Community	TCHC tenant families	Non-tenant families	Total
Alexandra Park	1	0	1
Allenbury Gardens	0	0	0
Lawrence Heights	0	0	0
Regent Park	1	9	10
Total	2	9	11

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

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

1.3 Update on Ten-Year Capital Financing Plan

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

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

The Ten-Year Capital Financing Plan as of December 31, 2017 is provided in Appendix A.

¹ Two purchases will be closing in 2018 and six will be closing in 2019

² One purchase will be closing in 2019

³ Two purchases will be closing in 2018 and two will be closing in 2020

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

2. Vibrant Communities

2.1 Tenant Engagement System

Tenants are in the best position to understand the needs of their community and provide meaningful insight that supports TCHC to improve services and create a more tenant-centric experience. To ensure that tenant voices are heard, TCHC is committed to providing a robust and effective tenant engagement process. TCHC reports on how tenants provide input on corporate and local decisions, as well as local spending priorities, and how TCHC includes tenant representation on its board, as outlined in Section 9.1 in the 2013 Shareholder Direction.

In September 2015, following up on the Mayor's Task Force recommendations, a process to review the current tenant engagement system, was introduced. A multi-phased engagement process was undertaken to identify common issues with the existing engagement model and learn more about tenants' perspectives regarding getting involved in their communities. The engagement process included an open space forum, a tenant working group, a tenant survey, and town hall meetings. At each town hall, tenants were nominated and elected to form the City-Wide Tenant-Staff Engagement Advisory Committee. The Committee consisted of 33 individuals: 12 tenant reps, 14 tenant leaders and seven staff.

From May 2016 to April 2017, the City-Wide Tenant-Staff Engagement Advisory Committee worked to develop a series of recommendations to consider when developing a new tenant engagement model. The recommendations have been grouped under six key objectives:

1. Establish a Governance System
2. Create an Accountability Framework
3. Knowledge & Information: Buildings Profile
4. Communications
5. Increase Tenant Participation
6. Capacity Building for Tenants and Staff

A staff working group is currently analyzing the feasibility of these recommendations and working on the development of an implementation plan that includes how the new system will get funded and resourced. Further consultation with tenants is planned in 2018.

2.1.1 Tenant Directors on the TCHC Board

In light of the Tenants First Phase 1 Implementation Plan, the City's Tenants First team proposed an interim selection process for TCHC Board of Directors tenant directors. The proposed process moved the management of the interim selection process to the City of Toronto in accordance with its Public Appointments Policy. The proposed process was adopted by City Council on January 31, 2018. The recommendations for the two tenant directors will be brought to City Council for approval in May 2018.

2.1.2 Tenants First Engagement Pilots

In accordance with City Council direction, TCHC is working collaboratively with the City to implement two pilots which focus on youth and local tenant engagement, in addition to the decentralization pilot. The engagement pilots will be implemented in 2018 and focus on developing strategies to empower communities to be actively involved in local priority setting, decision-making, action planning and collaboration. The results will help inform any future changes to the tenant engagement system and how TCHC and the City work closer together to support communities.

2.1.3 Participatory Budgeting

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

Feedback from 2016 tenant consultations identified challenges of tenant decision-making related to technical details and components of capital projects. As a result, TCHC proposed two separate tenant engagement processes for capital repairs and community investments (non-capital) projects. In December 2016, the Tenant Services Committee of the Board directed TCHC to work with tenants to develop a revised tenant decision-making model for funding locally-based, non-capital projects that enhance tenant quality of life and community engagement.

Between May and October 2017, staff collaborated with over 250 tenants through eleven consultation sessions to develop a revised tenant decision-making model for non-capital projects that enhances tenant engagement in their communities and addresses the challenges with the existing/previous Participatory Budgeting process. The revised process will be implemented in 2018.

2.2 Eviction Prevention Policy and 2017 Eviction Results

2.2.1 Eviction Prevention Policy

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

In 2014, TCHC implemented a revised arrears collection process that emphasizes early intervention, requires increased personal contact with tenants in arrears, and focuses staff efforts on signing repayment agreements with tenants to resolve arrears. Since implementing this process, the percentage of the total arrears balance that is within repayment agreements has increased from 17 % to 41%.

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

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

2.2.2 Eviction Statistics

TCHC works with tenants to help them meet the responsibilities of tenancy and, when possible, to keep their housing; however, under the *Residential Tenancies Act*, tenants can be evicted for a number of reasons including, but not limited to: non-payment of rent, engaging in unlawful activity on TCHC property and acting in a way that interferes with the reasonable enjoyment of other tenants.

The table below compares the eviction rates between 2015, 2016 and 2017, and identifies the number of tenancies that have been maintained through repayment agreements and mediated settlements.

Measure	2015	2016	2017	% change from 2016
Eviction rate	<1%	<1%	<1%	-
Tenant evictions (non-arrears)	42	84	109	29.8%
Tenant evictions (arrears)	204	200	201	0.5%
Total tenant evictions	246	284	310	9.2%
Repayment arrangements initiated at the Operating Unit level	2,687	2,397	2,866	19.6%
Number of active TCHC applications at the Landlord and Tenant Board (LTB)	335	361	447	23.8%
Mediated settlements via LTB	774	718	703	-2.1%

2.3 Human Rights Policy and Applications to the Human Rights Tribunal

2.3.1 Human Rights, Harassment, and Fair Access Policy

TCHC ensures that tenants and employees live and work in an environment free from harassment and discrimination in which all individuals are equally valued and fairly treated. This is in accordance Section 9.2 (d) in the 2013 Shareholder Direction and TCHC policies. In an effort to clarify legislative obligations specific to tenants and employees, in 2016 the *Human Rights, Harassment, and Fair Access Policy* ("HRHFA") was separated into two policies: the

HRHFA - Tenants for tenants and the Human Rights Policy (Staff) for employees. The HRHFA - Tenants was developed in consultation with tenants and since 2016, tenant's human rights concerns have been addressed under the HRHFA - Tenant Policy.

