



# Toronto Community Housing Corporation – Annual General Meeting and 2022 Audited Consolidated Financial Statements

**Date:** June 27, 2023  
**To:** Executive Committee  
**From:** President and Chief Executive Officer and Chair, Board of Directors of Toronto Community Housing Corporation  
**Wards:** All

## **SUMMARY**

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This report transmits materials submitted by the Board of Directors of Toronto Community Housing Corporation (TCHC) to the City. Management of TCHC confirms that all financial information was made available to the auditors for the performance of the audit.

This report recommends the actions necessary to comply with the requirements of the *Business Corporations Act*, for holding the Annual General Meeting of the Shareholder of TCHC, including receipt of its Annual Report and Audited Consolidated Financial Statements (Statements) for 2022 and appointment of the auditor for 2023.

TCHC's 2022 Statements were audited by KPMG LLP and received an unqualified opinion stating that the financial statements present fairly, in all material respects, the financial position of the TCHC as at December 31, 2022, and its results of operations for the year then ended in accordance with Canadian public sector accounting standards.

The report also provides information on subsidiaries and joint ventures, individual compensation of executive officers, and additional items as directed by the Shareholder.

## **RECOMMENDATIONS**

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The President and Chief Executive Officer and Chair of the Board of Directors of Toronto Community Housing Corporation recommend that:

1. City Council treat that portion of the City Council meeting at which this Report is considered as the Annual General Meeting of the Shareholder for Toronto Community Housing Corporation by:
  - a. receiving the Letter to the Shareholder from the Toronto Community Housing Corporation's Chair of the Board of Directors and President and Chief Executive Officer dated April 30, 2023 transmitting the "Toronto Community Housing Corporation 2022 Annual Report: Opening Doors for the Future – Celebrating 20 years" and "Additional Information" (including Executive Compensation Disclosure), forming Attachment 1 to this Report;
  - b. receiving the "Toronto Community Housing Corporation 2022 Audited Consolidated Financial Statements", forming Attachment 2 to this Report;
  - c. appointing KPMG LLP as the Auditor of Toronto Community Housing Corporation for fiscal year 2023, and authorizing the Board of Directors of Toronto Community Housing Corporation to set the fee of the Auditor; and
  - d. receiving the Toronto Community Housing Corporation's executive compensation disclosure included in "Additional Information" of Attachment 1 to this Report;
2. City Council direct the City Clerk to forward a copy of the "Toronto Community Housing Corporation 2022 Audited Consolidated Financial Statements", forming Attachment 2 to this Report, to the Audit Committee for information.

**FINANCIAL IMPACT**

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There are no financial implications to the City resulting from the approval of recommendations in this report.

Toronto Community Housing Corporation has provided information with respect to its 2022 fiscal year operations and capital plan. This information can be found in TCHC's 2022 Annual Report in Attachment 1 of this report, and TCHC's 2022 Audited Annual Financial Statements in Attachment 2 of this report.

**DECISION HISTORY**

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On July 19, 2022, that portion of the City Council meeting where EX34.27 Toronto Community Housing Corporation - Annual General Meeting and 2021 Audited Financial Statements was approved by Council, was considered the previous Annual General Meeting of the Shareholder for Toronto Community Housing Corporation.

<https://secure.toronto.ca/council/agenda-item.do?item=2022.EX34.27>

On July 11, 2012, City Council approved a requirement that Shareholder Directions for all wholly-owned City corporations be amended to require public disclosure to the extent permitted by law of individual executive compensation as part of the annual reporting to the Shareholder and where required obtain consent from executives.

<https://secure.toronto.ca/council/agenda-item.do?item=2012.EX21.19>

## ISSUE BACKGROUND

Subsection 154(1) of the *Business Corporations Act, Ontario (OBCA)* requires that the Shareholder receive the Toronto Community Housing Corporation's (TCHC) audited consolidated financial statements and the Auditor's Report at the annual meeting of the Shareholder. Subsection 94(1) requires that the directors of the TCHC call an annual meeting of its Shareholder by no later than fifteen months after holding the last preceding annual meeting. The last annual meeting was held by City Council on July 19, 2022.

Section 149(2) of the OBCA requires that the TCHC Shareholder at each annual meeting appoint one or more auditors to hold office until the close of the next annual meeting, and allows the Shareholder to authorize the Auditor's fee for the service.

The City's current Shareholder Direction to TCHC, issued in 2021, requires that it prepare an annual report and audited consolidated financial statements and submit them to City Council. In addition, the Shareholder Direction requires, or Council has directed, that TCHC report annually on a number of other items to Council.

## COMMENTS

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### 1. Appointment of Auditor

The City's Auditor General conducts a competitive process to select an external auditor.

On June 29, 2020, City Council appointed KPMG LLP as the auditor licensed under the Public Accounting Act, 2004 to be responsible for annually auditing the accounts and transactions of the City and certain of its local boards of City agencies and corporations and expressing an opinion on the financial statements of these bodies based on the audit, as per AU5.7:Contract Award of Request for Proposal No. 9119-19-7141 (Doc2038917448) to KPMG LLP for External Audit Services for the City and Certain of its Agencies and Corporations.

As a result, this report recommends that KPMG LLP be appointed as the Auditor for Toronto Community Housing Corporation for fiscal year 2023. The Building Investment, Finance and Audit Committee (BIFAC) of Toronto Community Housing Corporation will approve the annual fee for the Auditor.

## **2. Toronto Community Housing Corporation Achievements in 2021**

The Letter to the Shareholder from TCHC's Chair of the Board of Directors and the President and Chief Executive Officer transmits the 2021 Annual Report and Additional Information (Attachment 1), which highlights key **Toronto Community Housing Corporation achievements in 2021.**

## **3. Toronto Community Housing Corporation 2021 Audited Financial Statements**

TCHC's 2021 Audited Annual Financial Statements form Attachment 2 of this report.

## **4. Subsidiaries and Joint Ventures**

An overview of TCHC subsidiaries and joint ventures/partnerships is provided in Attachment 1, Additional Information, Appendix C (page 26). Further detail on assets, liabilities, and results of operations of TCHC and its wholly owned subsidiaries, and TCHC's interest in joint ventures and partnerships, is provided in TCHC's 2021 Audited Annual Financial Statements in Attachment 2.

## **5. 2021 Executive Compensation**

Toronto Community Housing Corporation has disclosed executive compensation information for senior management as requested by City Council in Attachment 1, Additional Information, Section 4.1 (page 16). The compensation paid to the corporation's executive officers is required to be disclosed pursuant to the Province of Ontario's public disclosure of the salary and benefits paid in respect of employment in the public sector under the Public Sector Salary Disclosure Act, 1996.

## **6. Additional TCHC Reporting Requirements**

TCHC is required by its Shareholder Direction and Council decisions to report annually on a number of items. As part of meeting these requirements, Attachment 1 contains information on:

- Sale of Single Family Homes
- Update on Current Capital and Development Projects
- Update on the Ten-Year Capital Financing Plan
- Tenant Engagement System
- Eviction Prevention Policy and 2021 Eviction Results
- Corporate Policy Adoption and Human Rights Complaints
- Positive Tenant Experience
- Business Foundations
- Transparency and Accountability
- Procurement
- Update on Policies and Occupational Health and Safety
- Challenges faced in 2021
- Information on TCHC's subsidiaries.

A summary of additional Shareholder reporting requirements and where they are met can be found in Attachment 1, Additional Information, Appendix B.

## **CONTACT**

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Jag Sharma, President and Chief Executive Officer, Toronto Community Housing,  
[Jag.Sharma@torontohousing.ca](mailto:Jag.Sharma@torontohousing.ca), 416-981-4088

## **SIGNATURE**

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Jag Sharma  
President and Chief Executive Officer, Toronto Community Housing Corporation

Adele Imrie  
Chair, Board of Directors, Toronto Community Housing Corporation

## **ATTACHMENTS**

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Attachment 1: Letter to the Shareholder from the Toronto Community Housing Corporation's Chair of the Board of Directors and President and Chief Executive Officer dated April 28, 2023 transmitting the Toronto Community Housing Corporation 2022 Annual Report, and Additional Information (including Executive Compensation Disclosure).

Attachment 2: Toronto Community Housing Corporation 2022 Audited Consolidated Financial Statements

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



April 28, 2023  
Mr. Paul Johnson  
City Manager, City of Toronto  
City Hall, 4<sup>th</sup> Floor, East Tower  
100 Queen Street West  
Toronto, ON M5H 2N2

Dear Mr. Johnson,

### **Toronto Community Housing Corporation's 2022 Annual Report**

We are pleased to submit the enclosed 2022 Annual Report and additional information reported annually to the shareholder for the Toronto Community Housing Corporation (TCHC). We have again created a digital Annual Report, which highlights our achievements in relation to our corporate goals and objectives. This letter to the Shareholder and its attachments fulfill all Shareholder and other City Council mandated reporting requirements, as outlined in the 2021 revisions to the Shareholder Direction from the City of Toronto and various resolutions adopted by City Council.

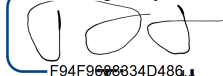
In 2022, TCHC focused on business recovery and fully resuming business operations gradually as pandemic restrictions lifted. Tenant service hubs were opened across the city, providing convenient access for tenants to obtain information, receive help completing forms and processes, and submit service requests and complaints. TCHC also successfully transferred the day-to-day operations of the 83 seniors-dedicated buildings to the new Toronto Seniors Housing Corporation on June 1, 2022, while minimizing impact on tenants.

In May, the City's Chief Building Official determined that a building in the Swansea Mews community was uninhabitable due to a ceiling collapse, and staff and support services were rapidly redeployed to effectively manage the emergency and relocate impacted tenants. The few households still awaiting permanent units will join the Regent Park relocation process in early 2023.

If you have questions about the contents of this letter or the 2022 Annual Report, please contact Jag Sharma at (416) 981-4088.

Yours truly,

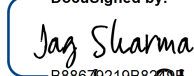
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Timothy Murphy 5/1/2023  
Chair, Board of Directors

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Jag Sharma 4/27/2023  
President and CEO

Attached: 2022 Annual Report  
Additional Information Reported Annually to the Shareholder





# Opening doors for the future

Celebrating 20 years

Annual Report 2022



## Opening doors for the future

In 2022, Toronto Community Housing celebrated 20 years building and creating homes and communities across the city. From day one, we understood our role in making positive change happen in our communities, it is a part of our DNA.

In our 2022 Annual Report, we are pleased to share a view into the communities we have built, the successes of individual tenants and the achievements that we celebrated this past year.



## Message from our Chair



**“At TCHC, we are responsible for a very large portfolio of public assets, but our work is and has always been about people.”**

**Tim Murphy, Chair,  
Board of Directors**

In 2022, Toronto Community Housing faced changes and challenges, but we remained as committed as ever to tenant service and building communities where people are proud to live and work

As the COVID-19 pandemic’s effects waned, the Swansea Mews crisis challenged TCHC staff to respond rapidly, create innovative solutions and provide close care and support to the households affected by an unforeseen construction defect. The TCHC team initiated a strong and immediate response, ensuring that all households were safely relocated by the end of the year.

Together, TCHC and the Board oversaw the completion of two critically important Tenants First deliverables: the launch of the Toronto Seniors Housing Corporation (TSHC) and the transition of the Scattered Housing Portfolio to two community land trusts. The completion of these two projects was made possible by the hardworking TCHC staff, the City of Toronto and a team of local partners and agencies that play a role in our communities. I extend my thanks and congratulations to them on a job well done.

Our Board welcomed three new directors in 2022, including Mohammed Haque, a resourceful promoter and defender of social justice and human rights, who will serve as the Board’s third Tenant Director. Councillors Lily Cheng and Vincent Crisanti were appointed to the Board in November 2022. We are grateful to two exiting board members, Deputy Mayor Ana Bailão and Councillor Frances Nunziata, both of whom have been longtime housing advocates in Toronto.

We celebrated the 20th anniversary of TCHC this year, an important milestone for an organization that influences communities all across this city.

At TCHC, we are responsible for a very large portfolio of public assets, but our work is and has always been about people. TCHC's employees are on the frontline of that work. On behalf of the Board, I want to thank all TCHC employees for another year of tireless effort. Every day you come to work, you are helping to make a difference for our tenants, and the Board is deeply appreciative of that.

The next year holds new promise as TCHC continues its transformation and I am excited to see what the future holds.

**Tim Murphy (he/him)**

Chair, Board of Directors

## Message from our President and CEO



**“All across the organization people are pushing us towards an exciting new future where TCHC is a transformed organization.”**

Jag Sharma, President  
and Chief Executive Officer

Land Trust. As Canada’s largest housing provider, we are stewards of a very large public investment, but our work is and has always been about people, much more than about bricks and mortar. Our 20th anniversary celebrations brought to life a vivid history of the lives lived in our communities and the bright potential that awaits us in the next twenty years.

While we have been enjoying milestone achievements, TCHC has also had to pivot rapidly to manage unforeseen challenges. The Swansea Mews community demanded the organization’s full attention when their lives were turned upside down. The agility, compassion and drive that TCHC staff displayed in their response showed me just how far our staff will go to support tenants in need. There is more work to be done, but I am confident in our ability to move the Swansea Mews community forward.

TCHC is continuing in its journey to address the role of race in public housing and the impact that systemic anti-Black racism has on our tenants and staff. The Centre for the Advancement of the Interests of Black People has continued to

In 2022 we celebrated TCHC’s 20th anniversary, ever mindful of our role providing homes and supports to those that need them the most. TCHC staff worked hard to meet the needs of tenants and deliver on a number of important projects. I am inspired by their care and compassion for the work that they do.

I am tremendously proud of the hard work and dedication that TCHC staff committed to the Tenants First plan, because the results speak for themselves. In 2022, TCHC completed two major Tenants First deliverables: the launch of the Toronto Seniors Housing Corporation and the transfer of the Scattered Housing portfolio to Circle Community LandTrust and Neighbourhood

grow, establishing itself as a foundational element of TCHC’s commitment to our Confronting Anti-Black Racism (CABR) strategy. The CABR strategy captures the changes needed to systematically address anti-Black racism across TCHC, both as an employer and as a social housing provider, and measure success in making that change. This work requires constant focus and a regular renewal of our plan to make sure that we are on track to make real change.

Transformation is not limited to the social fabric of TCHC. The organization has been engaged in a successful program of climate retrofitting across the portfolio. Our current plan is to meet the Canada Mortgage and Housing Corporation (CMHC) target of a 25 per cent reduction in energy consumption from 2018 to 2028. In 2022, TCHC had a downward trend in both electricity and gas consumption, which shows us that we are effective in our plans. We will not stop at 25 per cent, though, because TCHC is committed to supporting the City of Toronto’s TransformTO Net Zero strategy.

As you can see, the momentum is on our side. All across the organization people are pushing us towards an exciting new future where TCHC is a transformed organization, equipped with modern technology, a refocused portfolio and a new strategy. We will continue building employee pride, tenant confidence and the trust of our partners and City shareholder. We will continue delivering positive outcomes for the people who call TCHC home.

**Jag Sharma (he/him)**

President and Chief Executive Officer



**TCHC President and CEO Jag Sharma (left) joins a Mabelle community event**

# Tenants First Progress

**We took part in a significant Tenants First announcement alongside Minister Ahmed Hussen.**

The transition of 760 units to the non-profit sector will protect them as social housing in perpetuity, helping to keep Toronto affordable. It will also allow us to continue focusing on our vision of vibrant communities where people are proud to live and work.



**TCHC President and CEO Jag Sharma (right) makes a joint announcement with Minister Ahmed Hussen, Minister of Housing and Diversity and Inclusion**

# Building the future

In 2022, TCHC continued on our core mission to provide clean, safe, well-maintained and affordable homes for our tenants. Through our continued collaboration and engagement with tenants, we are building our collective future and fostering the creation of communities where people can live and thrive. This next section provides updates about TCHC's revitalization projects, capital projects and accessibility program.





## Maintaining TCHC's portfolio



**The Empringham basketball court being replaced.**

Facilities Management (FM) has successfully completed 100 per cent of TCHC's planned capital work in 2022. This achievement required the coordination and delivery of hundreds of planned projects that proceeded on schedule despite ongoing challenges with supply chain and construction following the pandemic. The work of this division is critical to maintaining TCHC's portfolio of buildings and homes in a state of good repair.

In 2022, TCHC delivered on our full \$350 million capital plan. Below are some of the highlights of this achievement.

- \$1.38M/day in completed capital work
- 1,400 projects
- 25,000 work orders

### Highlights

1400 planned jobs

52 access control and camera installations

31 elevator replacements

105 landscape projects

202 envelope, roofing, window and structural projects

9 common area accessibility upgrades

295 in-suite accessibility upgrades

170 electrical, mechanical and plumbing projects



**The Planned Project Services team engages tenants in our East Region about upcoming repairs to their building**



**The Retrofit at 5 Needle Firway included recladding, envelope restoration, new windows, balcony guards, electrical and mechanical system upgrades and interior common space renovations**



**Allenbury Gardens, a revitalized community located near Fairview Mall in North York**



**Mural in Alexandra Park, a collaboration between artist Savanna Lavallée and poet Alban Olive. The mural mounted on hoarding surrounds the construction site for the next phase of the Alexandra Park revitalization**

In 2022, TCHC continued to lead the housing sector in modernizing our buildings through green initiatives and energy retrofits. Each green retrofit contributes to the City's goal of achieving net-zero emissions by 2040, starting with our 25% CMHC reduction target by 2028. In addition to greater energy efficiency, each retrofit project will modernize

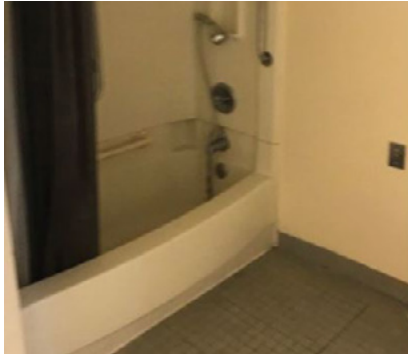


**A TCHC building undergoes a green retrofit  
(photo credit: Toronto Star, June 30, 2022)**

buildings and add to tenant comfort in their homes. The Bathurst-Eglinton project is featured in a Toronto Star article and will provide a model for the green retrofit for more than 21,000 buildings and almost 59,000 units. TCHC has broken its own record in capital incentive contributions from our utility partners with over \$7.3M in 2022. We received over \$2M from Enbridge Gas and over \$5M in electricity incentives.

Planned Project Services (PPS) supports TCHC's regional teams to engage tenants at locations where large scale capital repairs have been planned. This team engages tenants to build open lines of communication and feedback about projects, timelines, disruptions and benefits. The team is currently supporting over 125 projects across TCHC's three regions and the Toronto Seniors Housing Corporation.

TCHC's accessibility program continued to make an impact on the lives of tenants living with disabilities. In 2022, TCHC completed 304 common area and in-suite accessibility projects.



**Before and after photos of an accessible washroom modification. Before: step in shower; After: accessible roll-in shower**



**Before and after photos of an accessible kitchen modification. Before: stovetop and kitchen cabinets; After: accessible roll-under stovetop**

# Leadership in accessibility

**Cathy Birch, Chair of our tenant-led Responsible Personal Accessibility in Toronto Housing (R-PATH) committee, received the 2022 David C. Onley Award for Leadership in Accessibility.**

Read more about R-PATH's accomplishments in 2022 and their work to improve accessibility in all TCHC spaces in the next section.



**Cathy Birch (second from right) receives the David C. Onley award**



## 2022 Update: The Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee

2022 was a very productive year for The Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee, a tenant-led committee who advocate for persons with disabilities. Here is the list of R-PATH'S journey through 2022.

