

Toronto Community Housing Corporation
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June 2, 2020

Mr. Chris Murray
City Manager
City of Toronto
City Hall, 100 Queen Street West
11th Floor, East Tower
Toronto, ON M5H 2N2

Dear Mr. Murray,

Toronto Community Housing Corporation's 2019 Annual Report

We are pleased to submit the enclosed 2019 Annual Report for the Toronto Community Housing Corporation. The 2019 Annual Report highlights our achievements in relation to our corporate goals and objectives.

This letter to the Shareholder, its attachments and our 2019 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.

2019 marked the start of an exciting transformation that is underway at Toronto Community Housing Corporation. We began implementing a plan that will restructure the organization to provide better services to tenants. The plan includes changes to decentralize operations, add frontline resources, empower local decision-making and bring services closer to where tenants live.

If you have questions about the contents of this letter or the 2019 Annual Report, please contact Kevin Marshman at (416) 981-4088.

Yours truly,

Timothy Murphy
Chair, Board of Directors

Kevin Marshman
President and CEO

Encl. 2019 Annual Report
Additional Information Reported Annually to the Shareholder



A new way to deliver 2019 Annual Report





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A new way to deliver



Tim Murphy,
Chair, Board
of Directors



**Kevin
Marshman,**
President
and Chief
Executive
Officer

Toronto Community Housing ended the decade with a unique and highly productive 2019. Foremost of the changes is a restructuring plan for a new service delivery model announced in September. The plan focuses on four key pillars of service to tenants: cleaning, maintenance, tenancy management and community safety and supports. It empowers frontline employees and gives them the training, resources, tools and supports to deliver the quality service tenants deserve.

In 2019 we strengthened our ability to repair and renew our aging housing portfolio by securing stable funding. In April, we secured a historic nine-year, \$1.34 billion investment through the National Housing Strategy, and in December we secured an annual, permanent allocation of \$160 million for capital repairs from the City of Toronto, starting in 2020. These record investments will enable us to continue with renewed confidence on our 10-year plan to restore our buildings to good repair, improving living conditions, safety, accessibility, energy efficiency and tenant comfort.

After years of careful planning, in 2019 we launched a business transformation project that will fundamentally change the way we deliver our business. The Housing Management Enterprise System, or HoMES, project will put in place a fully integrated housing management system by 2021, redesign our business processes, and give us a single reliable source of information to support better service delivery.

We also launched a program in 2019 to shift our culture that identifies, for employees at every level, competencies and values that are fundamental to how we operate and drive a tenant-focused, healthy, high-performing workforce. This shift is the foundation for implementing new and better ways of delivering services and managing our business.

We are confident these efforts will position Toronto Community Housing for success for the next decade and beyond through a relentless focus on improving our service quality and business performance to meet the needs of tenants.

Contents

About us.....5

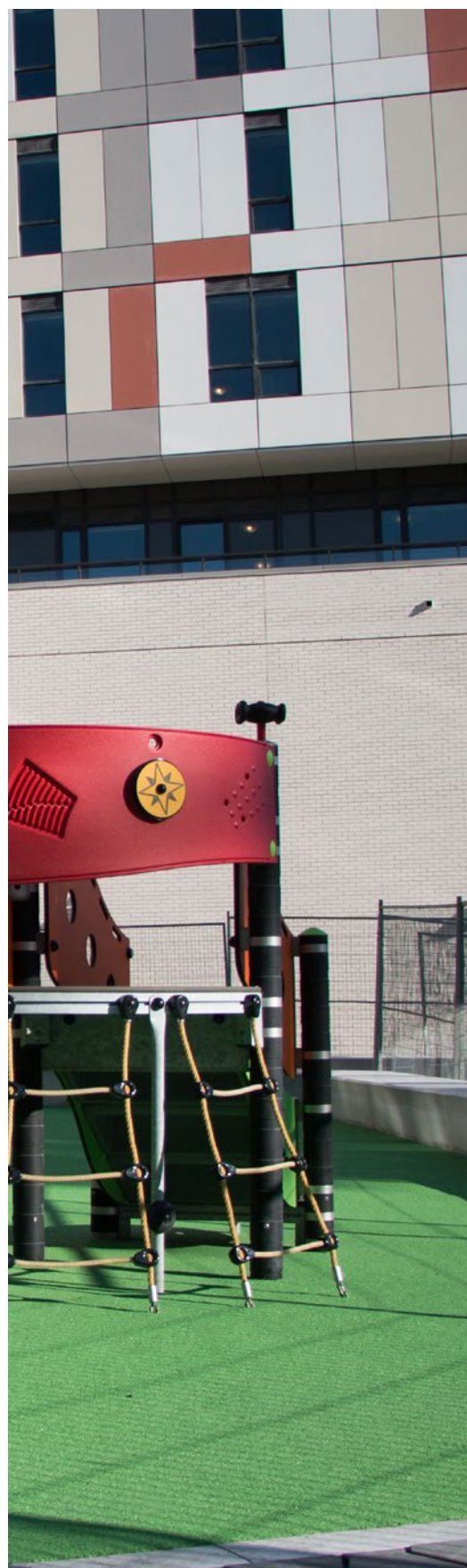
Feature stories

Our blueprint for change7
 A new way to engage tenants10
 Better, faster tenant service13
 Historic nine-year investment.....14
 Accessibility committee17

Performance highlights

Keeping tenants safe in 201919
 Seniors-designated buildings22
 Revitalization projects23
 Active living programs.....26
 Community empowerment29
 Employee diversity networks.....33
 Internship program35
 Preventing arrears evictions36

Financial summary.....37
 Board of directors42
 Executive leadership team43



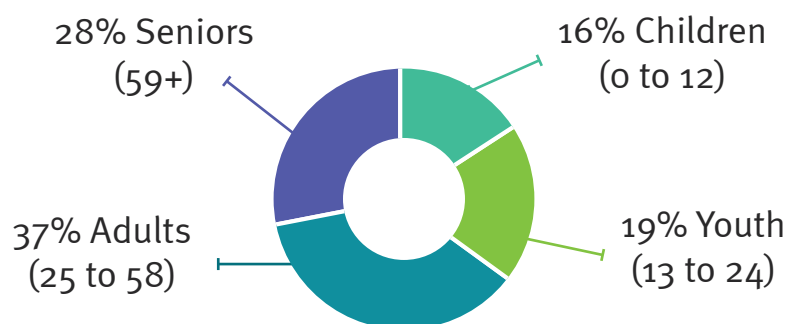
About us

Toronto Community Housing Corporation (TCHC) is the largest social housing provider in Canada. We're home to more than 110,000 people living in nearly 60,000 low- and moderate-income households.

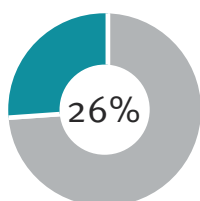
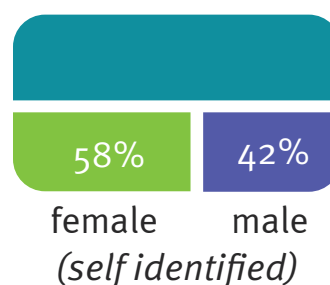
We are owned by the City of Toronto and operate in a non-profit manner. We own and manage rental units in

close to 2,100 buildings across the city. Our portfolio contains nearly 50 million square feet of residential space and is a \$10-billion public asset.

Our tenants come from many different backgrounds with a diversity in age, education, language, mental and physical disability, religion, ethnicity and race.

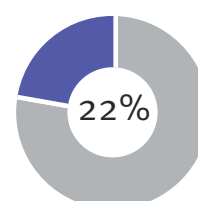
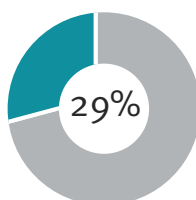


people living in our buildings



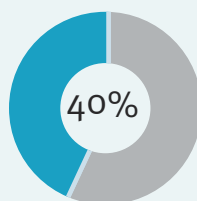
About 26% of our households are headed by a **single parent**.

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

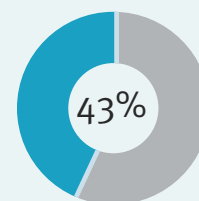


A **second language** is spoken in more than 22% of households.

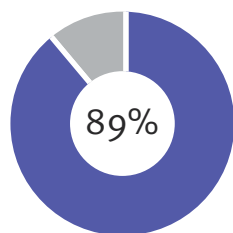
An estimated 40% of households include someone with **mental health** and **addictions** concerns.



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



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



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

\$18,398

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

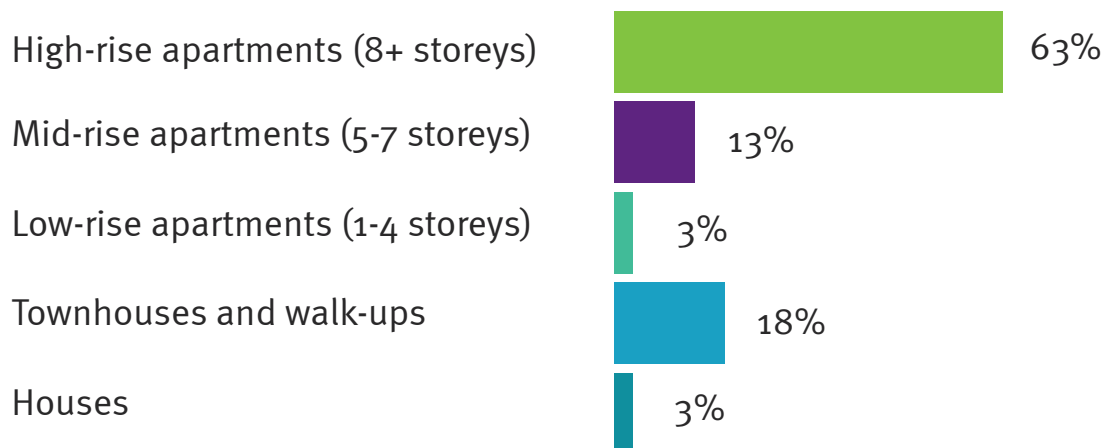
\$65,829

Most of our buildings are **between 40 and 50 years old**.



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

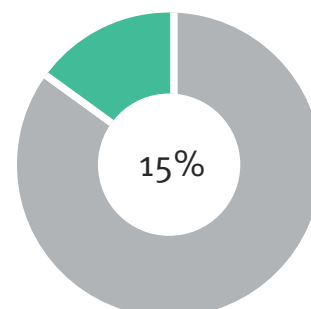
Percentage of units in each building type



We partner with more than 350 private sector organizations and health, social and community agencies to connect tenants to services, supports and opportunities.

More than 2,000 people **work at TCHC**.

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



A blueprint for change

Major changes underway at TCHC are transforming how the company delivers services closer to tenants.

Having the right resources and staff in the right places at the right time so we can do the best we can for tenants is something all of us at TCHC are passionate about. To accomplish this fully, we knew major changes were needed to shift service delivery to the local level and expand the services that matter most to tenants.

“Having come from a career in the service industry, I knew that good service organizations put the decision making as close to their customer as possible, and in our case our customers are tenants,” said TCHC CEO Kevin Marshman. “But when we started looking at where to make improvements, we quickly recognized that delivering service at the levels our tenants deserve was not possible with the structure, processes and protocols we had in place.”

Tenant engagement was a critical element of how we determined what the new structures and processes would look like and how they would be implemented. Understanding

the impact of how thousands of tenant interactions are managed provided key insights on what we could do better and how it could make a difference for both tenants and staff that support them.

“What we learned and heard was that the way TCHC operated frustrated both tenants and staff,” Marshman said. “Local decision-makers needed to be empowered and accountable, and the frontline teams needed to be better resourced.”

With important learnings from the information shared by tenants and staff, our team developed a bold plan to restructure how the company delivers services, which it announced in September 2019. The plan identified four pillars of quality service: cleaning, maintenance, tenancy management, and community safety and supports. It added frontline resources, brought services closer to where tenants live, and empowered local teams to deliver better service while removing layers and duplication.

“By aligning all elements of tenant service under a common structure, the plan enables our team to deliver

Features

▲ In November 2019, Chief Operating Officer Sheila Penny facilitated six tenant consultation meetings across the city.

services directly and efficiently, with far greater accountability than under our previous model,” Marshman said.

The plan realigned the company’s operations into a single division led by a Chief Operating Officer. It created three regional management teams, each led by a General Manager reporting to the Chief Operating Officer, to monitor and manage local service delivery using new tools to ensure quality and address any gaps. We strongly believe that this model will provide tenants with excellent customer service that is at their doorstep with clearly defined accountability, replacing a fragmented service model that was a cause of frustration to tenants and staff.