TCHC is dedicated to building employee knowledge and awareness of human rights and accessibility. In 2017, TCHC continued to deliver training sessions on Accessibility for Ontarians with Disabilities Act ("AODA") to staff.

In addition, 22 sessions on AODA were delivered to 269 elected tenant representatives by the Responsible Personal Accessibility in Toronto Housing ("R-PATH") Committee, an empowered and engaged tenant leader from a tenant-led organization. R-PATH will continue to train volunteer tenant leaders in 2018 to ensure tenants are aware of accessibility and inclusion.

2.3.2 Human Rights Complaints

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

In 2017, TCHC also developed a human rights procedure for employee complaints.

2.3.3 Human Rights Applications to the Ontario Human Rights Tribunal

The table below shows the status of new human rights applications involving TCHC in 2016 and 2017.

Human Rights Applications (2016 and 2017)						
Year	Type of File	Resolution/Status				Total
		Withdrawn	Dismissed	Settled	Ongoing	
2016	Employment	0	0	1	0	1
	Housing Application	0	0	0	0	0
	Tenancy	0	0	2	8	10
	Total	0	0	3	8	11
2017	Employment	0	0	0	0	0
	Housing Application	0	0	0	0	0
	Tenancy	0	0	0	4	4
	Total	0	0	0	4	4

3. Service Excellence

3.1 Communicating with Tenants

3.1.1 Communication with Tenants in the Language of their Choice

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

Currently, corporate communication products aimed at all tenants are translated into 18 different languages upon request. TCHC also uses icons, illustrations and plain language in information materials to improve communication with all language groups. For important documents, such as legal notices, which TCHC must serve to tenants in English or French, a cover letter is included explaining in 18 languages that the document they received is important and that they should have it translated if needed. For corporate communication products with a long shelf life (e.g., the Tenant Charter) TCHC translates into 18 languages even before a request is received. TCHC updated the Tenant Guide in 2015 and translated it into 18 languages. TCHC also created braille, large print and audio formats for the Tenant Guide, which are available upon request.

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

3.1.2 Local Accountability with Tenants

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

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

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

In addition, in 2017 TCHC produced three issues of Housing Update, a tenant-facing newsletter that is mailed to every household. These newsletters included information about upcoming tenant consultations, how to make requests for repairs, how to learn more about capital repairs, tips and information about safety, how to provide feedback on service, and more.

While a relatively low number of TCHC tenants were using social media to engage with the company in 2017, TCHC shared information on Twitter, Facebook, Instagram, and LinkedIn about events and opportunities such as training workshops, scholarships, and city consultations. TCHC also provided online customer service by responding to information requests or tenant issues received via social media. TCHC connected tenants with a variety of community resources and programs such as literacy, mental health, adult learning, and seniors-focused programs, offered through partners across the city. Our social media communities also include partners, staff, family or advocates of TCHC tenants, and the public.

3.1.3 Tenant Complaint Process

Tenant Complaint Process

TCHC has an open, accessible Tenant Complaint Process in place that allows tenants to raise complaints and have them addressed in a timely manner. The Complaint Process was first implemented in 2002. It can be found on the TCHC website and is available in all offices.

Last year, TCHC adopted a Tenant Charter and a new Customer Service Strategy as part of the continued efforts to improve the tenant experience. TCHC completed a review of the existing Tenant Complaint Process and its associated policies and procedures. In November, a new process was established to manage the complaints.

In 2018, TCHC will implement a revised Tenant Complaint Process with clear standards and improved reporting on metrics, issues and trends. Additional resources will be put in place to support the new process and a new intake channel dedicated to tenant complaints.

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

In 2017, inquiries and complaints from elected officials and the City of Toronto Ombudsman's Office were managed by the Stakeholder Relations unit. TCHC received 95 inquiries from the Office of the Ombudsman, 78% of which were addressed within five business days. TCHC received over 2,300 inquiries from Toronto-area elected officials (i.e. the Mayor, City Councillors, Members of Provincial Parliament, and Members of Parliament), 94% of which were addressed within five business days.

4. Business Foundations

4.1 Transparency and Accountability

4.1.1 Executive Compensation

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

TCHC reports annually on senior executive compensation in accordance with Section 10.2.4 of the Shareholder Direction. The following table outlines senior executive compensation, as permitted by law, in 2017. Note that “senior executive” has been defined as the executive leadership team.

Name	Position	Salary	Taxable Benefit	Total Compensation
Angela Cooke	Vice President, Resident and Community Services	\$197,918.77	\$916.90	\$198,835.67
Cathy Barker	Vice President, Human Resources	\$226,160.73	\$1,329.49	\$227,490.22
Graham Leah	Vice President, Asset Management	\$205,214.62	\$2,102.33	\$207,316.95
Greg Spearn	President & CEO (Interim)	\$309,725.37	\$1,660.17	\$311,385.54
Ismail Ibrahim	General Counsel and Corporate Secretary (Interim)	\$167,088.33	\$1,468.93	\$168,557.26
Kathy Milsom	President & CEO	\$102,172.93	\$275.07	\$102,448.00
Kevin Marshman	President & CEO (Interim)	\$128,870.19	\$0.00	\$128,870.19
Leslie Gash	Vice-President Development (Interim)	\$117,078.96	\$586.83	\$117,665.79
Mark Johnson	General Counsel and Corporate Secretary	\$144,797.25	\$641.83	\$145,439.08
Mark McDonald	Vice President, Information and Technology Services	\$195,000.01	\$825.21	\$195,825.22

Name	Position	Salary	Taxable Benefit	Total Compensation
Rose-Ann Lee	Chief Financial Officer (Interim)	\$220,181.74	\$2,275.60	\$222,457.34
Sheila Penny	Vice President, Facilities Management	\$204,212.32	\$1,628.79	\$205,841.11
Vincent Tong	Vice-President Development (Interim)	\$154,739.92	\$1,767.11	\$156,507.03
Wayne Tuck	Chief Operating Officer			Provided in a confidential attachment

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 justifications provided in the procurement policy. TCHC's procurement activities also adhere to public procurement best practices, policies and procedures, and are managed in an open and transparent manner to ensure value for money, the lowest total cost of ownership, and honest and ethical contracting.