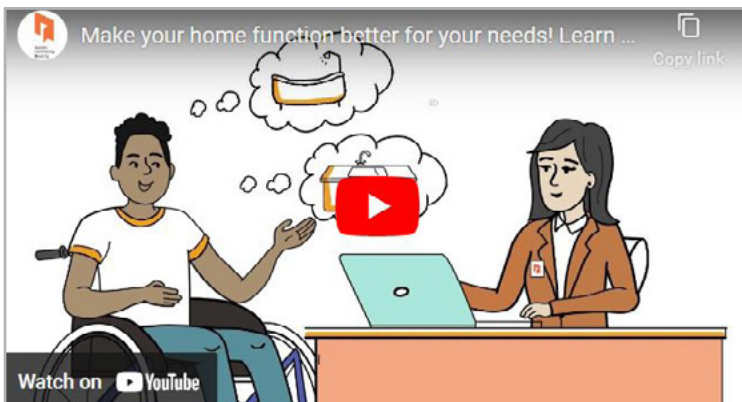
- R-PATH continued to scope, review drawings, participate in community meetings for Planned Accessibility projects, and monitor all accessibility projects.
- R-PATH worked with Facilities Management (FM) and Development to begin the update to Toronto Community Housing Accessibility Build Standards. The plan is to deep dive investigate, update, and establish old and new standards to be published in 2024.
- R-PATH continued to work with management on updating the Agency Agreements and Use of Space Agreements with Agency providers.
- R-PATH authored Accessibility is For You, Volume 2, along with a Tip Sheet for Tenants considering having their unit modified, and a tip sheet specific to

tenants who have Independent Living Services. These materials are written in plain language to educate tenants on programs, explain processes and service requirements, and manage tenant concerns consistently across the whole portfolio. R-PATH worked extensively with Communications to create packages of these materials that are available at all hubs.



**Cover page for R-PATH's Accessibility is For You, Volume 2**

- R-PATH continued to work with Communications about accessibility content for the website and all social media platforms used by TCHC.
- R-PATH partnered with Communications to create and deliver a **short video** on some of the most common features of the Toronto Community Housing Accessibility Build Standards.
- R-PATH also partnered with Communications to deliver an **animated video** of “The 7 Most Common Questions” that tenants ask about getting their unit modified.
- R-PATH submitted our annual recommendation for the 2023 Capital Budget.



**R-PATH partnered with Communications to deliver an animated video of “The 7 Most Common Questions” that tenants ask about getting their unit modified**



**R-PATH partnered with Communications to create and deliver this short video on some of the most common features of the Toronto Community Housing Accessibility Build Standards**

- R-PATH delivered Accessibility for Ontarians with Disabilities Act (2005) training to all Tenant Engagement Community Services Coordinators. Shortly after training, R-PATH monitored large engagement forums and reported back to TCHC for improvements needed particular to external venues.
- R-PATH closed the year by celebrating R-PATH Committee Chair, Cathy Birch, being awarded the David C. Onley Award for Leadership in Accessibility from the Province of Ontario.
- The R-PATH Committee is looking forward to 2023!



## Revitalization community highlights

Progress continued at Toronto Community Housing’s Regent Park revitalization, one of the largest urban revitalizations of its kind in the world. Daniels began construction on Phase 3 (Block 16 North).

- TCHC and Tridel submitted a [rezoning application](#) for the final phases of the project, Phases 4 and 5, requesting an increase to the density of the development.
- TCHC formed the [Community Benefits Oversight Working Group](#) (CBOWG), a diverse, 20-member advisory group of local residents and experts that will support a one-year community engagement process to inform the distribution of \$26.8 million in community benefits made possible through the Regent Park revitalization.



**The Community Benefits Oversight Working Group**



**Tenant poet Alban Olive and tenant artist Savannah Lavallée in front of the Alexandra Park mural they created**

After a competitive bidding process, TCHC partnered with the renowned [Karakusevic Carson Architects](#) to create a new community centre and apartment building in Alexandra Park, a historic TCHC community and home to Atkinson Housing Co-operative.

To learn more about the Alexandra Park revitalization project, visit the [newly launched microsite](#).

Through the power of partnerships made possible through revitalization, TCHC continued to engage tenants across all of its revitalization sites through diverse social and economic initiatives aimed at addressing local resident challenges and supporting positive social change. In 2022, this included:

- offering continued weekly safety and community engagement summer workshops to youth in our **Lawrence Heights and Neptune communities**, through our 37 Kids Program;

- connecting over 400 households in our **250 Davenport community** to social, mental health, and food security services through TCHC leveraged partnerships;
- engaging 41 tenants from our **Don Summerville** community in pre-employment activities, resulting in 27 tenants securing training, employment, or scholarships; and,
- awarding scholarships to help student tenants of all ages pursue post-secondary education and training, including nine student tenants in our **Lawrence Heights** community. Since 2013, TCHC awarded 154 scholarships valued at \$533,000 to student tenants of all ages in our Lawrence Heights and Neptune communities through The Limitless Heights Scholarship program (2013-2021) and the Revite NERDS Scholarship (2021-2022) thanks to funding from our partner, Heights Development (Context and Metropia).

# Leading the way

## Supporting youth wellbeing in Rivertowne

Suzette Saunders has been a tenant leader in Rivertowne for over 15 years, moving in just after the revitalization of the community was completed. In this time, Suzette has been a fixture in the community, organizing events, providing programs and care for youth and children, and advocating for the needs of her fellow tenants and neighbours. Read her story by scanning the QR code.



**Tenant leader Suzette Saunders**



# Tenant-focused service and engagement

In 2022, TCHC continued to deliver on a number of dedicated tenant initiatives to improve the delivery of customized services and responses across our communities. TCHC's tenant engagement system continued to establish tenant leadership and specific action plans through our first post-pandemic regional events. The Toronto Seniors Housing Corporation was established through a successful transition mid-year, creating a new corporation that will deliver services customized to seniors, supporting them to age-in-place. TCHC continued to roll out additional tenant service hubs in 2022, bringing services closer to all our communities.



## Establishing tenant leadership

- In January 2022, TCHC launched a series of by-elections to fill vacant leadership positions in 120 TCHC communities. Almost two thousand tenants were directly engaged through flyers, emails, phone calls, door knocking, and more. Thirty-six meetings were organized to give tenants information about the election process. A total of 36 nominations were received, out of which 26 were confirmed.
- As a result, we filled 25 Community Representatives positions and 20 tenants signed up to be part of their Building/Townhouse Committee.
- In total, 1,084 tenant leaders are currently participating in the new Tenant Engagement System.



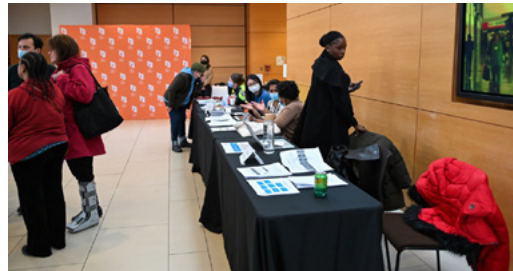
**Tenants and staff talking at a Tenant Community Action Table meeting**

## Implementing Service Quality Indicators at the Hub level

- As part of their roles, tenant leaders fill out Service Quality Indicator (SQI) surveys where they provide feedback on building cleanliness, maintenance, tenant communications, community safety, tenant support services, and tenant engagement.
- One hundred and fifty-six tenants participated in the SQI survey process, with a response rate of 93 per cent. The completion rate was 87 per cent.

## Establishing tenant leadership at the regional level

- In August, we organized the first post-pandemic in-person Tenant Community Actions Tables (TCAT) meetings. One TCAT was held in each of the three Operations regions at TCHC (Central, West, and East). The meetings provided opportunities for tenant leaders to provide feedback about improving and enhancing services in their communities. One hundred and fifty-eight Community Representatives attended the meetings.
- As a result of the feedback, engagement staff collaborated with staff from relevant divisions to review issues raised by tenants. They worked with the Strategic Communications team to document the feedback and any resulting action plans. This was turned into a report given to tenant leaders at the next set of meetings.
- End-of-Year Regional Forums were held in November and December. A total of 372 tenant leaders pre-registered and 293 tenant leaders (Community Representatives and Building Committee Members) attended the forums while 24 community partners participated as vendors.



**Tenant representatives and leaders attended our Central Regional Forums**

## Tenant capacity building

- Two orientation sessions (regional and city-wide) were organized for elected tenant leaders in March 2022. The purpose of the orientation was to provide information and resources that will help tenant leaders successfully carry out their roles and responsibilities. Twenty-three Community Representatives participated in the workshop.
- The orientation covered: the Tenant Charter, the new TCHC operation structure and pillars, information about regional staff and their roles, Tenant Engagement System, Service Quality Indicators (SQI), Community Action Plans (CAP), and Tenant Action Funds (TAF).



**Tenants and staff engage in a discussion at a Tenant Community Action Table event**

## Tenant Action Fund

- In 2022, a total of 157 applications were received. One hundred and fifty-four were approved, valued at \$85,941.58.
- The breakdown of approved funding by region is as follows: (a) \$58,328 for East region, (b) \$68,864 for West region, and (c) \$17,077 for Central region.



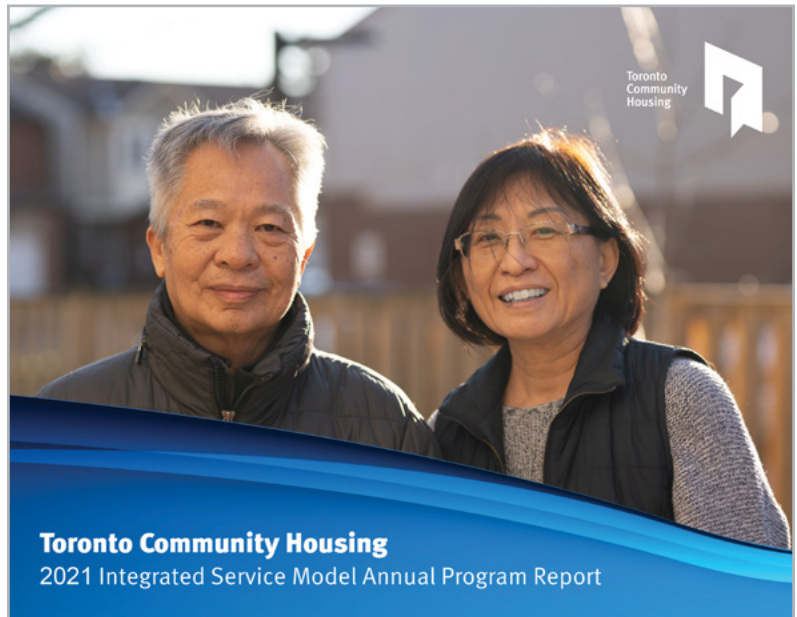
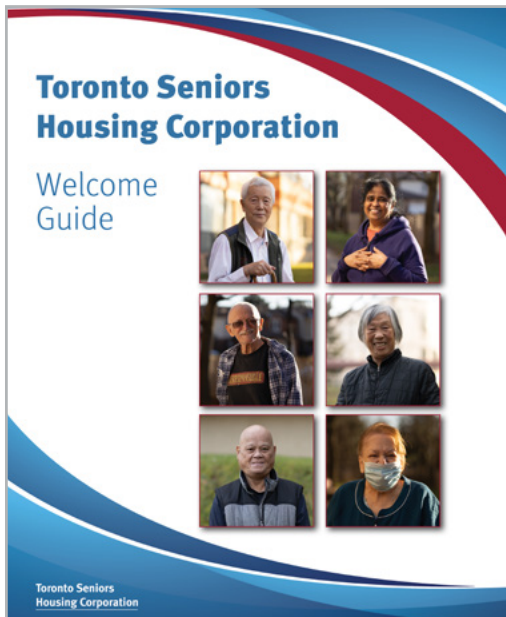
**Tenants and staff around a table of information about tenant engagement initiatives**



## Toronto Seniors Housing transition

In May 2021, Toronto City Council directed the creation of Toronto Seniors Housing Corporation (TSHC). This new corporation was created to provide seniors with safe, well-maintained homes and improved conditions, services, and experiences.

- The City of Toronto, TCHC, and the Toronto Seniors Housing Corporation worked through the end of 2021 and into 2022 to implement a seamless transition plan to transfer responsibility for operating TCHC’s 83 seniors-designated buildings to the new corporation. This transition happened on June 1, 2022, as TSHC took over management and focused on meeting the needs of nearly 15,000 senior tenants.
- In order to address concerns of tenants and staff, we held multiple focus groups and information sessions ahead of the transition date. A strong communications campaign engaged and informed tenants and all stakeholders. Significant efforts were made to gather feedback to ensure that an understanding about the transition was achieved.



## Tenant Service Hubs

Tenant Service Hubs are a key component of our new service delivery model created under TCHC's 2019 restructuring plan. The Hubs provide tenants with a "one-stop shop" for services and support, bringing them closer to where tenants live. Increasing access to services and supports enables tenants to get in-person service, meet with staff one-on-one, place work orders, hand in annual review paperwork, pay rent, and more.

TCHC opened new Tenant Service Hubs in communities across Toronto in 2022.



**TCHC staff behind the service counter at a Tenant Service Hub**



**Entrance to a Tenant Service Hub**

# Kingston Galloway Court

## Partnering with the community

The construction of an iconic new basketball court in the Kingston Galloway community in Scarborough was made possible through a special collaboration between TCHC tenants and staff, Toronto artist [Jerry Rugg](#) (also known as birdO) and [StreetArt Toronto](#). Community members, neighbours and friends of Kingston Galloway were also able to be a part of the creative process, adding to the incredible wall murals that surround the court.



**Tenant youth and artist Jerry Rugg (birdO) prepare to cut the ribbon at Kingston Galloway Court**

# Programs and partnerships

Through collaboration with our community partners, and a dedicated staff team, Toronto Community Housing provides tenants with a breadth of diverse programming through a range of recreation, work placement, scholarship and social programs. Key partnerships in 2022 were integral in helping to serve the diverse needs of our communities.



## Investing in potential

There was a greater sense of normalcy in 2022 with most programs being offered beyond video-conference settings and tenants finally being able to come together in-person. Working together with our corporate partners and funders, we connected tenants across TCHC communities to programs and engagement opportunities throughout the year.



### Tenant youth meet with medical students and cardiac surgeon Dr. Robert Yanagawa at St. Michael's Hospital

Our flagship and regional programs invested in the potential and talents of our youth tenants and focused on physical literacy, sports, arts, employment, education, leadership skills, and more.

Keep reading to learn about some of TCHC's most successful programs in 2022.

## Midnight Basketball League (in partnership with MLSE Foundation and University of Toronto)

Midnight Basketball League (MBL) returned in 2022 after a three year hiatus due to the pandemic. It is a unique basketball program that provides a positive space for TCHC boys aged 14 to 18 to develop their skills both on and off the court. The program featured a longer season. In addition to traditional sport outcomes, this program dedicated time each week to deliver off-court workshops focused on health, academics and economic empowerment through employment as a means to increase community safety. Last year included a star-studded roster of guest speakers, including players from the Toronto Raptors.

## League of Her Own (in partnership with MLSE Foundation and University of Toronto)



**Midnight Basketball program participants**

A brand new pilot program was launched in 2022 specifically for TCHC female youth aged 13 to 18. The basketball program, League of Her Own presented by Midnight Basketball, was created in partnership with MLSE Foundation and the University of Toronto. Thirty-five female youth from across TCHC regions could come to a safe place to learn, practice, and enhance skills for four weeks in the summer at the University of Toronto. Featuring student athletes and special guest speakers, youth participated in workshops on success as a student athlete, how to take care of their bodies and building long-lasting positive habits.

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

This past summer, TCHC continued to run its popular, summer-long baseball day camp for children ages 6 to 12. Running from July to August and fully in-person, the program launched on Opening Day 2022 at Dovercourt Park where hundreds of kids were able to participate in a full day of interactive games, skills-and-drills and play stations featuring bouncy castles and inflatables. Rookie League also continued to offer a Leader in Training (LIT) camp for youth ages 13 to 15. LIT included both virtual and in-person components where youth gained life skills in leadership, teamwork, communication and self-esteem.



**TCHC staff member Likwa Nkala speaks to the media about the impact of Rookie League**

## KickStart (in partnership with MLSE Foundation)

In 2022, 229 kids ages 6 to 12 registered for the soccer camp from across East, West, and Central regions. Finally coming together in-person with friends in their respective communities, children were able to participate in physical activity through skills and drills, stretches, and scrimmages. In August, the program held its annual season-end Fun Day at BMO Training Ground where 80 kids from seven TCHC communities participated in soccer activities, scrimmages and had a meet-and-greet with players from the Toronto FC.



**TCHC tenant participants attend KickStart Program hosted at BMO Training Ground**

## YouthWorx

YouthWorx is an employment program that focuses on employing young people between the ages of 14 and 29 as Youth Community Workers. Last year, 100 Youth Community Workers were hired for eight weeks during the months of July and August as they carried out work at 50 community sites. YouthWorx reduced barriers to employment for youth and provided opportunities in various small-scale labour jobs, including community clean ups, light repair jobs, community gardening and more.



**TCHC tenant participants attend Raptors Youth Summit**

## Investing In Our Diversity Scholarship (IIODS)

The Investing In Our Diversity Scholarship (IIODS) awards \$4,000 scholarships to Toronto Community Housing youth based on academic excellence, financial eligibility and volunteer involvement in community leadership, anti-racism or diversity initiatives. In 2022, 54 scholarships were awarded to recipients to support their post-secondary tuition and expenses.



**2022 IIODS recipients, donors and community members attend the scholarship celebration**

## Use of Space

The Strategic Service Partnerships and Compliance (SSPC) team was formed in September 2020 with a focus on bringing partners currently operating into compliance and streamlining the use of space processes and improving service delivery. Since September 2020, SSPC has engaged with 207 agencies and 112 tenant-led groups to animate the use of non-residential spaces. In April 2022, the Ontario government lifted all public health measures. As a result, all indoor and outdoor amenity spaces were opened for essential and community support programming after a use of space agreement was signed with TCHC. SSPC implemented an opt-in/application process to ensure a seamless return for partners in 2022.

From the inception of the SSPC team, 319 applications for non-exclusive use of space have been processed. Of these, 198 were reoccurring use of space applications and 121 were one-time use of space applications. In 2022 alone, 186 applications have been processed, 58 one-time and 128 re-occurring use of space applications. As of December 30, 2022, 52 distinct partners have been offering reoccurring programs for tenants in 72 TCHC buildings.



# Fostering the arts in Regent Park

## How Tony Le introduced Kick Start Arts to his community

The free program empowers youth and adults to express themselves through the creative process in film, digital television, theatre and photography. To read Tony's story, scan the QR code.



**TCHC tenant Tony Le outside the Pam McConnell Aquatic Centre**



# Community impact

We recognize the importance of bringing positive change into our communities and the lives of our tenants. Through a range of initiatives, partnerships and services, we made progress in creating more future-ready, innovative and safe communities.



## Stop the Bleed

- This pilot program provided life-saving training to 35 participants across a number of communities that are part of TCHC's Violence Reduction Program.
- The Stop The Bleed trainings teach how and where to apply pressure to prevent blood loss in the event of serious injury.
- One of the participants **became a certified instructor herself**, a milestone for the social and economic impact of the Violence Reduction Program.
- The trainings took place across Toronto Community Housing's Yorkwoods, Driftwood and Rexdale communities.
- As an initiative of our Violence Reduction Program, the trainings were carried out by Toronto Community Housing in partnership with Sunnybrook Hospital.
- Find out about upcoming training opportunities via **[torontohousing.ca/stopthebleed](https://torontohousing.ca/stopthebleed)**.



**TCHC Tenant Christina Frimpong wearing a Stop the Bleed t-shirt**

## Tenant Conservation Goals

- 700 TCHC and TSHC staff members successfully completed an educational program created in collaboration with the Saskatchewan Environmental Society to advance TCHC's commitment to reduce 25% of its energy consumption by 2025.
- The Conservation team conducted and distributed building utility reports to 172 high rise buildings generated using a building's utility usage data. The reports

aim to provide Operations staff with a clear overview on how their building is performing in terms of energy, water and waste.

- 60 new conservation bulletin boards were installed across TCHC and TSHC building portfolios.
- 2,434 thermostat kits were distributed to ten Regent Park buildings, 1,217 tenants were engaged to learn more about the kits.
- The Conservation team engaged 6,955 tenants and distributed 1,785 thermostat educational materials.



