

Toronto Community Housing Corporation
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Toronto, ON
M4W 2H2



April 30, 2025
Mr. Paul Johnson
City Manager, City of Toronto
City Hall, 4th Floor, East Tower
100 Queen Street West
Toronto, ON M5H 2N2

Dear Mr. Johnson,

Toronto Community Housing Corporation's 2024 Annual Report and Additional Information Reported Annually to the Shareholder

We are pleased to submit the enclosed 2024 Annual Report and Additional Information Reported Annually to the Shareholder for Toronto Community Housing Corporation (TCHC). This letter to the Shareholder and its attachments fulfill all Shareholder and other City Council mandated reporting requirements, as outlined in the 2021 Shareholder Direction from the City of Toronto and various resolutions adopted by City Council.

In 2024, TCHC began reexamining its funding model using insights from an independent review conducted by Ernst and Young (EY) in 2023. The new approach will better align TCHC's resources and funding streams with strategic objectives while accounting for capital and operational needs. The impacts of inflation have somewhat reduced the effectiveness of capital investments and strained operating budgets, while increased economic hardships among tenants have led to a growing demand for support services such as food assistance. In addition, increasing tenant vulnerabilities and complex needs in TCHC communities, such as mental health challenges and antisocial behaviours, necessitate developing additional community safety initiatives and will require a collaborative approach between TCHC, local partner agencies, and the City of Toronto to be effectively addressed.

If you have questions about the contents of this letter or its attachments, please contact Sean Baird at (437) 774-4487.

Yours truly,

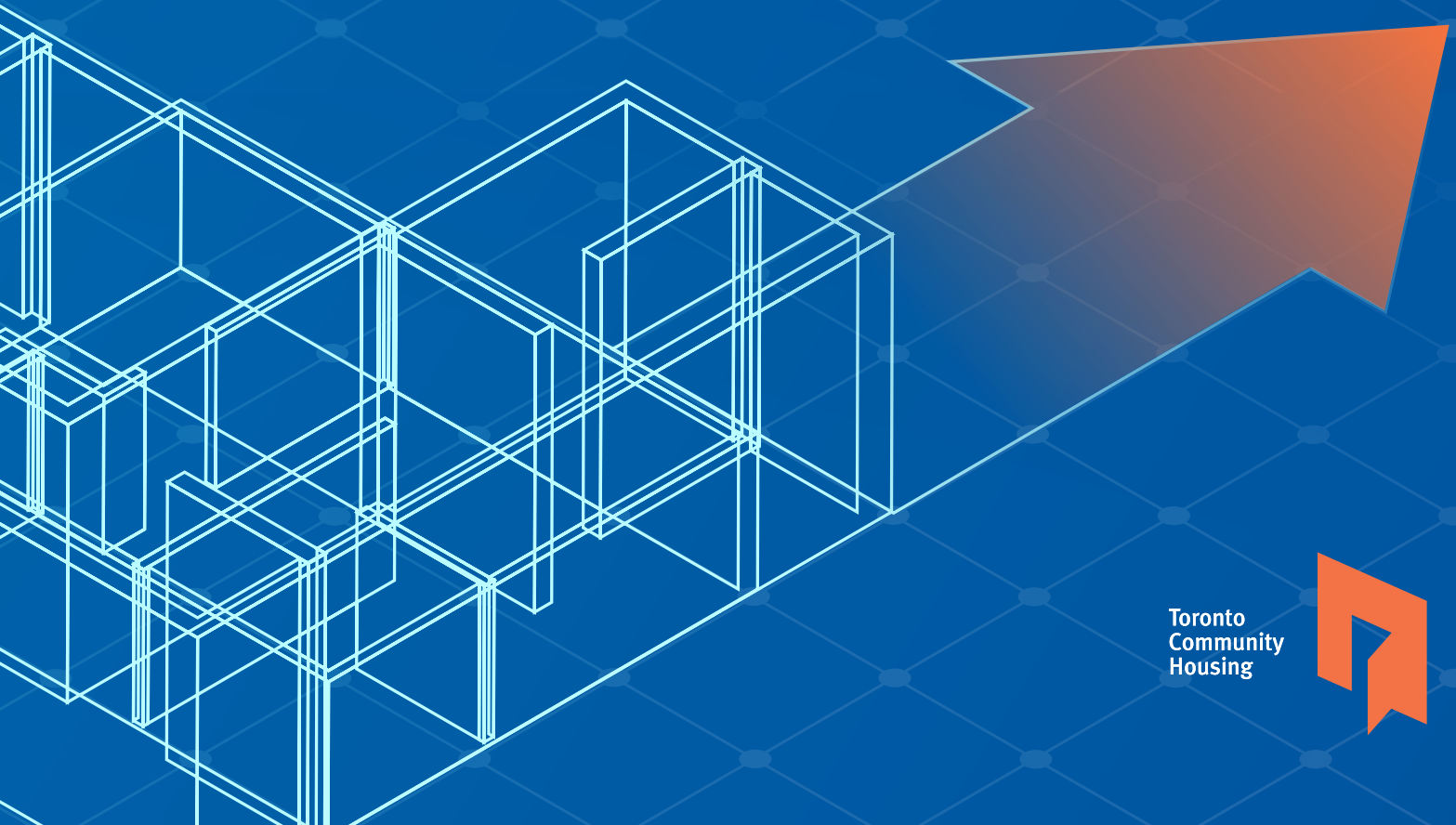
Adele Imrie
Chair, Board of Directors

Sean Baird
President and CEO

Attached: 2024 Annual Report
Additional Information Reported Annually to the Shareholder

Building the way forward

Toronto Community Housing
2024 Annual Report



Toronto
Community
Housing





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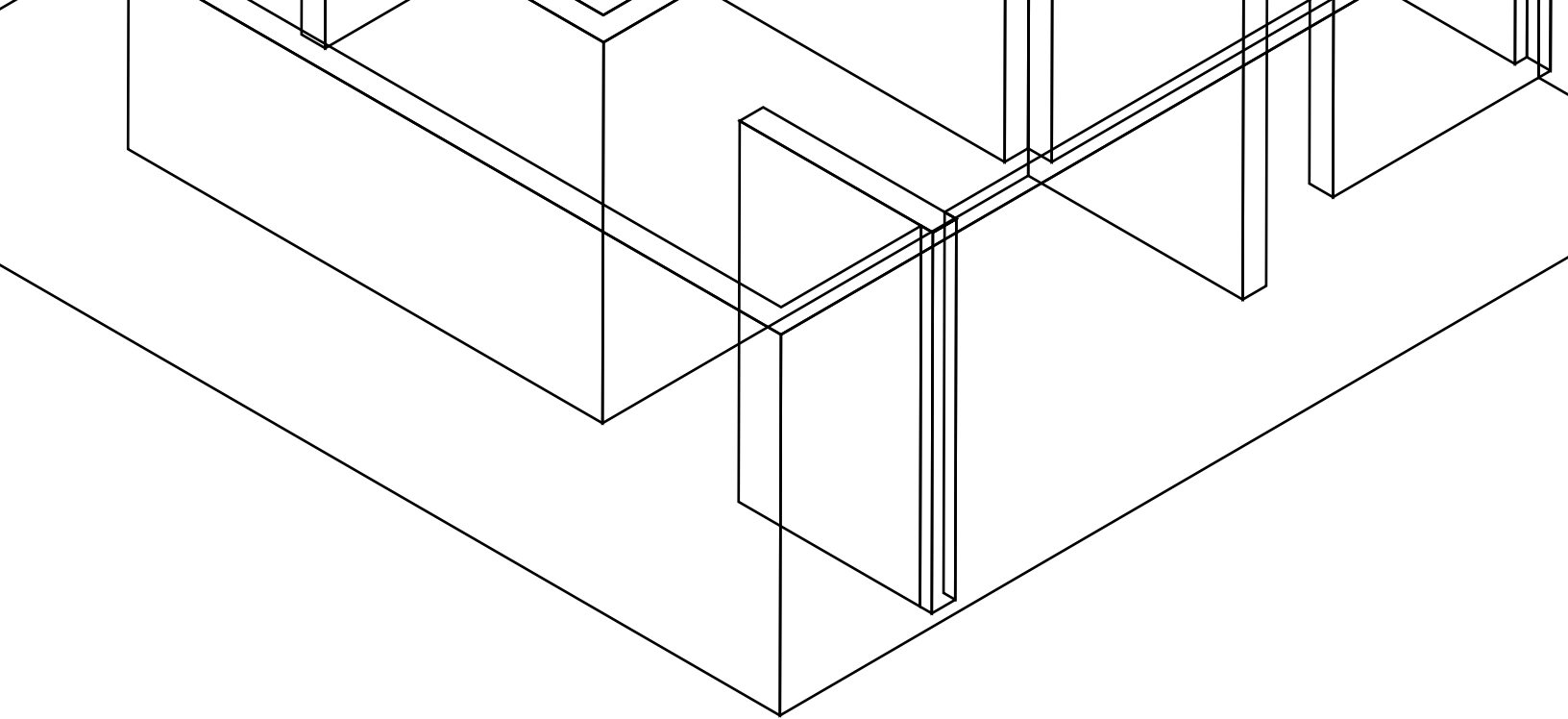
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A message from our Chair

Toronto Community Housing's (TCHC) work in 2024 can be summed up in one word: progress.

TCHC's Board recruited our new President & CEO this year. Sean Baird joined TCHC on April 2, 2024, after showing himself to be a visionary leader and seasoned public sector executive with significant experience in housing and social services. The Board was unanimous in their decision after being highly impressed by his capacity to lead and innovate. In his first nine months, Sean brought a strong passion for social services and the role it should play in addressing the overlapping societal crises we face today. He has forged close relationships with Mayor Chow and City stakeholders, empowered employees to think innovatively, and brought renewed energy to TCHC's leadership presence in the housing sector.

TCHC embarked on developing its new Strategic Plan by engaging tenants, staff, the Board and stakeholders in wide-ranging discussions. As I write, I am pleased to advise that, following the 2024 tenant and stakeholder engagement process, the Board has now approved its 2025-2029 Strategic Plan. In parallel, TCHC developed its 2025 Budget with strong collaboration with the City of Toronto, complementing and enabling the priorities of the new Strategic Plan so that we can begin to deliver on these multi-year goals.

During 2024, the Board of Directors experienced change alongside the organization. The Board welcomed two very qualified and supportive members, Vinita Jajware-Beatty and Councillor Gord Perks, who joined in July and December 2024, respectively. The Board bid farewell to two stalwart supporters of TCHC. Councillor Paula Fletcher resigned from the Board in December 2024, leaving behind

a twelve-year legacy of steadfast advocacy and support for tenants and TCHC's potential to grow and improve its services to tenants. Former Councillor Joe Cressy also resigned from his role on the Board in April 2024. The Board is very grateful for the service and support of all members.

In 2024, the City of Toronto—and its citizens—coalesced around the need for urgent action on Toronto's housing crisis. Mayor Chow and the City presented a welcome new housing strategy, placing great confidence in TCHC's experience as a public builder. Sean has been a strong advocate for the experience and skill of TCHC to deliver on the City's goal of 65,000 new homes in this public builder role. TCHC's leadership and its team of passionate employees have the expertise to meet this challenge and deliver the same way they have in the transformation of communities like Regent Park and Lawrence Heights.

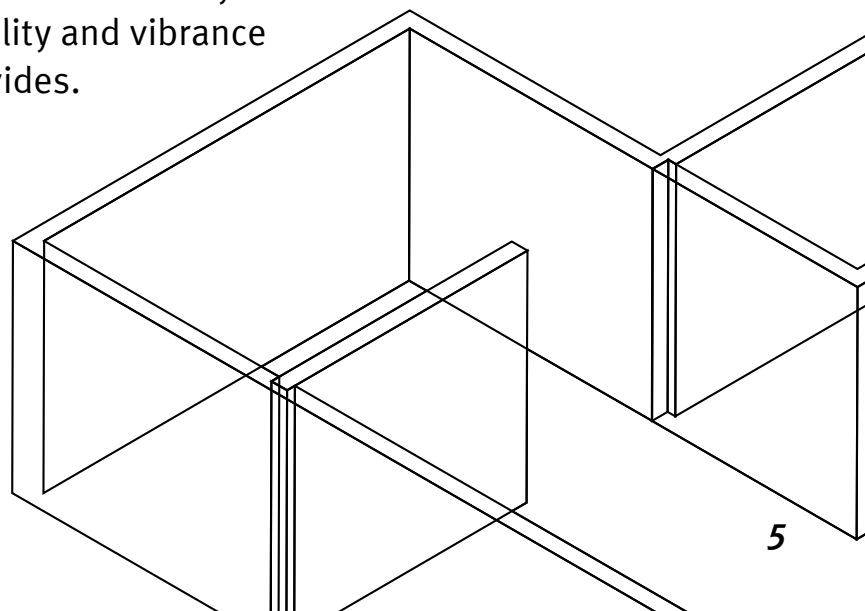
On behalf of the Board, I want to express my gratitude to TCHC's dedicated employees for their commitment and their support of our tenants in 2024, as well as my confidence in them going forward. I would also like to personally thank the members of the Board for their dedication to TCHC and its service to our tenants. The stakes for our city have never been higher as we work to increase the availability of affordable housing, strengthening the vitality and vibrance that a diverse, welcoming community provides.