In support of the 10 year capital plan, TCHC managed the vendor selection process addressing approximately \$250 million of capital repair projects. These funds are released to vendors only upon adherence to policies, procedures and protocols.

4.3 2017 Update on Policies and Occupational Health and Safety

The corporation has an active health and safety program managing risks to the physical and psychological safety of staff, corporate compliance, and related workers compensation liability. The Health, Safety and Wellness Unit continues to develop and modernize policies and procedures to address changing legislation. Policy compliance was supported in 2017 through regular internal communications, engagement with bargaining units as part of joint committees, and the delivery of in-class training to over 800 staff on various topics. Key areas of focus include workplace violence and harassment, hazardous materials management, and supervisor competency in the areas of safety and disability management/accommodation. In 2018, TCHC will continue to focus on training compliance and delivery of programs providing due diligence for the corporation with respect to legislated requirements.

The Health, Safety and Wellness unit also undertakes to promote employee health and wellness by delivering initiatives and communications for staff addressing three key areas of risk: mental health, cardiovascular health and musculoskeletal disorders. Ongoing initiatives

include ergonomic assessments, healthy workplace month promotions, cardio wellness clinics, and the coordination of voluntary seminars and critical incident stress counselling for staff through the Employee and Family Assistance Program provider, with the objective of reducing associated benefits/claims costs and improving employee retention and productivity.

4.3 Challenges Faced in 2017

The Annual Report speaks to TCHC's successes and the actions that have been undertaken in 2017 to improve services and outcomes for tenants; however, it is important to note the variety of challenges that TCHC faced in 2017. These challenges have the potential to impact tenant confidence in the organization. In 2017, TCHC had 85 reported fire incidents across the portfolio, which represents a 26% decrease from the previous year (2016). In addition, while TCHC had the fewest reported fire incidents in over the last five years, TCHC will continue to ensure that fire safety remains a top-priority through the implementation of key initiatives in 2018. Specifically, TCHC will continue with the implementation of an enhanced tenant education program, aimed to improve awareness and reporting of fire safety incidents. As well, TCHC partnered with Toronto Fire Services regarding information sharing to enhance fire safety preparation and response across the portfolio. Another challenge faced by TCHC was the need to close over 100 townhomes in the Firgrove community as a result of their rapidly deteriorating condition. This had a significant impact on tenants who had to be relocated. This community is a potential revitalization site and, once funding is received, Firgrove will go through a renewal process where TCHC will work with tenants to develop a master plan to guide lasting physical change, and to address the economic and social challenges tenants face.

2017 was a time of uncertainty for TCHC as phase one of the Tenants First implementation plan was developed. While TCHC received more direction with the approval of four major recommendations in July 2017, Tenants First means significant change for the organization. TCHC is focused on accommodating these changes in a way that keeps tenants and staff informed and ensures they continue to receive a high level of service. Throughout all of these challenges, TCHC is committed to becoming a more tenant-centric organization and is in the process of developing the 2019-2022 strategic plan. This process will involve consultation with tenants, staff and community stakeholders to create a vision and a path to guide the corporation's progress and allow TCHC to continue to take on the challenges of the future.