**New conservation bulletin boards have been installed in buildings across TCHC and TSHC communities.**

- 35 buildings took part in the Smart Compaction Program that reduced garbage volumes by over 550 cubic yards and saved over 200 garbage pickups in less than four months.
- Through tenant education in 2022 we saw an increase in participation in waste programs and a decrease in illegal dumping activity, which led to a decrease in removal fees.

## Rapid Rehousing initiative

- The Rapid Rehousing Initiative began in April 2020 as an agile response to emerging housing needs during the COVID-19 pandemic.
- This program matches individuals experiencing homelessness with vacancies within the TCHC portfolio—often bachelor and one-bedroom units that are not easily filled from the centralized waiting list.
- Units are fully furnished, and new tenants are provided with clothes, bedding and toiletries.

- Rapid Rehousing tenants are supported by a collaborative network of local site staff, the Community Resolutions team, community agencies, and City of Toronto teams. Community support workers use a wraparound approach to support successful, long-term tenancies.
- The program shows that a pathway can be created between homelessness and housing by bringing partners in the social support system together, overlapping their strengths for a holistic solution to individual needs.

## Outcomes

- Placement of over 1,400 tenants in 1,144 housing units
- 20% Indigenous, 33% seniors, 30% female-led households, 10% youth
- Success rates: 93% of households remained housed
- Eviction rate of less than 1% among RRHI tenants



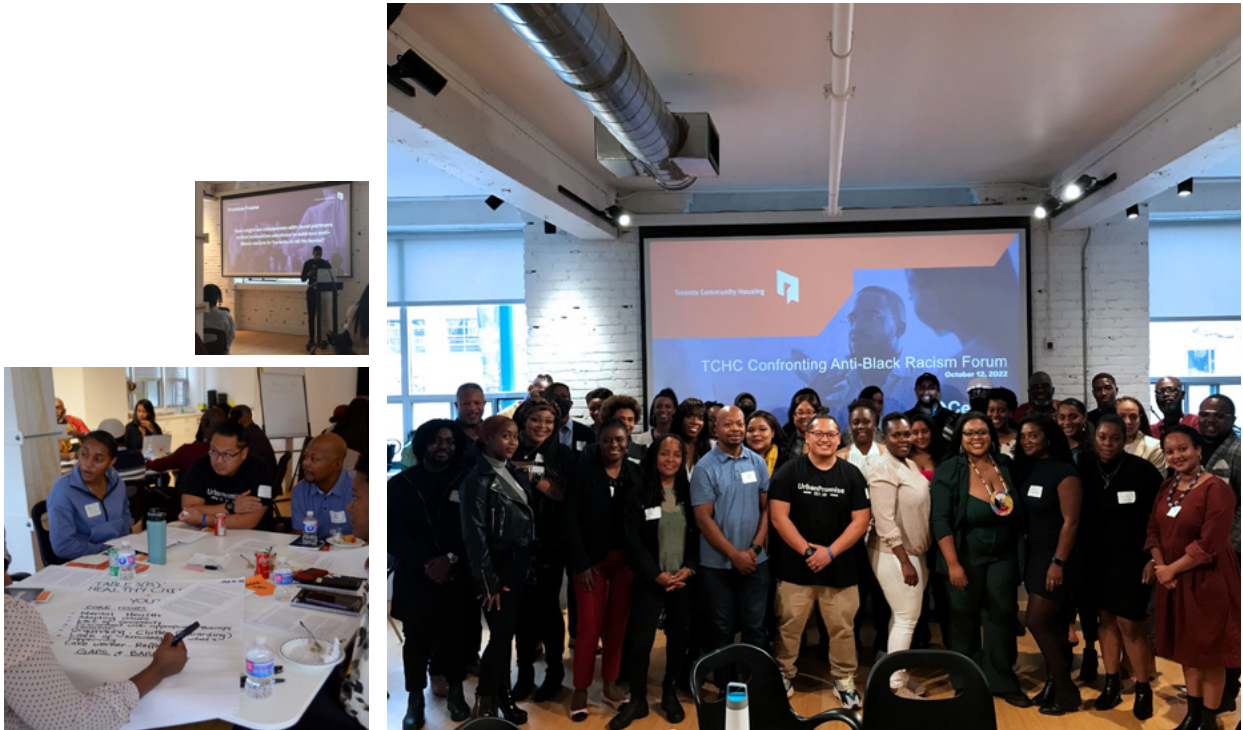
**Recipients of the 2022 Yardi Canada Diversity Scholarships**



**Residents attend the Regent Park Film Festival**

# Confronting anti-black racism

The Centre for Advancing the Interests of Black People laid the foundation and took corrective action toward addressing the historical and ongoing harms of anti-Black racism. 2022 was an important year that delivered significant impact through both staff and tenant engagement.



## Setting the foundation for change

In its first year, The Centre for Advancing the Interests of Black People (‘The Centre’) started to engage with staff, tenants and community partners to implement the Confronting Anti-Black Racism (CABR) Strategy. In 2022, the Centre intentionally laid the foundation and took corrective action toward addressing the historical and ongoing harms of anti-Black racism at Toronto Community Housing.

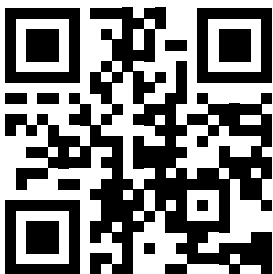
The CABR Strategy is a multi-year plan intended to drive institutional change, establish strategic and sustained relationship building among diverse groups, impact service delivery and influence change through multidisciplinary research, analysis, and strategic narrative. You can watch the CABR 2022 year-end video by scanning the QR code below.



**The Centre’s partnership forum was attended by representatives for more than 30 organizations**



**Forum participants discussed the potential of services that better serve Black tenants**



## Strengthening community and staff engagement

In 2022, The Centre focused on fostering relationships with external and internal stakeholders, so they can generate more awareness about the Centre's function and increase the organization's capacity to dismantle anti-Black racism. Barry Thomas was appointed as the new Centre Director in December 2022.

By the end of its first year, The Centre has achieved several milestones, including:

- Investing more than \$40,000 through the Centre Funds. This investment created new opportunities for 433 tenants across eight communities to develop and implement Black-led initiatives and programs that met the community's needs.
- Partnering with the Black Creek Community Health Centre to develop the Black Business Essentials workshops and connecting 45 Black tenants to receive free entrepreneurship training and micro-credentials through York University.
- Hosting a partnership forum in October 2022 with representatives from 30 organizations to discuss the potential collaboration in addressing anti-Black racism in the city and building services that better serve Black tenants.
- Teaming up with Human Resources to update TCHC's recruitment program to include an anti-Black racism lens — taking steps to increase the representation and retention of Black workers and professionals at TCHC.
- Receiving 103 cases related to anti-Black racism and resolving 25 per cent of the cases.
- Completing more than 600 hours of staff training and developing six training modules for business units.

To read more about the Centre's 2022 highlights and for information about the Centre team, visit [torontohousing.ca/cabr](https://torontohousing.ca/cabr).



# Investing in youth through sport

**We continued to deliver high-quality sports programs including soccer, baseball and basketball.**

Learn more about these programs and our partnership with MLSE Foundation by scanning the QR code and watching the video.



**Tenant youth and TCHC staff at MLSE KickStart**



# About Our Tenants and Buildings

TCHC’s tenants come from many different backgrounds with a diversity in age, education, language, religion, ethnicity and race. Youth tenants continue to represent a significant number of individuals in our overall communities; 32,262 or 36.25% of TCHC tenants are youth under the age of 24. When Toronto Seniors Housing Corporation transitioned into its own organization, it took with it a large number of single-person households. However, single-person households remain the largest group at TCHC, with 19,111 or 46.6% of households in this category. The average length of tenancy is just over 11 years. TCHC’s overall portfolio includes 1,347 buildings and 43,776 units. In 2022, 13,970 units were transitioned to Toronto Seniors Housing Corporation, 843 scattered units were transferred and 327 scattered units are pending transfer.



Total number of tenants:

**89,010**

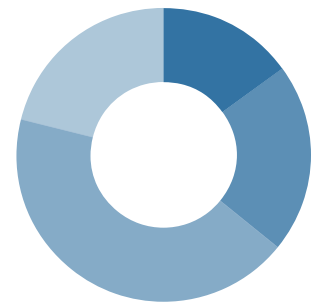
Average tenant age:

**37.35 YEARS**



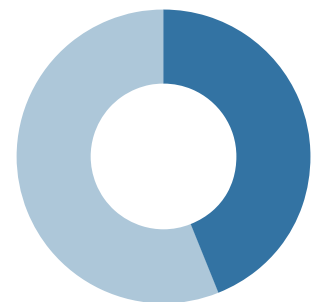
## Age

- Children (0-12): **13,225**
- Youth (13-24): **19,037**
- Adult (25-58): **38,156**
- Senior (59+): **18,592**



## Gender

- Man/Trans Man: **39,181**
- Woman/Trans Woman: **49,830**



Total households:

**41,013**

Average RGI household annual income:

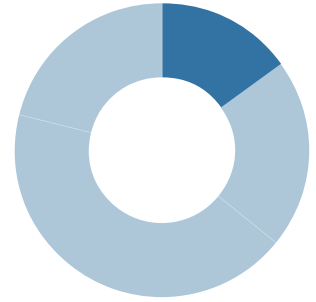
**\$16,368**

Average tenancy length (current unit):

**11.83 YEARS**

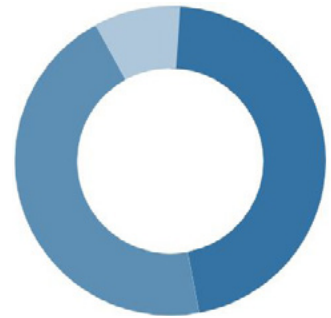
## Household finances

- Market households: **5,709**
- RGI households: **35,304**



## Household composition

- Single-person households: **19,111**
- Multi-generational households:\* **18,364**
- Couple/roommate households: **3,538**



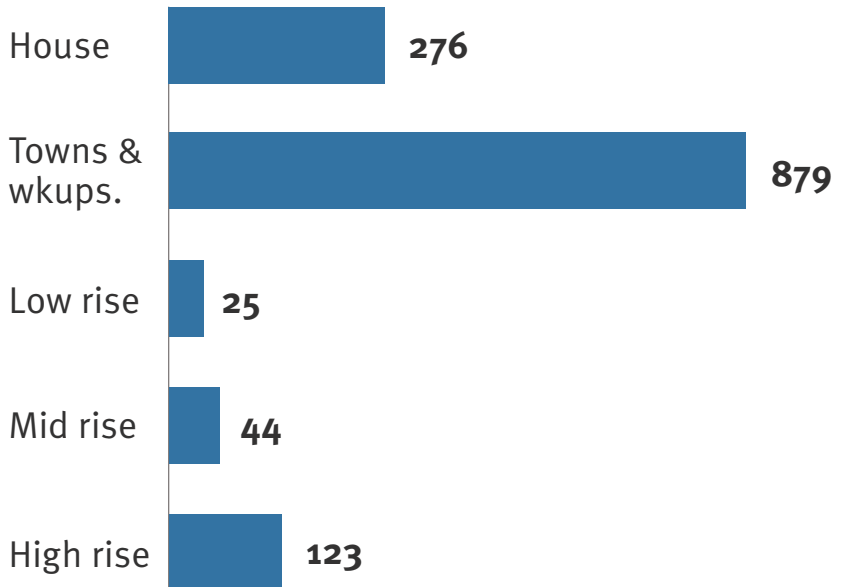
\*Multigenerational households include parent/child relationships of all ages

Total units:

**43,776**

Total buildings:

**1,347**



# Record-breaking \$90K raised for United Way

**Thank you to all donors on behalf of team TCHC!**

Our staff as well as labour partners CUPE Local 416, CUPE Local 79, OPSEU Local 529 and the Carpenters union Local 27 made generous contributions to our campaign along with other corporate donors who provided items for our very popular silent auction.



**TCHC staff celebrate the \$90,000 milestone**

## Employee engagement activities

Toronto Community Housing employees were excited to re-engage at in-person events after the lifting of pandemic restrictions in Spring 2022.



**Our Black Staff Caucus hosted a movie-screening event for the United Way**



**Led by our employee Pride Network, TCHC returned to the in-person Toronto Pride Parade**



**TCHC employees gather for the 2022 United Way BBQ**



**Employees gathered at the Bathurst Glen Golf Course for the United Way golf tournament**



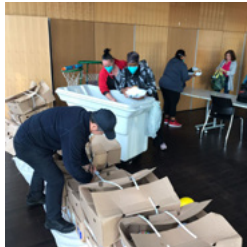
**Members and allies of the 2SLGBTQ+ community showed their colours year-round in our workspaces and our communities**



**Team TCHC participated in the annual Civic Run fundraiser in support of the United Way**

# Thanking our donors and partners

We are grateful to the generous organizations who provided donations within our communities. In 2022, these donations made a difference in our communities and brought joy to many children, families and individuals.



## **Investing in Our Diversity Scholarships**

### ***Founding Partners and Donors***

Blaney McMurtry LLP  
Scadding Court Community Centre

### ***Donors***

Ed and Fran Clark  
Anne Fleming  
Brian Smith and Toronto East Rotary Club  
The Bay  
Dentons Canada LLP  
Joe Pace & Sons Contracting Inc.  
Sinai Health  
Toronto (Central) Lions Club  
Tridel Corporation  
Wealthsimple Foundation  
Yardi Canada Ltd.

## **Be. Build. Brand.**

### ***Sponsor of the Scotiabank Pitch Prizes***

Scotiabank

## **20-20 Vision - Youth Essay Contest**

### ***Sponsor of the prize money***

Wealthsimple Foundation

## Generous donations

Toronto Community Housing partners with generous organizations who provide donations to our communities. This year, we were grateful that several of our communities received gifts of backpacks and school supplies, toys, turkeys, summer parties, pumpkins and more.

- Our **Active Living** team received and distributed 500 toys donated by **Spin Master**
- Our **Community Economic Development** team partnered with **Brook Restoration Ltd.** to distribute 150 fruits and vegetables bags
- Toronto Argonauts player **Trevor Hoyte** and his teammates donated 45 gift bags to **East Region communities**
- Our **Community Safety Unit (CSU)** delivered holiday cheer with support from Danny Durante from **Durante's No Frills** and **SVP Sports**
- **Fitzrovia** donated 330 turkeys to TCHC communities



**Our CSU and donor partners delivering food and clothing**



**TCHC staff and Brook Restoration staff distribute fruits and vegetables**



**Children with gift bags donated by Trevor Hoyte**



**TCHC staff help distribute turkeys to 330 communities**



# Celebrating our 20th anniversary

## Two decades as Canada's largest social housing provider.

We sat down with Minister Ahmed Hussen who shared his story about growing up in Regent Park and how advocating for his community sparked a path towards successful legal and political careers. Watch his video and those of other past tenants on our 20th anniversary microsite by scanning the QR code.



**Ahmed Hussen meets with Regent Park tenants**



# Governance and Management



## Board of Directors

Our Board of Directors oversees the management of Toronto Community Housing and monitors our performance against our strategic plan.

The Board of Directors consists of the Mayor or his representative, three City Councillors, and nine citizens, including three Toronto Community Housing tenants. The board is accountable to the sole shareholder, the City of Toronto, through presentation of its business plan, annual reports and financial statements.

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

- The Building Investment, Finance and Audit Committee (BIFAC) helps the board in fulfilling responsibilities on items such as capital funds and investments, financial compliance and internal and external audits.
- The Governance, Communications and Human Resources Committee (GCHRC) helps the board implement appropriate standards of corporate governance, and fulfills oversight responsibilities on corporate governance, executive compensation, succession planning, government relations and corporate communications.
- The Tenant Services Committee (TSC) helps the board in fulfilling its responsibilities on matters such as community relations and tenant engagement, community safety and security, and oversight of the Office of the Commissioner of Housing Equity.

## Public sessions

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

## Board of Directors



**Timothy Murphy**  
Chair



**Brian F.C. Smith**  
Vice Chair



**John Campbell**  
Director



**Marcel Charlebois**  
Tenant Director



**Debbie Douglas**  
Director



**Ubah Farah**  
Tenant Director



**Cllr. Paula Fletcher**  
Director



**Adele Imrie**  
Director



**Nick Macrae**  
Director



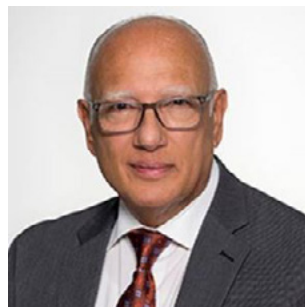
**Naram Mansour**  
Director



**Mohammed Mominul Haque**  
Tenant Director



**Cllr. Lily Cheng**  
Director



**Cllr. Vincent Crisanti**  
Director

## Executive Leadership Team

The Executive Leadership Team is responsible for the strategic leadership of the company and its subsidiaries. Our team included:



**Jag Sharma**  
President & Chief  
Executive Officer



**Nadia Gouveia**  
Acting Chief  
Operating Officer



**Barbara Shulman  
(Officer)**  
Chief People &  
Culture Officer



**Jessica Hawes**  
Acting Chief  
Development Officer



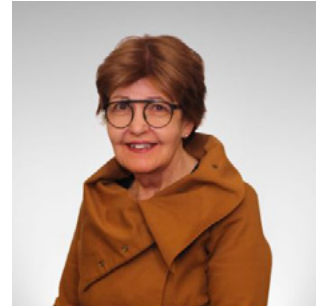
**Luisa Andrews**  
Vice President,  
Information  
Technology  
Services



**Paula Knight**  
Vice President,  
Strategic Planning &  
Communications



**Darragh Meagher  
(Officer)**  
General Counsel &  
Corporate Secretary



**Sheila Penny (Officer)**  
Chief Operating Officer  
(retired March 2022)



**Rose-Ann Lee (Officer)**  
Chief Financial Officer &  
Treasurer  
(left organization in 2022)



**Grant Coffey**  
Interim General Manager,  
Seniors Housing Unit\*

*\*Grant Coffey became the Interim Director, Strategy and Communications for Toronto Seniors Housing Corporation (TSHC) on June 1, 2022 when the TCHC's Seniors Housing Unit transitioned to a separate organization, TSHC.*

**“Audited Financial Statements”  
to be enclosed upon approval  
(April 2023).**

## **Additional Information Reported Annually to the Shareholder**

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# **1. Quality Homes**

## **1.1 Sale of Single Family Homes**

TCHC reports annually on the sale of properties, and on the tenant and community impacts resulting from such sales, as required by Section 10.3.1 (k) of the Shareholder Direction. In 2021, TCHC signed an agreement for purchase and sale for two non-profit proponents, Neighbourhood Land Trust (NLT) and Circle Community Land Trust (CLT), for the transfer of 643 properties with 761 units.

In 2022, TCHC completed the transfer of 633 properties with 750 units to NLT and CLT. The 10 remaining properties have severances outstanding with estimated completion in 2023/2024. TCHC continues to engage tenants to ensure they are not negatively impacted by these transfers.

TCHC also completed the transfer of four agency houses to Margaret's Housing and Community Support Services and to St Michael's Homes. TCHC continues to work closely with the City of Toronto to transfer the remaining agency houses and rooming homes in TCHC's portfolio.

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

TCHC reports annually on current development projects as required by Section 10.3.1 (m) of the Shareholder Direction and on tenant-engagement activities as required by Section 10.3.1(h) of the Shareholder Direction. There are currently 8 TCHC communities undergoing revitalization, with 364 social housing units under construction in 2022. TCHC continues to collaborate with the City's Housing Secretariat on the implementation of the TCHC revitalization program. TCHC revitalization projects are crucial to improving the housing, health, and socioeconomic conditions of Toronto's most marginalized residents.

### **1.2.1 2022 Revitalization Site Progress**

At our Don Summerville community, construction began on the market and affordable rental components of the project. Final design, minor variances, and site preparation work was completed on the rental replacement building, which will include 103 RGI and 35 affordable rental units. Construction is slated to begin on this building in Q2 2023.