Sincerely,

Adele Imrie

Chair of the Board

Toronto Community Housing





A message from our CEO

My first year at Toronto Community Housing has been very exciting and engaging. I've enjoyed being out in our communities, meeting our tenants and staff, as well as connecting with the Board, City leaders and our community partners.

I came to TCHC because I believe this is where I have the best chance to make a difference in our community, and I'm incredibly grateful to be a part of the team. We all see the enormous challenge of housing affordability – and affordability in general across the country. For our society to move forward together, I believe we need significant growth in the social services sector, and TCHC is right in the middle of that.

Delivering services to our tenants is our number one priority. We need to sustain the momentum we've generated through our work over the past few years and keep delivering even more. To do this, we realigned our service delivery to a geographical model in 2024, creating districts and sub-districts that encourage staff to be more connected to local teams and specific community needs. Tenants, understandably, have high expectations of us and we need to continue to meet them. As we do this, we earn and maintain their trust along with the trust of our government partners and the public. As we earn this trust, we strengthen our case for growing TCHC's portfolio, as well as the services we need to continue supporting tenants and residents across Toronto.

I spent a great deal of time in 2024 getting to know tenants and their communities. I appreciate their openness in sharing their experiences and stories with me. I've also listened to and heard their concerns, hopes and expectations of us going forward. This time was invaluable because it showcases our strengths as an organization, as well as areas where we have room to grow and improve.

A new Strategic Plan is central to our long-term success, and what I heard during my many community visits made its way into this plan. Additionally, more than 1,000 tenants and 600 staff were engaged in the development of our Strategic Plan through surveys, workshops and interviews. We also met with

key partners, including the City of Toronto and the Office of the Commissioner of Housing Equity (OCHE). Working alongside our Board of Directors, we've identified five key priorities for our new 2025-2029 Strategic Plan, *Foundations for the Future*. This plan will become an indispensable guide for our decisions and work going forward.

The City of Toronto, Mayor Chow and TCHC have also come together to understand our organization's place in addressing Toronto's housing affordability crisis. Recognized as a proven city builder, TCHC strengthens the City's ability to deliver on its housing targets. TCHC has shown that it can build neighbourhoods and communities where people are proud to live, work and play.

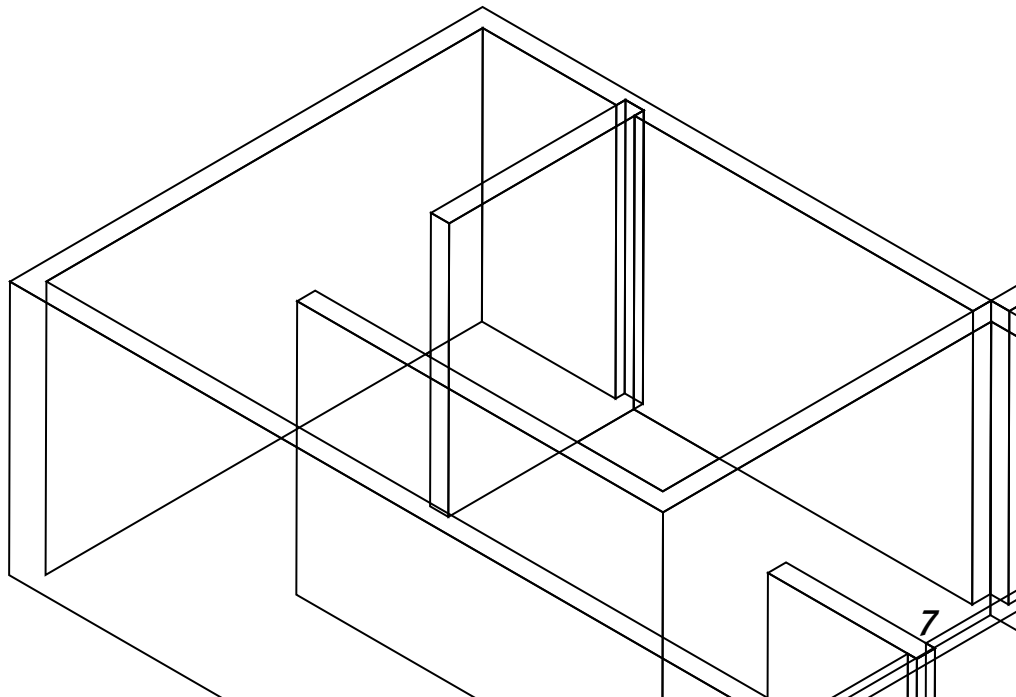
As we enter 2025, it's clear that the stakes are high for TCHC – and there's nowhere else I'd rather be. I'm surrounded by people who love what they do, caring deeply for the tenants and communities they serve every day. I know our work isn't easy, but it's vitally important. I have every confidence in this organization, and I know that everyone at TCHC is ready to be a force for positive change in our city.

Thank you,

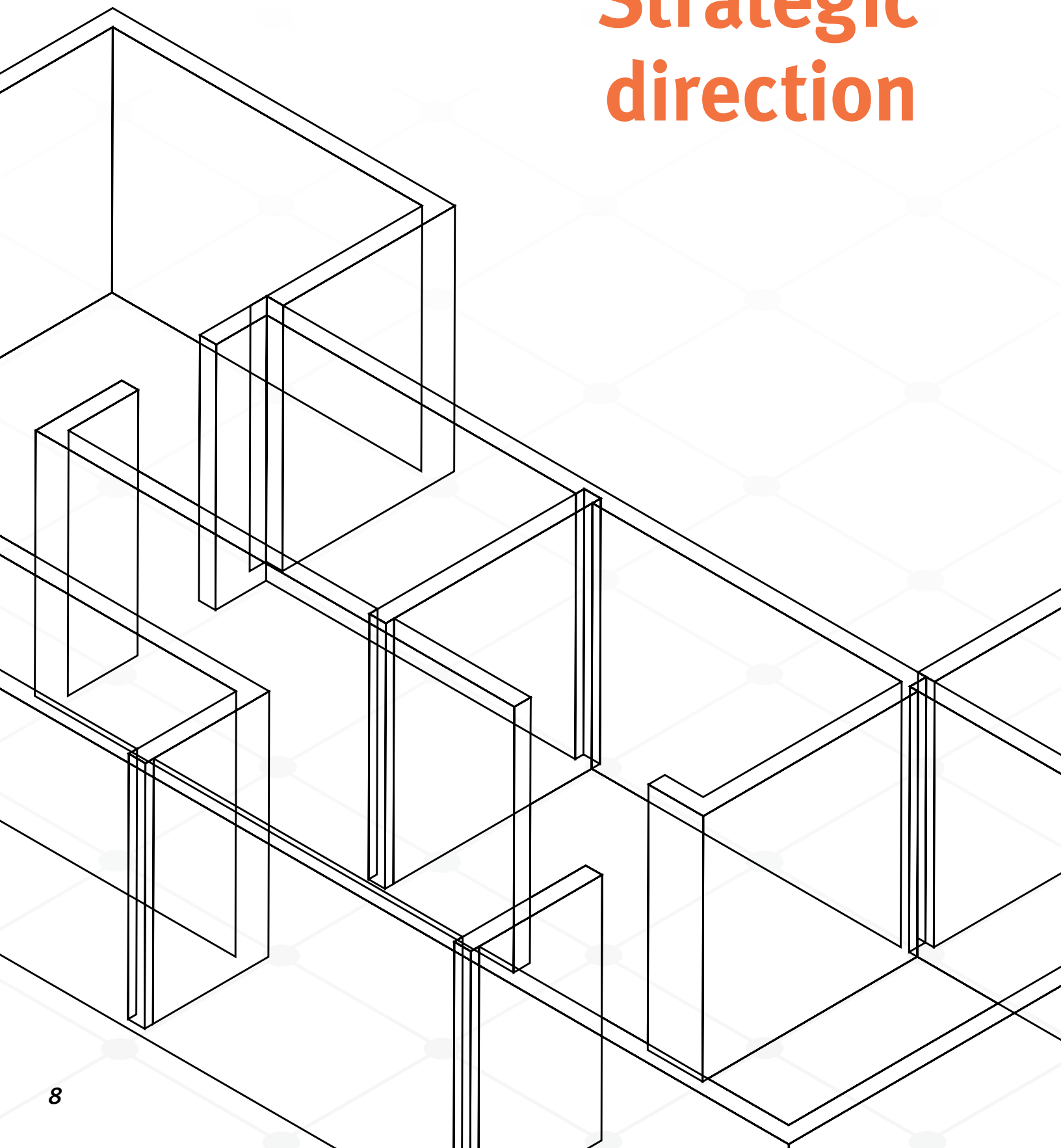
Sean Baird

President and CEO

Toronto Community Housing



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Foundations for the Future: Strategic Plan

In 2024, TCHC developed its five-year Strategic Plan for 2025-2029.

At a time when there is urgent need for housing in our city, TCHC is ready and willing to step up and make sure as many Torontonians as possible have a safe, affordable place they can call home. We want to be the housing provider of choice for the City of Toronto, for tenants, and for the talented and skilled professionals who choose to work at TCHC. The next five years will be an exciting time for TCHC, as the organization builds upon its vital role in providing housing and building communities across the City of Toronto.

Throughout this initiative, we heard directly from our communities. In these conversations, our communities emphasized the great opportunity in front of us to provide the right supports and make the right investments, so that each tenant is able to truly call TCHC home. These inputs are the foundation of the Strategic Plan.

Engaging our communities

We set out to hear many perspectives to help understand what is possible over the next five years.

Over 1,000 TCHC tenants participated, including:



We also hosted workshops with different tenant groups:

- Tenant Community Action Tables (Central, East, and West regions)
- The Tenant Advisory Committee
- Responsible Personal Accessibility in Toronto Housing Committee (R-PATH Committee)
- Co-facilitated workshop with The Centre focused on anti-Black racism

We heard from over 600 TCHC staff and management, including:

- Over 480 survey responses
- Over 160 staff engaged through workshops

External stakeholders participated, including:

- 15 interviews with City of Toronto leadership and elected officials
- Over 30 external partners including community agencies and the Office of the Commissioner of Housing Equity

Strategic Plan priorities

Over the next five years, TCHC aims to provide better service, more housing, and a positive impact on neighbourhoods. Our tenants are at the centre of everything we do. To meet our mandate, we will focus on five priorities.



Support safe, healthy, and inclusive tenant communities.

- Work with community to improve safety.
- Strengthen partnerships to deliver social support for our tenants.
- Empower tenants to lead and shape community initiatives.
- Listen to tenants to better understand their needs and to tailor the programs and services we offer, including applying an anti-Black racism lens.



Improve the cleanliness, maintenance, and accessibility of our buildings.

- Improve the condition of our buildings.
- Increase our responsiveness to tenants through prompt action, clear communication, and respectful relationships.
- Make our properties more welcoming and accessible.



Strengthen TCHC's affordable housing portfolio to deliver critical housing to Torontonians.

- Create more mixed income communities where our tenants can thrive.
- Secure the investments necessary to add more rental units and to improve the state of good repair in our existing housing portfolio.
- Collaborate with others to accelerate development to deliver more cost-effective housing.
- Reduce the environmental impact of our housing portfolio.



Foster a collaborative, diverse, and thriving workplace.

- Prioritize staff health, safety, and wellness.
- Promote a culture of collaboration where everyone feels valued, accepted, and a sense of belonging.
- Equip staff with knowledge and skills they need to achieve their career potential and deliver exceptional service.
- Continue to recruit, retain, and empower a diverse workforce that is skilled, accountable, and committed to enhancing services for our tenants.



Improve TCHC's ability to lead, learn, and innovate.

- Raise our profile as a leader in housing and community building.
- Keep investing in continuous improvement and innovation.
- Make better use of technology to improve service delivery, customer experience, and efficiency.



Measuring and reporting our progress

We are currently in the process of mapping existing performance measurements to our Strategic Plan priorities, identifying gaps to address. We are also organizing measures into key areas (tenants and partners, internal operations, learning and growth, and financial sustainability) to ensure actionable insights. Our next steps are to finalize metrics and validate them across TCHC divisions to create a reporting template for our Board.

Communicating the Plan

In 2025, we will launch the Strategic Plan to staff, tenants, and our partners through a communication strategy including:

- a website landing page
- a summary version of the Plan priorities and objectives, translated into multiple languages
- awareness through core communication channels like Tenant LOOP, email, and videos
- equipping TCHC staff to engage with the Plan and implement it into our work.



Revitalization communities

175 Oak Street: a milestone for Regent Park

Ahead of National Housing Day (November 22), TCHC hosted officials and media for a [preview of 175 Oak Street](#). The new 15-storey rental building in Regent Park was designed for families. It includes 189 replacement Rent-Geared-to-Income (RGI) homes and 24 new affordable housing rentals.