Appendix A: Ten-Year Capital Financing Plan

TCH Ten Year Capital Financing Plan																		
TCHC Ten Year Plan 2018-2027																(2013-2022)	(2017-2026)	(2018-2027)
	(Actual) 2013	(Actual) 2014	(Actual) 2015	(Actual) 2016	(Actual) 2017	(Forecast) 2018	(Forecast) 2019	(Forecast) 2020	(Forecast) 2021	(Forecast) 2022	(Forecast) 2023	(Forecast) 2024	(Forecast) 2025	(Forecast) 2026	(Forecast) 2027	Original 10 Year Backlog Total	Rolling Plan Total	Rolling Plan Total
Capital Needs (\$ millions)																		
January 1st backlog of FCI Capital needs	862	914	896	1,022	1,371	1,516	1,559	1,773	1,835	1,784	1,649	1,537	1,415	1,253	1,132	862	1,371	1,516
Forecasted growth in FCI capital needs (from following year)	121	200	327	424	365	253	423	306	192	109	136	127	89	131	121	2,719	2,131	1,887
Other Adj (inflation, engineering est)	(8)	(94)	(112)	95	-	30	31	35	37	36	33	31	28	28	25	50	290	315
Capital Needs Subtotal	974	1,019	1,111	1,541	1,736	1,799	2,013	2,115	2,064	1,929	1,817	1,695	1,533	1,412	1,278	3,630	3,792	3,718
Capital spending required to achieve 10% Backlog end 2026	(60)	(123)	(88)	(198)	(220)	(240)	(240)	(280)	(280)	(280)	(280)	(280)	(280)	(280)	(128)	(2,010)	(2,660)	(2,568)
Non-Backlog Capital spending (AODA, Cameras, Condition Audits, Soft Landscaping, Small repairs, 5% PM etc.)		(5)	(87)	(40)	(30)	(60)	(60)	(70)	(70)	(70)	(70)	(70)	(70)	(70)	(32)	(492)	(640)	(642)
Adjusted year end capital needs*:	914	896	1,022	1,343	1,516	1,559	1,773	1,835	1,784	1,649	1,537	1,415	1,253	1,132	1,150	1,621	1,132	1,150
Year end Facilities Condition Index (FCI):	10.1%	9.5%	11.1%	14.6%	16.2%	16.4%	18.3%	18.5%	17.7%	16.0%	14.6%	13.2%	11.5%	10.1%	10.1%	16.0%	10.1%	10.1%
Funding Sources																		
Opening Balance	-	116	154	287	161	267	303	198	62	(0)	(0)	0	0	(0)	(0)	-	161	267
TCHC Funds from Operations	50	61	65	46	8	14	15	15	15	15	15	15	15	15	16	302	142	151
Mortgage Refinancing	94	31	200	(54)	287	95	11	30	20	13	-	6	-	21	-	727	483	196
Other (SEP, SHARP)	19	42	34	102	62	67	9	9	9	9	9	9	9	9	9	362	201	148
Sale of Single Family Houses Proceeds	14	32	10	17	-	-	-	-	-	-	-	-	-	-	-	72	-	-
TCH Mortgage Refinancing	94	31	200	(93)	248	95	11	30	20	13	-	6	-	21	-	649	444	196
CMHC refinancing (prepayment penalty waived)	-	-	-	39	39	-	-	-	-	-	-	-	-	-	-	78	39	-
SHIP/SHARP Grants	-	-	-	-	53	23	-	-	-	-	-	-	-	-	-	76	76	23
Sustainable Energy Program (SEP)	-	-	-	-	-	35	-	-	-	-	-	-	-	-	-	35	35	35
City Loans Refinancing	-	33	-	-	-	-	-	-	-	-	-	-	-	-	-	33	-	-
	176	165	309	111	356	177	35	54	44	37	24	30	24	45	25	1,464	826	495
Capital reserve contributions(+)/ draws(-)			25	93												118	-	-
Total Funding Sources	176	282	462	399	517	443	338	252	106	37	24	30	25	45	25	1,464	987	762
Total Capital Spend	(60)	(128)	(175)	(238)	(250)	(300)	(300)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(160)	(2,501)	(3,300)	(3,210)
Cash on Hand without Added City Funding	116	154	287	161	267	143	38	(98)	(244)	(313)	(326)	(320)	(325)	(305)	(135)	(1,037)	(2,313)	(2,448)
City Capital Funding Request						160	160	160	160	160	160	160	160	160	160	800	1,440	1,600
3rd Party Financing (City Subsidy Request)						-	-	-	84	153	166	160	165	145	-	237	873	873
Ending Cash on Hand	116	154	287	161	267	303	198	62	(0)	(0)	0	0	(0)	(0)	25	(0)	(0)	25

*The 10 Year Capital Financing Plan has been updated to reflect actual 2017 year-end capital needs.

Appendix B: Shareholder Reporting Requirements

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

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
Shareholder Direction		
Objectives, accomplishments from prior year, and performance trends.	Shareholder Direction, Section 10.2.1 (a)	Annual Report
Explanations, notes, and information as is required to explain and account for any variances between the actual results from operations and the budgeted amounts set forth in current Strategic Plan, and any material variances in the projected ability of any business activity to meet the financial objectives of the shareholder.	Shareholder Direction, Section 10.2.1 (b)	Annual Report; audited financial statements
The achievement of the financial and service targets set out in the Business Plan or the Operating Agreement and such explanations, notes, and information as is required to explain and account for any variances between the actual results from operations and the targets established in the Business Plan or the Operating Agreement.	Shareholder Direction, Section 10.2.1 (c)	Annual Report; audited financial statements
Initiatives to provide responsive customer service.	Shareholder Direction, Section 10.2.1 (d)	Annual Report
Tenant engagement activities.	Shareholder Direction, Section 10.2.1 (e)	Annual Report
Information that is likely to materially affect the Shareholder's financial objectives.	Shareholder Direction, Section 10.2.1 (f)	Annual Report; audited financial statements
Information that is likely to materially affect Tenants' views or opinions regarding TCHC.	Shareholder Direction, Section 10.2.1 (g)	Letter to the Shareholder: 4.3 Challenges faced in 2017

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
Information regarding any matter, occurrence, or other event which is a material breach or violation of any law, including major findings of internal or other audits.	Shareholder Direction, Section 10.2.1 (h)	None in 2017
Information regarding the performance of TCHC such that the Shareholder can determine that this Shareholder Direction has been respected.	Shareholder Direction, Section 10.2.1 (i)	Annual Report
Information regarding the number of evictions each year and the rationale for these evictions.	Shareholder Direction, Section 10.2.1 (j)	Letter to the Shareholder: 2.2.1 Eviction statistics
Information on the disposition and uses of funds provided to TCHC by the City.	Shareholder Direction, Section 10.2.1 (k)	Annual Report; audited financial statements
The status of the sale of any properties and on any tenant or community impacts resulting from such sales.	Shareholder Direction, Section 10.2.1 (l)	Letter to the Shareholder: 1.1 Sale of single family homes
Information, as permitted by law, regarding senior executive compensation.	Shareholder Direction, Section 10.2.4	Letter to the Shareholder: 4.1.1 Executive compensation
<p>TCHC and the Tenant will maintain a democratic system of active tenant participation and involvement that will:</p> <ul style="list-style-type: none"> • Provide a tenant council structure or similar organization; • Provide for tenant input for decisions at the corporate and local levels; • Provide for tenant input for setting local spending priorities and service levels; and • Include tenant representation on the Board. <p>The system of tenant participation will respect the terms of the Shareholder direction and the financial targets and performance benchmarks that are established for TCH by the service manager.</p>	Shareholder Direction, Section 9.1	Letter to the Shareholder: 2.1 Tenant engagement system