In our Firgrove community, the decommissioning, abatement, and demolition of 236 units was completed in 2022. In addition, new fencing was installed and site grading prepared as an interim condition on the vacant parcel in 2022. An event in honour of the community and relocated tenants was held in October to recognize and celebrate the strong ties shared by the tenants of the Firgrove community.

In Lawrence Heights, above ground construction of 48 low rise rental replacement units continued in 2022. Construction of the final 3 municipal roads and related infrastructure, as well as private underground servicing for the next block of 49 low rise market and rental units within Phase 1, was completed.

The rental replacement portions of Allenbury Gardens and Leslie Nymark achieved full occupancy in 2022 – market building work on both sites are progressing well and on schedule.

In Alexandra Park, road and servicing work for phase 2A was completed, and excavation for buildings has commenced. An affordable rental and ownership housing strategy was confirmed through in-depth engagement with the community, approved by Council, and will be delivered in partnership with Habitat for Humanity GTA. A competitive procurement process with strong focus on community involvement has resulted in the appointment of a design team lead by international firm Karakusevic Carson Architects (KCA) to develop the replacement Alexandra Park Community Centre, to be delivered in phase 2B

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

<b>TCHC UNITS: In Flight Revitalizations 2022</b>	<b>Completed Units (End of 2022)</b>		<b>Currently In Planning, Design, or Under Construction</b>		<b>TOTAL</b>	
	<b>RGI</b>	<b>Affordable</b>	<b>RGI</b>	<b>Affordable</b>	<b>RGI</b>	<b>Affordable</b>
Regent Park	1,263	433	820	585	<b>2,083</b>	<b>1,018</b>
Lawrence Heights	155	-	100	-	<b>255</b>	-
Alexandra Park	61	-	349	6	<b>410</b>	<b>6</b>
Leslie Nymark	115	-	-	-	<b>115</b>	-
Allenbury Gardens	133	-	-	-	<b>133</b>	-
250 Davenport	13	-	-	-	<b>13</b>	-
Don Summerville	-	-	103	35	<b>103</b>	<b>35</b>
<b>TOTAL</b>	<b>2,173</b>		<b>1,998</b>		<b>4,171</b>	

### 1.2.2 Engagement in Revitalization Communities

TCHC engaged tenants across all its revitalization sites throughout 2022, regarding social and economic transformation projects in partnership with the City, community agencies, and development partners.

The 37 Kids program engaged 37 youth from the Lawrence Heights and Neptune communities in weekly safety and community engagement summer workshops in 2022. Topics ranged from building an online brand to poetry. The youth also had an opportunity to go out into the community and engage residents through surveys and giveaways. The program was successful and immensely popular among the participants. The hope is that the youth continue to stay engaged in their communities as adults and continue to participate in community engagement activities. In addition to the 37 Kids program, the Lawrence Heights engagement team connected with over 52 youth through programs including Revite Nerds, Youthworx (LH Chapter), I am Lawrence, Outreach Kids, and Outreach Coordinators.

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

In 2022, 25 Lawrence Heights tenants were awarded the Limitless Heights Scholarship, bringing the \$500,000 scholarship program to a close. Since launching the program in 2013 by developer partner Heights Development, 154 students have been awarded a scholarship. In addition, over 100 tenants were connected to community and economic development (CED) opportunities in the development and construction sector, rounding out the \$3.5M in CED contributions by Heights Development.

11 scholarships were awarded at Leslie Nymark and Allenbury Gardens. Additionally, summer art workshops were held with professional art facilitators instructing participants in popular music, dance, and street art techniques. Approximately 20 children ranging from ages 5 to 12 attended 6 workshops, whose work was showcased at the End of the Summer Jam event. In partnership with The Neighbourhood Group, Leslie Nymark and Allenbury Gardens tenants were hired through the Community Animator Program to connect to the broader community about employment and scholarship opportunities, events, and programming needs at each respective community. Community Animators have also been assisting with activating programming for the new and unique amenity spaces delivered at Leslie Nymark, such as the commercial kitchen and music room.

In Regent Park, TCHC engaged more than 1,500 residents as part of the Phases 4 and 5 rezoning engagement plan, which included surveys and physically distanced and in-person meetings, building support for a rezoning application that includes a significant increase in density. The Regent Park Team also kicked off a tenant engagement process to determine community priorities for the use of \$26.8 M in community benefits funding committed by Tridel as part of their proposal for Phases 4 and 5. The CRAFT and Moving Towards Opportunities programs were launched, which together supported 30 young people in accessing training and job opportunities. An additional 184 Regent Park residents secured economic opportunities ranging from formal employment, training, and social procurement contracts through partnerships with Daniels, Tridel, and local organizations.

In Alexandra Park, a robust community engagement process was undertaken to formalize the Phase 2 CED agreement. The agreement will support employment, scholarships, tenant business development, and resources to implement the social development plan. During 2022, 31 residents secured new employment and business opportunities.

In Don Summerville, staff continue to support relocated tenants to access social and economic opportunities. 41 tenants were engaged in pre-employment activities and 27 secured either training, employment, or scholarship opportunities in 2022.

In 250 Davenport, through over 700 points of contact, tenants have accessed social, mental health, and food security services through TCHC-leveraged partnerships. A service delivery partnership with Cota Health was secured to continue the implementation of the social development plan for the community. In addition, over 70 tenants secured employment or learning grants throughout 2022.

### **1.2.3 Energy Efficiency**

TCHC reports annually on environmental and energy efficiency targets identified in its Strategic Plan; as required by Section 10.3.1 (n) of the Shareholder Direction. To meet the energy reduction target as specified by the National Housing Co-Investment Fund agreement between the City and the Canada Mortgage and Housing Corporation (CMHC) and the City of Toronto's net zero target by 2040, TCHC has significantly increased its financial and human resources investment in energy conservation measures (ECM) since the beginning of implementation of National Housing Co-Investment Fund program in 2018.

Some highlights of energy conservation measures implemented in 2022 include:

- Common area and exterior LED lighting retrofit at 39 sites;
- In-suite LED lighting retrofit including replacement of refrigerators at 43 sites through the Energy Affordability Program (EAP);
- In-house re-commissioning program to modernize and optimize mechanical, electrical, and building automation systems at 10 sites;
- Completion of the Leadership in Conservation (LIC) program which provided the basics in utility conservation techniques and methods of engaging tenants to over 700 frontline staff; and,
- Water efficiency retrofit at 22 buildings which included replacement of toilets, showerheads and aerators.

Compared to the adjusted baseline average from 2013-2017 energy consumption, TCHC's 2022 year-end energy consumption is reduced by 13.1%, on energy reduction target as required by the National Housing Co-Investment Fund agreement.

<b>2022 Year-End Actuals (Adjusted for Covid-19 and CHPs)</b>	<b>Total Energy</b>	<b>Electricity</b>	<b>Natural Gas</b>
	<b>(GJ)</b>	<b>(kWh)</b>	<b>(m<sup>3</sup>)</b>
<b>Adjusted Baseline Consumption</b>	4,934,387	395,397,316	94,127,517
<b>Adjusted Actual Consumption</b>	4,288,059	361,361,906	80,084,622
<b>Energy Reduction</b>	646,327	34,035,410	14,042,896
<b>% Energy Reductions</b>	<b>13.1%</b>	<b>8.6%</b>	<b>14.9%</b>

#### 1.2.4 Engagement on Capital Projects

The Planned Project Services (PPS) team supports the delivery of TCHC capital projects. The team's primary objective is to minimize disruptions to tenants while work is underway, whether the capital repairs are completed in-suite or in common areas. This is accomplished by managing tenant expectations through communication, engagement and collaboration with all stakeholders. The key is to ensure tenants have an understanding of the project and its benefits, and to communicate timelines, project disruptions and changes as needed.

The PPS team collaborates with stakeholders to develop a plan that is tailored for each project and tenants. This includes a variety of communication and engagement including in person meetings, distribution of notices and flyers, lobby intercepts, and surveys. The team also performs a wide range of services including follow-up on tenant and staff issues and concerns, and works closely with other TCHC divisions to provide additional supports to tenants throughout the process.

In 2022, the PPS team was restructured to align with TCHC's new regional structure and the newly formed TSHC. This restructuring has allowed the team to build stronger relationships with regional and site staff, tenants and tenant leaders, and external stakeholders. As a single point of contact, the restructured PPS team supported 241 capital projects in 2022 with over 70,000 tenant engagement points. The team continues to explore innovative engagement solutions to enhance program delivery and to improve the tenant experience.

<b>2022 PPS Engagement Activities</b>	<b>Central</b>	<b>East</b>	<b>West</b>	<b>Seniors</b>	<b>Total</b>
Number of capital projects supported by PPS	48	62	65	66	<b>241</b>
Number of tenants directly engaged	8,083	10,870	2,122	7,358	<b>28,433</b>
Number of tenants indirectly engaged	11,493	15,683	7,329	8,509	<b>43,014</b>
Number of tenant meetings held	10	11	8	6	<b>35</b>
Number of pre-construction/ construction meetings attended	82	151	68	56	<b>357</b>
Number of lobby intercepts conducted	17	8	38	4	<b>67</b>
Number of doors knocked	18,187	9,886	10,509	13,112	<b>51,694</b>
Number of tenants engaged by phone	4,385	1,982	7,217	452	<b>14,036</b>
Number of tenant survey responses	1,925	2,931	2,207	2,303	<b>9,366</b>
Number of materials posted in common areas	1,363	1,802	1,432	1,459	<b>6,056</b>
Number of materials translated into other languages	14	4	33	41	<b>92</b>

### **1.3 Update on Ten-Year Capital Financing Plan**

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

- total amount of capital backlog repair expenditures from the prior year;
- outstanding capital repair needs carried forward from the prior year;
- reductions to the capital repair backlog due to the sale of assets and/or revitalization;

- balance of the capital repair backlog reserve fund;
- changes in estimates for current and future capital repair requirements; and
- changes in estimates for current and future capital repair funding.

The Ten-Year Capital Financing Plan as of May 2022 is provided in Appendix A. The 2022 year end update is currently under development, and will be reviewed by the Board of Directors in June 2023.

## **2. Vibrant Communities**

### **2.1 Tenant Engagement System**

As mandated by City of Toronto, the purpose of the Tenant Engagement System is to increase tenant participation in local decision-making. In 2022, despite the challenges of the COVID-19 pandemic, the Tenant Engagement System unit achieved significant milestones in the implementation of a number of tenant-focused programs.

The following are highlights of Tenant Engagement System programs implemented in 2022:

#### **Establishing tenant leadership across TCHC communities**

In January 2022, by-elections were implemented to fill vacant positions in 120 TCHC family communities. 1,875 Tenants were directly engaged through flyers, emails, phone calls, door knocking, etc. 36 tenant meetings were organized to provide information to tenants about the election process. A total of 36 nominations were received, out of which 26 were confirmed. As a result, 25 Community Representatives positions were filled and 20 tenants signed up as Building/Townhouse Committee members. In total, there are 1,084 tenant leaders that are currently participating in the new Tenant Engagement System.

#### **Implementing Service Quality Indicators at the hub level**

Service Quality Indicators (SQI) allow tenants and staff to provide feedback on the quality of service delivery in TCHC buildings and communities. Based on the feedback, staff can then develop a Building Improvement Plan (BIP) to be used as a framework to address identified issues and challenges. In 2022, two separate SQI surveys were conducted involving elected tenant leaders from Phase 3 of Tenant Elections and the follow-up



by-elections. One hundred and fifty-six tenants participated in both surveys. A 93% response rate was achieved and 87% completion rate.

### **Establishing tenant leadership at the regional level**

As part of TCHC's commitment to strengthening the establishment of tenant leaderships at the regional level, two Community Actions Table meetings were organized to promote tenant participation and address issues impacting the implementation of Tenant Engagement System.

In August, the first post-pandemic in person Tenant Community Actions Table (CAT) meetings were hosted across the three operational regions (Central, East, and West). The meetings provided opportunities for tenant leaders to provide feedback about improving and enhancing services in their communities. 158 Community Representatives attended the meetings in total.

As a result of the feedback, Engagement staff collaborated with staff from relevant divisions, reviewed issues raised by tenants, and provided timely responses on short term and long term solutions TCHC will undertake. Working with the Strategic Communications division, the feedback and responses provided by staff were documented and turned into a report, which was later shared with tenants.

In November and December, end of year regional forums were hosted in each region. 372 tenant leaders pre-registered. 293 tenant leaders (Community Representatives and Building Committee Members) attended the forums and 24 community partners participated as vendors.

A particular highlight of the forum was the panel discussion, which included TCHC subject matter experts responsible for the implementation of the priorities identified by tenants. The subject matter experts provided information and insight on short-term interventions underway to address issues raised by tenants and other plans in the works to address local priorities.

### **Tenant capacity building**

Two orientation sessions were organized for elected tenant leaders in March 2022. The purpose of the orientation was to provide information and resources that will help tenant leaders to successfully carry out their roles and responsibilities. 23 community representatives participated in the workshop. The orientation covered: the Tenant Charter, TCHC new operation structure and pillars, information on regional staff and their roles,

the Tenant Engagement System, the Service Quality Indicator (SQI) survey, Community Action Plans (CAP), and Tenant Action Funds (TAF).

A series of workshops was also hosted for all tenants involved in the Tenant Engagement System as part of the Regional Forums organized in fall 2022. The workshops focused on developing solutions and charting a new course which will ensure the successful implementation of identified community priorities. The priorities identified through these workshops are: Safety & Security, Maintenance, Programs & Services, and tenant communication. 253 tenant leaders attended the workshops.

### **Tenant Engagement System (TES) Policy and Procedures**

The Tenant Funds distribution policy and associated procedures were approved in June, 2022 by the TCHC Board of Directors. The policy provides a robust framework for the effective implementation of key tenant-focused programs like Tenant Action Funds (TAF) and the CABR Centre Community Funds. TCHC also made significant progress in 2022 consulting staff and tenants in order to improve on the Tenant Volunteer Policy and draft a new code of conduct procedure for tenant volunteers. The policy and its associated procedures will be brought to the Tenant Services Committee for review in 2023.

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

CAP allows tenants and community leaders to discuss and collaborate to develop actions plans and frameworks to address identified priorities in their respective communities. In 2022, 108 out of 275 communities completed the revalidation of their Community Actions Plans. The revalidation process will continue in 2023.

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

TAF provides resources to tenants and tenant groups to fund projects and initiatives that will respond to tenant-identified priorities. In April 2022, we continue the implementation of TAF across all the three regions (East, West and Central) of TCHC family buildings. A total of 157 applications were received, out of which 154 were approved with a total value of \$85,941.58.

The breakdown of approved funding by region is as follows:

<b>Region</b>	<b>2022 Approved TAF Funding</b>
Central	\$ 17,077
East	\$ 58,328
West	\$ 68,864

## **2.2 Eviction Prevention Policy and 2022 Eviction Results**

### **2.2.1 Eviction Prevention Policy**

In June 2021, TCHC advised the Board that, due to the ongoing COVID-19 pandemic, there was a risk that tenants would lack access to stable housing. Based on ongoing consultations with the City staff, the President and Chief Executive Officer directed all staff to continue to the Eviction Moratorium for Arrears until the start of the third stage of the Provincial reopening plan. Due to the continued challenges posed by the pandemic, TCHC decided that it would hold off lifting the Eviction Moratorium for Arrears to ensure as many tenants remain housed as possible.

In January 2022, TCHC observed a substantial increase in arrears for non-payment of rent. Upon further review, the increase was disproportionately driven by a sub-set of tenants who had stopped paying their rent while having the means to do so. As a result, TCHC initiated an in-depth review to inform a targeted eviction restart plan.

TCHC completed a review of all tenants who had arrears for non-payment of rent. As part of this review, TCHC utilized the following criteria to inform the decision whether or not to proceed with eviction:

- Tenant income reported in ARR demonstrates the ability to pay;
- Tenant not forthcoming on income for a prolonged period;
- Sporadic or non-payment of rent;
- Minimum \$10K in arrears;
- Progressively increasing arrears;
- Reviewed by OCHE;
- Received order; and
- Imminent expiry of existing eviction order.

The \$10K minimum threshold was developed based on a tenant's average cost of rent per year. This made up only 5% of accounts with arrears, while the majority of accounts in arrears have balances under \$5,000. As TCHC aims to ensure tenants remain in their homes, TCHC uses this triaged and staggered approach to ensure tenants receive the appropriate level of

engagement and support. An emphasis was placed on outreach, and staff ensured that plans to provide support to households were in place as required. The most pressing cases of outstanding arrears (\$10,000+) were addressed in 2022, and lower arrears amounts will be addressed in 2023.

### **2.2.2 2022 Eviction Results**

TCHC reports annually on the number of evictions each year and the rationale therefor as required by Section 10.3.1 (j) of the Shareholder Direction. Under the *Residential Tenancies Act*, tenants can be evicted for a number of reasons. These include, but are not limited to, non-payment of rent, engaging in unlawful activity on TCHC property, and acting in a manner that interferes with the reasonable enjoyment of other tenants. TCHC works with tenants to help them meet the responsibilities of their tenancies and, when possible, to keep their housing by complying with the Eviction Prevention Policy and Evictions for Cause Policy, and leveraging the resources of the Office of the Commissioner of Housing Equity.

The table below compares the eviction rates between 2020, 2021, and 2022, and identifies the number of tenancies that have been maintained through repayment agreements and mediated settlements. The number of evictions in 2022 was relatively high compared to previous years due to the Landlord Tenant Board (LTB) addressing the substantial backlog of applications following the end of the provincial moratorium on evictions, and TCHC implementing an eviction restart plan. The outstanding number of active applications at the LTB as of December 31, 2022 is significantly lower than in the previous two years, due to the LTB's backlog of cases steadily being addressed over the course of 2022.

<b>Measure</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Eviction Rate	<1%	<1%	<1%	<1%	<1%
Tenant Evictions (non-arrears)	102	117	47	35	411
Tenant Evictions (arrears)	160	108	39	10	33
Tenant Evictions (# of households)	<b>262</b>	<b>225</b>	<b>86</b>	<b>45</b>	<b>444</b>
Repayment arrangements initiated locally	2,855	2,822	1,958	1,033	792
Number of active TCHC applications at the Landlord and Tenant Board (as of Dec 31)	495	579	322	715	193
Mediated settlements via LTB (arrears)	793	588	233	160	100

### **Evictions for Non-Arrears**

The table below describes the possible reasons for issuing eviction notices, and provides a count of households served with a notice for each rationale in 2022. The number of notices served is greater than the number of applications filed because a single household may have cause for termination under multiple clauses of the *Residential Tenancies Act* (“RTA”). The LTB requires that different notice of termination forms be completed for different grounds under the RTA.

The serving of an eviction notice does not automatically mean that an application at the LTB will be filed or that the tenant will be evicted. Some notices create an opportunity for correction (e.g. Anti-Social, support provided to clean up unit, etc.) before an application can be filed, while others offer no opportunity to correct behaviour (e.g. Health & Impaired Safety, Illegal Act).

<b>Reason for Notice</b>	<b>2022</b>
Abandoned Unit (direct application)	1
Anti-Social Conduct	142
Cease to Qualify	0
Damages to Unit of Complex	15
Demolition Conversion or Repairs	0
Health & Impaired Safety	103
Illegal Act	94
Misrepresentation of Income	3
Superintendent's Unit	0
Tenant Gave Notice (direct application)	2
Termination of lease (supportive housing)	1
Unauthorized Occupant (direct application)	12
Other (e.g., Tenant's Rights)	38
<b>Total Notices Served, Tenant Applications Received, or Direct Applications Filed</b>	<b>411</b>

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

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

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

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

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

In accordance with Section 9.1(c) of the Shareholder Direction, TCHC is required to maintain an environment in which Tenants are protected from harassment and human rights are respected and upheld. In support of this obligation, TCHC has adopted a variety of policies, procedures, and guidelines to ensure that it complies with its obligations in this regard. Relevant policies, procedures, and guidelines developed and maintained by TCHC include:

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

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

TCHC is dedicated to building employee knowledge and awareness of human rights and accessibility. In 2022, TCHC continued to deliver training sessions on the Accessibility for Ontarians with Disabilities Act (“AODA”) to staff. In 2022, 14 AODA sessions were delivered to 341 staff as part of General Orientation training.