[Purposefully designed](#) with sustainability in mind, 175 Oak Street was built in partnership with The Daniels Corporation. It features green roofs, bird-friendly glazing, balcony thermo-breaks and water reuse systems. It will be home to a new satellite plant connected to Regent Park's district energy system.

With accessible community spaces and a family-focused design, 175 Oak Street highlights TCHC's leadership as a city builder and demonstrates another step forward for Regent Park – one of Canada's largest urban revitalization projects.



Don Summerville tops off, bringing affordable homes closer to completion

Revitalization at Don Summerville continued to make strong progress in 2024. In May, TCHC and developer partner Context hosted a [topping off event](#) joined by Mayor Olivia Chow and City Councillor Paula Fletcher.

Along with President and CEO Sean Baird, the group toured TCHC's new rental building under construction as well as the new Context market condominium. While enjoying panoramic views of Toronto's eastern waterfront and of the city from the rooftop, tour participants left their mark – signing the building's final slab of concrete that enclosed the building's exterior.

TCHC's new building includes 103 RGI units and 35 affordable housing rentals. Don Summerville is scheduled to be completed in 2025, with tenants moving into their new homes by the end of the year.



Regent Park: progressing with thoughtful development

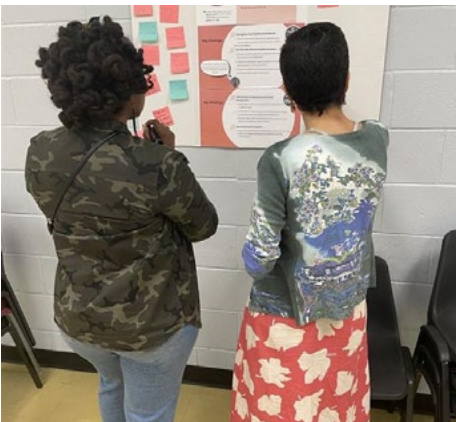
One of Canada's largest urban renewal projects, TCHC's five-phased Regent Park revitalization continued to advance in 2024, reaching several key milestones.

Part of Phase 3, the near-completion of [175 Oak Street](#) in November 2024 will see TCHC deliver much-needed affordable housing for tenants who will move into their new homes in 2025. Completion also marks the culmination of TCHC's rental housing commitments in Phases 1-3, delivered in partnership with The Daniels Corporation.

The [demolition of Phase 4A lands](#) (319, 325, and 355 Gerrard Street as well as 274 Sackville) was completed in 2024. Building design is also in progress with construction to start on 272 RGI and Affordable housing units in Q2 2025. This lays the groundwork for the next steps on Phases 4-5 of Regent Park with developer partner Tridel.



In April, TCHC, The Daniels Corporation, and program partners celebrated the tenth cohort of the [Moving Towards Opportunity](#) program. Over 15 weeks, 33 TCHC and community youth gained essential skills to enter today's job market. This program is funded through TCHC's partnership with The Daniel's Corporation (Phases 1-3).



Lawrence Heights: nearing completion of Phase 1, planning for Phase 2

TCHC's 100-acre Lawrence Heights revitalization—one of the country's largest—continued to progress through Phase 1 in 2024 with developer partner Heights Development (a co-venture of Context and Metropia). Planning for Phase 2 also continued, with staff focused on preparing a Request for Proposal (RFP) to select a development partner.

TCHC focused on ongoing consultations with the community in 2024. Tenants and staff collaborated on the Tenant Priorities Report, making sure it reflects current community needs, like education, training, jobs, community safety, access and inclusion, and community spaces.

In August 2024, TCHC hosted the 11th [Annual Lawrence Heights Summer Festival](#), where the first-ever People's Choice Awards launched. This new program recognizes and celebrates tenant leaders in the Lawrence Heights and Neptune communities whose contributions have greatly impacted the growth and success of the neighbourhood. Among the honourees was [Trevaun Douglas](#) who raised \$46,000 to support children and youth in the community.



Alexandra Park: towers under construction with move-in in early 2026

The revitalization of Toronto's downtown west neighbourhood Alexandra Park currently has two apartment buildings under construction. Both are expected to be completed in 2025, along with two blocks of townhouses, comprising Phase 2B.

The first building, owned by TCHC and operated by [Atkinson Housing Co-op](#), will be the new home for co-op tenants, the Co-op offices, and a City-run daycare nearly twice the size of the current on-site facility. There are four new affordable rental units which will be operated by the Co-op.

The second building is a market condominium delivered with developer partner Tridel. The two buildings will share outdoor amenity spaces and a unique terraced garden courtyard.

Two blocks of townhouses began construction in 2024 and are included within Alexandra Park as a pilot project. TCHC will be targeting a [Passive House Building Certification](#), delivering the highest tier of the City of Toronto's [Green Standards](#). It will feature a net zero carbon operations and an innovative, low-impact stormwater management system.



Habitat For Humanity collaboration

Six new apartment units in the Tridel market condominium building in Alexandra Park are being offered to Alexandra Park and Ward 10 residents through the Affordable Home Ownership Program. This is a collaboration between TCHC, the City of Toronto's Housing Secretariat and Habitat For Humanity, who will oversee the sale and financial management of these units.

The new affordable apartment units were made possible by Section 37 funding provided by the Ward 10 Councillor, which was then allocated by an Alexandra Park community vote. Half of the funding went to the purchase of the six Affordable Home Ownership units. The other half went towards the construction of net new affordable rental units, four of which will be ready for occupancy in early 2026.

250 Davenport: revitalization completed in 2024

TCHC's revitalization at 250 Davenport was completed in 2024 in partnership with Diamond Corp/Metropia. The revitalized site includes a 27-storey market condo, retrofitted garage and two parks. Additionally, TCHC's rental tower was refurbished to include significant mechanical, electrical, and façade upgrades.

Firgrove-Grassways: focused on securing funding

TCHC's plan for Firgrove-Grassways was approved by the City of Toronto in 2020. It will replace 236 TCHC units, while also adding 644 market units, and up to 107 net new affordable units. TCHC continues to work with the City to pursue funding from all levels of government for this redevelopment. TCHC is also seeking additional funding opportunities that will maximize the mix of RGI, market, and affordable units. Plans for the community also include a new park and community spaces. TCHC issued a Request for Expression of Interest to gain market insights around various redevelopment opportunities for the community in 2024. TCHC is analyzing the information received and currently discussing next steps.

Swansea Mews: moving ahead with the initial development plan

TCHC moved one step closer to rebuilding the Swansea Mews community with [Board approval of the Initial Development Proposal \(IDP\)](#) in October 2024. The IDP will go to City Council in 2025 for review and approval.

In December 2024, TCHC's Development team issued an RFP for the Swansea Mews site. The RFP gives TCHC access to a wide range of specialized consultants (like planners, engineers, and landscape architects) who will assist Development staff in preparing a comprehensive plan for Swansea Mews, including Official Plan and Zoning Bylaw amendments. Work on the comprehensive plan, which is expected to take about a year, will begin once the IDP has been approved at City Council.

Capital Plan update

Maintaining a state of good repair for the future

Facilities Management successfully completed **100 per cent** of TCHC's planned capital work in 2024. This achievement required the coordination and delivery of hundreds of planned projects and is critical to maintaining TCHC's portfolio of buildings and homes in a state of good repair.

In 2024, TCHC delivered on our full **\$350 million** Capital Plan including:



\$1 million
per day in capital
project spending

Over
1,000
projects

Over
25,000
work orders

Highlights

TCHC continues to lead the housing sector in modernizing our buildings through green initiatives and energy retrofits. In addition to greater energy efficiency, each retrofit project will modernize buildings and add to tenant comfort in their homes.

227 projects supported by the Planned Project Services team

91 envelope, roofing and structural projects

5,186 units retrofitted in 39 buildings through the Water Efficiency Program

1,469 IP Cameras installed at 19 properties

498 in-suite accessibility modifications and 10 common area accessibility projects completed

385 units renovated through the State of Good Repair In-Suite Program

2 building evaluations conducted by the City of Toronto's Rent Safe TO team in 2024 with all resulting orders closed

34 hard and soft grounds upgrades

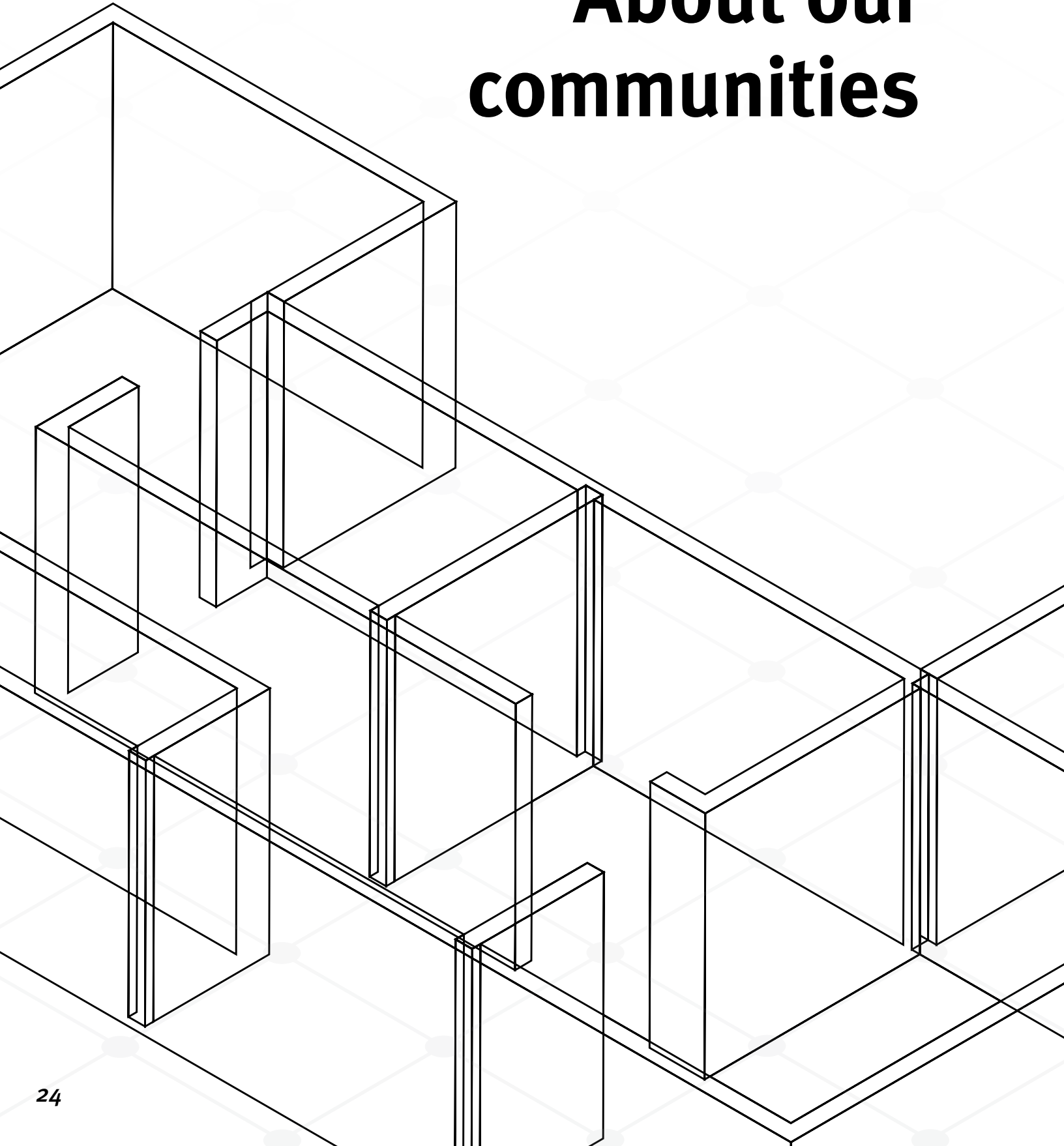
115 building upgrades to air, central exhaust, chillers and boilers, lighting, kitchen and bathroom fixtures, storm and sanitary drains