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<p>TCHC shall, in consultation with Tenants and their representatives, and other parties as required, maintain and apply:</p> <ul style="list-style-type: none"> • An eviction prevention policy which aims to balance efforts to ensure the payment of rent while facilitating the tenancies of households experiencing financial difficulties in paying rent. • A system of local accountability established between TCHC and tenants such that Tenants are informed of the operating budget, capital plans, and that there is regular reporting on the achievement of the budget targets and progress on plans for repairs and renovations. • A complaint process that is accessible, transparent, that advocates on behalf of tenants to seek a solution to their complaints, and that respects the management accountabilities within TCHC and allows for the review of operational decisions at a senior level within TCHC. • TCHC will ensure that tenants will be protected from harassment, in an environment where human rights are respected and updated. <p>TCHC will ensure that all communications with Tenants will be undertaken in English and the language of tenants' choice.</p>	<p>Shareholder Direction, Section 9.2</p>	<p>Letter to the Shareholder:</p> <p>2.2.1 Eviction prevention policy</p> <p>3.1.2 Local Accountability with tenants</p> <p>3.1.3 Tenant complaints process</p> <p>2.3.1 Human rights, harassment, and fair access policy</p> <p>3.1.1 Communication with tenants in the language of their choice</p>
<p>TCHC will abide by all relevant employment and occupational health and safety legislation in the conduct of its operations, and will develop appropriate policies in areas such as, but not limited to, fair wages for contracted services consistent with that of the City and employee compensation to address these objectives.</p>	<p>Shareholder Direction, Section 12.1</p>	<p>Letter to the Shareholder: 4.3 2017 Update on policies and occupational health and safety</p>

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

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

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

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

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

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

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

Summary

1. Development Entities

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

To date, with respect to the development Entities, only the development project associated with Don Mount Court Development Corporation ("DMCDC") is completed. TCHC has brought forward a request, in February 2018, to the City of Toronto for the dissolution of DMCDC, and is currently awaiting approval by City Council.

2. Non Development Entities

Each non-development Entity is briefly described below.

2.1 Access Housing Connections Inc.

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

2.2 2001064 Ontario Inc.

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

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

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

2.3 Toronto Affordable Housing Fund

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

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

2.4 Toronto Community Housing Enterprises Inc.

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

TCHEI is expected to be amalgamated with RPEI in 2018.

2.5 Regent Park Energy Inc.

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

RPEI is expected to be amalgamated with TCHEI in 2018.

2.6 Housing Services Inc.

Housing Services Inc. has been wound up and is due to be dissolved in 2018.