As well, the plan created local tenant service hubs where tenants can access services closer to their home. At each hub, the prime point of contact for tenants is the superintendent, supported by a team structured to deliver cleaning, maintenance, tenancy management, and community safety and supports.

“Our new structure empowers superintendents and frontline staff to make decisions so that tenants can have meaningful conversations about their homes that don’t get buried in process.” Marshman said. “This will lead to better service while making staff and the company more accountable.

“Most importantly, we hope that tenants feel we’ve heard them, and that we care about them and the homes they live in,” Marshman added. ■

Guiding the implementation of the plan is a transition team led by Chief Operating Officer Sheila Penny. To monitor the plan, TCHC has developed service quality indicators (SQIs) with input from frontline staff and tenants. The SQIs will pinpoint where improvement is needed and help determine the tools and resources staff need to provide quality service.

Driving a tenant-focused culture

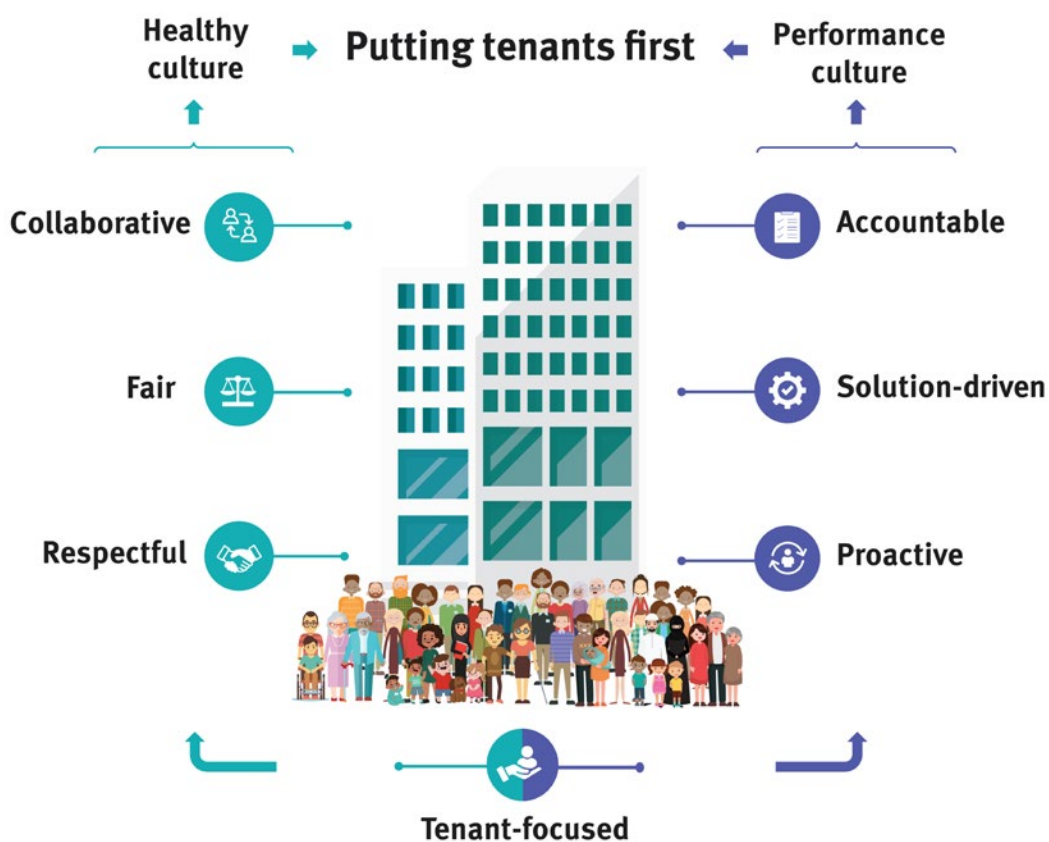
At the heart of our drive to deliver services in new and better ways is a transformation of our TCHC culture. We want to provide our more than 2,000 employees with a healthy place to do their jobs and develop their careers while they

deliver our mission of putting tenants first.

With this in mind, in 2019 we identified a set of seven core competencies that drive a tenant-focused, healthy and high-performing workforce. We call it “Your Culture. Your TCHC.” The competencies are fundamental to how we

operate and will guide us to meet our goals for improving our housing, service delivery and business performance.

“Your Culture. Your TCHC” serves as a guide to help our employees focus on identifying and delivering the best possible support and care to tenants. ■



Tenant engagement: A new way to engage with tenants



▲ Tenants have helped create a new Tenant Engagement System, the implementation of which was approved in July 2019.

The TCHC Board of Directors approved the refreshed Tenant Engagement System and implementation plan in July 2019.

By participating in the system, tenants and communities can get involved in local decision making,

address local priorities and have their voices heard in the community. The refreshed system includes a new three-level structure for tenant engagement at the local, community and city-wide levels. There is also a process for tenants to select one of four options for local engagement,

enabling them to choose the model that best fits the needs of their community.

Community Action Plans

Community Action Plans are local plans co-created by tenants and staff to reach solutions in response to

tenant-identified priorities. During 2019:

- **3,128** tenants took part in the first round of meetings where their local plan was drafted.
- **2,704** tenants took part in the second round of meetings, where the draft local plan was presented and finalized.
- **261** communities/developments finalized or approved a Community Action Plan.

Tenant Action Funds

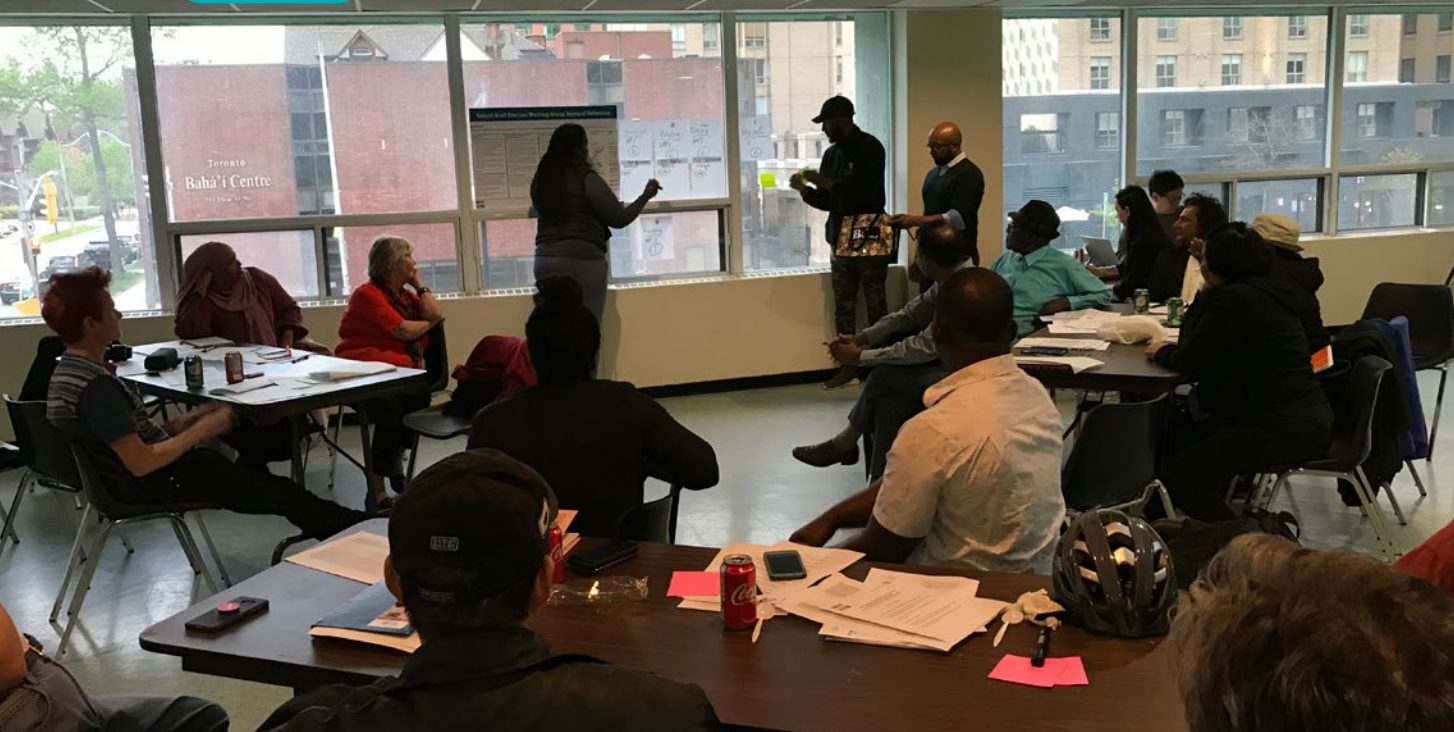
Under the refreshed system, tenants can apply for Tenant Action Funds to address local priorities. Four Interim Funding Tables—one in each region and one in the seniors portfolio—reviewed, approved and allocated funding requests for projects that address community priorities. Together, the tables approved 113 applications and allocated more than \$70,000. TCHC will establish new Tenant Action Fund Tables in

2020 so tenants can continue to have access to resources and apply for funding.

Tenant–Staff Election Working Group

In 2019, TCHC established a Tenant–Staff Election Working Group in response to recommendations that the City-Wide Tenant–Staff Engagement Advisory Committee had presented two years earlier. >>





The working group met biweekly for a total of 17 productive meetings. The group developed terms of reference for the three levels of the refreshed Tenant Engagement System and a local engagement voting process. It provided recommendations on the development of an anti-oppression framework and changes to the current Tenant Representative Code of Conduct. And it adopted a tenant election and by-election process while providing recommendations

on how the process should be evaluated.

Local engagement model selection

Starting in the fall of 2019, tenants voted for the local engagement option that would best meet their community's needs (including an option to be independent of the system). By the end of the year, 176 communities had voted for their preferred option, with 6,743 tenants taking part in the process. All TCHC building and townhouse communities, including those in direct

and contract-managed communities and the seniors portfolio, will have the opportunity to take part in a process to select their preferred local engagement model at the building or townhouse level. ■

Better, faster, more responsive tenant service

After years of careful planning, we launched a business transformation project in 2019 that will completely change the way we work.

The Housing Management Enterprise System or HoMES project will transform our current applications to enable us to deliver the best possible service in the fastest and most efficient way. HoMES is replacing more than 30 core IT applications approaching end-of-life. In their place will be a fully integrated housing management system and more efficient business processes to provide better, faster, more responsive service to tenants.

HoMES will enhance the security, accuracy and availability of data. It will provide staff with consistent access to the information they need to do their jobs and make decisions that best meet the needs of tenants. And it will make work simpler and more efficient for staff by eliminating many time-consuming manual processes that TCHC currently uses.

All this will go a long way toward our goal of giving our employees the tools, technology and clear processes to deliver services more effectively, and of providing better access to the information they



require to best serve the needs of their tenants.

While the HoMES project will take about two years to complete, it is tracking on time and well within its budget. The first phase, focusing mostly on finance and commercial business functions, will go live in July 2020. The other two phases will be implemented in 2021. ■

TCHC secures historic nine-year investment to renew and repair buildings



▲ Prime Minister Justin Trudeau visited our Adanac community to announce a historic nine-year, \$1.34-billion capital repairs investment.

2019 was a truly historic year for TCHC, as we secured a nine-year, \$1.34-billion investment from the federal government's National Housing Strategy and a permanent annual allocation of \$160 million for capital repairs from the City of Toronto.

This record-level of investment bolstered our building capital repair plan. We delivered a \$313.1-million program in 2019 as part of our

10-year plan to improve living conditions, safety, accessibility and comfort for tenants and make our buildings more energy efficient.

The federal investment is the largest of its kind in Canada's history. It underscores our important social and economic value as Canada's largest landlord. The federal contribution of \$116 million in 2019 funded improvements to more

than 11,000 units, benefitting over 21,000 tenants across the city.

Accessibility

Prime Minister Justin Trudeau and Toronto Mayor John Tory announced the co-investment fund on April 5 at the Adanac Apartments in Scarborough. Prior to the announcement, the Prime Minister and Mayor spoke with members of the tenant-led Responsible

Personal Accessibility in Toronto Housing (R-PATH) Committee, a major partner in improving accessibility in all tenants' homes and buildings.

TCHC is a strong and innovative leader in improving accessibility, as reflected in the \$400 million for accessibility improvements earmarked in the co-investment fund. This increased investment enables the leading-

edge work already being done by TCHC and R-PATH to continue. (Read more about this partnership on page 13)

Energy efficiency

Under the co-investment fund, projects must reduce energy use and greenhouse gas emissions by 25 per cent. Through our building capital renewal plan and other programs, we making existing and future buildings more energy efficient, through

retrofits or sustainable design principles.