7 Building Automation System upgrade projects

5 new solar installations

4 buildings received elevator retrofits

About our communities



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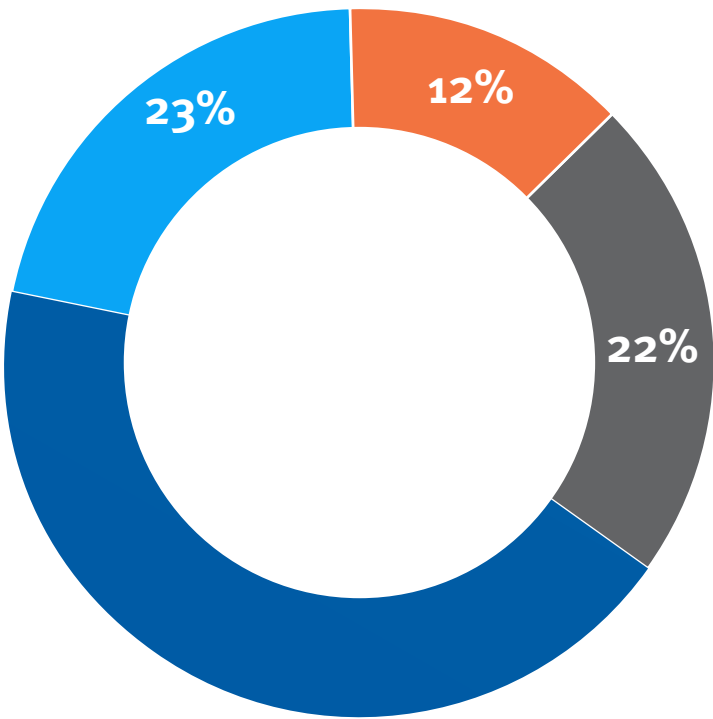
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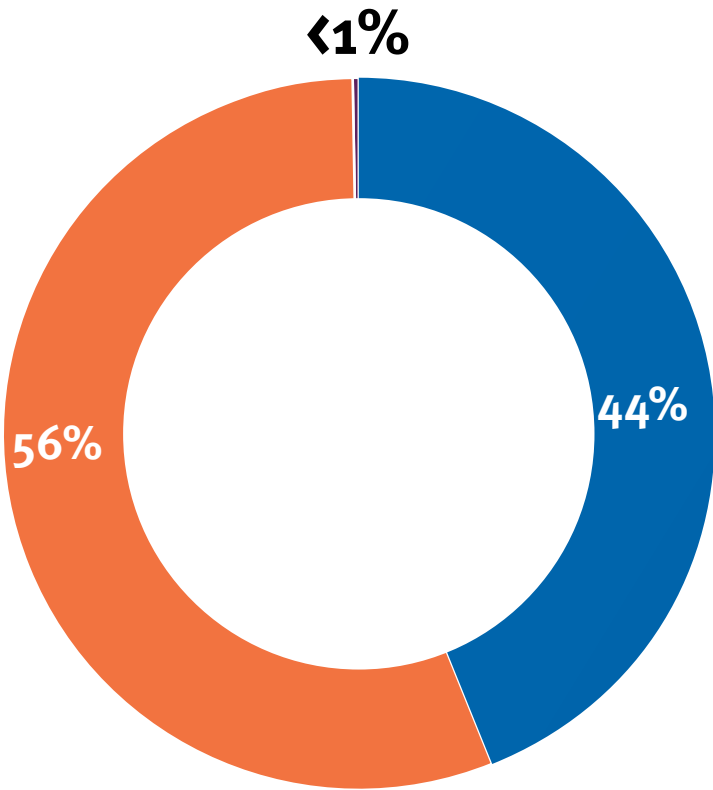





Tenants



		Total Count
	Senior (59+)	21,232
	Adult (25-58)	40,994
	Youth (13-24)	20,382
	Children (0-12)	11,198
Known Age		87,491
Unknown Age		6,315

Gender






		Total Count
	Woman*	52,861
	Man**	40,913
	Non-binary	32

*Woman includes Woman and Trans Woman

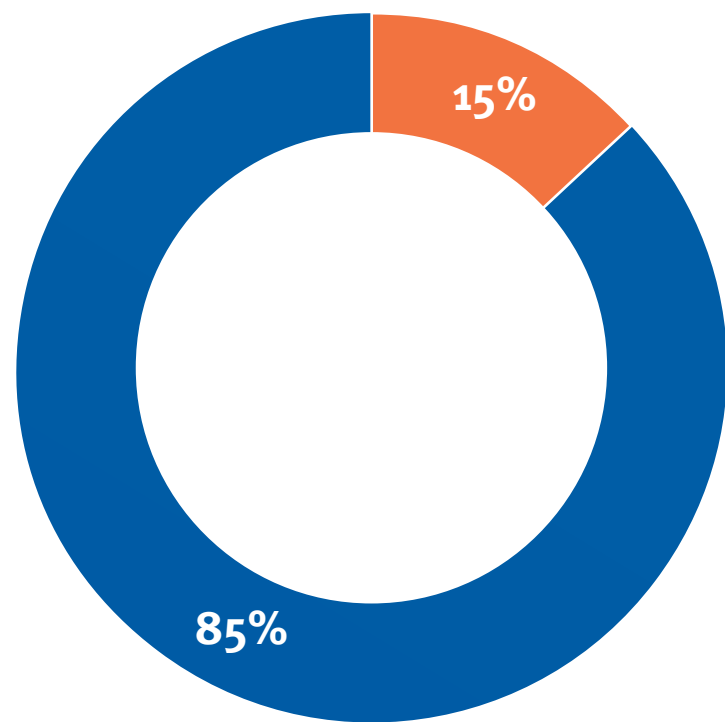
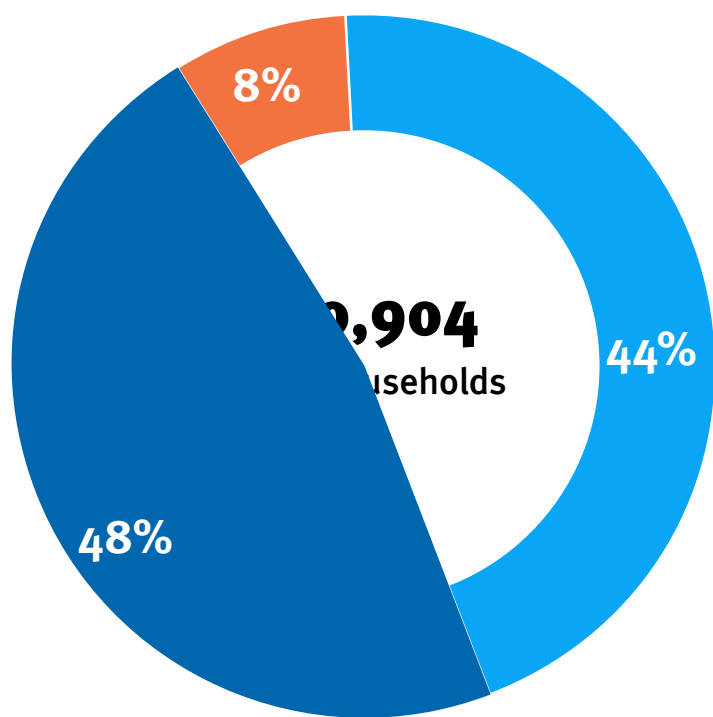
**Man includes Man and Trans Man



Households

Household Composition

	Single-person households	17,937
	Multigenerational households*	19,623
	Couple/Roommate households	3,344

*Multigenerational households include parent/child relationships of all ages

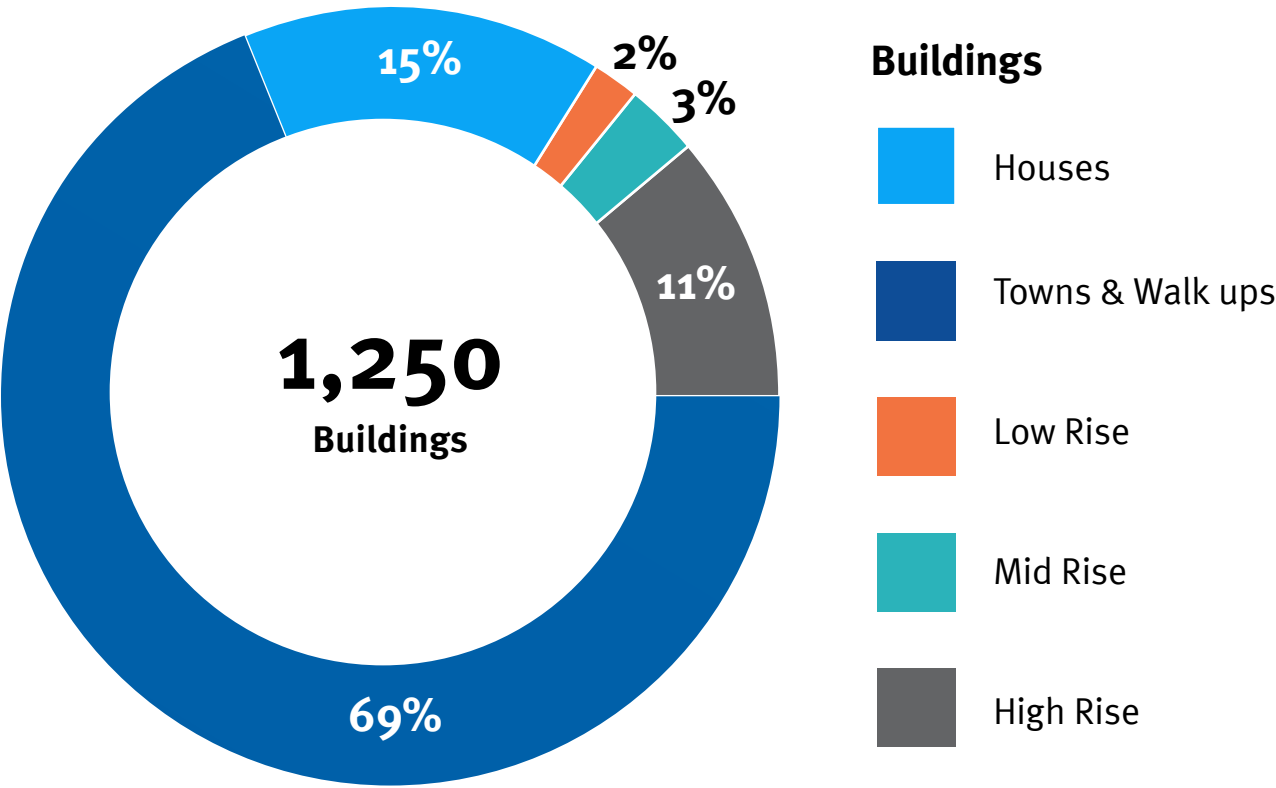


	Market households	5,957
	RGI households	34,947

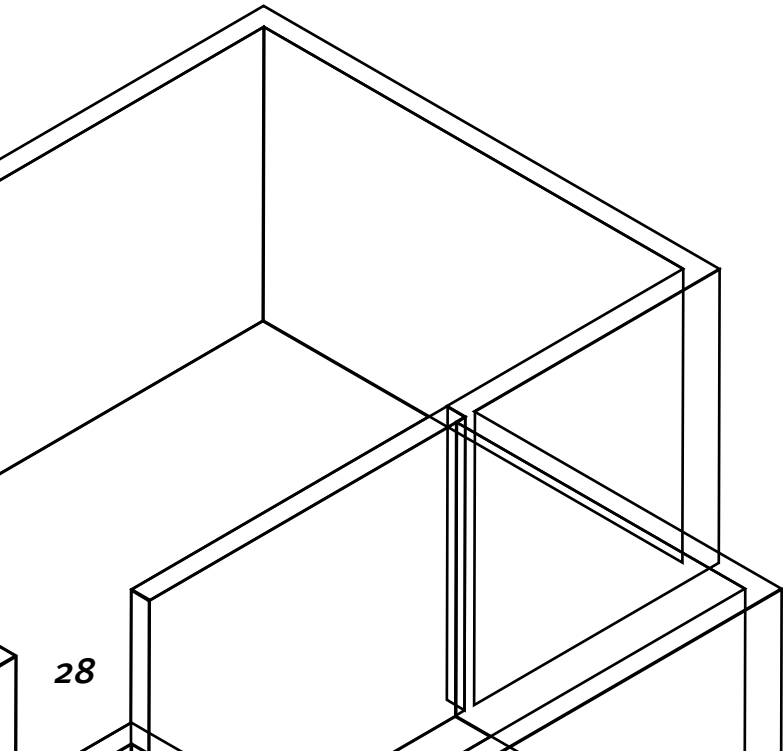
\$20,387
Household annual income

13.1 years
Average tenancy length

Buildings

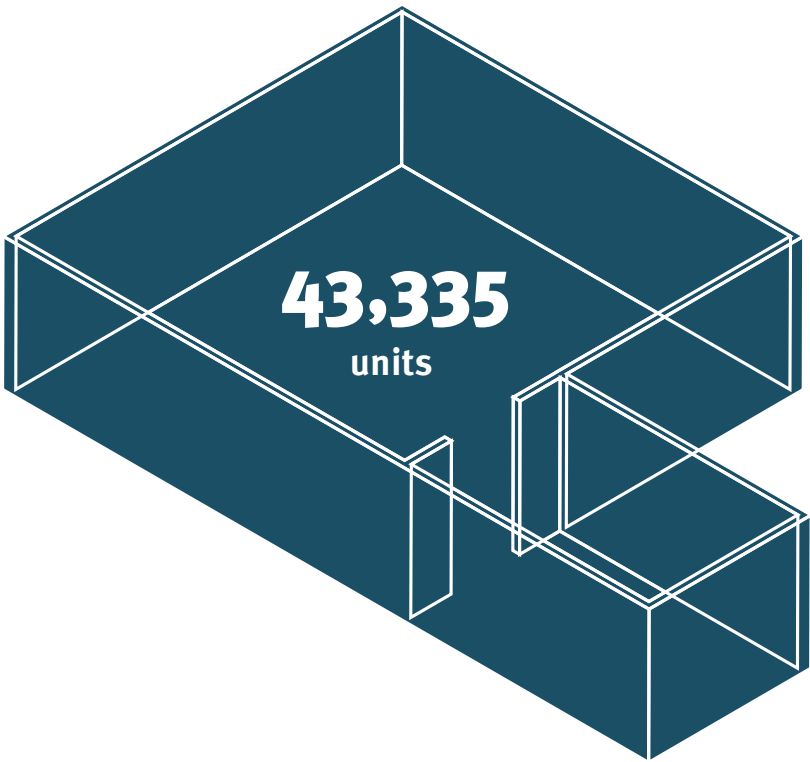


14,000 seniors units were transferred to Toronto Seniors Housing Corporation (TSHC). TCHC still owns the units while TSHC operates them.