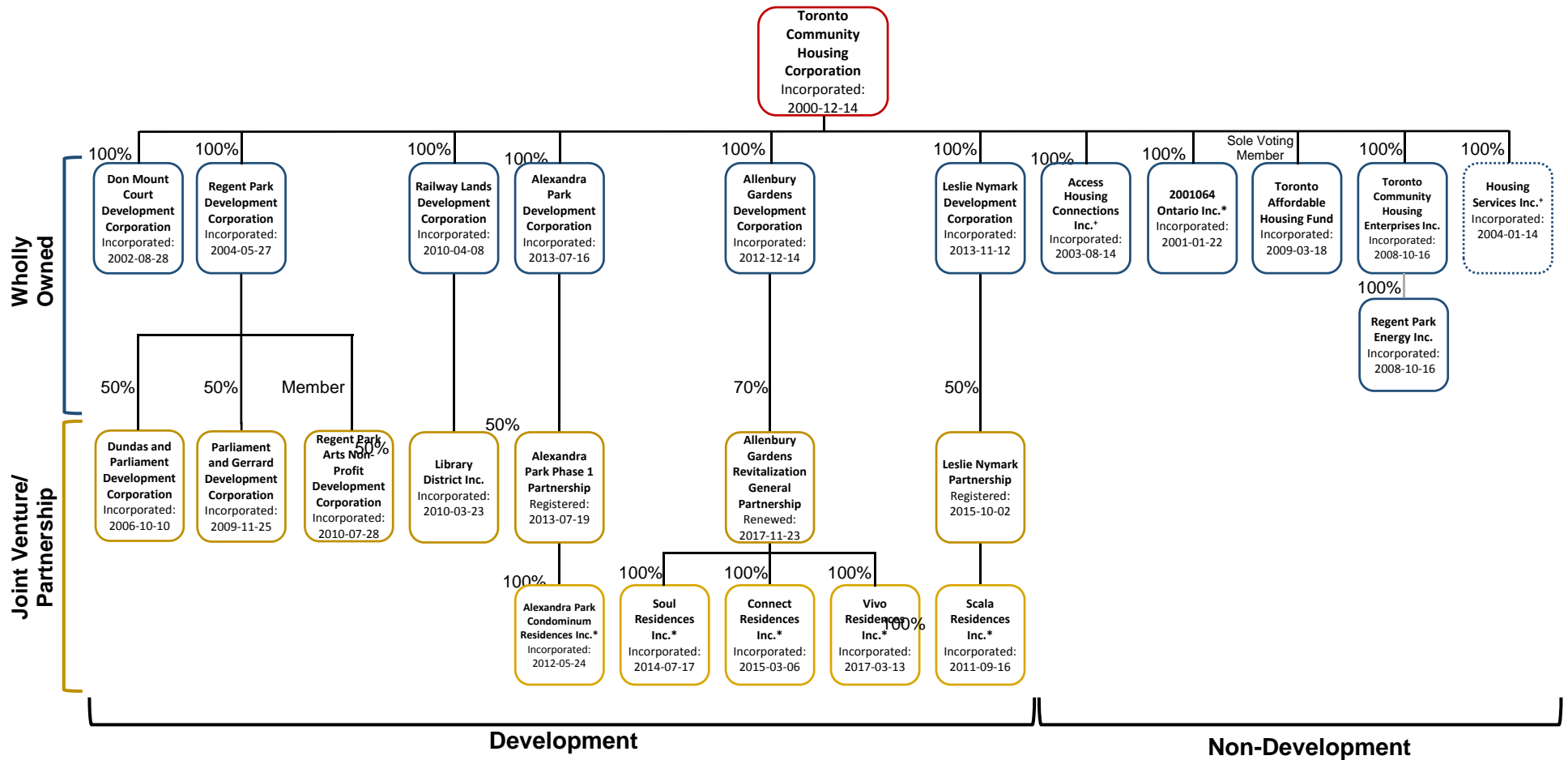
Ownership Structure of Entities

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

* Title Nominees

+ To be wound up in 2018

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



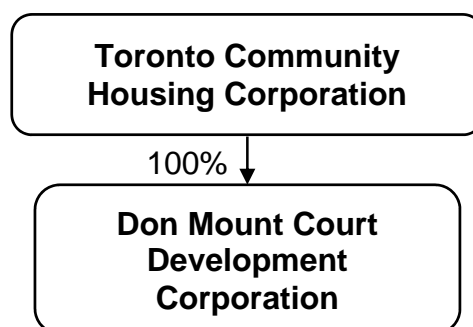
Legend

- + = To be wound up in 2018
- * = Title Nominees

Overview of Subsidiary and Joint Venture/Partnership

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

1. Don Mount Court Development Corporation



Overview of Subsidiary/Enterprise/Investment

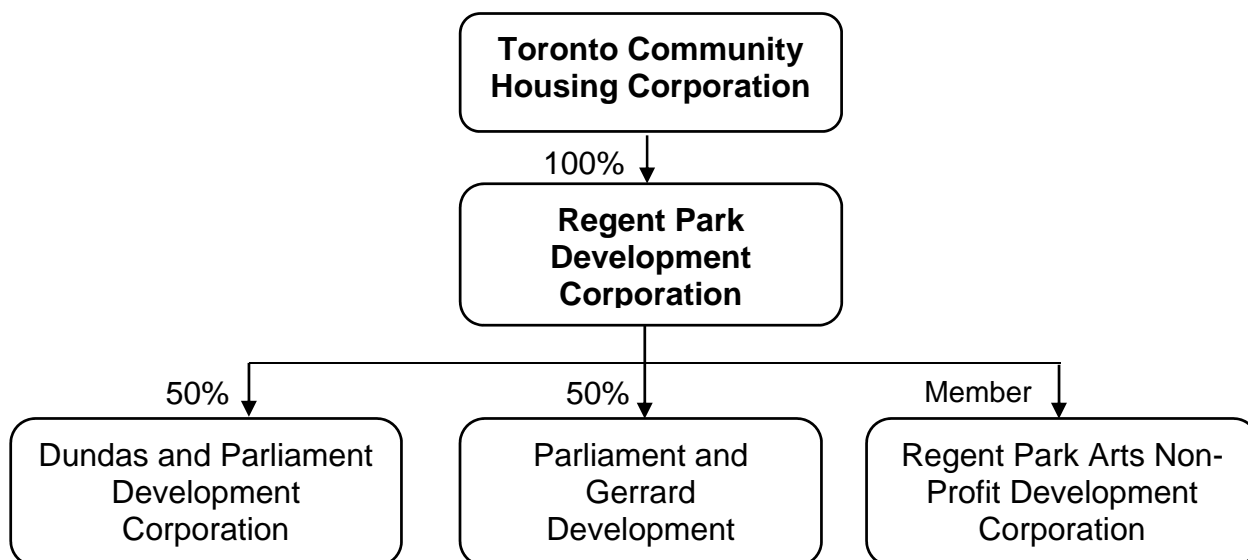
	Don Mount Court Development Corporation ("DMCDC")
Purpose of Subsidiary/ Enterprise/Investment	To oversee the redevelopment of Don Mount Court.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act (Ontario)</i>
Incorporation Number	1539709
Incorporation Date	August 28, 2002
Incorporation Document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

Don Mount Court Development Corporation ("DMCDC")		
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up as operational activities conclude.	
Directors and Officers	Directors: Rose-Ann Lee Kathy Milsom Pamela Taylor, Chair	Officers: Pamela Taylor, Chair Kathy Milsom, CEO Rose-Ann Lee, Treasurer Ismail Ibrahim, Secretary

2. Regent Park Development Corporation

Joint venture/partnerships:

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



Overview of Subsidiary/Enterprise/Investment

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

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

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

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

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

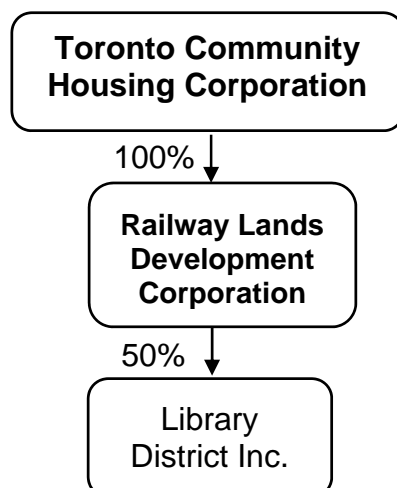
	Parliament and Gerrard Development Corporation ("PGDC")	
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:C2008-38	
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where,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

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

3. Railway Lands Development Corporation

Joint venture/partnerships:

- a. Library District Inc.