Examples of energy retrofits include:

- Replacing building heating and cooling systems, equipment and associated sub-components to improve ventilation and air quality >>



▲ The Mayor and Prime Minister met with members of the tenant-led Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee.

Features

- Upgrading windows, exterior doors, plumbing fixtures and lighting systems, including converting to LED lighting systems, controls and sensors
- Upgrading, repairing and remediating the building envelope and balconies

Using co-investment fund dollars, retrofits are bringing components and systems in our buildings up to current energy standards. We are going beyond “like for like” replacement by using new products and innovative technologies

that modernize buildings, save energy and reduce greenhouse gas emissions.

Passive House project

As part of the Alexandra Park revitalization, we launched an innovative project in 2019 with our developer partner Tridel to build 12 townhomes using a “passive house” design. It’s the first project in the Greater Toronto Area to build homes using passive house principles, which can reduce energy usage by more than 90 per cent.

Enbridge Gas rebate

In July, TCHC received a \$1.6-million rebate from Enbridge Gas based on 36 energy-efficiency upgrade projects we had completed throughout 2018. This is the largest rebate Enbridge has given through its affordable housing energy efficiency program. The combined cost avoidance in natural gas consumption exceeded \$524,000. Those savings are a key part of our commitment to reducing our energy costs. ■



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



▲ During his visit to the Adanac community Prime Minister Justin Trudeau met with R-PATH Committee members Lene Andersen (left), Cathy Birch (centre) and Joe Knapper (right).

Toronto Community Housing continues to excel in accessibility for persons with physical disabilities. The R-PATH Committee (Responsible Personal Accessibility in Toronto Housing) is an important partner in this work.

They are a group of Toronto Community

Housing tenants living with physical disabilities and contribute the lived experience expertise to assist the corporation in providing the most inclusive communities possible.

R-PATH helped build the foundation for Toronto Community Housing's successful application

for federal and municipal co-funding, resulting in \$1.34 billion for capital repairs. R-PATH will support staff in the implementation of the co-funding.

The Toronto Community Housing Accessibility Build Standards were co-authored by R-PATH. >>

R-PATH also contributed its expertise at the City of Toronto level. They met with Mayor John Tory advocating for the Toronto Community Housing Accessibility Build Standards to be added to the City's Design Build Guidelines for Residential Units. "The Toronto Community Housing Accessibility Build Standards for the built environment are the foundation to improving the quality of life in residential units

and common spaces. It provides accommodation so people with physical disabilities can age in place longer and with a higher quality of life," said Cathy Birch, Chair of R-PATH.

At the request of Mayor Tory, R-PATH is also assisting the City of Toronto by assessing multiple City properties with the lived experience accessibility lens.

"R-PATH is proud to continue to promote and advocate for higher quality of life for persons with physical disabilities in Toronto Community Housing and the City of Toronto," said Birch. ■



Keeping tenants safe in 2019



▲ Toronto Community Housing CEO Kevin Marshman (front row right) and Chief Special Constable Bill Anderson (front row left) pose with members of the newest cohort of CSU Special Constables.

Community Safety

TCHC's Community Safety Unit (CSU) now has nearly 200 peace officers and specialists. These law enforcement professionals engage tenants on safety matters, protect TCHC property and, in partnership with Toronto Police Service (TPS), investigate crimes and deliver crime prevention and law enforcement services. The unit responds to more than 90,000 calls per year.

In November 2019, we officially welcomed 51 new CSU Special Constables as part of our expanded community policing model. The model assigns dedicated peace officers in specific communities where tenants have experienced violence. Our comprehensive violence reduction strategy engages tenants in preventative measures such as community safety walks, where tenant input is sought into camera >>

placements, lighting and other areas affecting community safety. Special Constables will continue to be assigned onsite in specific communities in 2020.

Changes in legislation

In September 2019, the provincial government announced changes that give Ontario housing providers the discretion to refuse to rehouse tenants who have been evicted for serious crimes and pose a threat to the community. The change means that Toronto Community Housing now has a say in rehousing former tenants convicted of serious crimes. It can take

the safety of all tenants in a building into consideration, as well as the housing needs of the individual tenant.

Fire life safety

2019 was a busy year for TCHC's Fire Life Safety team as it continued to engage and educate both tenants and staff on the importance of fire safety.

The team completed 356 site safety assessments in TCHC buildings and cleared 183 sites of contraventions. Violence decreased by a notable 12 per cent compared with 2018. Since the beginning of the assessment



▲ Toronto Community Housing partnered with Toronto Fire Services to launch the “Fire Happens Fast” safe cooking ad campaign.



▲ Deputy Fire Chief Jim Jessop and TCHC CEO Kevin Marshman at the “Fire Happens Fast” news conference. (Photo: Cheryl Duggan)

program in 2018, the operations group has completed a nearly 491 assessments and cleared 293 sites.

The team led 250 hands-on training sessions for 435 staff and 25 classroom presentations for 421 staff. They launched four e-learning modules; by year-end, 937 staff had completed the first module, “Fire Watch.” As well, they delivered Incident Management System training to CSU staff, resulting in 172 qualifications being granted.

Notable among the numerous tenant education materials developed

by the team was an updated door sticker with fire safety instructions, which was affixed to the main door of every unit and townhome across the portfolio. They held 12 tenant fire safety events and distributed 1,557 door hangers at these events.

In partnership with Toronto Fire Services, in September our Fire Life Safety team launched the “Fire Happens Fast” safe cooking ad campaign, which received positive media coverage, including CBC News and Global. ■

A new way to manage and operate seniors-designated buildings

Seniors are the fastest growing age group in Ontario; 28 per cent of TCHC tenants are 59 or older and that percentage is rising.

Many senior tenants need additional supports to live independently. In July, City Council directed City staff to establish a wholly-owned City housing and services corporation to manage and operate TCHC's 83 seniors-designated buildings.

City Council also directed the City and TCHC to develop an Integrated Service Model to promote aging in place and a better quality of life for seniors in TCHC buildings.

The model will be launched in 2020 in 18 buildings that together contain more than 2,800 units. ■

▼ The integrated service model will combine the delivery of housing and health services to promote aging in place, a better quality of life and successful tenancies.



Revitalization: Creating inclusive, mixed-income neighbourhoods



▲ Left to Right: Joined by tenants, The Daniels Corporation Vice President of Project Implementation Jacob Cohen (third from left), Ward 13 Toronto Centre Councillor Kristyn Wong-Tam (fourth from left), Toronto Mayor John Tory (middle) and Board vice-chair Brian Smith (third from right) cut the ribbon to open 150 River Street. (Photo: Raw Edge Photography)

TCHC ended 2019 with seven active revitalization projects. Each project aims to provide a mix of housing options in neighbourhoods where social housing has traditionally dominated.

Our vision is to create inclusive, mixed-income

neighbourhoods with quality homes, great amenities and a truly engaged community. And we value our partnership with the City, tenants, community members, developer partners and our employees as we contribute rebuilding and renewing these communities.

Moving forward in Regent Park

The Regent Park revitalization passed the halfway mark in 2019. More than half the original social housing units have been rebuilt, and more than half of the original >>

Performance highlights

tenants have moved back into new homes in the community.

In April, TCHC issued an RFP for Phases 4 and 5 of the Regent Park revitalization project. In October, Regent Park community members heard presentations from shortlisted potential developer partners about their vision for Phases 4 and 5. A committee of Regent Park residents, including TCHC tenants, developed questions for the potential developer partners about how they would add jobs and amenities to Regent Park and take community priorities into account.

In December, Toronto Community Housing, the City of Toronto and The Daniels Corporation held a ribbon cutting for the newest TCHC building in Regent Park, 150 River Street. The new building includes 125 TCHC units and 33 new affordable (below market rent) rental units.

Lawrence Heights

Toronto Community Housing, the City of Toronto, Phase 1 developer partner Heights Development and tenants celebrated the opening of 20 Zachary Court, the first new building constructed to replace aging homes as part of the Lawrence Heights



▲ Zachary Court: Mayor John Tory (third from left) joins (left to right) Context CEO Howard Cohen, Toronto Community Housing CEO Kevin Marshman, tenant Nicola Rose and family, MPP Robin Martin, MP Marco Mendicino, Councillor Mike Colle and event co-emcee Isaiah Afrira to officially open the 20 Zachary Court building.



▲ Digital rendering of upcoming Queen Coxwell Revitalization site (Queen St. view).

revitalization project. Almost 80 per cent of the building contains three- to five-bedroom units, offering housing to larger families. TCHC is on target to reach its Phase 1 goal of building a total of 255 replacement rental units by 2022.

Don Summerville

Toronto Community Housing, the City of Toronto and Context Development announced in October 2019 that they had agreed to redevelop TCHC's property at 1555-1575 Queen St. E. in

in the Queen–Coxwell neighbourhood of east-end Toronto. Both existing buildings need extensive capital repairs. The project will replace 120 existing TCHC homes and add 100 new affordable rental units, 180 market rental units, 350 market condominium units and 16,000 square feet of retail commercial space to create a new, vibrant mixed use and mixed income community. All eligible tenants will have the right to return to the new buildings once the revitalization is completed. ■

More than 2,500 tenants took part in Active Living programs



▲ More than 1,000 children and youth aged 6 to 12 took part in the Rookie League summer baseball day-camp program.

In 2019, we provided more than 2,500 tenants of all ages with opportunities take part in programs that improve their well-being. Through partnerships with several community organizations, tenants accessed a variety of physical and mental health activities throughout the year.

- **Rookie League.** More than 1,000 children and youth aged 6 to 12 took part in the Rookie League summer baseball day-camp program

run in partnership with Jays Care Foundation. Rookie League helps youth to learn leadership skills, have fun outdoors, and earn an income in the summer. The program employed 100 young people from TCHC communities as coaches and mentors to the Rookie League kids. This exciting summer program was a first for many participants, both as young baseball players and as program staff.

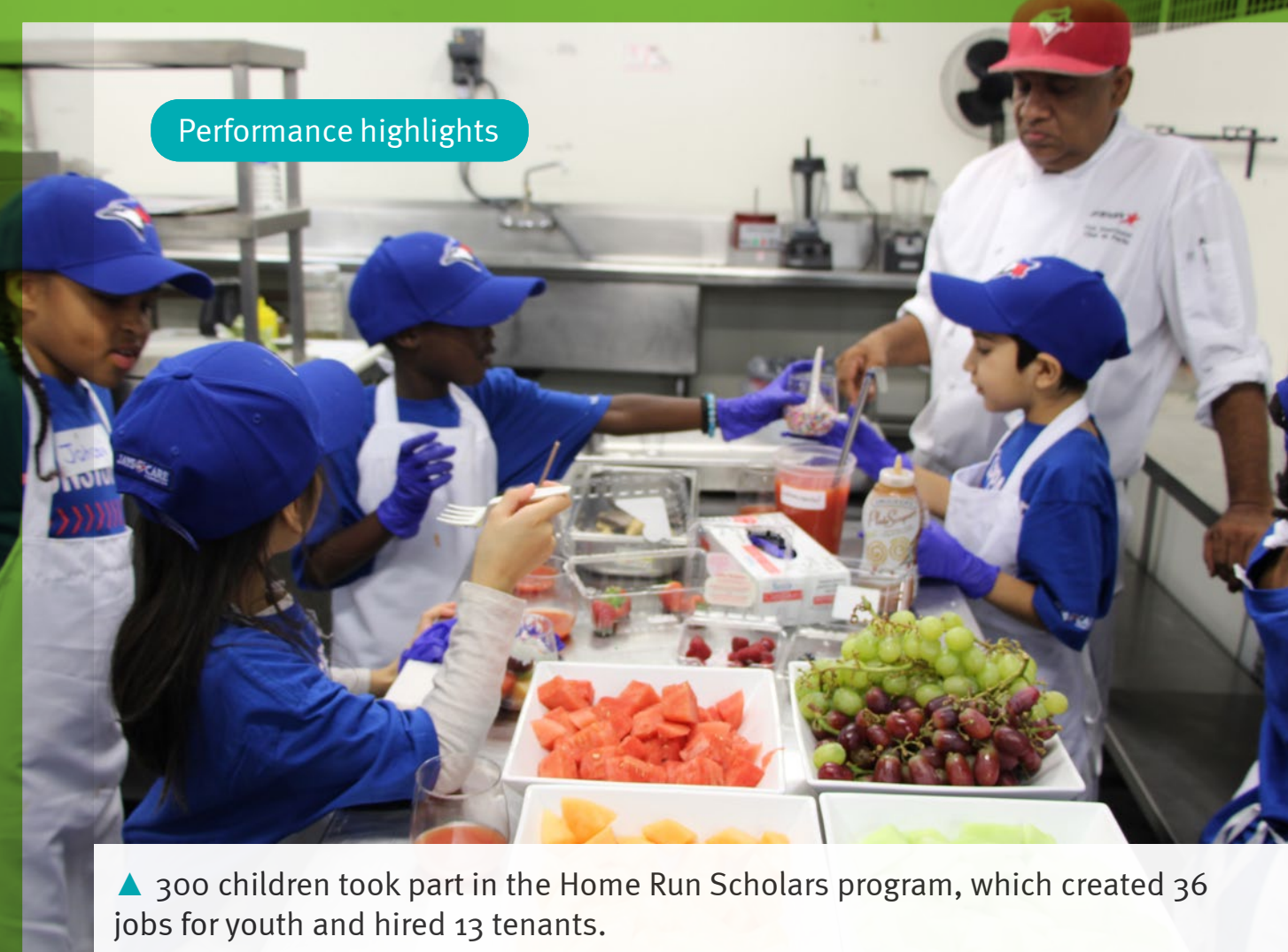
- **Midnight Basketball League.** A total of 160 youth from under-resourced communities across the city took part in the spring and fall seasons of the Midnight Basketball League, which helps youth become better basketball players and community leaders. Delivered in partnership with the University of Toronto, the Ontario Basketball Association and First Book Canada, this unique program helps youth learn new basketball skills and compete in a safe space. As well, it connects the youth with accomplished professionals in sports and other industries for academic and career mentorship.
- **Home Run Scholars.** With our partner Jays Care Foundation, we helped about 300 young people in our communities improve their academic performance and discover fun and

memorable experiences after school through the Home Run Scholars program. Home Run Scholars matches academic efforts with social support so students can learn in a fun and safe environment. As part of the program, 20 kids took part in the Jays Care Menu Design Day, where they learned how to prepare potpies, fruit cakes and other menu items to help raise funds for the program.