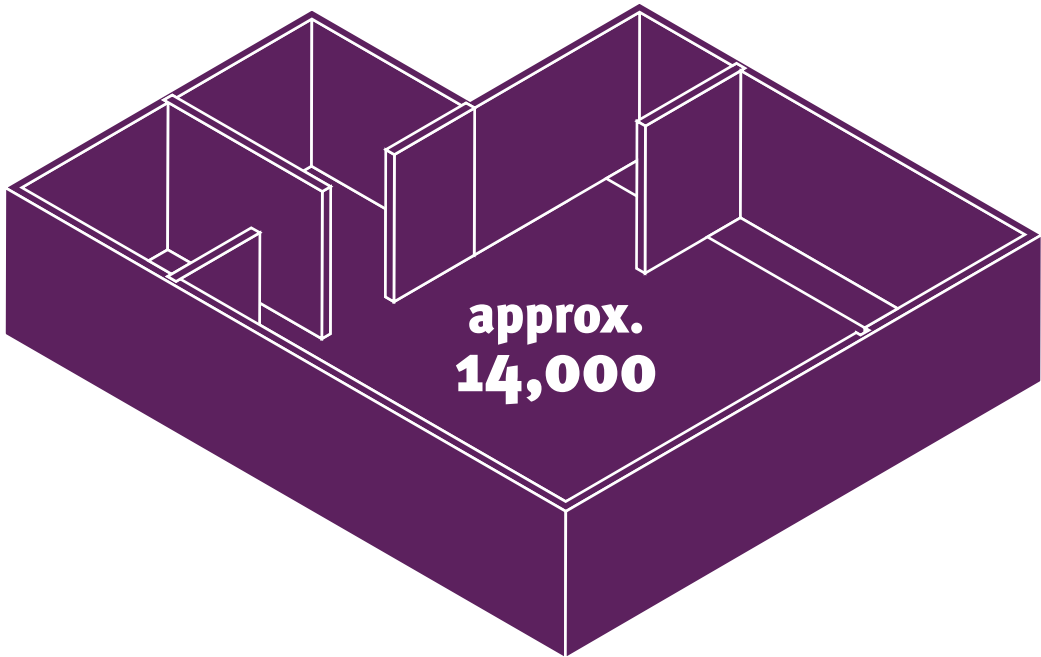


Units

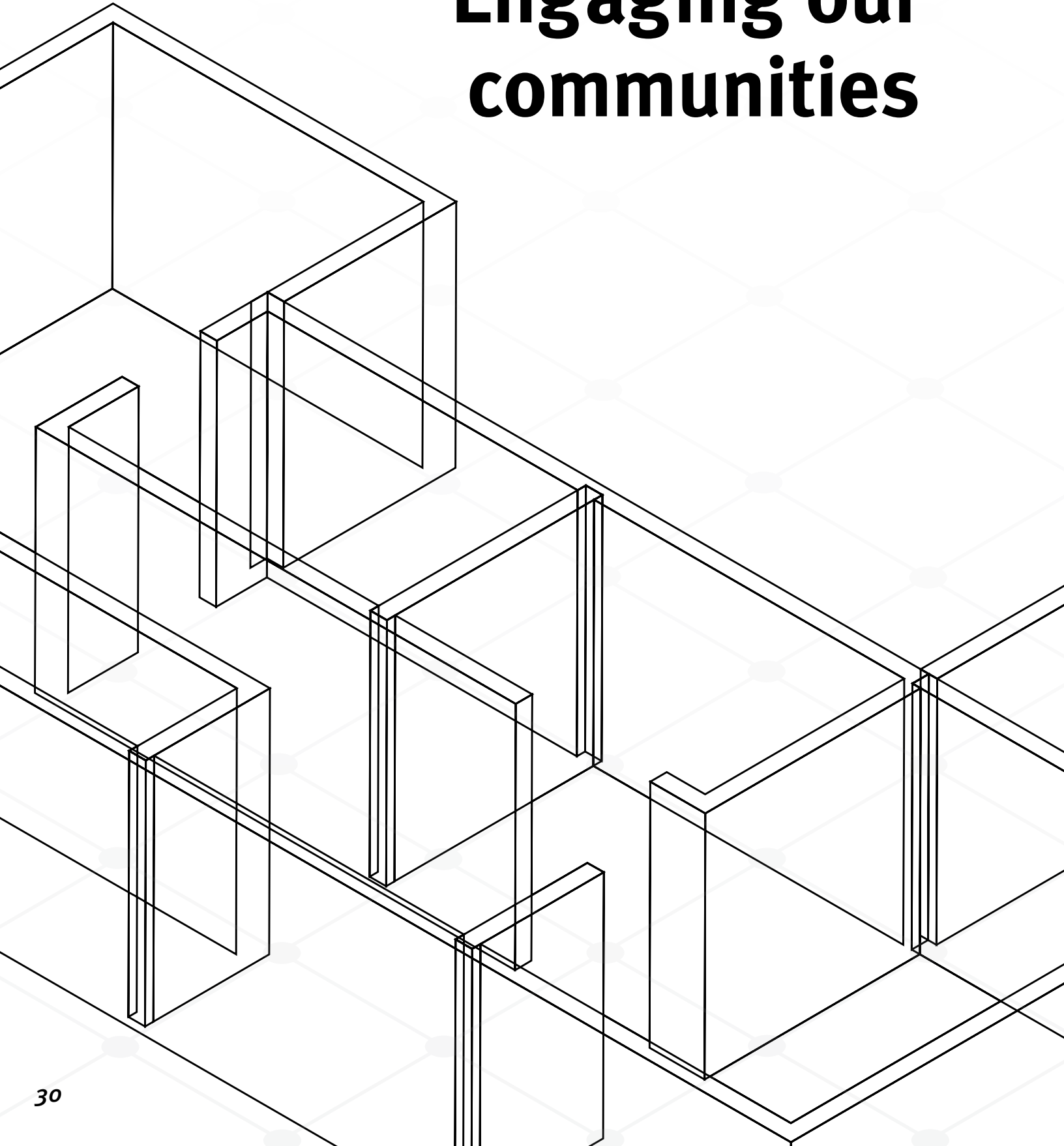
Total Units



TSHC Units



Engaging our communities



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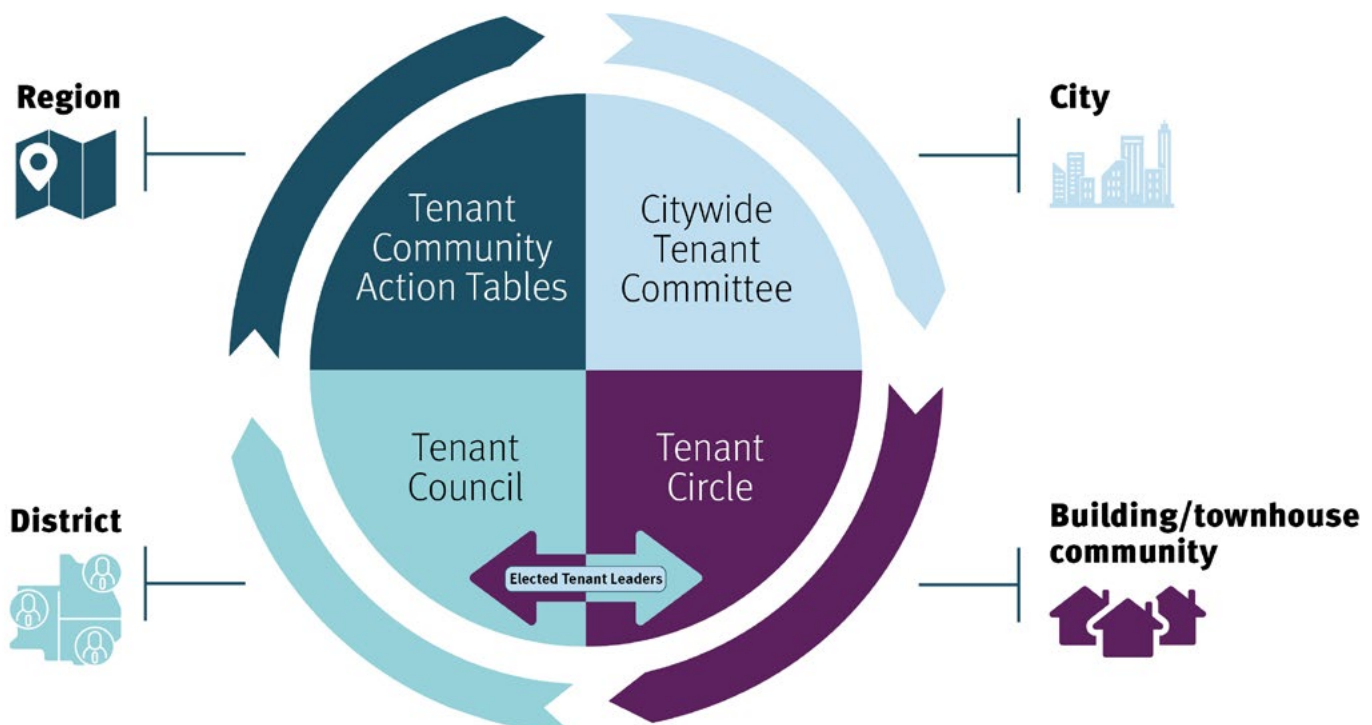


Tenant engagement

Tenant engagement at TCHC strengthens participation, collaboration, knowledge sharing, and community development. By engaging, tenants connect with one another, share insights, and contribute to building stronger, more inclusive communities.

Over the course of the year, staff worked with tenants, tenant leaders, and stakeholders to assess the Tenant Engagement model and identify improvements that could be made. Through surveys, focus groups, Tenant Advisory Committee and Tenant Community Action Table meetings among other activities, hundreds of tenant voices made it clear that a refreshed engagement system needs to be flexible, appropriately scaled, proportional, and adequately resourced and supported.

Based on this work and feedback, the Engage Together model was presented to and approved by the TCHC Board in November 2024.



Engage Together moves away from the previous hierarchy of engagement. It supports increased participation and collaboration through four equal components for tenants to influence their community and programs, policies, and processes at TCHC.

Tenant Circles will be open to all tenants of a building or townhouse, where neighbours can meet to define their local priorities and access funding to address those needs.

Tenants will also be able to participate and elect leaders to a Tenant Council within the districts of each of the three TCHC regions (East, West and Central). These councils will focus on leadership development, community priorities, and tenant-led initiatives.

Every region will continue to hold Tenant Community Action Tables in the year but moving forward, all tenants are welcome to participate in the opportunity to learn and engage with experts, exchange ideas, and provide feedback.

Lastly, there will be a Citywide Tenant Committee to provide input on the engagement system and other TCHC policies and initiatives. This committee will be made up of tenants selected through an open call.

While we move ahead with Engage Together, we reflect on the success of our 2024 programming and initiatives including Tenant Action Funds, Tenant Community Action Tables, and the Tenant Advisory Committee.



Tenant Action Funds

In its last full year of operation, Tenant Action Funds (TAF) distributed close to \$250,000 to fund tenant activities in 2024. This included the successful approval of 320 TAF applications across TCHC communities.

This past year, Tenant Action Funds were used for sports programming, breakfast clubs, community gardens, summer celebrations, back to school events, and winter holiday festivities.

The TAF program will remain active on an interim basis in 2025 until our new tenant driven Local Initiative Funding for Tenants (LIFT) launches. LIFT represents the spirit of lifting communities and ideas to new heights. We look forward to sharing more information about LIFT in the coming months, including how it will work and what it will offer.



Tenant Community Action Table

In 2024, Community Representatives and Committee members from across our communities attended a series of Tenant Community Action Table (TCAT) meetings to advocate and discuss their community priorities. One of the key objectives was to provide a forum for tenant leaders to meet on a quarterly basis. Last year's discussions included meetings focused on maintenance and pests, TCHC's Strategic Plan for 2025-2029, the Tenant Engagement System review as well as our year-end celebration of tenant leaders across all three regions.