Overview of Subsidiary/Enterprise/Investment

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

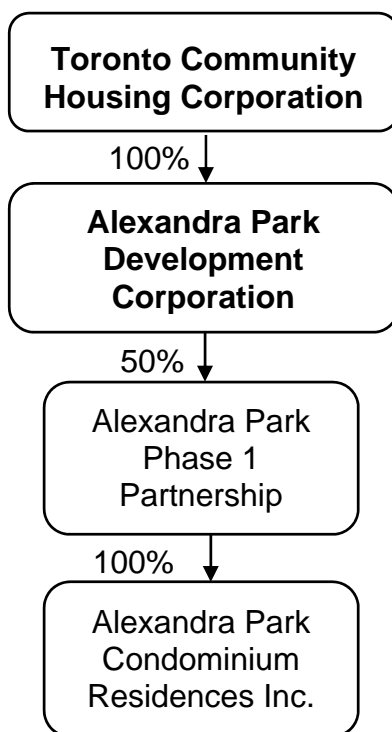
Railway Lands Development Corporation (“RLDC”)			
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Railway Lands (and expiry of warranties associated with LDI).		
Directors and Officers	<table border="0"> <tr> <td>Directors: Rose-Ann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

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

4. Alexandra Park Development Corporation

Joint venture/partnerships:

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



Overview of Subsidiary/Enterprise/Investment

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

	Alexandra Park Development Corporation (“APDC”)	
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:2012-47	
Original Rationale for Creation/Separate Corporate Existence	In order to set up the land holding partnership structure contemplated in the partnership agreements.	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Alexandra Park (and expiry of warranties associated with APPP and related nominee).	
Directors and Officers	Directors: Rose-Ann Lee Kathy Milsom Pamela Taylor, Chair	Officers: Pamela Taylor, Chair Kathy Milsom, General Manager Rose-Ann Lee, Treasurer and Authorized Signing Officer Vincent Tong, Secretary

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

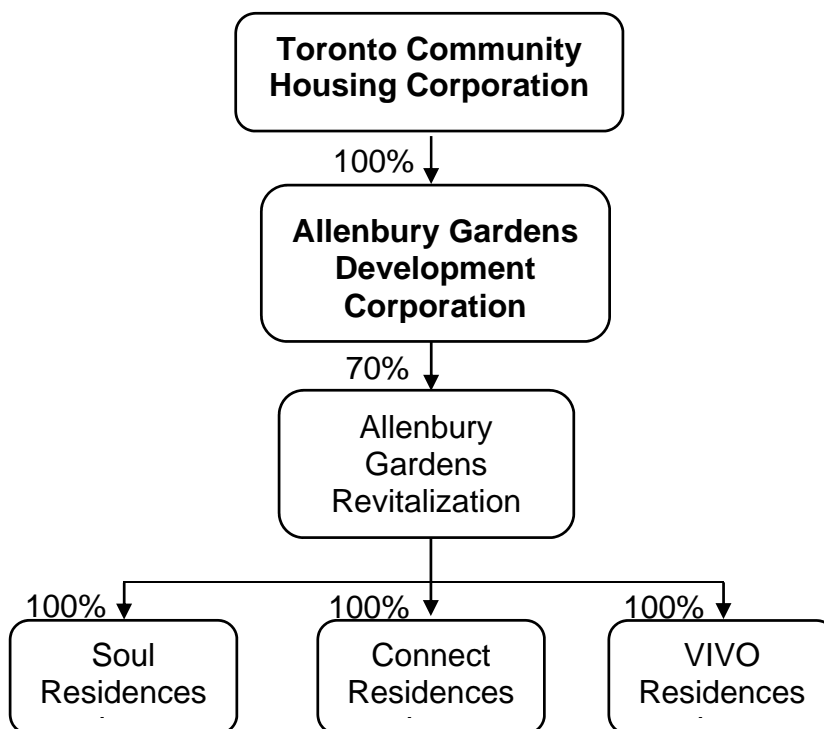
	Alexandra Park Condominium Residences Inc. (“APCRI”)	
Purpose of Subsidiary/ Enterprise/ Investment	Partnership nominee corporation of general partnership with Tridel Subsidiary (2329296 Ontario Ltd.) to develop Alexandra Park condominiums.	
Ownership	100% APPP	

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

5. Allenbury Gardens Development Corporation

Joint venture/partnerships:

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



Overview of Subsidiary/Enterprise/Investment

	Allenbury Gardens Development Corporation (“AGDC”)
Purpose of Subsidiary/ Enterprise/ Investment	To oversee the redevelopment of Allenbury Gardens, including the demolition and replacement of 127 TCHC units and the development of up to 979 market units.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act (Ontario)</i>
Incorporation Number	2353917
Incorporation Date	December 14, 2012
Incorporation Document	Articles of Incorporation

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

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

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

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

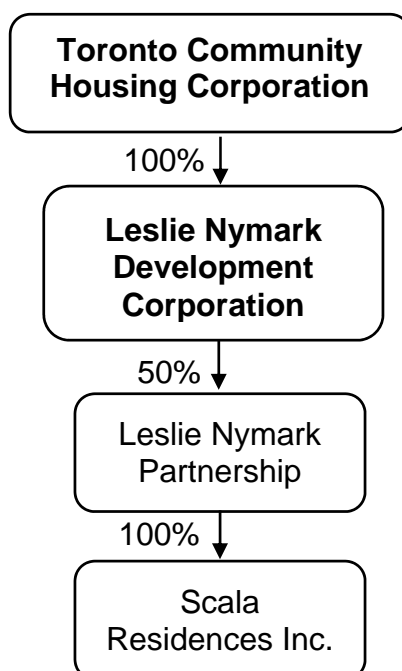
* To be filled at next meeting of directors/shareholders.