- **KickStart.** Along with our partners MLSE Foundation and Toronto FC and sponsor Kia Canada, we delivered another exciting season of our KickStart youth soccer program. This 10-week program offers youth aged 6 to 12 the opportunity to learn soccer and leadership skills. The kids practise in their communities during the week and then travel to Downsview Park on the weekend for games and other activities. >>



Performance highlights



▲ 300 children took part in the Home Run Scholars program, which created 36 jobs for youth and hired 13 tenants.

Active Living by the numbers:

2,563 tenants took part in TCHC's Active Living programs in 2019. This included:

- 1,000 children and youth in Rookie League, which created 94 temporary jobs and hired 42 TCHC tenants
- 250 tenants in the KickStart soccer program, which created 39 temporary jobs and hired 15 tenants.
- 160 tenants and 12 community coaches in the spring and fall seasons of the Midnight Basketball League.
- 240 tenants in the seniors fitness and gymnastic program, which created 23 temporary job opportunities and hired eight tenants.
- 20 young people took part in the Canadian International Model United Nations held in Ottawa.
- An average of 283 tenants benefitted daily from the summer swimming pool program, which ran for nine weeks (June 28 to September 2).
- 300 children took part in the Home Run Scholars program, which created 36 jobs for youth and hired 13 tenants.
- 200 young tenants and six community coaches took part in the Nike Basketball Academy. ■

How community empowerment programs connect tenants to opportunities



▲ The summer jobs program YouthWorx employed more than 100 young tenants and 17 supervisors.

TCHC delivered a range of community empowerment programs in 2019 to help connect tenants to opportunities to attend school, get good jobs, live a life of dignity and contribute to the development of our city.

- **YouthWorx.** This summer jobs program employed more than

100 young tenants and 17 supervisors to keep some of our buildings and communities clean and well maintained. Supported by our experienced frontline staff, the YouthWorx team cleaned parking garages, staircases and hallways, trimmed and planted flowers in gardens, and

helped to organize community barbeques for tenants, especially for seniors. Through partnerships with various community development agencies, the youth also learned about financial literacy, mental health, social work and other topics. >>

Performance highlights

- **Be.Build.Brand.** This unique program delivered in partnership with Yardi Canada, StartGBC, George Brown College, the City of Toronto and Enterprise Toronto helps tenants interested in entrepreneurship learn how to start, build and grow their own business. Over a 12-week period, the youth took part in workshops and were mentored by accomplished entrepreneurs and professionals. The program wrapped up with the Yardi Canada Pitch Contest held on December 11 at George Brown College's Waterfront Campus.
- **Scholarships.** In 2019 we awarded 86 direct scholarships of up to \$4,000 through the Investing in Our Diversity Scholarship and Building our Future: Limitless Heights Scholarship programs, enabling tenants to pursue postsecondary education or training in various fields. As well, we connected 15 tenants to scholarship opportunities through our partnership with the Ted Rogers Scholarship Fund.





▲ Building our Future: Limitless Heights Scholarships are available to tenants of all ages from the Lawrence Heights and Neptune communities.

Building our Future: Limitless Heights Scholarships, which recognize contributions to community development, are available to tenants of all ages from the Lawrence Heights and Neptune communities. Since founding the program in 2013, Heights Development and TCHC have partnered to award scholarships and bursaries totaling more than \$350,000. The funds were generously donated by:

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

- the mbtb group
- Oxford Properties
- Pathways to Education
- Sheet Metal Workers' & Roofers' Local Union 30
- Stantec
- TMG Builders
- Unison Health

The **Investing in Our Diversity Scholarships** are awarded based on academic excellence, financial eligibility and community leadership, and recognize efforts to promote youth empowerment, diversity and community safety. In 2019, for the first time, youth up to age 29 were eligible to apply. This opened the program to young adults who were not able to study right after high school or who had set aside studies for work >>

Performance highlights



▲ 69 Toronto youth benefitted from the Investing in Our Diversity Scholarship Program.

or parenthood. Since 2001, almost \$1 million has been granted to more than 550 students. The 2019 program made financial awards of up to \$4,000 to 69 Toronto youth to help them pursue postsecondary studies or training, from funds generously donated by:

- Ms. Anne Fleming
- Blaney McMurtry LLP
- BOLT Foundation
- Mr. Colin Lynch, TCHC Director
- Concord Adex
- Ms. Debbie Douglas, TCHC Director
- Dentons Canada LLP
- Mr. Ismail Ibrahim
- Ms. Linda Jackson, TCHC Director
- Mr. Kevin Marshman, TCHC President & CEO.
- Mr. Nick Macrae, TCHC Director
- Oxford Properties
- Pattison Sign Group
- Robins Appleby LLP
- Scotiabank
- Sinai Health System
- Mr. Brian Smith, TCHC Director
- Toronto (Central) Lions Club
- TCHC Board of Directors
- University Health Network–Toronto Western Hospital
- Mr. W. Edmund Clark ■

Black Staff Caucus

Members of the Black Staff Caucus (BSC) employee network work with TCHC's executive leaders, Black employees, and internal and external allies to advance issues of equity, anti-racism and anti-oppression within the company and its communities. The

BSC provides proactive leadership by supporting and advancing the overall interests of Black employees in areas such as recruitment, retention, training, advancement and healthy staff engagement. As well, it advocates for and supports the best interests of the Black

community and other historically marginalized communities by working collaboratively with internal and external allies. ■



Performance highlights



▲ Executives and staff including CEO Kevin Marshman (centre) and Pride Network co-chair Christina Strang (second from right) at an event organized to raise awareness for issues affecting the 2SLGBTQ+ community.

Pride Network

Toronto Community Housing's Pride Network is an inclusive group of volunteers that supports 2SLGBTQ+ employees and allies to bring their whole selves to work, to achieve their full potential and deliver excellent public service.

The acronym symbolizes the inclusiveness of the group and stands for Two-spirit, Lesbian, Gay, Bisexual, Trans and Queer, while the plus represents other sexual or gender diverse members. The network organizes

events and works with TCHC leaders and staff to create a safer, more equitable and respectful working environment for 2SLGBTQ+ employees. ■

Internship program

Toronto Community Housing's 12-week internship program provided 34 internships in 2019 to help participating tenants develop their skills through meaningful opportunities that may lead to future jobs and ongoing professional development.

The program helps to train future leaders through workshops on hard skills like project management, participating in think tanks and delivering presentations to hone

soft skills like coaching, feedback, interviewing and financial literacy.

The program also helped the interns learn the practical side of securing a job in the working world. The interns are mentored, coached and led by managers from across TCHC who provide opportunities for the interns to apply new skills and knowledge. ■



OCHE: Meaningful engagement with positive results in 2019

The Office of the Commissioner of Housing Equity (OCHE) works with TCHC to ensure that seniors (59+) and persons facing vulnerabilities have the opportunity to resolve outstanding arrears and stay housed.

The “OCHE Approach” focuses on preventing arrears evictions by identifying the underlying challenges which may have led to the unpaid rent and creating solutions to achieve healthy, long-term successful tenancies.

In 2019, TCHC referred 504 households to OCHE (394 seniors; 110 tenants with vulnerabilities). OCHE engaged and worked with 92 per cent of the tenants referred, resulting in the



▲ The Office of the Commissioner of Housing Equity also produces an annual report. To read it, visit **oche.ca**.

Commissioner issuing 562 recommendations reports to TCHC. As well, 85 per cent of the tenants that OCHE worked with avoided the need for a hearing at the Landlord and Tenant Board.

Through meaningful engagement with tenants, OCHE recovered

a total of \$172,701 in direct payments toward outstanding arrears. It also set up 237 repayment agreements between TCHC and the tenants, creating reasonable arrears management plans totaling \$868,021. ■

Financial summary

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

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

Report on financial performance

Toronto Community Housing had a loss of \$40.7 million in its financial position with total net assets decreasing to \$1,055.7 million in 2019 from \$1,096.4 million in 2018.

Net loss for 2019 was \$43.3 million compared with a net income of \$48.9 million in 2018. The decrease of \$92.2 million is primarily the result of:

- An increase of operations and maintenance costs of \$20.1 million compared with 2018.
- An increase in depreciation costs of \$19.9 million compared with 2018. An increase of corporate services costs of \$7.3 million compared with 2018.
- An increase of community safety services costs of \$5.4 million compared with 2018.
- An increase of utility costs of \$4.4 million compared with 2018.
- An increase of plant costs of \$4.3 million compared with 2018.
- An increase in tenant and community services costs of \$1.0 million compared with 2018.
- An increase in interest costs of \$1.3 million compared with 2018.
- A decrease of total revenue of \$28.7 million compared with 2018. Driven by lower gain on sale of housing projects of \$42.3 million and joint venture income of \$12.3 million; offset by an higher residential rent of \$15.2 million; higher amortization of deferred capital contribution of \$8.9 million; and higher investment income of \$1.9 million. >>

Financial summary

Cash position decreased by \$33.7 million in 2019. This decrease is a result of a net change of the following:

- \$27.9 million in cash in-flows for investing activities.
- \$481.3 million cash out-flows for capital renewal activities, to fund capital repair needs and investments in newly developed properties.
- \$330.5 million in cash in-flows from financing activities, consequent to a City grant and loan.
- \$89.3 million in cash in-flows from operating activities.

2019 key financial highlights

City funding totaling \$50.1 million towards building capital repairs, \$57.1 million towards retrofit projects and \$8.9 million towards redevelopment projects was received.

Assets

Consolidated statement of financial position
for the year ended December 31, 2019.