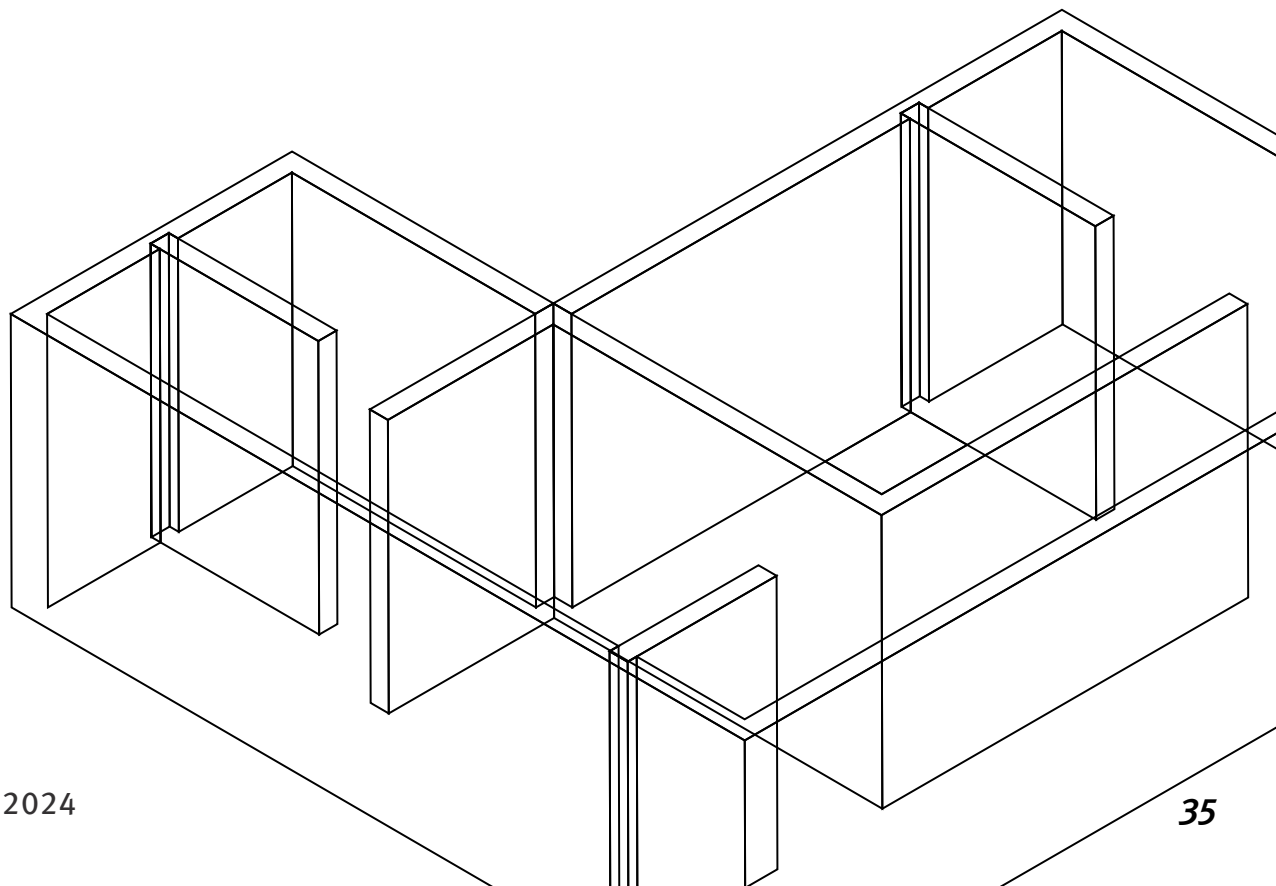
Looking ahead, the TCATs will transform to welcome all interested tenants. The frequency of the meetings will shift to twice a year and continue to allow for conversations, discussions, and capacity-building activities.



Tenant Advisory Committee

In 2024, Tenant Advisory Committee (TAC) members were actively involved in several key initiatives, including providing input on the Tenant Engagement System (TES) review, key TES programs and policies and tenant directed funding programs. TAC members also participated in discussions on corporate initiatives that advance tenant priorities, including the Deputation Policy, Tenant Human Rights Policy, and the Tenant Service Hub review. Their contributions have helped shape critical processes to make sure tenant perspectives are integrated into decision-making at all levels.

This year, the Tenant Advisory Committee will transition to become the Citywide Tenant Committee. A recruitment process to select new members will begin in the first half of 2025.



Planning for our accessible future

In 2024, the R-PATH Committee continued our accessibility work with TCHC. We are proud to share highlights of our ongoing projects:

- We said goodbye to founding member Joe Knapper, who moved away from Toronto. We thank him for more than a decade of dedicated work.
- R-PATH recruited for new members to join the Committee.
- We submitted our Planned Capital Accessibility Budget recommendation.
- We continued our work with the Strategic Communications team on accessibility in digital and print content. This included consulting on social media content, tenant guides, and writing articles for Tenant LOOP. We also shared feedback on strategy and planning, as well as tenant surveys and analysis.
- R-PATH continued to share recommendations for creating and updating policies, including for Accessibility, Language Use, Transfer, and EDI. We shared information to include all relevant aspects of accessibility in policy reviews.
- We advocated for using plain language in all TCHC communications.
- We partnered with the Facilities Management and Development teams to update the TCHC Accessibility Build Standards.
- R-PATH worked with Facilities Management on accessibility projects for unit modifications. This included Design and Engineering drawing reviews using current TCHC Accessibility Build Standards. This improves the quality of life for current tenants and improves the inventory of accessible units for future tenants.



- We also worked with Facilities Management to set priorities for accessible common space projects. This included on-site assessments with Design and Engineering staff, planning budgets for the work, co-hosting community meetings on common space projects, final project reviews, and helping guide them to completion.
- R-PATH partnered with the Operations team to deliver engagement by participating in Tenant Community Action Table (TCAT) meetings to ensure accessibility in programming and events.
- R-PATH deputized at Board and Board Committees on relevant items affecting people with disabilities.

We look forward to a very productive 2025!

Improving the tenant human rights process

TCHC is continuing to move forward on our project to improve the way we receive, investigate and resolve tenant human rights concerns. The goal of the project is to develop a centralized, proactive, equity-focused response to tenant human rights issues.

New interim procedure

In January 2024, we rolled out the new Interim Tenant Human Rights Complaint Procedure. This procedure was developed in discussion with the Ombudsman. We also held extensive tenant consultations in 2023 to get feedback on how this procedure could better support tenants.

TCHC's interim procedure contains information on how, and to whom, tenants can make a human rights complaint. It details how staff document and respond to human rights complaints, including how they can access human rights experts at TCHC. The procedure also has a reconsideration process.

Additional consultations

TCHC held in-person and online tenant human rights consultations from February to April 2024. These sessions were an opportunity for tenants to continue to share their feedback, suggest solutions, and help improve TCHC's human rights policies and procedures.

Tenants told us how we could improve the following:

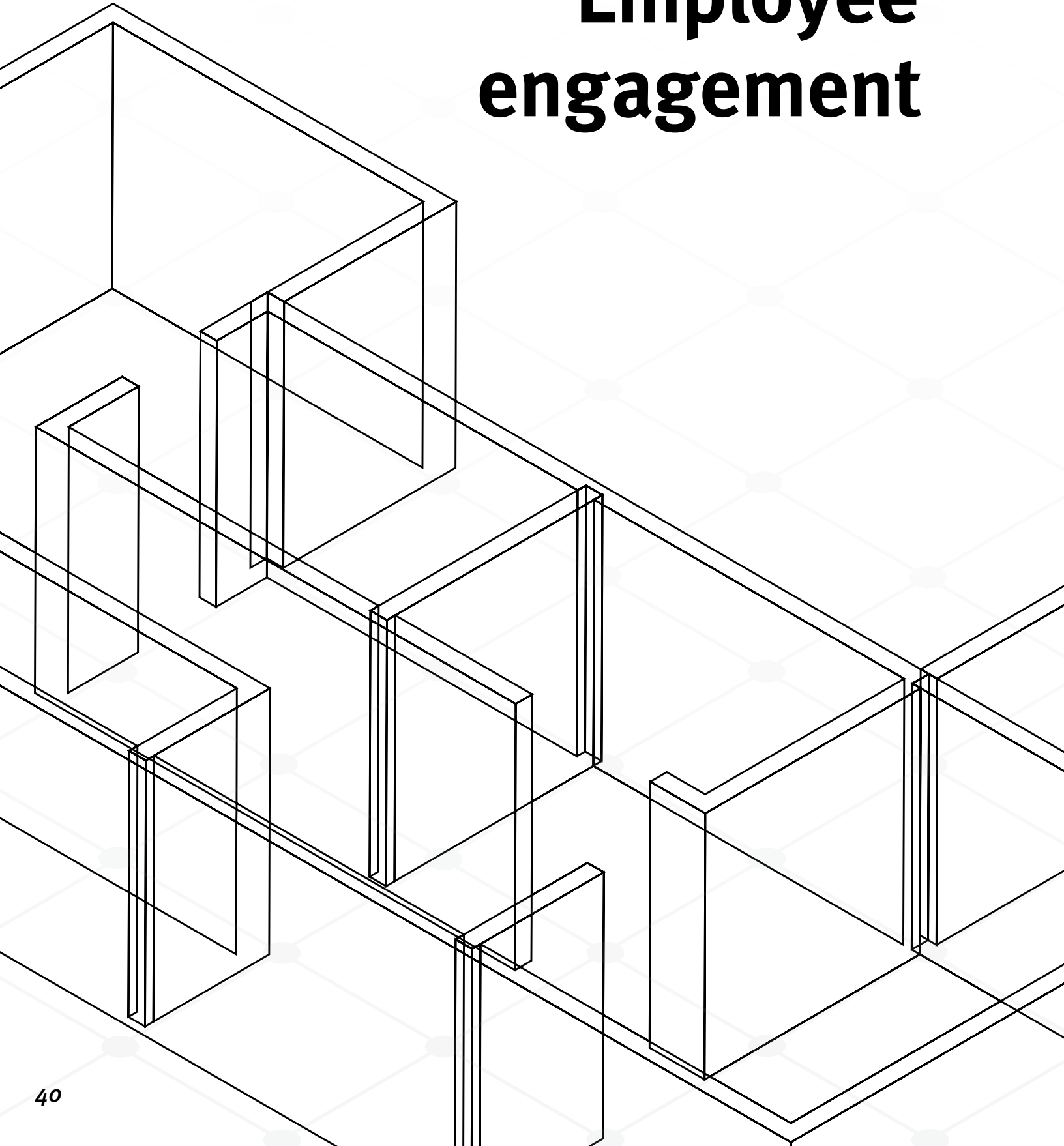
- how we intake or receive accommodation requests
- how we resolve accommodation requests
- what type of staff supports and tenant resources should be in place related to human rights at TCHC.

We spoke with over 350 tenants through these sessions. We have heard that tenants want more communication and education about how to report human rights concerns, and what will happen in the investigation process and response.

Next steps

Work will continue in 2025 to get the new policies and procedures approved by management and the Board of Directors. The new human rights policies and procedures will then be launched to staff and tenants.

Employee engagement



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Employee networks 43



Employee engagement

A healthy company culture boosts employee engagement. TCHC's culture model is comprised of seven competencies: tenant-focused, respectful, proactive, collaborative, accountable, fair and solution-driven. These competencies shape how we work and how we interact with tenants, partners, and each other. This culture model positively affects employee engagement by creating an environment of trust, empowerment, recognition, and a sense of belonging and well-being.

Service Appreciation Awards

Employee recognition is on full display at the annual Service Appreciation Awards. In 2024, we celebrated over 250 employees who reached a significant milestone in years of service with Toronto Community Housing. Employees are recognized at intervals of five years' service and given awards and certificates



signed by the CEO. At our special event, we thank employees for their commitment to TCHC and to our tenants over the years. The event was a great success and attendees enjoyed food, prizes, music, and a chance to connect with their colleagues and to hear from Executive members.

Employee networks

Diversity is a key driver in employee engagement. TCHC boasts four employee networks that provide platforms for TCHC employees to better understand advocacy and learn about the value and importance of equity, diversity and inclusion (EDI) in the workplace: Filipino Kababayan Network, Black Staff Caucus (BSC), Pride Network, and Women's Inclusion Network (WIN). These grassroots groups allow employees to share experiences, provide advice, offer mutual support and address unique member concerns in a safe environment. Hosting all-staff events like Black History Month, Pride parade, and International Women's Day provides engaging platforms for culture.