### 2.3.4 Human Rights Complaints

TCHC tenants are able to submit human rights complaints to a dedicated TCHC inbox ([humanrights@torontohousing.ca](mailto:humanrights@torontohousing.ca)), which is monitored by its Solutions Team. A Complaints Resolution Specialist reviews, triages, and refers the complaint to the appropriate General Manager for investigation and resolution. If a complaint does not include any clear and specific human rights implications, the Solutions Team may action accordingly and complete the necessary follow-up with the tenant.

If a complaint specifically concerns an instance or ongoing issue with anti-Black racism, the complaint is forwarded to the Centre for the Advancement of the Interests of Black People (the Centre). The Centre also receives anti-Black racism complaints through the dedicated [TheCentre.ResolutionsCoordinator@torontohousing.ca](mailto:TheCentre.ResolutionsCoordinator@torontohousing.ca) email for tenant related incidents, and [TheCentre.HumanRights@torontohousing.ca](mailto:TheCentre.HumanRights@torontohousing.ca) for staff

related complaints. Upon the Centre's receipt of a human rights complaint regarding anti-Black racism, staff of the resolutions team with the Centre will vet the email and follow up with the appropriate action.

In 2022, The Solutions team received 82 complaints through the dedicated human rights complaints email inbox. Of these, 27 requests were flagged by staff as human rights issues to be investigated further through their respective regional operations teams (an average of 2.25 complaints per month). The other 55 complaints did not meet the criteria of human rights issues, and were managed by the Solutions Team through the regular escalation process.

A further 103 complaints concerning anti-Black racism were managed by the Human Rights Specialist for the Centre (an average of 8.58 complaints per month). Of the 103 complaints handled by the Centre, 26 were raised by staff (either staff-to-staff or tenant-to-staff incidents) and 78 were raised by tenants (either tenant-to-tenant or staff-to-tenant incidents). 24 complaints have been fully resolved, and 79 are currently ongoing. An ongoing complaint can mean the complaint is partially resolved, is awaiting action from a particular TCHC division, has been put on hold at the request of the complainant, or is still under investigation.



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

The table below shows the status of new human rights applications to the Ontario Human Rights Tribunal involving TCHC in 2022.

Human Rights Applications (2021 and 2022)						
Year	Type of File	Resolution/Status				Total
		Withdrawn	Dismissed	Settled	Ongoing	
2021	Accommodation/ Request for Transfer	1	0	1	2	4
	Harassment from Other Tenants	1	0	0	2	3
	Harassment from Staff	0	4	0	2	6
	Discrimination by TCHC Contractor	0	0	0	0	0
	<b>Total</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>6</b>	<b>13</b>

2022	Accommodation/ Request for Transfer	0	0	2	7	9
	Harassment from Other Tenants	0	0	0	1	1
	Harassment from Staff	0	0	0	0	0
	Discrimination by TCHC Contractor	0	0	0	0	0
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>9</b>	<b>11</b>

## 3. Positive Experience

### 3.1 Communicating with Tenants

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

TCHC reports annually on initiatives to provide responsive customer service as required by Section 10.3.1 (g) of the Shareholder Direction. Over 30% of TCHC's tenants speak a language other than English, and serving tenants in the language of their choice is a priority for TCHC. Currently, corporate communication products aimed at all tenants are translated upon

request into multiple languages. TCHC also uses icons, illustrations and plain language in information materials to improve communication with all language groups.

For important documents, like legal notices, which TCHC must serve to tenants in English or French, a standard cover letter is included explaining in 18 languages that the document they received is important and that they should have it translated if needed. In 2023, TCHC is investigating how these cover letters can be updated so that they are more specific to the package they are included with.

Certain communication campaigns are proactively translated into multiple languages, depending on the nature of the topic. For example, communication materials produced by TCHC for tenants in the Seniors Housing Unit about the transition to the Toronto Seniors Housing Corporation (TSHC) in June were proactively translated into 14 languages and made available on the new TSHC website. Communication materials were also produced for the Swansea Mews critical incident response and were proactively translated into the community's preferred languages; these documents were made available at all temporary housing accommodations and were posted on the TCHC Swansea Mews webpage.

In 2022, a series of Fire Safety posters were piloted where short written copy was presented on the same poster in English and in the additional top five languages spoken in TCHC communities. This was a timely and effective way of presenting concepts to multiple tenant demographics, without forcing tenants to request information to be delivered at a later time.

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

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

Several focus groups for tenants were led by a third-party facilitator in mid-2022. The intent of these focus groups was to determine opportunities and challenges that tenants face when communicating with TCHC. The focus groups identified opportunities to improve building, staff, and customer service-related responses and communications.

TCHC is currently working to create additional communication channels and products to enhance tenant communications. A tenant email list has

been established to tailor and customize communications for specific communities and buildings, and SMS text notifications are also being used for building-specific communications. Increasing the use of digital channels also reinforces information and campaigns sent via print materials. In 2022, TCHC continued to build its digital communications capacity, including a more active use of social media for updates and “boosted posts” to key audiences. TCHC increased the number of digital screens in our buildings in 2022, and we will continue to expand this network each year. One example of building-specific communications that went out via email was the regular e-newsletter created in response to the Swansea Mews critical incident. This e-newsletter was an important vehicle to get information out to all affected tenants in a timely way, regardless of their location in the city.

TCHC also increased the use of QR codes in both digital and print resources. This was done as part of the strategy to streamline content and allow audiences to access additional information when and where they choose. It should be noted that TCHC’s digital communications will not replace existing print communications. The goal is to deliver important and timely updates to our tenants as well as providing an alternate channel for communication services.

To make sure messages are delivered more reliably, the 2022 editions of Tenant Loop (a quarterly newsletter mailed to tenants) included a dedicated section for key tenant updates. This section is a more reliable tenant communications vehicle for information that TCHC wants tenants to review. TCHC will also be increasing the use of direct mail for critical tenant information. Finally, challenges with existing communications processes will continue to be addressed, including bulletin board management and making sure tenants receive timely information in a more systematic manner.

In 2021, TCHC also conducted a full review of the corporate website and considered how to improve the site for tenant use going forward. In 2022, TCHC worked with tenants, vendors, and internal departments to re-design and re-develop the website. This work continues into 2023, with an expected launch in Spring 2023.

### **3.1.3 Tenant Complaint Process**

TCHC is committed to providing a positive experience for tenants and communities. In accordance with Section 9.1(b) of the Shareholder Direction, TCHC is required to maintain an accessible, transparent

complaints process that advocates on behalf of Tenants to seek a solution to their complaints, respects the management accountabilities within TCHC and allows for the review of operational decisions at a senior level within TCHC. The effective management of complaints is an important aspect of delivering service excellence to TCHC tenants and supporting a culture of continuous learning and improvement.

In August 2022, the Solutions Team, in partnership with Strategic Communications, updated and renewed the communications campaign to increase awareness on how tenants can receive service and escalate unresolved issues at TCHC. Communicating with tenants about escalating their complaints to the SolutionsTeam at TCHC and connecting them to appropriate internal resources for complaint resolution will remain a priority for tenant communications.

Communications improvements in 2022 to support tenants' ability to effectively engage in the complaints process include:

- a dedicated page on the TCHC website was created for [Tenant Complaints](#) with a quick link from our homepage
- A [tenant complaints brochure](#) has been distributed to TCHC buildings, and will be included in the TSC's info package to new tenants. These brochures are also available at the HUB offices.
- Processes and resources for complaints resolution were featured on the back cover of the new Tenant Service Hub guide; a total of 5000 copies were printed and distributed.
- A number of social media posts were created throughout the year to remind tenants how to file a complaint or send a compliment
- The Solutions team has a dedicated permanent section in the Tenant Loop which is published quarterly and made available to all tenants, through which reminders and new updates can be shared broadly with all tenants.

In addition to developing communications materials, the Solutions team has conducted the following work in 2022 to ensure better service to tenants in resolving complaints:

### **Complaints Resolution Training**

The Solutions Team is participating in comprehensive TCHC training bi-monthly. The training focuses on each department within TCHC and is delivered by one of the departments subject matter experts. The ongoing

training is an integral component of establishing the base knowledge of each tenant facing department necessary for supporting tenants through their complaints and moving towards resolution.

## **Process Improvement and Standardization**

The Solutions Team is now reporting to the Operations Division quarterly on potential service gaps. This report includes any recommendations that the Solutions Team has recognized as an improvement to processes and procedures that may lead to the proactive management of tenant issues and resolving complaints prior to escalation

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

Inquiries from the City of Toronto Ombudsman's Office that are directed to the Solutions Team are addressed by the Manager and the Complaint Resolution Specialists. In 2022, TCHC received 72 inquiries from the Office of the Ombudsman. 42 per cent (30) were resolved within 10 business days. Inquiries from elected officials are managed by the Stakeholder Relations team. In 2022, TCHC received 1,955 inquiries from Toronto-area elected officials including the Mayor, City Councillors, Members of Provincial Parliament, and Members of Parliament. 92.3 per cent (1,798) were addressed within five business days.

## **4. Business Foundations**

### **4.1 Transparency and Accountability**

#### **4.1.1 Executive Leadership Compensation**

The TCHC Board of Directors approved an executive compensation framework in 2015, as directed by City Council motion EX44.8 2014. This framework will be reviewed every four years, with the next review taking place in 2023. TCHC reports annually on senior executive compensation in accordance with Section 10.3.1(o) of the Shareholder Direction.

The following table outlines senior executive compensation, as permitted by law, in 2022. 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.

<b>Name</b>	<b>Position</b>	<b>Total Compensation</b>	<b>Taxable Benefit</b>	<b>Salary</b>
Andrews, Maria Luisa	Vice President, Information and Technology Services	\$ 226,707.40	\$ 742.57	\$ 225,964.83
Gouveia, Nadia*	Acting Chief Operating Officer	\$ 205,598.92	\$ 719.33	\$ 204,879.59
Hawes, Jessica*	Acting Chief Development Officer	\$ 187,705.07	\$ 1,242.57	\$ 186,462.50
Knight, Paula	Vice President, Strategic Planning and Communications	\$ 238,585.01	\$ 742.57	\$ 237,842.44
Lee, Rose-Ann	Chief Financial Officer	\$ 246,340.12	\$ 570.21	\$ 245,769.91
Meagher, Darragh	General Counsel and Corporate Secretary	\$ 264,258.35	\$ 1,742.57	\$ 262,515.78
Murray, James A	Vice President, Facilities Management	\$ 214,564.05	\$ 742.57	\$ 213,821.48
Penny, Sheila	Chief Operating Officer	\$ 134,149.29	\$ 322.69	\$ 133,826.60
Sharma, Jagdeep	President & CEO	\$ 345,771.39	\$ 6,742.57	\$ 339,028.82
Shulman, Barbara*	Chief People and Culture Officer	\$ 74,707.43	\$ 177.40	\$ 74,530.03
Skeith, Kelly	Chief Development Officer	\$ 190,229.26	\$ 570.21	\$ 189,659.05

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

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

## **4.2 Procurement**

In accordance with Section 11.4 of the Shareholder Direction, TCHC is required to ensure all procurement activities including, but not limited to, materials management, purchasing goods, services and construction contracts, involving purchasing, leasing, or renting, are arrived at by competitive or non-competitive tendering processes, adhere to procurement best practices, policies and procedures and are managed in an open and transparent manner. TCHC works diligently to ensure all procurement activities including, but not limited to, purchasing, leasing or renting of goods and services, consulting, maintenance and construction contracts are arrived at by competitive processes wherever possible. All direct award requests are reviewed and approved in accordance with TCHC's Procurement Policy and Procedures. TCHC's procurement activities also adhere to public procurement best practices, legal compliance, and trade treaty requirements, and are managed in an open, fair and transparent manner to ensure value for money, the lowest total cost of ownership, and honest and ethical contracting.

In support of the 10 Year Capital Financing Plan, TCHC managed the vendor selection process, which allowed TCHC to deliver \$362.5 million in capital renewal projects against the 2022 budget, and delivered over \$4 million in non-building renewal capital. These funds are released to vendors in accordance with TCHC's Procurement Policy.

## **4.3 Update on Policies and Occupational Health and Safety**

In accordance with Section 11.1 of the Shareholder Direction, TCHC is required to abide by all relevant employment and occupational health and safety legislation in the conduct of its operations, and will prepare appropriate policies in areas such as, but not limited to, fair wages for contracted services consistent with that of the City and employee compensation to address these objectives. Throughout 2022 TCHC's Human Resources Division continued to commit significant resources towards maintaining pandemic operations, business recovery, and supporting operational change and legislative compliance.

In early 2022, TCHC implemented a voluntary COVID-19 rapid antigen testing program as an additional safety measure for employees and maintained capacity limits, screening, self-isolation, and other workplace safety measures as recommended or required by Toronto Public Health. TCHC ended its emergency response and transitioned Emergency

Operations functions to business units as of May 31, 2022. TCHC continues to meet or exceed recommended control measures for COVID-19 based on public health and Ministry guidance.

TCHC returned all tenant-facing positions to the workplace effective April 4, 2022 and declared an end to emergency remote work for all staff April 19, 2022. Positions which could effectively provide service in a hybrid working model, as determined by management, were formally transitioned into hybrid working arrangements with safety and employment risk mitigation measures and training under a new *Hybrid Work Policy*, aligning with the City of Toronto's ModernTO plan.

TCHC followed the lead of the City of Toronto in revoking its policies for mandatory employee and vendor COVID-19 vaccination effective December 1, 2022. TCHC also made offers of reinstatement to unionized staff who had their employment terminated during implementation of this policy under terms negotiated with their bargaining unit based on precedents at the City of Toronto. Additionally, all related accommodation plans were updated to reflect the end of vaccine requirements for workers attending TCHC worksites. TCHC continues to strongly encourage and support all workers to get vaccinated against COVID-19 and stay up to date with recommended vaccinations.

The Health, Safety and Wellness Unit continued to effectively manage absences and disabilities for the corporation in 2022, including an additional 851 monitored absences due to COVID-19 illness or contact, 49% of which occurred in Q1-2022. TCHC managed to ensure the safe return of staff to the workplace and prevented excess claims or significant operational disruption related to COVID-19 illness. In 2022, TCHC experienced a total of 36 WSIB claims allowed due to COVID-19 infection or vaccine injuries. TCHC received zero compliance orders following 26 investigations by the Ministry of Labour Immigration Training and Skills Development initiated based on mandatory occupational disease reporting for COVID-19.

The employee Attendance Management Program continued to be suspended through 2022 in line with City practices. This program has been reinstated effective February 1, 2023. A new supportive program, tools, and training will be rolled out to supervisors in the first half of 2023.

Other major areas of focus in 2022 included:



- Providing safety, absence/disability management, and COVID-19 support services to the new Toronto Seniors Housing Corporation under a shared services agreement (extending into 2023);
- Supporting the Swansea Mews emergency response;
- Assessing and controlling workplace violence risks in new corporate offices and worksites; and
- Completing multi-year procurement for Employee and Family Assistance Program (EFAP) services with an expanded scope of work providing culturally responsive health and mental health counselling services, including Anti-Black Racism counselling, for TCHC staff.

Additional areas of focus in 2023 will include supporting the transition of employees to new worksites under ModernTO, a review of occupational health and safety policies, expanding wellness programming and training related to mental health and workplace violence/harassment prevention, and supporting supervisors to effectively manage employee attendance.

#### **4.4 Challenges Faced in 2022**

The Annual Report speaks to our successes and the actions that have been undertaken in 2022 to improve services to and outcomes for tenants; however, it is important to note some of the challenges that Toronto Community Housing faced in 2022 which impacted our ability to successfully meet our goals and objectives. These challenges have the potential to impact tenant and public confidence in the organization.

##### **The COVID-19 Pandemic**

TCHC's operations remained impacted by the COVID-19 pandemic into 2022. Managing the impact of the pandemic on the safety of our staff and tenants has remained a priority for TCHC since 2020. In 2022, TCHC focused on business recovery and fully resuming business operations gradually as restrictions lifted.

By January 2022, 97% of TCHC staff were fully vaccinated (including all staff providing in-person service) and TCHC was working to set up its third round of onsite clinics in the seniors portfolio, and continue to work with support clinics to offer vaccines throughout TCHC's family portfolio. TCHC also continued to complete wellness checks in the seniors portfolio to 970 tenants identified as high-risk and sent correspondence to 5,200 tenants in the family portfolio to share resources.

To align with the City of Toronto in safely resuming regular business operations as restrictions lifted, TCHC developed a hybrid work policy that combined in-office and remote work. In April 2022, emergency remote work ended for non-tenant facing positions, and hubs opened for counter service. TCHC also restarted programming in common spaces, and tenant engagement activities resumed in compliance with physical distancing requirements including virtual alternatives where practical. As staff started returning, TCHC provided Rapid Antigen Tests and continued to support staff to comply with self-isolation requirements and other workplace health and safety measures.

In May 2022, TCHC deactivated its Emergency Operation Centre for the COVID-19 response and transitioned necessary operations to appropriate business units with ongoing COVID-19 hazard controls established under the guidance of Human Resource's Health Safety and Wellness Unit.

Overall, in 2022 TCHC experienced increased expenditures of over \$8M primarily for PPE, rapid antigen tests, additional contracted labour for enhanced cleaning and security, overtime costs, and higher utilities usage by tenants.

### **Transition to the Toronto Seniors Housing Corporation**

The creation of Toronto Senior Housing Corporation (TSHC) was directed by Toronto City Council. TCHC has been providing support to implement this initiative.

As planned, TCHC successfully transferred the day-to-day operations of the 83 senior dedicated buildings to TSHC on June 1, 2022. Given the complexity of creating a new social housing corporation, significant staff time and resources were directed to meeting this goal in the months leading up to the transition.

Staff continue to support this initiative to ensure minimal disruption to tenants.

While TSHC is operating the buildings and managing the tenancies, TCHC continues to own the buildings and to provide certain services to support TSHC with its operations.

## **Swansea Mews**

On May 27, 2022, a piece of a concrete that formed part of the bedroom ceiling in a townhome unit in Block H of the Swansea Mews community collapsed and injured a person. First responders and TCHC's Community Safety unit responded and the victim was transported to hospital. Tenant's safety is TCHC's top priority and TCHC declared a Level 3 emergency, activating TCHC's Emergency Operations Centre (EOC).

With the support of an emergency order from the City of Toronto and the decision of the Superior Court of Justice, TCHC's EOC worked to evacuate all households in the Swansea Mews community. TCHC's EOC procured accommodations for 115 households in university dorms and hotels. TCHC also worked to furnish and renovate units at Regent Park to provide tenants with stable temporary accommodation.

Tenants were provided with timely, clear communication through town halls, e-bulletins and other notices and flyers. Staff remained onsite at Swansea Mews and at the temporary accommodation locations to ensure tenants were supported. To cover costs and other inconveniences, TCHC provided tenants with per diems, school transport, taxi chits, events (e.g. outings to see the Blue Jays) and other supports.

Throughout 2022, TCHC's relocation unit organized 14 rounds of relocation for Swansea Mews households. The team met one-on-one with tenants, fast tracked repairs to provide as many unit options as possible, arranged open houses and provided packing and moving support. Work continues into 2023 to integrate the remaining households into the Regent Park relocation process.

Overall, in 2022 TCHC experienced increased expenditures of \$14.9M primarily for overtime costs, per diems, onsite shoring, and temporary accommodations related to the Swansea Mews response.