	2019	2018
(in thousands of dollars)	\$	\$
Current assets		
Cash	-	33,674
Investments	149,608	147,926
Restricted cash for externally restricted purposes	6,581	31,535
Accounts receivable	94,704	77,639
Grants receivable	11,272	81,094
Loans receivable	5,335	18,928
Prepaid expenses and deposits	12,555	10,742
	280,055	401,538
Loans receivable	55,188	53,511
Grants receivable	12,186	13,080
Investments in joint ventures	15,257	22,285
Capital asset replacement reserve	60,644	51,048
Cash for capital expenditures under restrictions with lenders	135,650	117,448
Receivable from the City of Toronto	19,325	20,325
Housing projects acquired or developed	1,681,823	1,652,961
Improvements to housing projects	1,807,770	1,551,643
Assets held - for - sale	3,069	4,185
Prepaid lease	801	857
Total assets	4,071,768	3,888,881

Liabilities

	2019	2018
(in thousands of dollars)	\$	\$
Current liabilities		
Bank loan and bank indebtedness	68,917	46,300
Accounts payable and accrued liabilities	248,541	235,713
Tenants' deposits and rents received in advance	16,884	16,494
Deferred revenue	12,643	7,891
Project financing	70,434	59,406
	417,419	365,804
Capital asset replacement reserve	60,644	51,048
Deferred revenue on long-term leases	1,070	1,166
Deferred revenue on land sale	14,228	13,348
Employee benefits	79,961	79,457
Project financing	1,690,826	1,601,345
Deferred capital contributions	751,952	680,363
Total liabilities	3,016,100	2,792,531
Accumulated Surplus		
Share capital		
Authorized and issued 100 common shares	1	1
Internally restricted funds	186,579	189,951
Contributed surplus	5,136	5,136
Unrestricted surplus	863,952	898,333
Accumulated remeasurement gains	-	2,929
Total net assets	1,055,668	1,096,350
	4,071,768	3,888,881

Revenue

	2019	2018
(in thousands of dollars)	\$	\$
Subsidies	232,474	235,347
Rent		
Residential	340,082	324,854
Commercial	15,932	15,413
Amortization of deferred capital contributions	58,321	49,402
Parking, laundry and cable fees	18,974	18,368
Investment income	11,472	9,608
Joint venture income (loss)	2,750	15,057
Gain on sale of housing projects and other capital assets	6,230	48,550
Plant and other revenue	6,023	4,389
	692,258	720,988
Expenses		
Operating and maintenance	192,627	172,501
Utilities	125,028	120,628
Municipal taxes	18,489	18,806
Depreciation	198,326	178,419
Interest	78,853	77,544
Community safety services	30,676	25,289
Residential services	14,404	13,339
Corporate services	70,376	63,096
Plant and other expenses	6,780	2,470
	735,559	672,092
Excess of revenue over expenses for the year	(43,301)	48,896

Board of directors

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

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

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

- The Building Investment, Finance and Audit Committee (BIFAC) helps the board in fulfilling responsibilities

on items such as capital funds and investments, financial compliance and internal and external audits.

- The Governance, Communications and Human Resources Committee (GCHRC) helps the board implement appropriate standards of corporate governance, and fulfils oversight responsibilities on corporate governance, executive compensation, succession planning, government relations and corporate communications.
- The Tenant Services Committee (TSC) helps the board in fulfilling its responsibilities on matters such as community relations and tenant engagement, community safety and security, and oversight of the Office of the Commissioner of Housing Equity.

As of March 31, 2020, members of our board of directors included:

Tim Murphy (Chair)

Deputy Mayor Ana Bailão

John Campbell

Amanda Coombs

Debbie Douglas

Ubah Farah

Cllr. Paula Fletcher

Adele Imrie (BIFAC Chair)

Linda Jackson (TSC Chair)

Nick Macrae

Brian F.C. Smith (Vice Chair, GCHRC Chair)

Executive leadership team

Responsible for the strategic leadership of the company and its subsidiaries, as of March 31, 2020, our team included:



Kevin Marshman (Officer)
President and Chief
Executive Officer



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



Luisa Andrews
Vice President, Information
Technology Services



Darragh Meagher (Officer)
General Counsel and
Corporate Secretary



Jill Bada
Interim General Manager,
Seniors Housing Unit



Sheila Penny (Officer)
Chief Operating Officer



Cathy Barker (Officer)
Vice President,
Human Resources



Vincent Tong (Officer)
Chief Development
Officer



Paula Knight
Vice President,
Strategic Planning and
Communications



Call **416-981-5500** to request a copy of this report in an alternate language or format. Visit **torontohousing.ca/annual-report** for a digital copy.

Toronto Community Housing



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Additional Information Reported Annually to the Shareholder

Table of Contents

1. Quality Homes

- 1.1 Sale of Single Family Homes p. 3
- 1.2 Affordable Home Ownership p. 3
- 1.3 Update on the Ten-Year Capital Financing Plan p. 4

2. Vibrant Communities

- 2.1 Tenant Engagement System p. 4
- 2.2 Eviction Prevention Policy and 2019 Eviction Results p. 6
- 2.3 Human Rights Policy and Applications to the Ontario Human Rights Tribunal p. 8

3. Positive Tenant Experience

- 3.1 Communicating with Tenants p. 9

4. Business Foundations

- 4.1 Transparency and Accountability p. 11
- 4.2 Procurement p. 12
- 4.3 Update on Policies and Occupational Health and Safety p. 12
- 4.4 Challenges faced in 2019 p. 13

Appendices

- Appendix A: Ten-Year Capital Financing Plan p. 15
- Appendix B: Shareholder Reporting Requirements p. 16
- Appendix C: Overview of Toronto Community Housing Corporation Subsidiaries p. 24

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. TCHC used the revenue generated through the sale of single family homes to fund much needed capital repairs. A total of 142 of the 158 approved properties were sold.

In January 2018, City Council, as part of the Tenants First project, provided direction to TCHC to transfer the remaining scattered houses portfolio to agencies at a net neutral financial impact to TCHC. The 710 homes part of Tenants First project are in the process of being transferred to interested agencies to own and operate. Properties began to transfer in Q1 2020. The process is expected to continue into 2022, as the agency selection process is still underway for the majority of the houses, while several of the transfers require land severances and mortgage substitutions from our lenders.

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 2019, funding from the Province of Ontario (CMHC – Ontario New Affordable Housing Program) provided down-payment assistance to two families to purchase their first home within TCHC's revitalization communities.

The table below breaks down the number of tenant and non-tenant families who purchased homes in 2019.

Revitalization Community	TCHC tenant families	Non-tenant families	Total
Alexandra Park	2	0	2
Allenbury Gardens	2	0	2
Lawrence Heights	2	0	2
Regent Park	0	0	0
Total	4	0	4

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

Revitalization Community	TCHC tenant families	Non-tenant families	Total
Alexandra Park	9 ¹	1 ²	10
Allenbury Gardens	4 ³	0	4
Lawrence Heights	3 ⁴	0	3
Regent Park	17 ⁵	213 ⁶	230
Total	33	214	247

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;
- 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 2019 is provided in Appendix A.

2. Vibrant Communities

2.1 Tenant Engagement System

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

Following extensive tenant consultations, on July 19, 2019 Toronto Community Housing's Board of Directors approved the refreshed Tenant Engagement System and implementation plan, with the goal to increase tenant participation in local decision-

¹ Six purchases will be closing in 2020

² One purchase will be closing in 2020

³ Two purchases will be closing in 2021

⁴ One purchase will be closing in 2021

⁵ One purchase will be closing in 2020

⁶ Six purchases will be closing in 2020

making. The structure of the refreshed Tenant Engagement System includes three levels.

- **Building/townhouse level**

The local engagement model for each building/townhouse community is determined through an open vote of all tenants in each community. Tenants at this level will monitor the implementation of their local Community Action Plan. The Community Action Plan is co-created by tenants and staff, outlining key activities and solutions in response to tenant-identified priorities. Communities have a choice between a community representative model or building/townhouse committee model. Tenants can also establish independent groups in their community, known as tenant associations. Tenant associations are another form of engagement tenants can use in addition to the local engagement model they choose.

- **Community level**

Tenants from every building or townhouse structure are elected or selected to represent their community at the Tenant Community Action Table. Members of the Tenant Community Action Tables will work with tenants and other stakeholders to address the tenant-identified priorities of the communities that form each Tenant and Community Action Table.

- **City-level**

The City-wide Tenant-staff Governance Oversight Committee will be established through an application process, which will be completed by Q3 2020, and will act as a resource and an accountability mechanism for tenants and staff participating in the Tenant Engagement System. The top three priorities of each building or townhouse community will inform the top ten priorities of tenants across TCHC. These priorities will be another focus of the committee.

In the fall of 2019, tenants started voting for the local engagement model of their choice. As of Q4 2019, 176 communities selected their preferred local engagement model and a total of 6743 tenants participated in the process.

2.1.1 Community Action Plans

Throughout 2019, engagement teams were active in communities, working with tenants to identify solutions to priorities, and develop localized community action plans. 261 communities/developments have finalized or approved Community Action Plans. 3,128 tenants participated in the first round of Community Action Plan meetings where their local plan was drafted. 2,704 tenants participated in the second round of Community Action Plan meetings where the draft local plan was presented and finalized. TCHC recognizes that we can't address the needs identified by all tenants alone. As we continue to ensure that tenants are serviced effectively, we are looking forward to collaborating with them, the City, and community and private sector partners.

2.1.2 Tenants Action Funds

As of end of June 2019, the term for Tenant Representatives and Tenant Councils ended. One of the major functions of the Tenant Councils was to approve tenant funding requests through Tenant Council and Use of Space Funds. To ensure tenants continue to access resources until the new Tenant Engagement System is fully implemented, four Interim Funding Tables (one in each region and one for the Seniors portfolio) were established to review and approve tenant funding requests for projects and initiatives that address tenant-identified priorities. Tenant Action Funds are open to all tenants to apply. 113 applications were approved by the Interim Funding Tables with over \$70,000 allocated to communities

In 2020, Tenant Action Fund Tables will be established for tenants to continue to have access to resources and apply for Tenant Actions Funds.

2.1.3 Participatory Budgeting

In 2019 tenants in each community were provided with the opportunity to allocate funds for non-capital items to address local tenant-identified priorities in support to the local Community Action Plans. Through Participatory Budgeting 2,704 tenants participated in identifying non-capital projects. The projects were presented by PB delegates at allocation meetings, where 235 tenants participated in deciding which items would get funded.

2.2 Eviction Prevention Policy and 2019 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 slightly increased from 24% to on average 25% in 2019.

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 in 2014, helps prevent evictions by helping seniors and vulnerable tenants who face loss of subsidy or eviction due to rental arrears.

2.2.2 Eviction Results

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

The table below compares the eviction rates between 2017, 2018, and 2019 identifies the number of tenancies that have been maintained through repayment agreements and mediated settlements.

Measure	2017	2018	2019	% change from 2018
Eviction Rate	<1%	<1%	<1%	N/A
Tenant Evictions (non-arrears)	109	102	117	14.7%
Tenant Evictions (arrears)	201	160	108	-32.5%
Tenant Evictions (# of households)	310	262	225	-14.1%
Repayment arrangements initiated locally	2,866	2,855	2,822	-1.2%
Number of Active TCHC applications at the Landlord and Tenant Board (as of Dec 31)	447	495	579	17.0%
Mediated settlements via LTB (arrears)	703	793	588	-25.9%

Evictions for Non-Arrears

The information in the table on the next page covers two years from January 1, 2018 to December 31, 2019. The number of notices served is greater than the number of applications filed because the same facts may create grounds for termination under multiple clauses of the *Residential Tenancies Act* ("RTA"). The Landlord Tenant Board (LTB) requires that different notice of termination forms be completed for different grounds under the Act.

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

Reason for Notice	2018-2019
Abandoned Unit (direct application)	0
Anti-Social	784
Cease to Qualify	3
Damages to Unit of Complex	133
Demolition Conversion or Repairs	11
Health & Impaired Safety	658
Illegal Act	325
Misrepresentation of Income	13
Superintendent's Unit	1
Tenant Gave Notice (direct application)	12
Termination of lease (supportive housing)	1
Unauthorized Occupant (direct application)	25
Other (e.g. Tenant's Rights)	154
Total Notices Served (or Direct Applications Filed)	2,120

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

2.3.1 Human Rights, Harassment, and Fair Access Policy

TCHC ensures that tenants and employees live and work in an environment free from harassment and discrimination in which all individuals are equally valued and fairly treated. This is in accordance Section 9.2 (d) in the 2013 Shareholder Direction and TCHC policies. In an effort to clarify legislative obligations specific to tenants and employees, in 2016 the Human Rights, Harassment, and Fair Access Policy ("HRHFA") was separated into two policies: the HRHFA - Tenants 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 2019, TCHC continued to deliver training sessions on Accessibility for Ontarians with Disabilities Act ("AODA") to staff. 19 AODA sessions were delivered to 270 staff as part of General Orientation training. Additionally, in 2019 two TCHC Board of Director-focused AODA programs were delivered.

2.3.2 Human Rights Complaints

TCHC has developed and implemented complaints procedures for resolving complaints concerning discrimination and/or harassment between tenants.

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 2018 and 2019.

Human Rights Applications (2018 and 2019)						
Year	Type of File	Resolution/Status				Total
		Withdrawn	Dismissed	Settled	Ongoing	
2018	Employment	0	0	0	0	0
	Housing Application	0	0	0	1	1
	Tenancy	0	4	1	16	21
	Total					22
2019	Employment	1	0	0	1	2
	Housing Application	0	0	0	0	0
	Tenancy	0	5	1	10	16
	Total					18

3. Positive Tenant Experience

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 upon request into as many as 18 different languages. TCHC also uses icons, illustrations and plain language in information materials to improve communication with all language groups. For important documents, such as legal notices, which TCHC must serve to tenants in English or French, a cover letter is included explaining in 18 languages that the document they received is important and that they should have it translated if needed. For corporate communication products with a long shelf life (e.g., the Tenant Charter) TCHC translates into 18 languages even before a request is received. TCHC is currently in the process of creating a Tenant Safety Guide and updating the Tenant Guide (last produced in 2015); both will be translated into 18 languages. TCHC also has the capacity to produce braille, large print and audio formats for the Safety Guide and Tenant Guide, upon request.