In 2024, the Black Staff Caucus (BSC) spread awareness of its initiatives to staff through events, emails, surveys, and a staff focus group. The BSC started 2024 with its annual Black History Month event for staff, featuring guest speakers



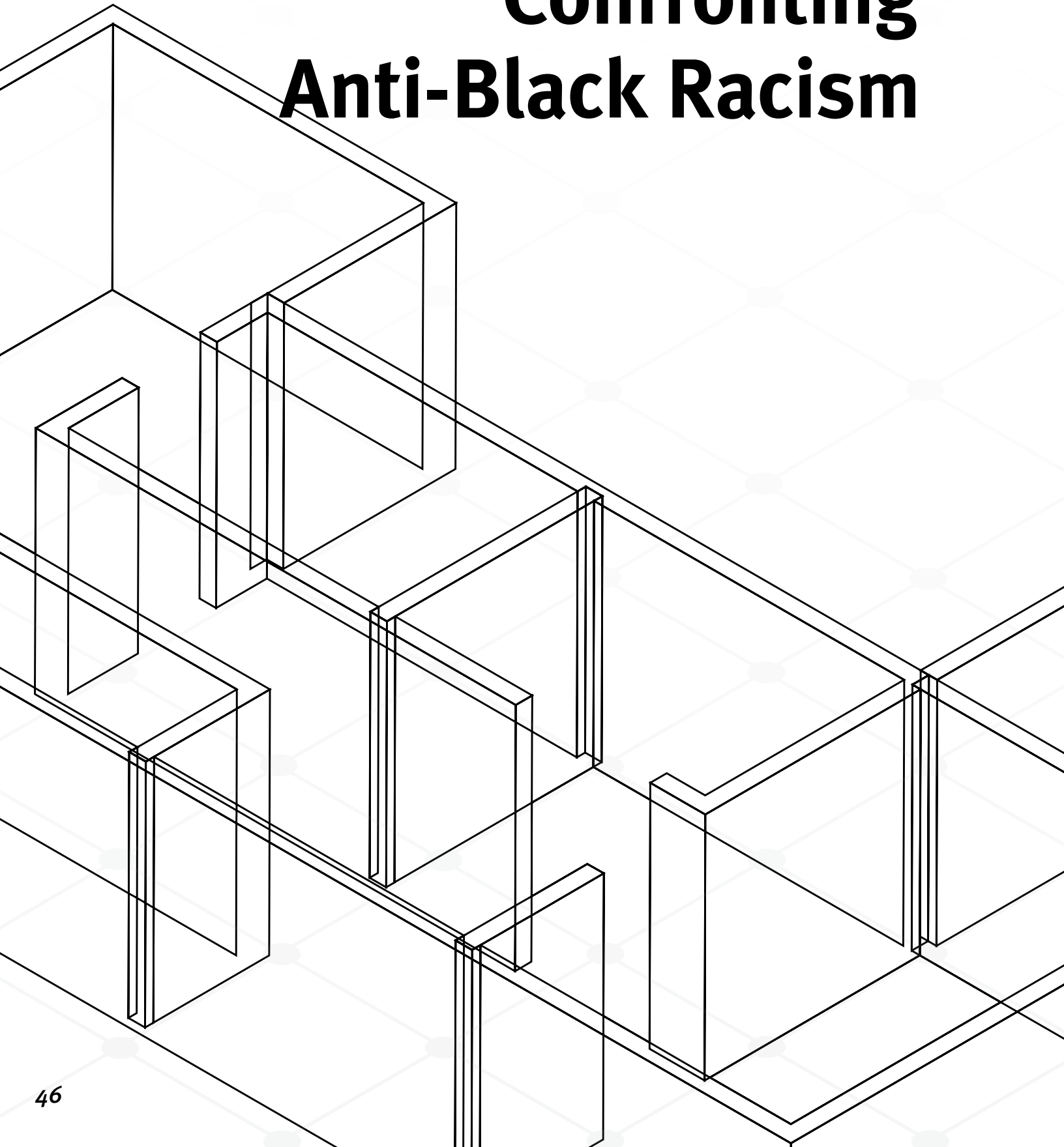
the Honourable Jean Augustine, Dr. Carl James, and Assistant Deputy Minister Angela Cooke. Throughout the year, the BSC partnered with The Centre for Advancing the Interests of Black People to support two networking events, which created space for Black employees across the organization to connect and discuss issues affecting them in the workplace.

The Pride Employee Network is an inclusive group of volunteers that supports 2SLGBTQ+ employees and allies to bring their whole selves to work, to achieve their full potential, and deliver excellent public service. The 2SLGBTQ+ acronym symbolizes the inclusiveness of our group and stands for Two-spirit, Lesbian, Gay, Bisexual, Trans and Queer, while the plus represents other sexual or gender diverse members. They organize events and work with TCHC leaders and staff to create a safer, more equitable and respectful working environment for 2SLGBTQ+ employees. In 2024 this included over 300 members who held meet and greet events, published a staff newsletter, hosted a lunch and learn in partnership with Toronto Archives, and promoted TCHC diversity by walking in the Toronto Pride Parade.

The Women's Inclusion Network (WIN), hosted events during International Women's Month, and featured employee interviews of a cross section of TCHC women in the monthly newsletter. The network collaborated with the City of Toronto's women's network, TONow, to participate in events. They also engaged with the global International Women's Day network to introduce TCHC staff to virtual events beyond Toronto's borders. In alignment with the 2024 theme for International Women's Day, #InspireInclusion, women and allies participated in an internal employee and external social media campaign with a photo collage.



Confronting Anti-Black Racism





Celebrating a three-year milestone of the CABR Strategy at TCHC

At the end of 2024, The Centre for Advancing the Interests of Black People (The Centre) celebrated the third anniversary of its inception following the approval of the Confronting Anti-Black Racism (CABR) Strategy and CABR Action Plan back in 2021.

With 40 per cent of tenants self-identifying as Black, the CABR Strategy and Action Plan includes initiatives intended to improve the service delivery model and quality of life for Black tenants. Over the last three years, The Centre has led the implementation of the CABR Action Plan and provided TCHC with the foundation to confront anti-Black racism through policy support, community engagement, and training.

Key highlights of The Centre's 2024 initiatives include:

Hosting four virtual lunch and learn events to build on the foundations of confronting anti-Black racism and provide staff with tools and resources to implement the CABR Strategy in the workplace.

.....

Providing CABR training to 1,061 TCHC staff over 75 sessions, totalling 6,360 training hours.

.....

Partnering with the Strategic Planning and Communications division to host a strategic planning session with Black tenants. The session provided a space to input on how to integrate CABR into TCHC's 2025-2029 Strategic Plan.

.....

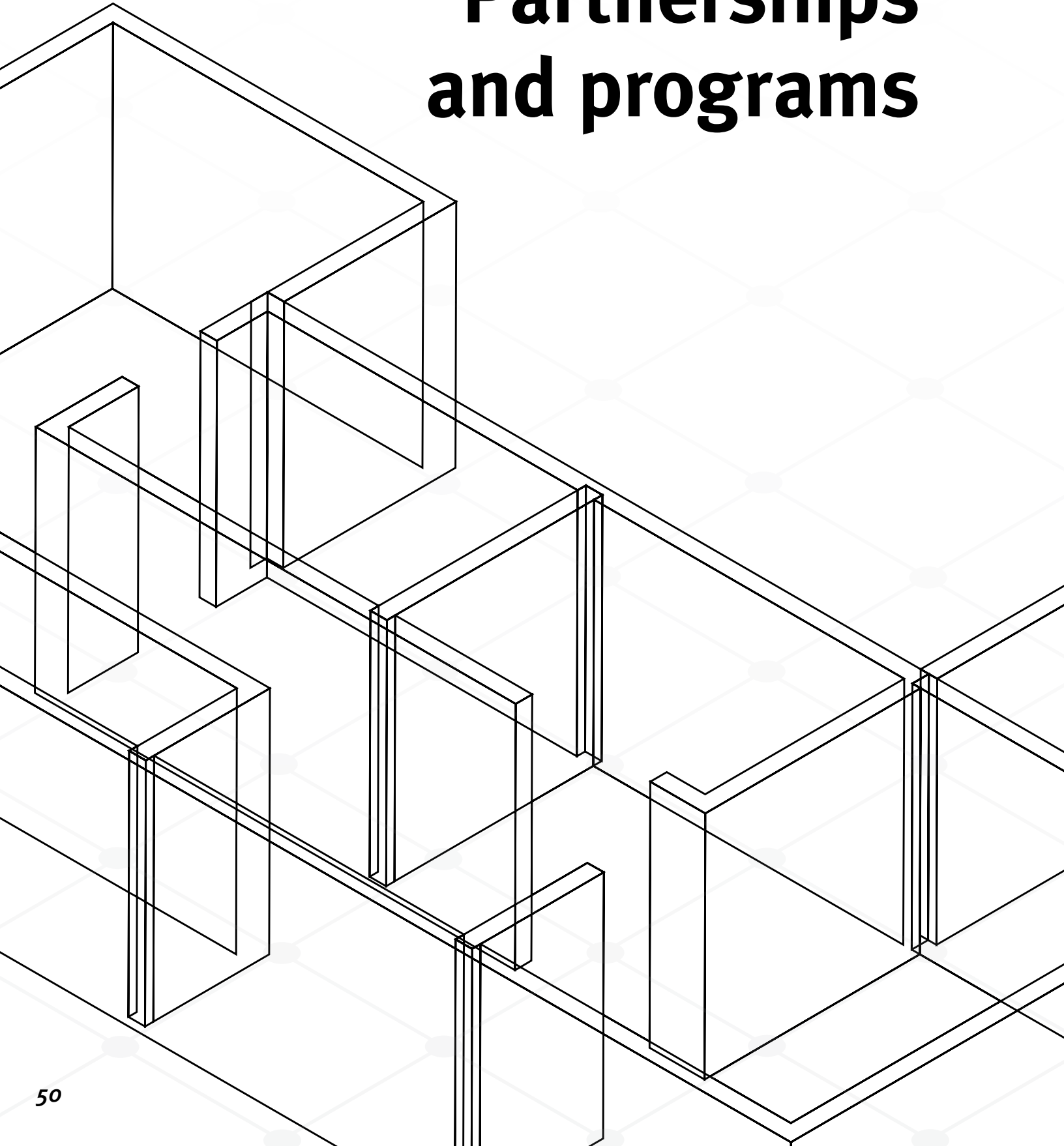
Investing \$45,000 in nine community projects approved through the Centre Community Funds to support tenants and tenant groups who want to lead Black-led, Black-focused, and Black-serving initiatives.

.....

Collaborating with the Community Safety Unit to launch the inaugural Cadet Program, providing TCHC youth employment opportunities to law enforcement.

To read more about The Centre's 2024 highlights and information about The Centre team, visit torontohousing.ca/CABR.

Partnerships and programs



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Programs and partnerships

With our corporate partners and funders, TCHC reached thousands of tenants in communities across the city with free and accessible programming in 2024. Tenants of all ages participated in regional and city-wide programs. These programs focused on physical literacy, arts, education, employment, leadership skills, mental and physical wellbeing, and more.



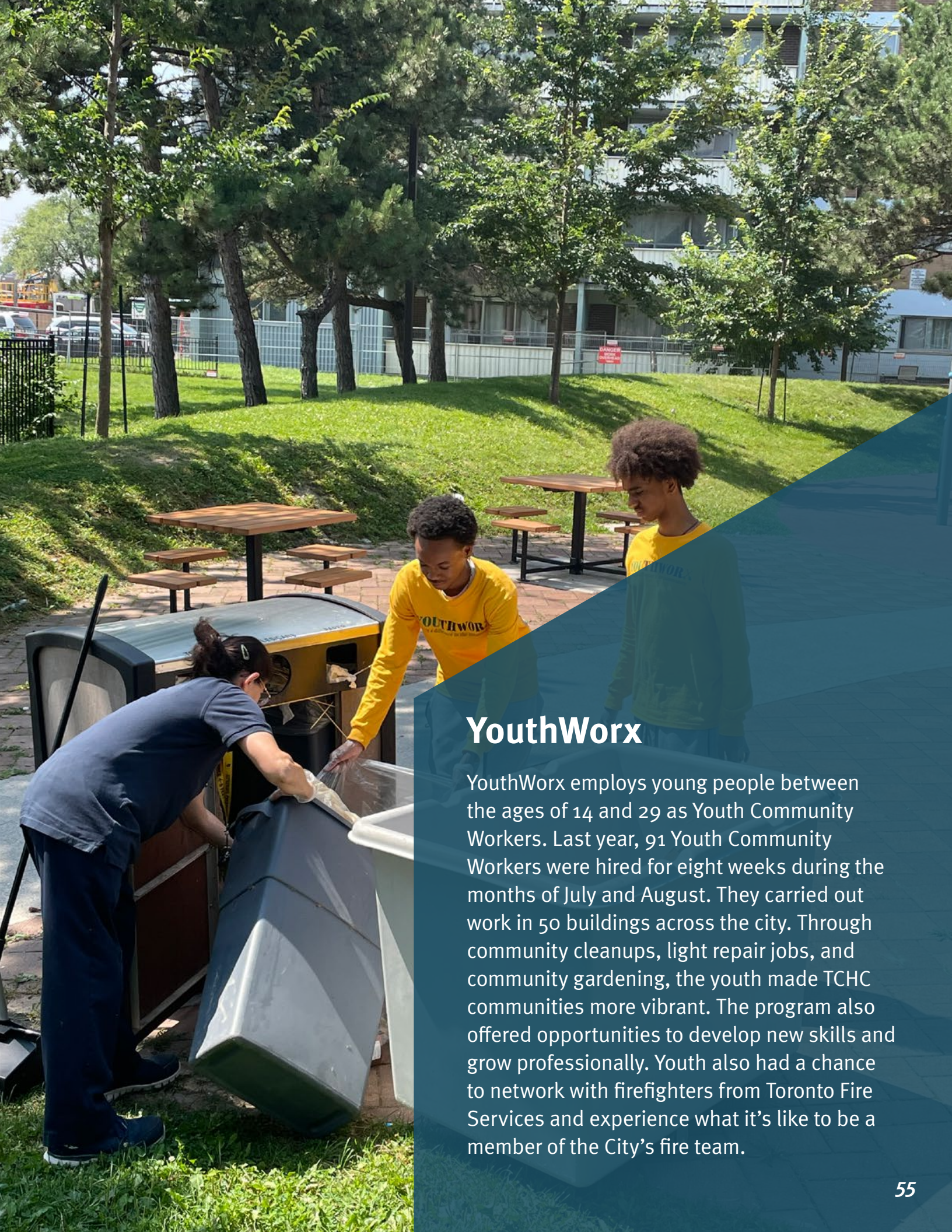
Rookie League (with funding from Jays Care Foundation)

2024 was another successful season of Rookie League where children ages 6 to 12 made new friends and gained new skills. The popular, summer-long day camp launched with Opening Day 2024 at the Toronto Zoo. More than 350 kids from 17 communities gathered to participate in a full day of scavenger hunts, water activities, and interactive games in the company of friendly zoo animals.