# Appendix A: Ten-Year Capital Financing Plan

Attachment 1: TCHC - 10 Year Capital Financing Plan

TCHC 10 Year FUNDED Capital Finance Plan

Update: May, 2022 - Funded

(in \$ millions)	TCHC Ten-Year Capital Financing Plan																				2019 - 2018	2018 - 2017	2017 - 2016	2016 - 2015	2015 - 2014	2014 - 2013	2013 - 2012	2012 - 2011	2011 - 2010	2010 - 2009	2009 - 2008	2008 - 2007	2007 - 2006	2006 - 2005	2005 - 2004	2004 - 2003	2003 - 2002
	(Actual)	(Actual)	(Actual)	(Actual)	(Actual)	(Actual)	(Actual)	(Actual)	(Actual)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)																	
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total	Total	Total	Total	Total	Total	Total	Total									
<b>CAPITAL NEEDS (\$ millions)</b>																																					
Opening Backlog of FCI Capital needs	862	914	896	1,022	1,343	1,516	1,425	1,578	1,618	1,507	1,507	1,422	1,342	1,252	1,213	1,172	1,282	1,344	1,362	1,401	862	1,516	1,425	1,578	1,618	1,507	1,507										
Year End Capital Needs*	814	898	1,022	1,343	1,619	1,426	1,678	1,818	1,607	1,607	1,422	1,342	1,262	1,213	1,172	1,282	1,344	1,382	1,401	1,302	1,426	1,172	1,282	1,344	1,382	1,401	1,302										
Year end Facilities Condition Index (FCI)	10.1%	9.6%	11.1%	14.6%	18.2%	16.0%	16.9%	16.7%	13.2%	12.9%	11.8%	11.0%	10.1%	9.6%	9.1%	9.7%	10.0%	9.8%	10.0%	9.1%	9.6%	9.1%	9.7%	10.0%	9.9%	10.0%	9.1%										
<b>CAPITAL NEEDS FUNDING (\$ millions)</b>																																					
TCHC Cash Opening Balance	-	117	164	287	180	287	171	113	110	86	17	(18)	(20)	(20)	8	83	123	123	123	123	-	287	171	113	110	86	17										
Sources of Funds																																					
TCHC Funding	168	123	300	102	324	47	72	(10)	-	-	-	-	-	-	-	-	-	-	-	-	1,064	108	81	(10)	-	-	-										
City Funding	19	42	9	9	9	128	116	138	120	180	180	180	180	180	180	180	180	180	180	180	218	1,468	1,482	1,638	1,680	1,800	1,800										
Provincial Government Funding	-	-	-	-	9	7	82	47	16	-	-	-	-	-	-	-	-	-	-	-	16	130	123	82	16	-	-										
Federal Government Funding	-	-	-	-	16	22	8	182	181	142	164	164	188	186	183	40	-	-	-	-	37	1,338	1,364	1,348	1,168	886	863										
Cash Available	177	282	482	388	617	471	428	477	407	387	331	306	306	308	329	283	283	283	283	283	1,323	3,301	3,201	3,049	2,842	2,680	2,470										
Capital spend to achieve 10% FCI																																					
Backlog Capital spend	(60)	(123)	(88)	(198)	(220)	(265)	(249)	(305)	(244)	(280)	(280)	(260)	(240)	(240)	(197)	(128)	(128)	(128)	(128)	(128)	(954)	(2,579)	(2,443)	(2,332)	(2,145)	(2,029)	(1,877)										
Non-Backlog Capital spending	0	(6)	(87)	(40)	(30)	(35)	(64)	(62)	(99)	(70)	(70)	(65)	(60)	(49)	(32)	(32)	(32)	(32)	(32)	(32)	(197)	(639)	(636)	(604)	(574)	(507)	(469)										
Total Capital Spend	(60)	(129)	(175)	(238)	(250)	(300)	(311)	(367)	(314)	(350)	(350)	(325)	(300)	(289)	(229)	(160)	(160)	(160)	(160)	(160)	(1,151)	(3,218)	(3,079)	(2,936)	(2,719)	(2,536)	(2,346)										
TCHC Cash Balance (Restricted and/or Unrestricted)	117	164	287	180	287	171	113	110	86	17	(18)	(20)	(20)	8	83	123	123	123	123	123	172	83	122	123	123	123	123										

\*The 10 Year Capital Financing Plan has been updated to reflect actual 2021 year-end capital needs.  
 \*Information is as of May 2022 and is currently under review for the 2022 Year End

## Appendix B: Shareholder Reporting Requirements

The 2022 Annual Report, combined with this letter and its attachments, include the following information as required by the City of Toronto:

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<b>Shareholder Direction</b>		
Objectives, accomplishments from prior year, and performance trends.	Shareholder Direction, Section 10.3.1 (a)	Annual Report
Information on the disposition and uses of funds provided to TCHC by the City of Toronto.	Shareholder Direction, Section 10.3.1 (b)	Annual Report; audited financial statements
Explanations, notes, and information as is required to explain and account for any variances between the actual results from operations and the budgeted amounts set forth in current Strategic Plan, and any material variances in the projected ability of any business activity to meet the financial objectives of the shareholder.	Shareholder Direction, Section 10.3.1 (c)	Annual Report; audited financial statements
The achievement of the financial and service targets set out in the Business Plan or the Operating Agreement and such explanations, notes, and information as is required to explain and account for any variances between the actual results from operations and the targets established in the Business Plan or the Operating Agreement.	Shareholder Direction, Section 10.3.1 (d)	Annual Report; audited financial statements
Information that is likely to materially affect the Shareholder's financial objectives.	Shareholder Direction, Section 10.3.1 (e)	Annual Report; audited financial statements; Additional Information: 4.4 Challenges faced in 2022
Information regarding any matter, occurrence, or other event which is a material breach or violation of any law, including major findings of internal or other audits.	Shareholder Direction, Section 10.3.1 (f)	None in 2022

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
Initiatives to provide responsive customer service.	Shareholder Direction, Section 10.3.1 (g)	Annual Report
Tenant-centred operations and Tenant engagement activities.	Shareholder Direction, Section 10.3.1 (h)	Annual Report; Additional Information: 1.2 Update on Current Capital and Development Projects  2.1 Tenant Engagement System  3.1 Communicating with Tenants
Information that is likely to materially affect tenants' views or opinions regarding TCHC.	Shareholder Direction, Section 10.3.1 (i)	Additional Information: 4.4 Challenges faced in 2022
Information regarding the number of evictions each year and the rationale for these evictions.	Shareholder Direction, Section 10.3.1 (j)	Additional Information: 2.2.1 Eviction results
The status of the sale of any properties and on any tenant or community impacts resulting from such sales.	Shareholder Direction, Section 10.3.1 (k)	Additional Information: 1.1 Sale of single family homes
Information concerning new or dissolved TCHC Subsidiaries and Joint Ventures, including their purpose, financial implications and associated material risks.	Shareholder Direction, Section 10.3.1 (l)	Appendix C
Information on current development projects, as Directed by City Council.	Shareholder Direction, Section 10.3.1 (m)	Additional Information: 1.2 Update on Current Capital and Development Projects
Environmental and energy efficiency targets identified in the Strategic Plan.	Shareholder Direction, Section 10.3.1 (n)	Annual Report

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
Disclosure of Senior Executive compensation as permitted by law.	Shareholder Direction, Section 10.3.1 (o)	Additional Information: 4.1.1 Executive compensation
The status of any specific actions directed by City Council during the past fiscal year.	Shareholder Direction, Section 10.3.1 (p)	Annual Report
<p>TCHC shall, in consultation with Tenants and other parties as required, maintain and apply eviction prevention policies, which:</p> <ul style="list-style-type: none"> <li>• are designed to keep individuals and families in their home and help them avoid entering into homelessness;</li> <li>• aim to balance efforts to ensure the payment of rent while facilitating the tenancies of households experiencing financial difficulties in paying rent; and</li> <li>• comply with TCHC’s statutory obligation to ensure that Tenants have reasonable enjoyment of their rental unit and the residential complex.</li> </ul>	Shareholder Direction, Section 9.1	Additional Information: 2.2 Eviction Prevention Policy and 2022 Eviction Results
<p>TCHC shall, in consultation with Tenants and other parties as required, maintain and apply:</p> <ul style="list-style-type: none"> <li>• an accessible, transparent complaints process that advocates on behalf of Tenants to seek a solution to their complaints, respects the management accountabilities within TCHC and allows for the review of operational decisions at a senior level within TCHC;</li> <li>• an environment in which Tenants are protected from harassment and human rights are respected and upheld; and</li> <li>• a strategy in place to identify Tenant language needs and ensure TCHC shall deliver communications to Tenants in a way that is responsive to those language needs.</li> </ul>	Shareholder Direction, Section 9.1	<p>Additional Information: 3.1.3 Tenant Complaint Process</p> <p>2.3 Corporate Policy Adoption and Human Rights Complaints 3.1.1 Communication with Tenants in the Language of their Choice</p>

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<p>TCHC will ensure that Tenants are engaged in a manner that allows Tenants to be involved in community decision making that affects their housing as appropriate. TCHC shall support an approach to Tenant engagement that includes:</p> <ul style="list-style-type: none"> <li>• Opportunities for Tenant engagement regarding their housing, and the full TCHC housing portfolio;</li> <li>• Opportunities for Tenants to provide input on TCHC corporate decisions including capital plans, operating budget, service levels, service delivery and Tenant facing policies;</li> <li>• Opportunities for Tenant input on setting local spending priorities; and</li> <li>• Information about opportunities for engagement in other City and community initiatives.</li> </ul>	Shareholder Direction, Section 9.2	Additional Information: 1.1 Tenant Engagement System
<p>TCHC will abide by all relevant employment and occupational health and safety legislation in the conduct of its operations, and will prepare appropriate policies in areas such as, but not limited to, fair wages for contracted services consistent with that of the City and employee compensation to address these objectives.</p>	Shareholder Direction, Section 11.1	Additional Information: 4.3 Update on policies and occupational health and safety
<p>The Board shall approve a Senior Executive compensation policy that is:</p> <ul style="list-style-type: none"> <li>• Prepared and updated independent of Senior Executives, through a process involving at least one Director who is a Member of City Council;</li> <li>• Consistent with the City's Guiding Principles in the Development of Senior Executive Compensation Policies for City agencies and corporations; and</li> <li>• Reviewed every four years and the results are disclosed on public websites and in annual reporting referred to in Section 10.3.1.</li> </ul>	Shareholder Direction, Section 11.2	Additional Information: 4.1.1 Executive compensation



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

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

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

### **Summary**

#### **1. Development Entities**

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

To date, with respect to the development Entities, only the development project associated with Don Mount Court Development Corporation ("DMCDC") is completed and DMCDC has been dissolved as of February 2, 2021.

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

Each non-development Entity is briefly described below.

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

Access Housing Connections Inc. ("AHCI") previously managed the centralized waiting list for Rent-Geared-to-Income ("RGI") applicants for the entire City of Toronto, the rent supplement program in Toronto, and the Housing Allowance Program (Canada-Ontario-Toronto). TCHC transferred employees to the City of Toronto in 2015 and the waiting list function of AHCI to the City of Toronto in 2016. TCHC brought forward a request to the City of Toronto for the dissolution of AHCI, which was approved by City Council in June 2018. The dissolution process will commence in 2023 as outstanding matters related to the transfer have been resolved with the City of Toronto.

## **2.2 2001064 Ontario Inc.**

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

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

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

## **2.3 Toronto Affordable Housing Fund**

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

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

## **2.4 Toronto Community Housing Enterprises Inc.**

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

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

## 2.5 Regent Park Energy Inc.

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

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

### Ownership Structure of Entities

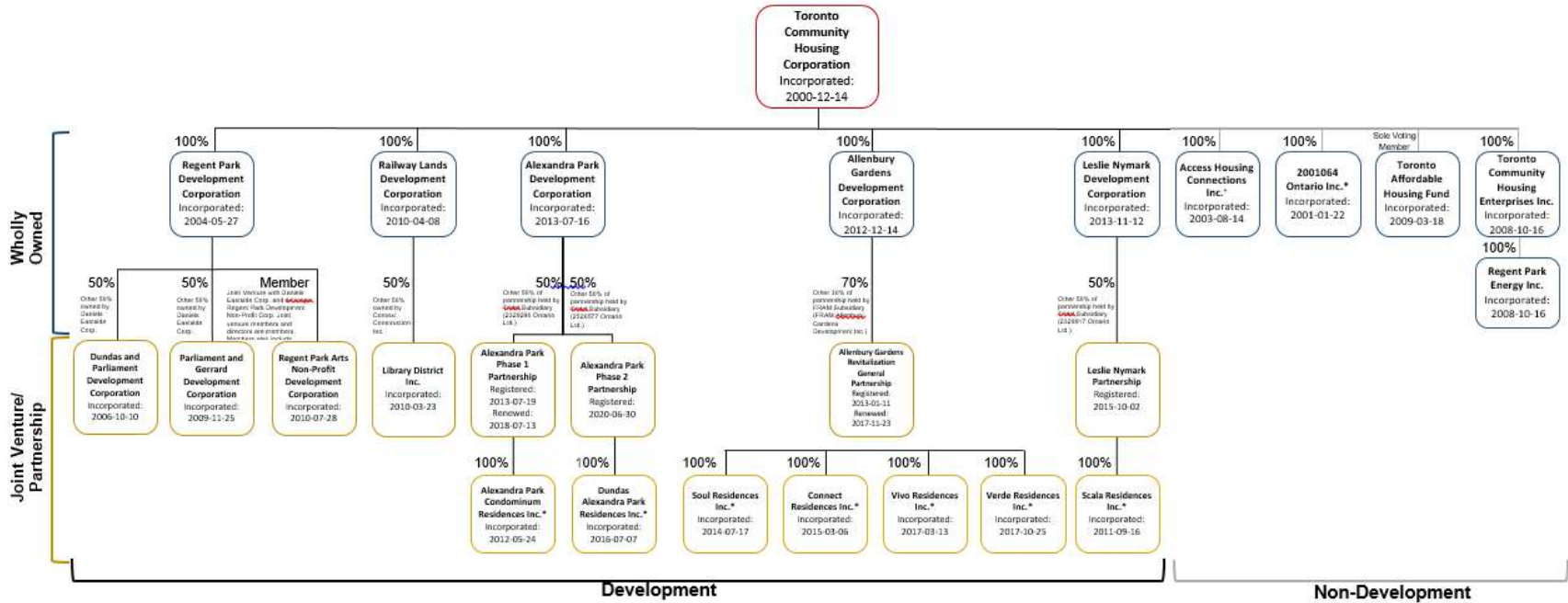
Development or Non-Development	Ownership	Entity
Development	Wholly Owned	<ul style="list-style-type: none"> <li>• Regent Park Development Corporation</li> <li>• Railway Lands Development Corporation</li> <li>• Alexandra Park Development Corporation</li> <li>• Allenbury Gardens Development Corporation</li> <li>• Leslie Nymark Development Corporation</li> </ul>
	Joint Venture/ Partnership	<ul style="list-style-type: none"> <li>• Dundas and Parliament Development Corporation</li> <li>• Parliament and Gerrard Development Corporation</li> <li>• Regent Park Arts Non-Profit Development Corporation</li> <li>• Library District Inc.</li> <li>• Alexandra Park Phase 1 Partnership</li> <li>• Alexandra Park Condominium Residences Inc.*</li> <li>• Alexandra Park Phase 2 Partnership</li> <li>• Dundas Alexandra Park Residences Inc.*</li> <li>• Allenbury Gardens Revitalization General Partnership</li> <li>• Soul Residences Inc.*</li> <li>• Connect Residences Inc.*</li> <li>• Vivo Residences Inc.*</li> </ul>

<b>Development or Non-Development</b>	<b>Ownership</b>	<b>Entity</b>
		<ul style="list-style-type: none"> <li>• Verde Residences Inc.*</li> <li>• Leslie Nymark Partnership</li> <li>• Scala Residences Inc.*</li> </ul>
<b>Non-Development</b>	Wholly Owned	<ul style="list-style-type: none"> <li>• Access Housing Connections Inc.†</li> <li>• 2001064 Ontario Inc.*</li> <li>• Toronto Affordable Housing Fund</li> <li>• Toronto Community Housing Enterprises Inc.</li> <li>• Regent Park Energy Inc.</li> </ul>

\* Title Nominees

+ To be wound up

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



**Dissolved Entities**

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

**Legend**

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

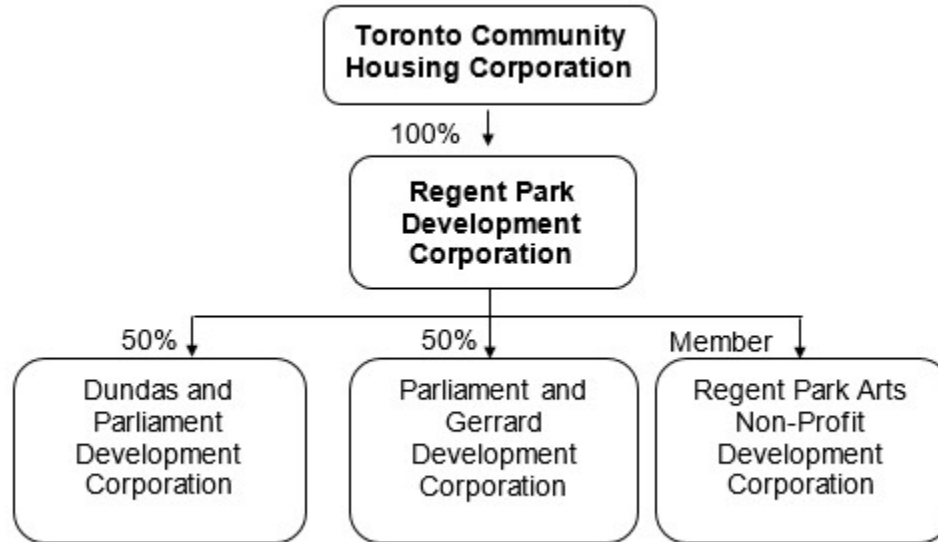
## **Overview of Subsidiary and Joint Venture/Partnership**

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

## 1. Regent Park Development Corporation

### Joint venture/partnerships:

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



### Overview of Subsidiary/Enterprise/Investment

	<b>Regent Park Development Corporation ("RPDC")</b>
<b>Purpose of Subsidiary/ Enterprise/Investment</b>	To oversee the redevelopment of Regent Park.  Holding company for TCHC's 50% equity interest in: <ol style="list-style-type: none"> <li>1. Dundas and Parliament Development Corporation (Regent Park Phase I); and</li> <li>2. Parliament and Gerrard Development Corporation (Regent Park Phase II).</li> </ol> In addition, it oversees TCHC's membership in Regent Park Arts Non-Profit Development Corporation.
<b>Ownership</b>	100% TCHC
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	2047540
<b>Incorporation Date</b>	May 27, 2004



	<b>Regent Park Development Corporation ("RPDC")</b>	
<b>Incorporation Document</b>	Articles of Incorporation Articles of Amendment (2010-12-14)	
<b>By-Laws</b>	By-Law No. 1	
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2003-30 TCHC:2006-134	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	<p>Separation of liabilities between the development and TCHC as a corporation, which is of particular advantage in the relationship to the development partner.</p> <p>The use of a subsidiary also provides a separation of the development of the market component from the rental housing component. This improves accountability between the two adjoining projects. The use of RPDC also separates TCHC from the market component in terms of primary liability. Contracts relating to the market development (such as agreements of purchase and sale with condominium purchasers) are executed by RPDC, or the nominee, and not directly by TCHC. As a result, the primary liability on contracts rests with RPDC.</p>	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Regent Park and expiry of warranties associated with DPDC and PGDC.	
<b>Directors and Officers</b>	<b>Directors:</b> Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Jagdeep Sharma Brian Smith	<b>Officers:</b> Brian Smith, Chair Peter Zimmerman, General Manager Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31), Treasurer Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31), Secretary

	<b>Dundas and Parliament Development Corporation ("DPDC")</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Co-tenancy for development and sale of market condominiums in Regent Park Phase I.
<b>Ownership</b>	50% RPDC 50% Daniels Eastside Corporation
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	2115613
<b>Incorporation Date</b>	October 10, 2006
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:C2006-35 TCHC:2006-134
<b>Original Rationale for Creation/Separate Corporate Existence</b>	Development projects require a two-level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Regent Park and expiry of warranties associated with DPDC.