	Vivo Residences Inc. (“VRI”)	
Purpose of Subsidiary/ Enterprise/ Investment	Partnership nominee corporation of general partnership with FRAM subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.	
Ownership	100% AGRGP	
Jurisdiction	<i>Business Corporations Act (Ontario)</i>	
Incorporation Number	2566137	
Incorporation Date	2017-03-13	
Incorporation Document	Articles of Incorporation	
By-Laws	By-Law No. 1 By-Law No. 2	
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:2017-10	
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level subsidiary or co-tenancy).	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with VRI).	
Directors and Officers	Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Vincent Tong	Officers: Rose-Ann Lee, President Federico Serrafiero, Vice-President Vincent Tong, Vice-President Frank Giannone, Treasurer and Secretary

6. Leslie Nymark Development Corporation

Joint venture/partnerships:

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



Overview of Subsidiary/Enterprise/Investment

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

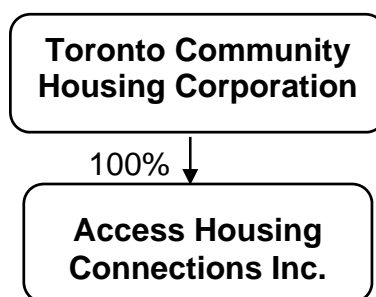
	Leslie Nymark Development Corporation (“LNDC”)	
Original Rationale for Creation/Separate Corporate Existence	In order to set up the land holding partnership structure contemplated in the partnership agreements.	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Leslie Nymark (and expiry of warranties associated with LNP and related nominee).	
Directors and Officers	Directors: Rose-Ann Lee Kathy Milsom Pamela Taylor, Chair	Officers: Pamela Taylor, Chair Kathy Milsom, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary

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

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

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

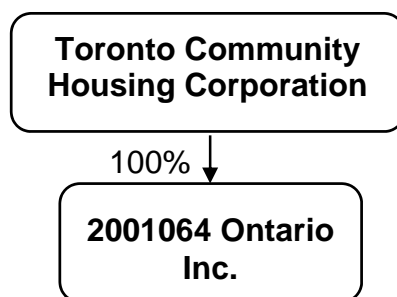
7. Access Housing Connections Inc.



Overview of Subsidiary/Enterprise/Investment

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

8. 2001064 Ontario Inc.

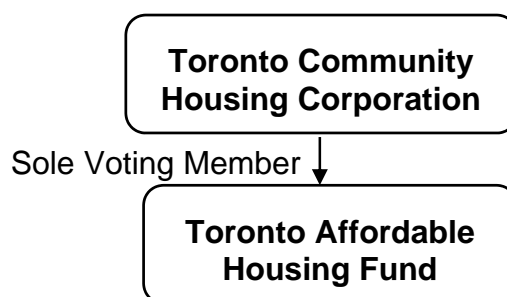


Overview of Subsidiary/Enterprise/Investment

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

2001064 Ontario Inc. (“2001064”)		
Directors and Officers	Directors: Rose-Ann Lee Kathy Milsom Pamela Taylor, Chair	Officers: Pamela Taylor, Chair Kathy Milsom, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary

9. Toronto Affordable Housing Fund



Overview of Subsidiary/Enterprise/Investment

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

Toronto Affordable Housing Fund (“TAHF”)			
Term of Existence (short-term/defined, long-term/ongoing)	Long term as the entity holds numerous mortgages (“boost loans”) that would be costly to transfer to TCHC. Also, TCHC must relinquish the mortgages back to the Shareholder on April 30, 2029. Thus containing all activities in the subsidiary is deemed desirable.		
Directors and Officers	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;">Directors: Rose-Ann Lee Linda Jackson, Chair Kathy Milsom</td> <td style="width: 50%; vertical-align: top;">Officers: Linda Jackson, Chair Kathy Milsom, President and Secretary Rose-Ann Lee, Chief Financial Officer and Treasurer</td> </tr> </table>	Directors: Rose-Ann Lee Linda Jackson, Chair Kathy Milsom	Officers: Linda Jackson, Chair Kathy Milsom, President and Secretary Rose-Ann Lee, Chief Financial Officer and Treasurer
Directors: Rose-Ann Lee Linda Jackson, Chair Kathy Milsom	Officers: Linda Jackson, Chair Kathy Milsom, President and Secretary Rose-Ann Lee, Chief Financial Officer and Treasurer		

10. Toronto Community Housing Enterprise Inc.

Joint venture/partnerships:

a. Regent Park Energy Inc.



Overview of Subsidiary/Enterprise/Investment

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

	Toronto Community Housing Enterprise Inc. ("TCHEI")	
	from potential liability as a direct holder of the equity interest.	
Term of existence (short-term/defined, long-term/ongoing)	Defined. TCHEI is expected to be amalgamated with RPEI. TCHC will continue to evaluate the strategic options of the merged TCHEI and RPEI entity.	
Directors and Officers	Directors: Vincent Gasparro, Chair Rose-Ann Lee Kathy Milsom	Officers: Vincent Gasparro, Chair Kathy Milsom, President Rose-Ann Lee, Treasurer Sheila Penny, Secretary

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

	Regent Park Energy Inc. ("RPEI")	
	Vincent Gasparro, Chair Rose-Ann Lee Kathy Milsom	Kathy Milsom, General Manager Rose-Ann Lee, Treasurer Sheila Penny, Secretary