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

3.1.2 Local Accountability with Tenants

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

All relevant documents related to the operating budget and capital plan are posted 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 TCHC offices.

Tenants are notified of planned maintenance and capital 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 2019 TCHC produced four issues of Tenant LOOP, 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 fire and community safety, how to provide feedback on service, and more.

A growing number of TCHC tenants are using social media to engage with the Company. TCHC reaches out online by sharing information on its website, and on Twitter, Facebook, Instagram and LinkedIn, informing tenants about training workshops, scholarship opportunities, and city consultations, for example. TCHC also provided online customer service when appropriate, by linking tenants who reach out online for information with appropriate resources within the company or within their community. For example, tenants were connected with local Community Services Coordinators, who work in each TCHC community to connect 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. Tenants can also access information about these resources by calling TCHC's 24-hour Client Care Centre.

3.1.3 Tenant Complaint Process

Tenant Complaint Process

TCHC has a Tenant Complaint process that allows tenants to raise their concerns through an open, accessible and timely process. This process is derived from the Complaints policy which was first established in 2002, an outline of the process can be found on our public website.

In 2019, our Tenant Complaint policy was revised and aligned with our Tenant Charter to ensure that both tenants and stakeholders have a dedicated intake mechanism to

raise concerns regarding the services that TCHC provides. The revised policy will be going to the Board of Directors for approval in 2020. In 2019 November, the tenant relations team was hired to support the new process. They are responsible for the intake, investigation, management and resolution of complaints received at TCHC. Through improved data collection, the tenant relations team will also analyze issues and trends to identify methods on how to improve current policies and procedures, which will enhance our customer experience.

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

Complaints and inquiries from elected officials and the City of Toronto Ombudsman's Office are managed by the Stakeholder Relations team. In 2019, Toronto Community Housing received 101 inquiries from the Office of the Ombudsman. 80.2% (81) were addressed within five business days. During the same period, we received 2,425 inquiries from Toronto-area elected officials including the Mayor, City Councillors, Members of Provincial Parliament, and Members of Parliament. 93.07% (2,257) were addressed within five business days.

4. Business Foundations

4.1 Transparency and Accountability

4.1.1 Executive Leadership Compensation

The TCHC Board of Directors approved an executive compensation framework in 2015, as directed by City Council motion EX44.8 2014. This framework was last reviewed in 2018 and will be reviewed every four years with the next one taking place in 2022.

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 2019. Note that "senior executive" has been defined as all employees at the Vice-President level, and above, and employees who report directly to the Board of Directors. Individuals highlighted in grey were no longer with the organization as of December 31, 2019.

Name	Position	Salary	Taxable benefit	Total Compensation
Andrews, Maria Luisa	Vice President, Information and Technology Services	\$ 213,040.00	\$ 851.52	\$ 213,891.52
Barker, Catherine	Vice President, Human Resources	\$ 236,318.99	\$ 851.52	\$ 237,170.51
Cooke, Angela	Vice President Tenant and Community Services	\$ 222,155.72	\$ 645.51	\$ 222,801.23

Kirkham, Kenneth Scott	Director, Strategic Planning and Stakeholder Relations	\$ 110,289.83	\$ 505.87	\$ 110,795.70
Leah, Graham	Vice President, Asset Management	\$ 241,272.79	\$ 1,851.52	\$ 243,124.31
Lee, Rose- Ann	Chief Financial Officer	\$ 248,186.93	\$ 851.52	\$ 249,038.45
Malloch, Bruce	Director, Strategic Communications	\$ 143,675.66	\$ 1,807.96	\$ 145,483.62
Marshman, Kevin	President & CEO	\$ 253,474.35	\$ 631.53	\$ 254,105.88
Meagher, Darragh	General Counsel and Corporate Secretary	\$ 62,877.67	\$ -	\$ 62,877.67
Penny, Sheila	Chief Operating Officer	\$ 251,623.60	\$ 851.52	\$ 252,475.12
Tong, Vincent	Chief Development Officer	\$ 235,618.54	\$ 851.52	\$ 236,470.06
Summers, Cynthia	Commissioner Of Housing Equity	\$ 172,012.70	\$ 1,331.77	\$ 173,344.47

4.2 Procurement

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

In support of the 10 year capital plan, TCHC managed the vendor selection process which allowed TCHC to deliver \$313 million in capital renewal projects against the 2019 budget, and deliver \$34.6 million in non-building renewal capital. TCHC also procured \$37.3 million for the Housing Management Enterprise System. These funds are released to vendors in accordance with TCHC's Procurement Policy.

4.3 2019 Update on Policies and Occupational Health and Safety

In 2019 the corporation managed occupational health and safety risks through an effective and compliance-driven health and safety program consistent with City of Toronto practices. Regular program activities included staff training, incident management, communications, and engagement of union partners through joint health and safety committees.

The Health, Safety and Wellness Unit continues to maintain and modernize the corporation's training, policies, and procedures to comply with new regulatory requirements and to prevent or reduce costs and lost productivity from occupational injuries and illness claims. In 2019, key areas of work included mandatory inspection compliance and reporting, application of cost-efficient eLearning, and policy review. Established prevention programs were delivered with renewed focus on management of workplace violence risks and prevention of traumatic mental stress injuries.

Strategic training initiatives in 2019 included WHMIS, asbestos awareness, construction project safety management, and supervisor orientation. In 2020, TCHC will continue to focus on delivery of programs that manage health and safety risks and ensure compliance with legislated requirements.

The Health, Safety and Wellness unit also continues to support employee disabilities and absence management, with the objective of minimizing direct and indirect costs while ensuring appropriate and validated accommodations. Timely and effective case management and early and safe return to work programs continue to be delivered in partnership with a third-party disability management services provider.

Employees are further supported through wellness initiatives addressing three key areas of risk: mental health, cardiovascular health and musculoskeletal disorders. A multi-service Employee and Family Assistance Program continues to be provided with the objective of reducing associated benefits/claims costs and improving employee retention and productivity.

4.4 Challenges Faced in 2019

The Annual Report speaks to our successes and the actions that have been undertaken in 2019 to improve services to and outcomes for tenants; however, it is important to note some of the challenges that Toronto Community Housing faced in 2019 that impacted our ability to successfully meet our goals and objectives. These challenges have the potential to impact tenant and public confidence in the organization.

Organizational leadership and restructuring

In February 2019, the then CEO was terminated following an investigation into the procurement process for a management consulting contract. In order to mitigate the potential impact a loss in leadership would have in the organization and to maintain momentum on key corporate initiatives, the Board appointed Kevin Marshman as the new CEO as of April 3, 2019. TCHC then moved quickly to re-establish the role of Chief Operating Officer to bring together all elements of tenant service under a common structure to ensure that service to tenants is delivered consistently, efficiently and with accountability. Sheila Penny was appointed as Chief Operating Officer on September 12, 2019.

Under this new leadership and a restructuring plan approved by the Board in September 2019, TCHC began implementing a decentralized organizational structure that will

empower local decision-making and increase the number of front-line staff to serve our tenants better. The transition to the new organizational structure will continue into 2020.

Air Conditioner Exchange Program

Following the tragic death of a child after being hit by a falling air conditioner unit outside of a TCHC building, we announced that window air conditioning (AC) units would no longer be permitted unless contained within a balcony. TCHC also announced the expansion of the AC Exchange Program, for the removal of window AC units in buildings 3 stories or higher and not contained within a balcony, with a plan to replace each unit with a new portable floor model. All window AC units in buildings 3 stories or higher and not contained within a balcony (over 7,000) have been removed, with the exception of a small number of units that require further assistance from TCHC Tenancy Management staff to move forward with removal. The replacement of removed units began in Q1 2020.

Appendix A: Ten-Year Capital Financing Plan

Attachment 1: TCHC - 10 Year Capital Financing Plan

TCHC 10 Year FULLY FUNDED Capital Finance Plan

Update: December, 2019 - Fully Funded Submitted to Board

TCH Ten-Year Capital Financing Plan																					
(in \$ millions)	(Actual) 2013	(Actual) 2014	(Actual) 2015	(Actual) 2016	(Actual) 2017	(Actual) 2018	(Forecast) 2019	(Forecast) 2020	(Forecast) 2021	(Forecast) 2022	(Forecast) 2023	(Forecast) 2024	(Forecast) 2025	(Forecast) 2026	(Forecast) 2027	(Forecast) 2028	(Forecast) 2029	2013 - 2018 Total	2018 - 2027 Total	2019 - 2028 Total	2020 - 2029 Total
CAPITAL NEEDS (\$ millions)																					
Opening Backlog of FCI Capital needs	862	914	896	1,022	1,343	1,516	1,425	1,637	1,680	1,669	1,592	1,532	1,468	1,343	1,222	1,192	1,228	862	1,516	1,425	1,637
Forecasted growth in FCI capital needs (from following year)	121	200	327	424	387	253	434	290	236	169	188	165	105	92	143	141	171	1,711	2,076	1,964	1,702
Other Adj (inflation, engineering est)	(8)	(94)	(112)	95	6	(79)	28	33	34	33	32	31	29	27	24	24	25	(193)	192	295	291
Capital Needs Total	974	1,019	1,111	1,541	1,736	1,690	1,887	1,960	1,949	1,872	1,812	1,728	1,603	1,462	1,389	1,356	1,424	2,379	3,784	3,684	3,630
Capital Funding required (excluding Non Backlog Capital)	(60)	(123)	(88)	(198)	(220)	(265)	(250)	(280)	(280)	(280)	(280)	(260)	(260)	(240)	(197)	(128)	(128)	(954)	(2,593)	(2,456)	(2,333)
Year End Capital Needs*	914	896	1,022	1,343	1,516	1,425	1,637	1,680	1,669	1,592	1,532	1,468	1,343	1,222	1,192	1,228	1,296	1,425	1,192	1,228	1,296
Year end Facilities Condition Index (FCI)	10.1%	9.5%	11.1%	14.6%	16.2%	15.0%	16.2%	16.3%	15.9%	14.9%	14.0%	13.2%	11.8%	10.5%	10.1%	10.2%	10.5%	10.5%	10.1%	10.2%	10.5%
CAPITAL NEEDS FUNDING (\$ millions)																					
TCHC Cash Opening Balance	-	117	154	287	160	267	171	206	241	201	150	119	120	121	146	222	222	-	267	171	206
Sources of Funds																					
TCHC Funding	158	123	300	102	324	47	76	-	-	-	-	-	-	-	-	-	-	1,054	123	76	-
City Funding	19	42	9	9	9	128	107	160	160	160	160	160	160	160	160	160	160	216	1,515	1,547	1,600
Provincial Government Funding	-	-	-	-	9	7	38	107	-	-	-	-	-	-	-	-	-	15	152	145	107
Federal Government Funding	-	-	-	-	15	22	127	118	150	139	159	166	166	165	162	-	-	37	1,374	1,352	1,225
Cash Available	177	282	462	398	517	471	519	591	551	500	469	445	446	446	468	382	382	1,323	3,431	3,291	3,139
Capital spend to achieve 10% FCI																					
Backlog Capital spend	(60)	(123)	(88)	(198)	(220)	(265)	(250)	(280)	(280)	(280)	(280)	(260)	(260)	(240)	(197)	(128)	(128)	(954)	(2,593)	(2,456)	(2,333)
Non-Backlog Capital spending	0	(5)	(87)	(40)	(30)	(35)	(63)	(70)	(70)	(70)	(70)	(65)	(65)	(60)	(49)	(32)	(32)	(197)	(617)	(614)	(583)
Total Capital Spend	(60)	(128)	(175)	(238)	(250)	(300)	(313)	(350)	(350)	(350)	(350)	(325)	(325)	(300)	(247)	(160)	(160)	(1,151)	(3,209)	(3,070)	(2,917)
TCHC Cash Balance (Restricted and/or Unrestricted)	117	154	287	160	267	171	206	241	201	150	119	120	121	146	222	222	222	172	222	221	222

Appendix B: Shareholder Reporting Requirements

The 2019 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; Letter to the Shareholder: 2.1 Tenant Engagement System
Information that is likely to materially affect the Shareholder's financial objectives.	Shareholder Direction, Section 10.2.1 (f)	Annual Report; audited financial statements
Information that is likely to materially affect Tenants' views or opinions regarding TCHC.	Shareholder Direction, Section 10.2.1 (g)	Letter to the Shareholder: 4.4 Challenges faced in 2019