	<b>Dundas and Parliament Development Corporation ("DPDC")</b>	
<b>Directors and Officers</b>	<b>Directors :</b> Remo Agostino Martin Blake Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31)	<b>Officers:</b> Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31), President Martin Blake, Vice-President Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31), Treasurer Remo Agostino, Secretary Judy Lem, Authorized Signing Officer Peter Zimmerman, Authorized Signing Officer Mitchell S. Cohen, Authorized Signing Officer Sam Tassone, Authorized Signing Officer

	<b>Parliament and Gerrard Development Corporation ("PGDC")</b>
<b>Purpose of Subsidiary/ Enterprise/Investment</b>	Co-tenancy for development and sale of market condominiums in Regent Park Phase II.
<b>Ownership</b>	50% RPDC 50% Daniels Eastside Corporation
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	2225110
<b>Incorporation Date</b>	November 25, 2009
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1
<b>TCHC Board Report to Establish Subsidiary/ Enterprise/Investment</b>	TCHC:C2008-38
<b>Original Rationale for Creation/Separate Corporate Existence</b>	Development projects require a two-level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).

	<b>Parliament and Gerrard Development Corporation (“PGDC”)</b>	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Regent Park (and expiry of warranties associated with PGDC).	
<b>Directors and Officers</b>	<b>Directors :</b> Remo Agostino Martin Blake Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31)	<b>Officers:</b> Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31), President Martin Blake, Vice-President Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31), Treasurer Remo Agostino, Secretary Judy Lem, Authorized Signing Officer Peter Zimmerman, Authorized Signing Officer Mitchell S. Cohen, Authorized Signing Officer Sam Tassone, Authorized Signing Officer

	<b>Regent Park Arts Non-Profit Development Corporation (“RPAD”)</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Non-profit corporation and joint venture between RPDC, Daniels Eastside Corporation and Toronto Artscape Inc. Subsidiary (Artscape Regent Park Development Non-Profit Corporation) for the construction and ownership of the Regent Park Arts and Cultural Centre (Daniels Spectrum).	
<b>Ownership</b>	Members: - RPDC - Daniels Eastside Corporation - Artscape Regent Park Development Non-Profit Corporation - RPAD’s directors	
<b>Jurisdiction</b>	<i>Corporations Act</i> (Ontario)	
<b>Incorporation Number</b>	1827847	
<b>Incorporation Date</b>	July 28, 2010	
<b>Incorporation Document</b>	Letters Patent	
<b>By-Laws</b>	By-Law No. 1 (Amended April 22, 2016)	

	<b>Regent Park Arts Non-Profit Development Corporation (“RPAD”)</b>	
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:C2010-24	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	TCHC would be in a better position to manage the risks as a member since participation in the joint venture and the leasing arrangements allows TCHC to become more involved in the project should the need arise. The nature of TCHC’s involvement in this project is restricted to a long-term 50-year ground lease.	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Long term. The risks and rewards of the Entity have effectively been transferred given the long-term land lease at a nominal amount.	
<b>Directors and Officers</b>	<b>Directors:</b> Vivian Nguyen Lisa Smart Adonis Huggins Marlene DeGenova Heela Omarkhail Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Kelly Rintoul	<b>Officers:</b> Kelly Rintoul, Chair Person and Secretary Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31), Treasurer Heela Omarkhail, Vice-President Andrew Gall, Authorized Signing Officer

## 2. Railway Lands Development Corporation

### Joint venture/partnerships:

- a. Library District Inc.



### Overview of Subsidiary/Enterprise/Investment

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

	<b>Railway Lands Development Corporation ("RLDC")</b>	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Railway Lands and expiry of warranties associated with LDI.	
<b>Directors and Officers</b>	<b>Directors:</b> Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Nick Macrae Jagdeep Sharma	<b>Officers:</b> Nick Macrae, Chair Jagdeep Sharma, General Manager Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31), Treasurer Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31), Secretary

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

<b>Library District Inc. ("LDI")</b>		
<b>Directors and Officers</b>	<b>Directors:</b> Howard Cohen Stephen Gross Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31)	<b>Officers:</b> Howard Cohen, President Sam Skurecki, Treasurer Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31), Secretary Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31), Vice-President

### 3. Alexandra Park Development Corporation

**Joint venture/partnerships:**

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





## Overview of Subsidiary/Enterprise/Investment

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

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

	<b>Alexandra Park Development Corporation ("APDC")</b>	
<b>Directors and Officers</b>	<b>Directors:</b> Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Nick Macrae Jagdeep Sharma	<b>Officers:</b> Nick Macrae, Chair Jagdeep Sharma, General Manager Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31), Treasurer Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31), Secretary

	<b>Alexandra Park Phase 1 Partnership ("APP1")</b>
<b>Purpose of Subsidiary/ Enterprise/Investment</b>	General partnership between APDC and Tridel Subsidiary (2329296 Ontario Ltd.).
<b>Partnership Interest</b>	50% APDC 50% Tridel Subsidiary (2329296 Ontario Ltd.)
<b>Jurisdiction</b>	<i>Partnership Act</i> (Ontario)
<b>Business Name Registration</b>	Master Business License 230729261 Registered 2013-07-19
<b>Partnership Agreement</b>	Partnership Agreement (2013-07-19)
<b>TCHC Board Report to Establish Subsidiary/ Enterprise/Investment</b>	TCHC:C2012-07
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Alexandra Park and expiry of partnership obligations and warranties associated with APP1 and related nominee.

	<b>Alexandra Park Condominium Residences Inc. ("APCRI")</b>
<b>Purpose of Subsidiary/ Enterprise/Investment</b>	Partnership nominee corporation of general partnership with Tridel Subsidiary (2329296 Ontario Ltd.) to develop Alexandra Park condominiums.
<b>Ownership</b>	100% APP1
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	2329292
<b>Incorporation Date</b>	May 24, 2012

	<b>Alexandra Park Condominium Residences Inc. ("APCRI")</b>	
<b>Incorporation Document</b>	Articles of Incorporation Articles of Amendment (2013-08-15)	
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2 By-Law No. 3 By-Law No. 4 By-Law No. 5	
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2012-47	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Alexandra Park (and expiry of warranties associated with APCRI).	
<b>Directors and Officers</b>	<b>Directors:</b> James Ritchie Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Len Gigliotti Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31)	<b>Officers:</b> James Ritchie, President Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Vice-President Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31), Vice-President Len Gigliotti, Secretary

	<b>Alexandra Park Phase 2 Partnership ("APP2")</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	General partnership between APDC and Tridel Subsidiary (2526577 Ontario Ltd.).	
<b>Partnership Interest</b>	50% APDC 50% Tridel Subsidiary (2526577 Ontario Ltd.)	
<b>Jurisdiction</b>	<i>Partnership Act</i> (Ontario)	
<b>Business Name Registration</b>	Master Business License 300680477 Registered 2020-06-30	

	<b>Alexandra Park Phase 2 Partnership (“APP2”)</b>
<b>Partnership Agreement</b>	Partnership Agreement (2020-06-30)
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:C2016-48
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Alexandra Park, return of land transfer tax deposited and expiry of partnership obligations and warranties associated with APP2 and related nominees.

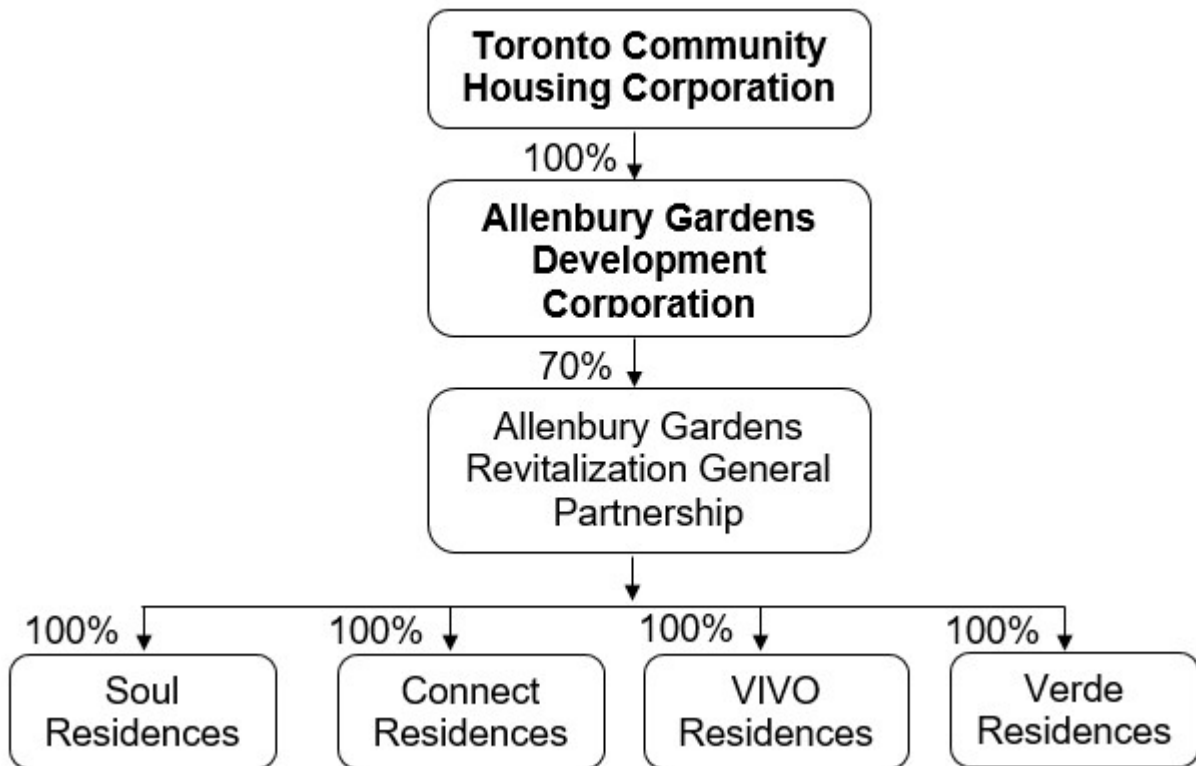
	<b>Dundas Alexandra Park Residences Inc. (“DAPCRI”)</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Partnership nominee corporation of general partnership with Tridel Subsidiary (2526577 Ontario Ltd.) to develop Alexandra Park condominiums.
<b>Ownership</b>	100% APP2
<b>Jurisdiction</b>	<i>Business Corporations Act (Ontario)</i>
<b>Incorporation Number</b>	2526579
<b>Incorporation Date</b>	July 7, 2016
<b>Incorporation Document</b>	Articles of Incorporation Articles of Amendment (2020-07-17)
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2 By-Law No. 3 By-Law No. 4 By-Law No. 5
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2012-47

	<b>Dundas Alexandra Park Residences Inc. ("DAPCRI")</b>	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Alexandra Park and expiry of partnership obligations and warranties associated with APP2 and related nominee.	
<b>Directors and Officers</b>	<b>Directors:</b> James Ritchie Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Len Gigliotti Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31)	<b>Officers:</b> James Ritchie, President Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Vice-President Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31) Vice-President Len Gigliotti, Secretary

#### 4. Allenbury Gardens Development Corporation

##### Joint venture/partnerships:

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



### Overview of Subsidiary/Enterprise/Investment

	<b>Allenbury Gardens Development Corporation ("AGDC")</b>
<b>Purpose of Subsidiary/ Enterprise/Investment</b>	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.
<b>Ownership</b>	100% TCHC
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	2353917
<b>Incorporation Date</b>	December 14, 2012
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1
<b>TCHC Board Report to Establish Subsidiary/ Enterprise/Investment</b>	TCHC:2012-47
<b>Original Rationale for Creation/Separate Corporate Existence</b>	In order to set up the land holding partnership structure contemplated in the partnership agreements.

	<b>Allenbury Gardens Development Corporation ("AGDC")</b>	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Allenbury Gardens, the return of land transfer tax deposited and expiry of partnership obligations and warranties associated with AGRGP and related nominees.	
<b>Directors and Officers</b>	<b>Directors:</b> Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Nick Macrae Jagdeep Sharma	<b>Officers:</b> Nick Macrae, Chair Jagdeep Sharma, General Manager Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31), Secretary Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31), Treasurer

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

	<b>Soul Residences Inc. ("SORI")</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Partnership nominee corporation of general partnership with FRAM Subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.	
<b>Ownership</b>	100% AGRGP	
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)	
<b>Incorporation Number</b>	2415299	
<b>Incorporation Date</b>	2014-04-17	
<b>Incorporation Document</b>	Articles of Incorporation	
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2	
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2015-49	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with SORI).	
<b>Directors and Officers</b>	<b>Directors:</b> Frank Giannone Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Federico Serrafiero Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31)	<b>Officers:</b> Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31), President Frank Giannone, Treasurer and Secretary Federico Serrafiero, Vice-President Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31), Vice-President Michael Lam, Authorized Signing Officer



	<b>Connect Residences Inc. ("CRI")</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Partnership nominee corporation of general partnership with FRAM Subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.	
<b>Ownership</b>	100% AGRGP	
<b>Jurisdiction</b>	<i>Business Corporations Act (Ontario)</i>	
<b>Incorporation Number</b>	2456722	
<b>Incorporation Date</b>	2015-03-06	
<b>Incorporation Document</b>	Articles of Incorporation	
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2	
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2015-49	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	Development projects require a two-level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with CRI).	
<b>Directors and Officers</b>	<b>Directors:</b> Frank Giannone Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Federico Serrafiero Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31)	<b>Officers:</b> Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31), President K Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31), Vice-President Federico Serrafiero, Vice-President Frank Giannone, Treasurer and Secretary Michael Lam, Authorized Signing Officer

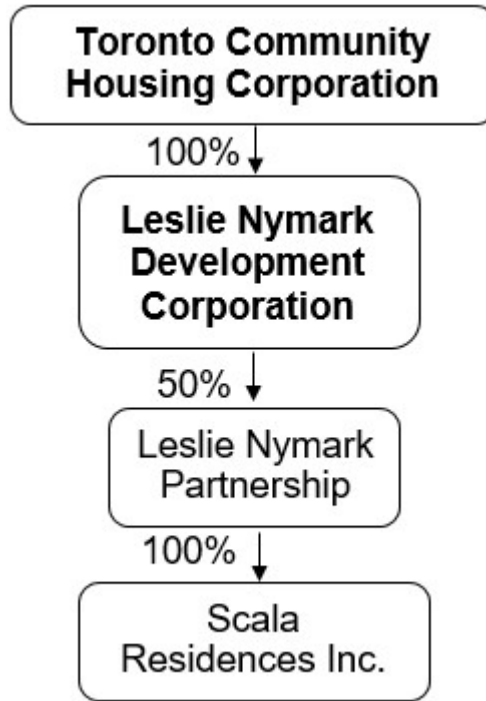
	<b>Vivo Residences Inc. (“VRI”)</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Partnership nominee corporation of general partnership with FRAM subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.	
<b>Ownership</b>	100% AGRGP	
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)	
<b>Incorporation Number</b>	2566137	
<b>Incorporation Date</b>	2017-03-13	
<b>Incorporation Document</b>	Articles of Incorporation	
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2	
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2017-10	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with VRI).	
<b>Directors and Officers</b>	<b>Directors:</b> Frank Giannone Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Federico Serrafiero Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31)	<b>Officers:</b> Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31), President Federico Serrafiero, Vice-President Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31), Vice-President Frank Giannone, Treasurer and Secretary Michael Lam, Authorized Signing Officer

	<b>Verde Residences Inc. (“Verde”)</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Partnership nominee corporation of general partnership with FRAM subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.	
<b>Ownership</b>	100% AGRGP	
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)	
<b>Incorporation Number</b>	2602811	
<b>Incorporation Date</b>	2017-10-25	
<b>Incorporation Document</b>	Articles of Incorporation Articles of Amendment (2018-08-28)	
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2	
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2017-68R	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	Development projects require a two-level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with Verde).	
<b>Directors and Officers</b>	<b>Directors:</b> Frank Giannone Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Federico Serrafiero Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31)	<b>Officers:</b> Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31), President Federico Serrafiero, Vice-President Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31), Vice-President Frank Giannone, Treasurer and Secretary Michael Lam, Authorized Signing Officer

## 5. Leslie Nymark Development Corporation

### Joint venture/partnerships:

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



### Overview of Subsidiary/Enterprise/Investment

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

	<b>Leslie Nymark Development Corporation ("LNDC")</b>	
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2012-47	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	In order to set up the land holding partnership structure contemplated in the partnership agreements.	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Leslie Nymark, the return of land transfer tax deposited and expiry of partnership obligations and warranties associated with LNDC and related nominee.	
<b>Directors and Officers</b>	<b>Directors:</b> Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Nick Macrae Jagdeep Sharma	<b>Officers:</b> Nick Macrae, Chair Jagdeep Sharma, General Manager Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi(Sept 19 to Dec 31), Treasurer Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31), Secretary

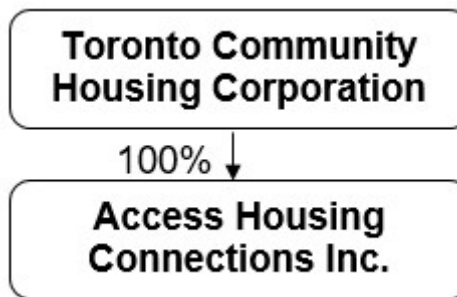
	<b>Leslie Nymark Partnership ("LNP")</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	General partnership between LNDC and Tridel Subsidiary (2329917 Ontario Ltd.).
<b>Partnership Interest</b>	50% LNDC 50% Tridel Subsidiary (2329917 Ontario Ltd.)
<b>Business Name Registration</b>	Master Business License 250966959 Registered 2015-10-02
<b>Jurisdiction</b>	<i>Partnership Act (Ontario)</i>
<b>Partnership Agreement</b>	Partnership Agreement (2015-10-02)
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:C2011-47

<b>Leslie Nymark Partnership (“LNP”)</b>	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Leslie Nymark, the return of land transfer tax deposited and expiry of partnership obligations and warranties associated with LNP and related nominee.

<b>Scala Residences Inc. (“SCRI”)</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Partnership nominee corporation of general partnership with Tridel Subsidiary (2329917 Ontario Ltd.) to develop Leslie Nymark condominiums.
<b>Ownership</b>	100% LNP
<b>Incorporation Number</b>	2299097
<b>Jurisdiction</b>	<i>Business Corporations Act (Ontario)</i>
<b>Incorporation Date</b>	September 16, 2011
<b>Incorporation Document</b>	Articles of Incorporation Articles of Amendment (2015-10-09)
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2 By-Law No. 3 By-Law No. 4 By-Law No. 5
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2012-47
<b>Original Rationale for Creation/Separate Corporate Existence</b>	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Leslie Nymark (and expiry of warranties associated with SCRI).

<b>Scala Residences Inc. ("SCRI")</b>		
<b>Directors and Officers</b>	<b>Directors:</b> James Ritchie Len Gigliotti Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31)	<b>Officers:</b> James Ritchie, President Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31), Vice-President Kelly Skeith (Jan 1 to Sept 16) Jessica Hawes (Sept 19 to Dec 31), Vice-President Len Gigliotti, Secretary

## 6. Access Housing Connections Inc.



## Overview of Subsidiary/Enterprise/Investment

<b>Access Housing Connections Inc. ("AHCI")</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Manages applications and waiting list for access to housing programs under the <i>Housing Services Act</i> on behalf of the Service Manager.
<b>Ownership</b>	TCHC 100%
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	2031119
<b>Incorporation Date</b>	August 14, 2003
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1
<b>TCHC Board Report to Establish Subsidiary</b>	TCHC:2003-63

<b>Original Rationale for Creation/Separate Corporate Existence</b>	<p>TCHC had an Operating Agreement with the City of Toronto that transferred the responsibility and accountability for the administration and management of the social housing common waiting list and the rent supplement programs to TCHC, on behalf of the City of Toronto.</p> <p>AHCI was created to provide a coordinated approach for access to social housing.</p>	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. With the transfer to the City of Toronto near completion, dissolution process to commence in 2023.	
<b>Directors and Officers</b>	<b>Directors:</b> John Campbell Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Jagdeep Sharma	<b>Officers:</b> John Campbell, Chair Jagdeep Sharma, General Manager

## 7. 2001064 Ontario Inc.



### Overview of Subsidiary/Enterprise/Investment

	<b>2001064 Ontario Inc. (“2001064”)</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	<p>2001064 is a nominee corporation established to act as trustee to hold legal title to the commercial portion of a commercial/residential complex at 112 Elizabeth Street upon the unwinding of the Chestnut-Elizabeth joint venture.</p> <p>The residential portion of the property is owned by TCHC. The purpose of separate ownership is to maintain severance and permit separate independent transfers and mortgaging of the commercial portion of the property.</p>



<b>2001064 Ontario Inc. ("2001064")</b>			
<b>Ownership</b>	100% TCHC		
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)		
<b>Incorporation Number</b>	2001064		
<b>Incorporation Date</b>	January 22, 2001		
<b>Incorporation Document</b>	Articles of Incorporation		
<b>By-Laws</b>	By-Law No. 1		
<b>TCHC Board Report to Establish Subsidiary</b>	THC:2073		
<b>Original Rationale for Creation/Separate Corporate Existence</b>	The severance and easement resulting from the unwinding of the Chestnut–Elizabeth joint venture could not be effected if one corporation (TCHC) held title to both properties (residential and commercial).		
<b>Term of existence (short-term/defined, long-term/ongoing)</b>	Long term/ongoing. Maintaining separate existence allows for a more efficient sale if TCHC would sell the commercial portion.		
<b>Directors and Officers</b>	<table border="0"> <tr> <td style="vertical-align: top;"> <p><b>Directors:</b>  Rose-Ann Lee (Jan 1 to Sept 16)  Nagesh Dinavahi (Sept 19 to Dec 31)  Nick Macrae  Jagdeep Sharma</p> </td> <td style="vertical-align: top;"> <p><b>Officers:</b>  Nick Macrae, Chair  Jagdeep Sharma, General Manager  Rose-Ann Lee (Jan 1 to Sept 16)  Nagesh Dinavahi (Sept 19 to Dec 31), Treasurer  Kelly Skeith (Jan 1 to Sept 16)  Jessica Hawes (Sept 19 to Dec 31), Secretary</p> </td> </tr> </table>	<p><b>Directors:</b>  Rose-Ann Lee (Jan 1 to Sept 16)  Nagesh Dinavahi (Sept 19 to Dec 31)  Nick Macrae  Jagdeep Sharma</p>	<p><b>Officers:</b>  Nick Macrae, Chair  Jagdeep Sharma, General Manager  Rose-Ann Lee (Jan 1 to Sept 16)  Nagesh Dinavahi (Sept 19 to Dec 31), Treasurer  Kelly Skeith (Jan 1 to Sept 16)  Jessica Hawes (Sept 19 to Dec 31), Secretary</p>
<p><b>Directors:</b>  Rose-Ann Lee (Jan 1 to Sept 16)  Nagesh Dinavahi (Sept 19 to Dec 31)  Nick Macrae  Jagdeep Sharma</p>	<p><b>Officers:</b>  Nick Macrae, Chair  Jagdeep Sharma, General Manager  Rose-Ann Lee (Jan 1 to Sept 16)  Nagesh Dinavahi (Sept 19 to Dec 31), Treasurer  Kelly Skeith (Jan 1 to Sept 16)  Jessica Hawes (Sept 19 to Dec 31), Secretary</p>		

## Toronto Affordable Housing Fund



### Overview of Subsidiary/Enterprise/Investment

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

<b>Toronto Affordable Housing Fund (“TAHF”)</b>			
<b>Original Rationale for Creation/Separate Corporate Existence</b>	A separate entity was created to insulate the parent company from liability for the activities conducted by TAHF.		
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	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.		
<b>Directors and Officers</b>	<table border="0"> <tr> <td style="vertical-align: top;"><b>Directors:</b> John Campbell Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Jagdeep Sharma</td> <td style="vertical-align: top;"><b>Officers:</b> John Campbell, Chair Jagdeep Sharma, President and Secretary Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Chief Financial Officer and Treasurer</td> </tr> </table>	<b>Directors:</b> John Campbell Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Jagdeep Sharma	<b>Officers:</b> John Campbell, Chair Jagdeep Sharma, President and Secretary Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Chief Financial Officer and Treasurer
<b>Directors:</b> John Campbell Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Jagdeep Sharma	<b>Officers:</b> John Campbell, Chair Jagdeep Sharma, President and Secretary Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Chief Financial Officer and Treasurer		

## 8. Toronto Community Housing Enterprise Inc.

### Joint venture/partnerships:

- a. Regent Park Energy Inc.



## Overview of Subsidiary/Enterprise/Investment

	<b>Toronto Community Housing Enterprise Inc. (“TCHEI”)</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	<p>Originally, a holding company for Toronto Community Housing Corporation’s (“TCHC”) 60% equity interest in the Regent Park Community Energy System (“Regent Park CES”) Joint Venture with Corix Utilities Inc. (“Corix”). The Joint Venture with Corix dissolved.</p> <p>Now, TCHEI is a holding company that owns 100% equity interest in the Regent Park CES.</p>	
<b>Ownership</b>	100% TCHC	
<b>Jurisdiction</b>	<i>Business Corporations Act (Ontario)</i>	
<b>Incorporation Number</b>	2187799	
<b>Incorporation Date</b>	October 16, 2008	
<b>Incorporation Document</b>	Articles of Incorporation	
<b>By-Laws</b>	By-Law No. 1	
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:C2008-115	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	As per TCHC:C2008-115: It is proposed that a new subsidiary, rather than TCHC, hold 60% interest in the Regent Park CES Campus Joint Venture. This is a common method used to insulate a parent corporation from potential liability as a direct holder of the equity interest.	
<b>Term of existence (short-term/defined, long-term/ongoing)</b>	Defined. TCHEI is proposed to be amalgamated with RPEI. TCHC will continue to evaluate the strategic options of the merged TCHEI and RPEI entity.	
<b>Directors and Officers</b>	<b>Directors:</b> Adele Imrie Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Jagdeep Sharma	<b>Officers:</b> Adele Imrie, Chair Jagdeep Sharma, President Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31), Treasurer Nadia Gouveia, Secretary

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

	<b>Regent Park Energy Inc. ("RPEI")</b>	
	parent company from potential liability from the Regent Park CES.	
<b>Term of existence (short-term/defined, long-term/ongoing)</b>	Defined. RPEI is proposed to be amalgamated with TCHEI. TCHC will continue to evaluate the strategic options of the merged TCHEI and RPEI entity.	
<b>Directors and Officers</b>	<b>Directors:</b> Adele Imrie Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31) Jagdeep Sharma	<b>Officers:</b> Adele Imrie, Chair Jagdeep Sharma, General Manager Rose-Ann Lee (Jan 1 to Sept 16) Nagesh Dinavahi (Sept 19 to Dec 31), Treasurer Nadia Gouveia, Secretary

## Appendix A

### **Key Elements of Financial Impact Section of Annual General Meeting Report (for reporting year 2022)**

1. **Summary of operations for the 2022 fiscal year**, including any continued impacts of COVID-19 response and recovery on operations:

In 2022, TCHC focused on business recovery and fully resuming business operations gradually as pandemic restrictions are lifted. Tenant service hubs were opened across the city, providing access for tenants to obtain information, receive help completing forms and processes and submit service requests and complaints.

TCHC successfully completed two major Tenants First deliverables in 2022:

- 1) Transferred the day to day operations of the 83 senior designated buildings to the Toronto Seniors Housing Corporation (TSHC) on June 1<sup>st</sup> 2022, while minimizing impact on the tenants. TSHC took over management and focused on meeting the needs of nearly 15000 senior tenants.
- 2) Transferred 843 scattered units to Circle Community Land Trust and Neighborhood Land Trust.

Further, TCHC completed multi-year plan to transition all contract-managed developments to direct management. From January to April 2022, we transitioned a total of 8,365 units in 33 contract-managed properties in East Region, Central Region and the Seniors Housing Unit. The properties were formerly managed on TCHC's behalf by property management firms Del Management Solutions (Del) and Greenwin.

In May, the City's Chief Building Official determined that a building in the Swansea Mews Community was uninhabitable due to a ceiling collapse, and staff and support services were rapidly deployed to effectively manage the emergency and relocated the impacted tenants.

In the first year, The Centre for Advancing the Interest of Black People ("The Centre"), started to engage with staff, tenants and community partners to implement the Confronting Anti-Black Racism (CABR) strategy. In 2022, the Centre intentionally laid the foundation and took corrective action towards addressing the historical and ongoing harms of anti-Black racism at TCHC.

TCHC staff as well as labor partners CUPE Local 416, CUPE Local 79, OPSEU Local 529 and the Carpenters Union Local 27 made record breaking \$90K contributions to the united way campaign along with other donors who provided items for silent auction.

2. **Financial Highlights**, including a summary of significant assets, liabilities, revenues and expenses and changes in material balances due to/from the City of Toronto or other related parties:

Statement of Financial Position provides an overview of all resources owned by TCHC, as well as the obligations to stakeholders at the end of reporting period. Significant assets and liabilities and year over year changes are highlighted as follows:

*Table 1: Significant Liabilities and Assets, and Year-over-Year Changes*

<b>Statement of Financial Position</b>	<b>2022</b>	<b>2021</b>	<b>Change</b>	<b>% Change</b>
<b>Assets</b>				
Cash and cash equivalents	86,497	64,609	21,888	34%
Accounts receivable	72,816	87,002	(14,186)	-16%
Loan receivable	75,693	76,686	(993)	-1%
Grants receivable	61,193	91,498	(30,305)	-33%
Investments	245,295	244,594	701	0%
Housing Project developed	1,682,790	1,684,434	(1,644)	0%
Improvements to housing projects	2,335,628	2,183,376	152,252	7%
Other assets	52,051	57,086	(5,035)	-9%
<b>Total Assets</b>	<b>4,611,963</b>	<b>4,489,285</b>	<b>122,678</b>	<b>3%</b>
<b>Liabilities</b>				
Bank loan and bank indebtedness	58,000	42,700	15,300	36%
Accounts payable and accrued liabilities	223,833	206,598	17,235	8%
Project financing and debenture loans	1,849,249	1,827,570	21,679	1%
Deferred revenue	64,437	66,243	(1,806)	-3%
Employee benefits	74,073	84,921	(10,848)	-13%
Deferred capital contributions	1,369,888	1,242,998	126,890	10%
Other Liabilities	20,205	17,673	2,532	14%
<b>Total Liabilities</b>	<b>3,659,685</b>	<b>3,488,703</b>	<b>170,982</b>	<b>5%</b>
Net Assets	952,278	1,000,582	(48,304)	-5%



- Total assets increased primarily due to the \$364M SOGR capital repairs and \$54M on housing projects developed, offset by depreciation of \$245M.
- Total liabilities increased primarily due to \$207M deferred capital contribution received as grants and forgivable loans offset by amortization of \$79M recognized in the Statement of Operations.
- Net Assets decreased due to the \$36M operating accounting deficit in 2022 and \$13M unrealized losses from the investments portfolio.

Statement of Operations summarizes revenues earned and expenditures incurred in providing social housing services. Below table illustrates total revenue and expenses as well as year over year changes:

*Table 2: Total Revenue and Expenses, and Year-over-Year Changes*

<b>Statement of Operations</b>	2022	2021	Change	% Change
Subsidies	281,233	246,392	34,841	14%
Rent revenue	371,417	357,811	13,606	4%
Amortization of deferred revenue	79,180	68,862	10,318	15%
Gain on sale of housing projects, land and other capital assets	36,204	5,549	30,655	552%
Safe restart program	0	34,182	(34,182)	-100%
Other	59,462	34,386	25,076	73%
<b>Total Revenue</b>	<b>827,496</b>	<b>747,182</b>	<b>80,314</b>	<b>11%</b>
Operating and maintenance	256,332	255,064	1,268	0%
Utilities	130,332	130,582	(250)	0%
Depreciation	244,668	233,273	11,395	5%
Corporate Service	73,888	66,200	7,688	12%
Non recurring Expenditure (Swansea)	20,129	0	20,129	N/A
Other	138,031	143,601	(5,570)	-4%
<b>Total Expense</b>	<b>863,380</b>	<b>828,720</b>	<b>34,660</b>	<b>4%</b>
<b>Excess of Expenses over Revenue</b>	<b>(35,611)</b>	<b>(81,538)</b>	<b>45,927</b>	<b>-56%</b>

- Revenue increased compared to the prior year mainly due to \$51M gain on land sales which is partially offset by the \$15M loss in the transfer of scattered home; \$8.3M higher joint venture income and profit distribution from partnerships and increase in rent revenue of \$14M following to the lifting the rent freeze restriction which was in effect for 2020 and 2021 due to pandemic.

- TCHC incurred \$19M in COVID expenditures in 2022 compared to the \$34M in 2021 which is included in the operating and maintenance. City's confirmation of the payment to TCHC was given following to the approval of the financial statements by the Board and hence corresponding revenue under Safe restart program is not recognized in 2022.
  - Swansea Mews incident costing 20M was recognized as a non-recurring expense.
  - Depreciation increased by \$11M compared to previous year due to higher capital spend.
  - Annual accounting Loss of \$36M represents the excess of expense over revenue. This is primarily driven by the unplanned financial challenges from Swansea Mews incident and the continued cost pressures caused by pandemic.
3. **Any known or anticipated impacts** to the City's Budget or financial position, such as updates pertaining to funding support, dividend payments, reserve fund contributions or withdrawals, initiatives or capital project delivery (current and future years).
- **COVID:** City and other orders of government have funded TCHC's Covid expenditures in 2020, 2021 and 2022. However, TCHC continues to experience Covid pressures of lost revenue and the related expenditures in 2023.
  - **Swansea Mews:** in 2022 TCHC incurred \$15M expenditures to account for incident response, tenant relocations accommodation, consultants and on-going site maintenances. TCHC will continue to incur costs for the site maintenance, demolition and a rebuild. These costs are unbudgeted and is not currently funded by the City. An insurance claim has been submitted to the insurer and is being reviewed.
  - **SOGR Capital Repairs:** TCHC continued to deliver the annual \$350M SOGR program to address the repair backlog and is on track to meet the FCI target
  - **Line of Credit:** TCHC used line of credit to bridge for the cash shortfall resulting from the capital repairs programs and operating needs which is reflected the yearend balance of \$58M in the line. Quarterly reimbursement of capital expenditures by the funders has resulted in more frequent use of line and significant increases in interest expenses.
  - **Development/Revitalization Projects:** Shortfall over the next 10 years (2023-2032) is expected to be \$172M which currently is not funded. As in the previous years, TCHC expects to include the annual project funding shortfall in the City Budget submission.

- **Reducing Greenhouse Gas Emissions to Net Zero by 2040:** Of 58,000 units it is estimated 48,413 are natural gas. Cost estimates to convert to net zero have come in between \$125,000 - \$160,000 per unit or \$6.1 - \$7.7B

Based on our projection, additional funding required is \$6.1B aiming for 80% of the \$7.7B by 2040 and these are not adjusted for inflation.

4. **Any concerns with assets**, including with cash balances and flows, uncollectible receivables, impairment of tangible capital assets, and significant TCA additions or disposals (current and future years).

- **Asset Retirement Obligation (ARO):** The new accounting standard is effective for fiscal years beginning on or after April 1<sup>st</sup> 2022. The ARO standard address the recognition, measurement, presentation and disclosure of legal obligations associated with the retirement of tangible capital assets in productive use. Retirement costs will be recognized as an integral part of cost of owning and operating Tangible Capital Asset (TCA). The standard requires the public sector entity to recognize a liability related to future costs of any legal obligation to be incurred upon retirement of any controlled tangible capital asset. The amount of the initial liability will be added to the historical cost of the asset and amortized over its useful life. TCHC will implement the ARO in fiscal year 2023.
- **Investments:** To grow the rate of return in the investment portfolio including the annual \$9M sinking fund contribution is required to meet the repayment requirement of bonds when they become due in 2037 and 2040 and to meet TCHC's working capital and building capital needs. The investments are made up of NIA deposits, US and Canadian equity pooled funds and fixed income securities. Performance of stock market plays a significant role in the value of the equity pooled funds and fixed income securities which poses the inherent risk.
- **SOGF Funding:** Quarterly reimbursements from the City exposes TCHC to use the line of credit to fund the expenses resulting in higher interest costs. The interest on line of credit can be avoided if City can fund TCHC \$40M quarterly in advance and reconcile spend at the end of the year.
- **Development Funding Shortfall:** TCHC expects to include the annual project funding shortfall in the City Budget submission.

5. **Any liability concerns** and areas where significant estimates have been applied and any loan payment concerns or financial consequences (current and future years).

- The cost of demolition for Swansea at year end cannot be determined and therefore the liability associated with such was not included in the financial statements. However, such costs when incurred have been funded by TCHC's line of credit pending reimbursement from the City.
- Consequent to the implementation of ARO, TCHC will have to consider how the additional liability will impact net debt, as a new liability will be recognized with no corresponding increase in a financial asset. TCHC will have to review legal requirements, governmental directives and legislation in relation to all controlled Tangible Capital Assets to determine if any legal obligations exist with respect to the asset retirements.

6. **Results of 2022 Audit**, including the auditor's opinion, significant findings and/or recommendations and plans to address significant findings and/or recommendations

KPMG has issued a clean audit report for 2022 which has been consistent with the previous years. There are no any fraud risks or control risks identified.

KPMG's audit findings report summarizes the audit results of the consolidated financial statements of TCHC. Summary of key matters discussed in the report are as follows:

a) Revenues, Deferred Revenue and Accounts Receivable:

Residential and commercial revenue recognized during the year amounted to \$352M and \$18M respectively. The related receivables of \$64M and \$3M are outstanding at year end. Of these receivables, a total of \$60M and \$3M have been provided in allowance for doubtful debts in accordance with the accounting policy.

b) Swansea Mews:

An amount of \$20M has been expensed as "Non-recurring item" in the statement of operations. This includes \$5M related to the net book value of capital improvements to date recorded as impairment loss and the remaining

\$15M are related to costs such as relocation, maintenance and security, shoring, abatement and engineering costs.

c) Tangible Capital Assets and deferred capital contributions:

During the year TCHC recognized a net gain of \$36M from gain on sale of lands, housing projects, agency homes, scattered homes and other capital assets. Further, \$3.4M of additional properties were classified as held for sale and the transfer price for the properties designated as being held for sale was determined to be \$1.4M.

d) Employee benefits:

As part of the transition agreement, 256 employees were transferred to Toronto Seniors Housing Corporation (TSHC). The associated liabilities of vacation and lieu time of \$1.2M is included in the accounts payable and accrued liabilities. Further, the post-retirement benefit obligation of \$4M related to the staff transferred is included under the long term payable.

e) Project financing and debenture loans:

During the year, TCHC received CMHC repayable loans of \$82M and made principal repayments to CMHC and other lenders totaling to \$61M. Based on claims submitted till 2022, TCHC received \$470M from CMHC comprising of \$256M in repayable loans and \$214M in forgivable loans.

f) Toronto Seniors Housing Corporation (TSHC):

TSHC began its operations as a senior focused housing provider and assumed the responsibility of operations of the 83 senior designated buildings owned by TCHC in June 2022.

Since TCHC continues to own the buildings, the capital expenditures on such buildings is the responsibility of TCHC. Net proceeds from the revenue received from the senior designated properties less the building operating costs was remitted to TSHC totaling \$20.5M to cover for its operating and maintenance expenditures. The un-spent balance of \$1.4M is included in the accounts receivable from TSHC at year end. During 2022, TCHC recognized \$5.4M by providing shared services to TSHC.

7. **The future outlook**, including any risks, forecasted challenges, impacts of previous/current year commitments on ongoing operations, and how the Corporation's overall outlook may affect the City's budget in 2024 and subsequent years.

- TCHC will be continued to be impacted by COVID-19, it is expected that spend will be about \$11M in 2023 and will look to other orders of Governments to fund the expenditures.
- Swansea costs are expected to continue until demolition which TCHC needs to fund from the line of credit while the insurer assesses the claim and in the absence of funding from the City.
- To cover the shortfall in the 2023 budget, TCHC is expected to withdraw \$13M from the reserves.
- TCHC engaged Ernst & Young (EY) to develop a new strategic financial sustainability plan including developing a roadmap with financial implications and resources estimation. EY's findings and recommendations will be shared with the City.