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 2019
Information regarding the performance of TCHC such that the Shareholder can determine that this Shareholder Direction has been respected.	Shareholder Direction, Section 10.2.1 (i)	Annual Report
Information regarding the number of evictions each year and the rationale for these evictions.	Shareholder Direction, Section 10.2.1 (j)	Letter to the Shareholder: 2.2.1 Eviction results
Information on the disposition and uses of funds provided to TCHC by the City.	Shareholder Direction, Section 10.2.1 (k)	Annual Report; audited financial statements
The status of the sale of any properties and on any tenant or community impacts resulting from such sales.	Shareholder Direction, Section 10.2.1 (l)	Letter to the Shareholder: 1.1 Sale of single family homes
Information, as permitted by law, regarding senior executive compensation.	Shareholder Direction, Section 10.2.4	Letter to the Shareholder: 4.1.1 Executive compensation
<p>TCHC and the Tenant will maintain a democratic system of active tenant participation and involvement that will:</p> <ul style="list-style-type: none"> • Provide a tenant council structure or similar organization; • Provide for tenant input for decisions at the corporate and local levels; • Provide for tenant input for setting local spending priorities and service levels; and • Include tenant representation on the Board. <p>The system of tenant participation will respect the terms of the Shareholder direction and the financial targets and performance benchmarks that are established for TCH by the service manager.</p>	Shareholder Direction, Section 9.1	Letter to the Shareholder: 2.1 Tenant engagement system

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<p>TCHC shall, in consultation with Tenants and their representatives, and other parties as required, maintain and apply:</p> <ul style="list-style-type: none"> • An eviction prevention policy which aims to balance efforts to ensure the payment of rent while facilitating the tenancies of households experiencing financial difficulties in paying rent. • A system of local accountability established between TCHC and tenants such that Tenants are informed of the operating budget, capital plans, and that there is regular reporting on the achievement of the budget targets and progress on plans for repairs and renovations. • A complaint process that is accessible, transparent, that advocates on behalf of tenants to seek a solution to their complaints, and that respects the management accountabilities within TCHC and allows for the review of operational decisions at a senior level within TCHC. • TCHC will ensure that tenants will be protected from harassment, in an environment where human rights are respected and updated. <p>TCHC will ensure that all communications with Tenants will be undertaken in English and the language of tenants' choice.</p>	<p>Shareholder Direction, Section 9.2</p>	<p>Letter to the Shareholder:</p> <p>2.2.1 Eviction prevention policy</p> <p>3.1.2 Local accountability with tenants</p> <p>3.1.3 Tenant complaints process</p> <p>2.3.1 Human rights, harassment, and fair access policy</p> <p>3.1.1 Communication with tenants in the language of their choice</p>
<p>TCHC will abide by all relevant employment and occupational health and safety legislation in the conduct of its operations, and will develop appropriate policies in areas such as, but not limited to, fair wages for contracted services consistent with that of the City and employee compensation to address these objectives.</p>	<p>Shareholder Direction, Section 12.1</p>	<p>Letter to the Shareholder: 4.3 2019 Update on policies and occupational health and safety</p>

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
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	Shareholder Direction, Section 12.2	Letter to the Shareholder: 4.2 Procurement
City Council Directions		
<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: <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 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 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 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
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
<p>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:</p> <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; • Changes in estimates for current and future capital repair requirements; and • Changes in estimates for current and future capital repair funding. 	Report EX35.4 2013: A Ten-Year Capital Financing Plan for Toronto Community Housing November 13, 2013	Letter to the Shareholder: Appendix A

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

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

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

Summary

1. Development Entities

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

To date, with respect to the development Entities, only the development project associated with Don Mount Court Development Corporation ("DMCDC") is completed. TCHC brought a request to the City of Toronto for the dissolution of DMCDC, which was approved by City Council in June 2018. DMCDC is scheduled to be wound up in 2020.

2. Non Development Entities

Each non-development Entity is briefly described below.

2.1 Access Housing Connections Inc.

Access Housing Connections Inc. ("AHCI") previously managed the centralized waiting list for Rent-Geared-to-Income ("RGI") applicants for the entire City of Toronto, the rent supplement program in Toronto, and the Housing Allowance Program (Canada-Ontario-Toronto). TCHC transferred employees to the City of Toronto in 2015 and the wait list function of AHCI to the City in 2016. TCHC brought forward a request to the City of Toronto for the dissolution of AHCI, which was approved by City Council in June 2018. AHCI is scheduled to be wound up in 2020.

2.2 2001064 Ontario Inc.

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

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

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

2.3 Toronto Affordable Housing Fund

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

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

2.4 Toronto Community Housing Enterprises Inc.

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

TCHEI is expected to be amalgamated with RPEI in 2020.

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 2020.

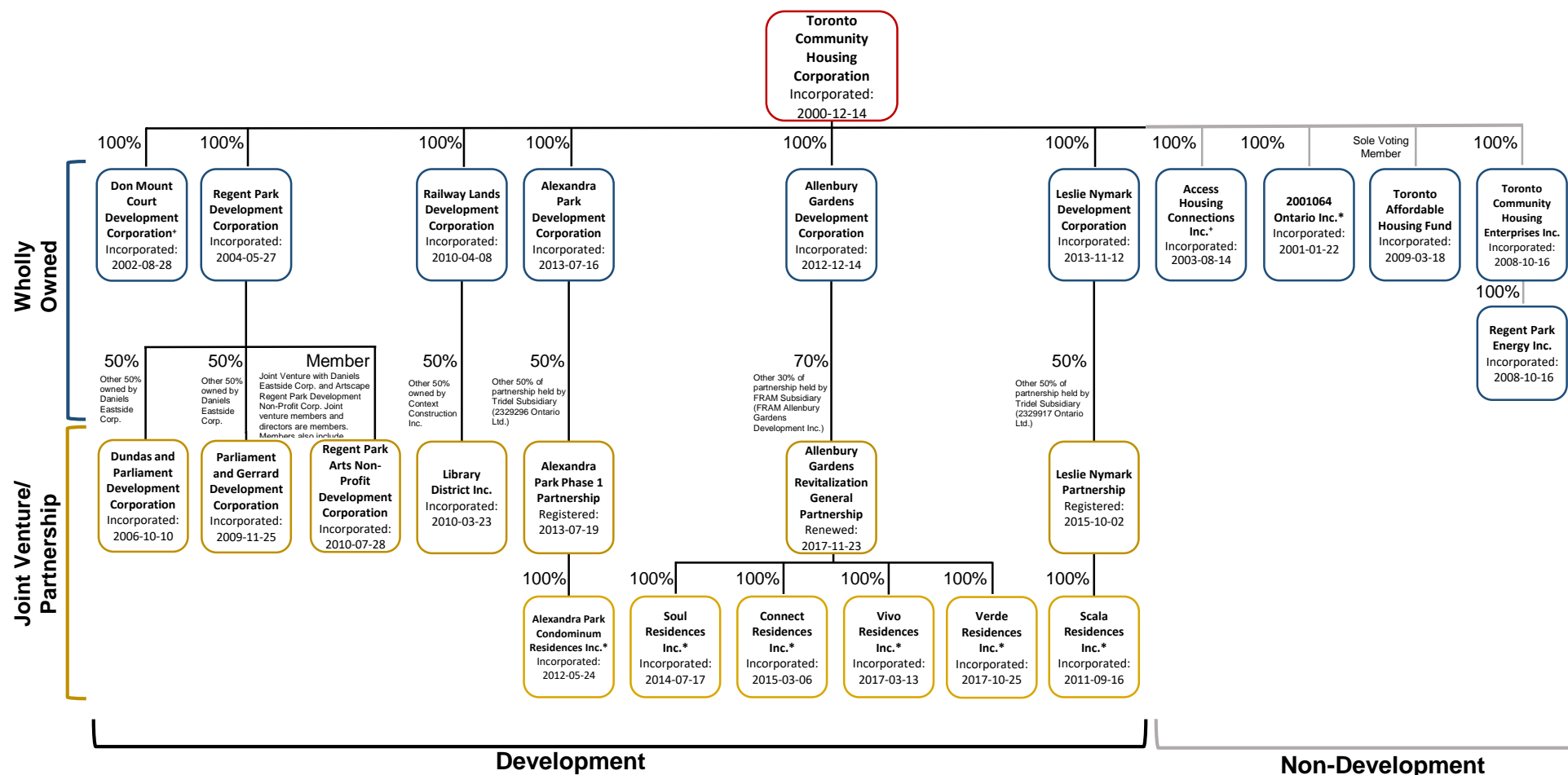
Ownership Structure of Entities

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

* Title Nominees

+ To be wound up in 2020

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



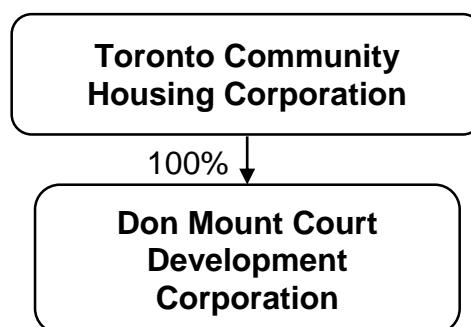
Legend

- + = To be wound up in 2020
- * = Title Nominee

Overview of Subsidiary and Joint Venture/Partnership

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

1. Don Mount Court Development Corporation



Overview of Subsidiary/Enterprise/Investment

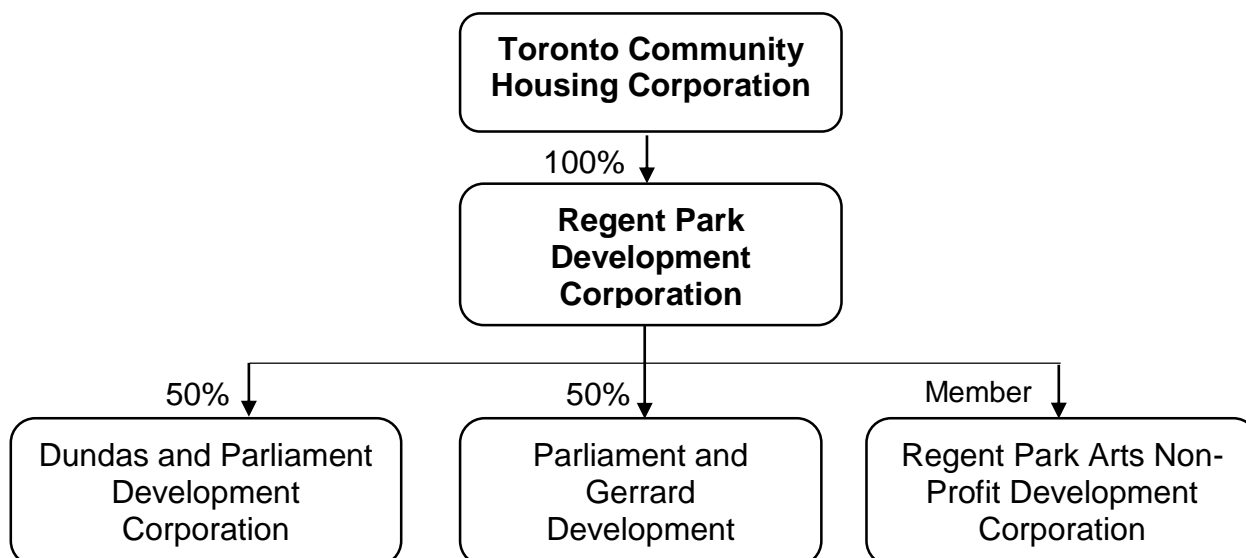
	Don Mount Court Development Corporation ("DMCDC")
Purpose of Subsidiary/ Enterprise/Investment	To oversee the redevelopment of Don Mount Court.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
Incorporation Number	1539709
Incorporation Date	August 28, 2002
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary	TCHC:2002-073
Original Rationale for Creation/ Separate Corporate Existence	Required a Board at the time with particular skills and knowledge specific to the redevelopment of Don Mount Court. Additionally, the separation of liabilities between the development and TCHC was considered to be advantageous in the relationship to the development partner.
Term of Existence (short- term/defined, long- term/ongoing)	Defined. To be wound up in 2020.

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

2. Regent Park Development Corporation

Joint venture/partnerships:

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



Overview of Subsidiary/Enterprise/Investment

	Regent Park Development Corporation ("RPDC")
Purpose of Subsidiary/Enterprise/Investment	<p>To oversee the redevelopment of Regent Park.</p> <p>Holding company for TCHC's 50% equity interest in:</p> <ol style="list-style-type: none"> 1. Dundas and Parliament Development Corporation (Regent Park Phase I); and 2. Parliament and Gerrard Development Corporation (Regent Park Phase II). <p>In addition it oversees TCHC's membership in Regent Park Arts Non-Profit Development Corporation.</p>
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
Incorporation Number	2047540
Incorporation Date	May 27, 2004
Incorporation Document	Articles of Incorporation Articles of Amendment (2010-12-14)
By-Laws	By-Law No. 1

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

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

	Dundas and Parliament Development Corporation ("DPDC")	
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
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:C2008-38

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

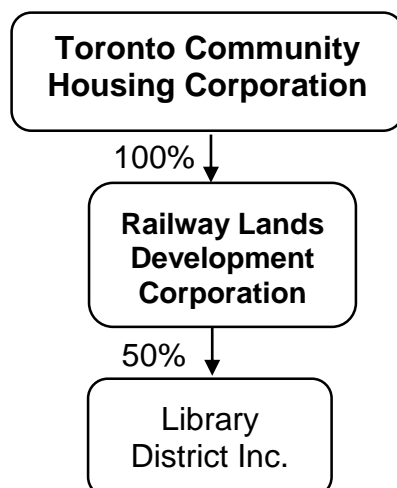
	Regent Park Arts Non-Profit Development Corporation ("RPANDC")
Purpose of Subsidiary/Enterprise/Investment	Non-profit corporation and joint venture between RPDC, Daniels Eastside Corporation and Toronto Artscape Inc. Subsidiary (Artscape Regent Park Development Non-Profit Corporation) for the construction and ownership of the Regent Park Arts and Cultural Centre (Daniels Spectrum).
Ownership	Members: - RPDC - Daniels Eastside Corporation - Artscape Regent Park Development Non-Profit Corporation - RPANDC's directors
Jurisdiction	<i>Corporations Act</i> (Ontario)
Incorporation Number	1827847
Incorporation Date	July 28, 2010

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

3. Railway Lands Development Corporation

Joint venture/partnerships:

- a. Library District Inc.



Overview of Subsidiary/Enterprise/Investment

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

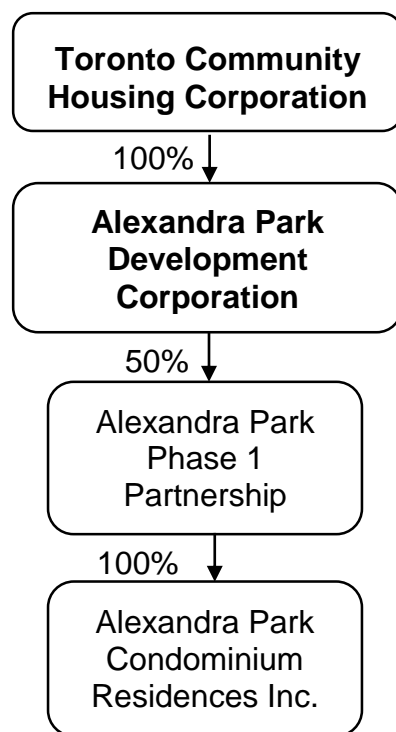
	Railway Lands Development Corporation (“RLDC”)	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Railway Lands (and expiry of warranties associated with LDI).	
Directors and Officers	Directors: Rose-Ann Lee Nick Macrae Kevin Marshman	Officers: Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary

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

4. Alexandra Park Development Corporation

Joint venture/partnerships:

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



Overview of Subsidiary/Enterprise/Investment

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

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

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

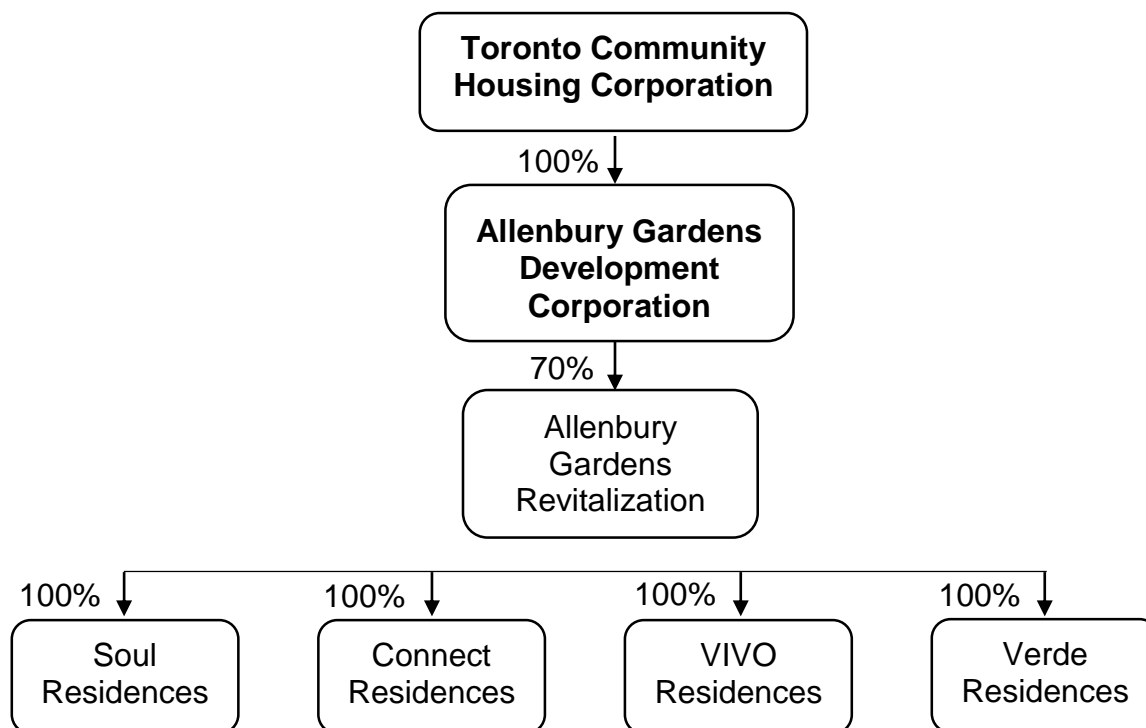
	Alexandra Park Condominium Residences Inc. (“APCRI”)
Purpose of Subsidiary/Enterprise/Investment	Partnership nominee corporation of general partnership with Tridel Subsidiary (2329296 Ontario Ltd.) to develop Alexandra Park condominiums.
Ownership	100% APPP

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

5. Allenbury Gardens Development Corporation

Joint venture/partnerships:

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



Overview of Subsidiary/Enterprise/Investment

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

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

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

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

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

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

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

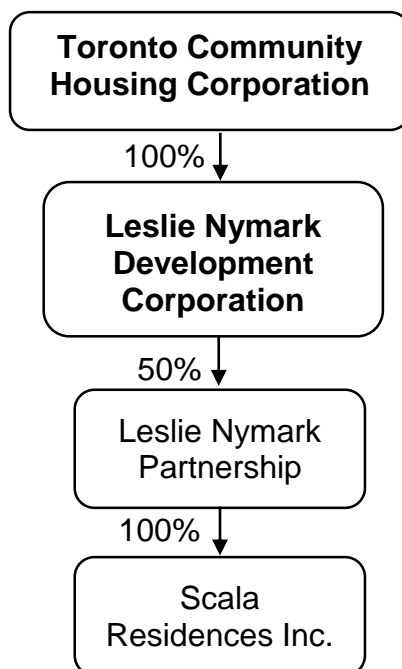
	Vivo Residences Inc. (“VRI”)	
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:2017-10	
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC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

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

6. Leslie Nymark Development Corporation

Joint venture/partnerships:

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



Overview of Subsidiary/Enterprise/Investment

	Leslie Nymark Development Corporation (“LNDC”)
Purpose of Subsidiary/Enterprise/Investment	To oversee the redevelopment of Leslie Nymark, including the demolition and replacement of 121 TCHC rental units and the development of up to 499 market units.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act</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

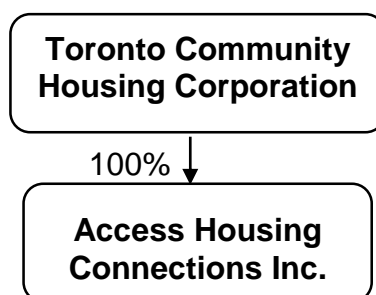
	Leslie Nymark Development Corporation (“LNDC”)	
Original Rationale for Creation/Separate Corporate Existence	In order to set up the land holding partnership structure contemplated in the partnership agreements.	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion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

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

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

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

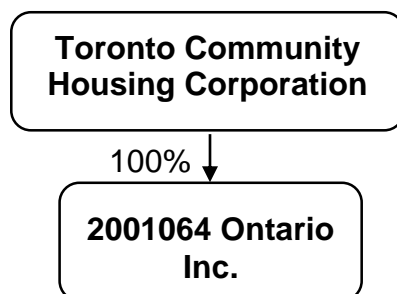
7. Access Housing Connections Inc.



Overview of Subsidiary/Enterprise/Investment

	Access Housing Connections Inc. ("AHCI")	
Purpose of Subsidiary/Enterprise/Investment	Manages applications and waiting list for access to housing programs under the Housing Services Act on behalf of the Service Manager.	
Ownership	TCHC 100%	
Jurisdiction	<i>Business Corporations Act</i> (Ontario)	
Incorporation Number	2031119	
Incorporation Date	August 14, 2003	
Incorporation Document	Articles of Incorporation	
By-Laws	By-Law No. 1	
TCHC Board Report to Establish Subsidiary	TCHC:2003-63	
Original Rationale for Creation/Separate Corporate Existence	<p>Toronto Community Housing Corporation (TCHC) had an Operating Agreement with the City of Toronto that transferred the responsibility and accountability for the administration and management of the social housing common waiting list and the rent supplement programs to TCHC, on behalf of the City of Toronto.</p> <p>AHCI was created to provide a coordinated approach for access to social housing.</p>	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. Since transfer to the City of Toronto is completed, corporation is expected to be wound up in 2020.	
Directors and Officers	Directors: Linda Jackson Rose-Ann Lee Kevin Marshman	Officers: Linda Jackson, Chair Kevin Marshman, General Manager

8. 2001064 Ontario Inc.

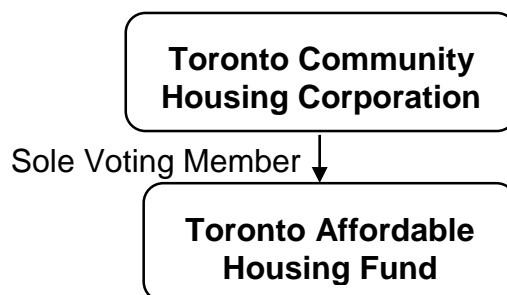


Overview of Subsidiary/Enterprise/Investment

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

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

9. Toronto Affordable Housing Fund



Overview of Subsidiary/Enterprise/Investment

	Toronto Affordable Housing Fund ("TAHF")
Purpose of Subsidiary/Enterprise/Investment	<p>To establish and operate a housing fund for the purposes of:</p> <ul style="list-style-type: none"> • Providing financial support to qualified individuals so that they may purchase eligible homes; • Delivering and administering 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	<p>Sole Voting Member – TCHC Non-voting Members – TAHF's directors</p>
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	Directors: Linda Jackson Rose-Ann Lee Kevin Marshman	Officers: Linda Jackson, Chair Kevin Marshman, President and Secretary Rose-Ann Lee, Chief Financial Officer and Treasurer

10. Toronto Community Housing Enterprise Inc.

Joint venture/partnerships:

a. Regent Park Energy Inc.



Overview of Subsidiary/Enterprise/Investment

	Toronto Community Housing Enterprise Inc. ("TCHEI")
Purpose of Subsidiary/ Enterprise/Investment	Originally, a holding company for Toronto Community Housing's 60% equity interest in the Regent Park CES Joint Venture. Now, a holding company that owns 100% equity interest in the Regent Park CES Joint Venture.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act (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: Rose-Ann Lee Adele Imrie Kevin Marshman	Officers: Adele Imrie, Chair Kevin Marshman, President Rose-Ann Lee, Treasurer Sheila Penny, Secretary

	Regent Park Energy Inc. ("RPEI")	
Purpose of Subsidiary/Enterprise/Investment	Originally a joint venture with Corix Utilities Inc. ("Corix") for the development and management of the Regent Park Community Energy System ("Regent Park CES") at Regent Park. Now, TCHEI holds 100% of RPEI.	
Ownership	As of January 4, 2012: 100% TCHEI (TCHC:C2011-92) Previously: 60% TCHEI & 40% Corix	
Jurisdiction	<i>Business Corporations Act (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: Rose-Ann Lee Adele Imrie Kevin Marshman	Officers: Adele Imrie, Chair Kevin Marshman, General Manager

	Regent Park Energy Inc. ("RPEI")	
		Rose-Ann Lee, Treasurer Sheila Penny, Secretary