KickStart (in partnership with MLSE Foundation)

In 2024, over 500 kids ages 6 to 14 registered for spring and fall soccer camps across the city. Tenants participated in physical activity through skills and drills, stretches, and scrimmages with their peers. This year was particularly special because Jonathan Osorio, captain of Toronto FC and a member of the Canadian national team, came out to play with some of the children and share what it was like to play in the last World Cup. For the launch of the fall season, Toronto FC legend and former TCHC tenant, Dwayne De Rosario, came out to sign autographs. Kids made life-long memories through this program.



YouthWorx

YouthWorx employs young people between the ages of 14 and 29 as Youth Community Workers. Last year, 91 Youth Community Workers were hired for eight weeks during the months of July and August. They carried out work in 50 buildings across the city. Through community cleanups, light repair jobs, and community gardening, the youth made TCHC communities more vibrant. The program also offered opportunities to develop new skills and grow professionally. Youth also had a chance to network with firefighters from Toronto Fire Services and experience what it's like to be a member of the City's fire team.



Midnight Basketball League (in partnership with MLSE Foundation, the Toronto Raptors, and University of Toronto)

Midnight Basketball League provided a positive space for boys ages 14 to 18 to develop their skills both on and off the court. During both the spring and summer seasons, the boys took part in professional development workshops. With the help of mentors and special guest speakers, participants heard from experts on academics, employment, leadership, as well as physical and mental health. In 2024, for the first time ever, TCHC brought the program to one region for a winter season. Called “Midnight Basketball East,” the program ran exclusively in the East region for six weeks at the University of Toronto Scarborough and Toronto Pan Am Sports Centre.



League of Her Own (in partnership MLSE Foundation and the Toronto Raptors)

League of Her Own entered its third season in 2024 and continued to make a huge impact on TCHC female youth ages 13 to 18. This year's collaboration between TCHC and MLSE LaunchPad allowed more tenants to participate and provided access to a quality facility and athletic staff. Over 60 girls from TCHC communities and MLSE LaunchPad programs came together weekly to learn, practice, and enhance their skills for seven weeks in the summer. During the season, the program hosted six teams of participants that were led and coached by female professional athletes and student athletes. Development workshops were designed with the theme of self-esteem, to see long-lasting confidence both on and off the court.

Investing in Our Diversity Scholarships

In 2024, TCHC awarded Investing in Our Diversity Scholarships (IIDS) to 36 youth tenants. These students went on to attend eight universities or colleges across Canada, focusing on 36 areas of study. Their studies include subjects in artificial intelligence, accounting, life sciences, and more. The celebration event in the Regent Park community was the first time many long-time donors attended an event in a TCHC building. A total of \$144,000 in scholarships were awarded! During the event, attendees enjoyed hors d'oeuvres, a buffet dinner, live music, and an art exhibit featuring works by TCHC tenants.

IIDS recognized TCHC youths who demonstrated academic excellence and volunteer involvement in community leadership, anti-racism, or diversity initiatives. Thanks to the scholarship's generous donors, each recipient received \$4,000 to pursue post-secondary studies or professional training. These scholarships promote youth empowerment, diversity, and community safety in Toronto.



2024 Investing In Our Diversity Scholarship Founding Partners

Blaney McMurtry LLP and Scadding Court Community Centre

.....

2024 Investing In Our Diversity Scholarship Donors

Anne Fleming, Blaney McMurtry LLP, BOLT Charitable Foundation, Dentons Canada LLP, Ed and Fran Clark, Joe Pace & Sons Contracting Inc., Scadding Court Community Centre, Sinai Health, Toronto (Central) Lions Club, Wealthsimple Foundation, and Yardi Canada.

Revitalization Scholarships

In 2024, a total of 50 tenants living in revitalization communities received scholarships with a total value of \$130,000.

TCHC continued to work with development partners Context Development Inc., RioCan Living and the Applegrove Community Complex to deliver the fifth annual Don Summerville Scholarship Program. In 2024, three tenants were recognized for their commitment to their community.

In August, the final five scholarships were distributed at Allenbury Gardens, bringing the scholarship program to a close. Developer Partner FRAM was present and has contributed \$70,000 over the course of the Allenbury Gardens Revitalization to 26 tenants.

The final three scholarships were distributed at Leslie Nymark in August. Developer Partner Tridel was present, and has contributed more than \$90,000 over the course of the Leslie Nymark Revitalization to 25 tenants.

In TCHC's Regent Park community, \$50,000 was distributed to 15 outstanding students as part of the phases 4 and 5 scholarship program. The scholarships are funded through TCHC's partnership with Tridel.

In October, a total of 12 scholarships were awarded as part of TCHC's revitalization of the Alexandra Park community. The scholarships, totaling \$40,000, were given out with Tridel, TCHC's developer partner on the project.

Twelve tenants from 250 Davenport were able to access various educational opportunities through the Learning for Life program funded by developer partner Diamond Corp./Metropia.

The Next Surgeon

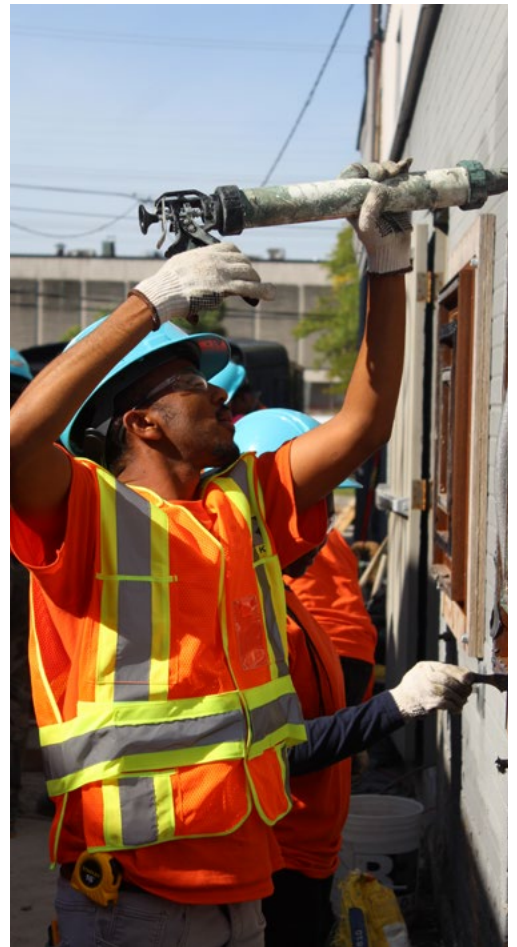
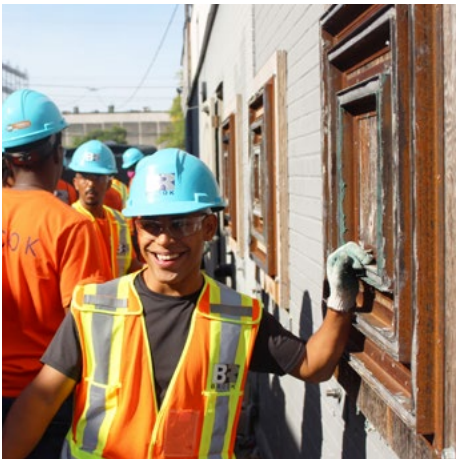
The Next Surgeon received the 2024 Innovation Award by the Ontario Non-Profit Housing Association. The award recognized the program and TCHC for developing an innovative response to an environmental, operational, or community challenge. In partnership with Unity Health Toronto, UPSURGE, and the University of Toronto Temerty Faculty of Medicine, The Next Surgeon continued to inspire the next generation of students who are interested in cardiac and neurosurgery and emergency medicine. Through in-person workshop sessions in a hospital setting, youth tenants got an opportunity to network with medical students and specialized doctors. These aspiring medical professionals participated in simulation workshops at The Michener Institute of Education, trying their hand at coronary anastomosis, surgical hand tying, suturing, and laparoscopic surgery. 2024 was another successful year for this unique and impactful program.



Brook Restoration Pre-Apprenticeship Program

Since 2017, TCHC has partnered with Brook Restoration Ltd. to offer a ten week, paid, pre-apprenticeship program. This pre-apprenticeship offers applicable experience to youth tenants ages 16 to 29 who are interested in a career in the trades. In 2024, the program included many youths who have had no prior experience or knowledge in the skilled trades. Fifty youths, both tenants and non-tenants, attended in-class and hands-on training at Brook Restoration's facility in north Etobicoke.

After being trained in caulking, carpentry, brick laying, masonry, and health and safety, the youth were deployed to job sites for eight-week work placements to gain real-life experience. The job sites included TCHC neighbourhoods so youth tenants could contribute to their own communities. Over the years, dozens of tenants have been offered full-time jobs upon graduation from the program. In 2024, 14 TCHC youths were hired after finishing the program and we look forward to seeing even more careers launched in the future.



Community economic development

TCHC's Community Economic Development (CED) team leads initiatives and partnerships that create, facilitate, or promote sustainable economic opportunities for tenants. In 2024, more than 4,000 tenants registered for CED programs, including career and professional development events.

Last summer, in partnership with Carpenters' Regional Council, TCHC hosted the "Trades in the 6ix" fair for tenants ages 16 to 35. More than 250 youth from TCHC communities attended to explore different skilled trades professions, listen to panel discussions, and network with industry unions and educational institutions.

In the fall, TCHC hosted a Women's Job Fair at Ellesmere Community Centre in the East region. Presented by the East Tenant Community Action Table and the CED team, over 300 tenants and members of the public attended the fair, featuring public sector, non-profit, and private sector organizations. Participants connected with various organizations to learn about available job opportunities. The fair was a success thanks to our amazing partners at the City of Toronto, Toronto Employment & Social Services, Parks, Forestry & Recreation, Toronto Youth Partnerships & Employment, YWCA, The Neighbourhood Group, and all the amazing employers who supported the event.

The "Returnship," TCHC's fall internship program, focused on recruiting tenants age 35 or older looking to return to the workforce or start a new career. The program hoped to inspire tenants who were interested in learning and gaining new skills. From October to December the program provided participants first-hand, professional experience working in a variety of TCHC departments including Operations, Programs and Partnerships, Tenancy Management,



Communications, and Learning and Organizational Development. This year, we worked with 12 amazing interns who left with new connections and invaluable work experience.

This year the team also held another successful session of “I Am Thriving.” This networking event supports women who live in TCHC to excel in business while embracing mental well-being. Over 70 women registered for the event that featured special guest speakers, food, and live entertainment. Participants benefited from lessons on how to stay motivated, tips for time management, and advice on finding their true passions. Everyone left inspired to unlock their full potential to start or grow their businesses and prioritize mental health in a women-empowered space.

Thank you to our donors and partners

We are grateful to the generous organizations and individuals who provided donations within our communities. In 2024, these donations made a difference in our communities and brought joy to many children, families, and individuals.

Investing In Our Diversity Scholarships (IIDS)

FOUNDING PARTNERS AND DONORS



DONORS



Wealthsimple Foundation

大成 DENTONS



Ed and Fran Clark | Anne Fleming

ILODS – Additional partners and supporters:

Centennial College

Seneca College

The Neighbourhood Group

Toronto Metropolitan University (Spanning the Gaps programs)

University of Toronto

Homeward Bound Toronto

WoodGreen Community Services

Brook Restoration Pre-Apprenticeship Program

Brook Restoration Ltd.

YouthWorx

City of Toronto

Khalil Dorival

Metrac

Peacebuilders Canada

Toronto Fire Services

Toronto Police Service

Wealthsimple Foundation

Outreach Kids

CultureLink

Gordonridge Action Centre

Toronto Fire Services

Toronto Police Service

Rookie League

Jays Care Foundation

Midnight Basketball League and League of Her Own

MLSE Foundation

Toronto Raptors

University of Toronto

Midnight Basketball East

MLSE Foundation

University of Toronto Scarborough

BGC East Scarborough

KickStart

MLSE Foundation

The Next Surgeon

Unity Health Toronto

University of Toronto Temerty Faculty of Medicine

UPSURGE

Back-to-school supply donations

The John Tavares Foundation

Active Living March Break Arts Camp

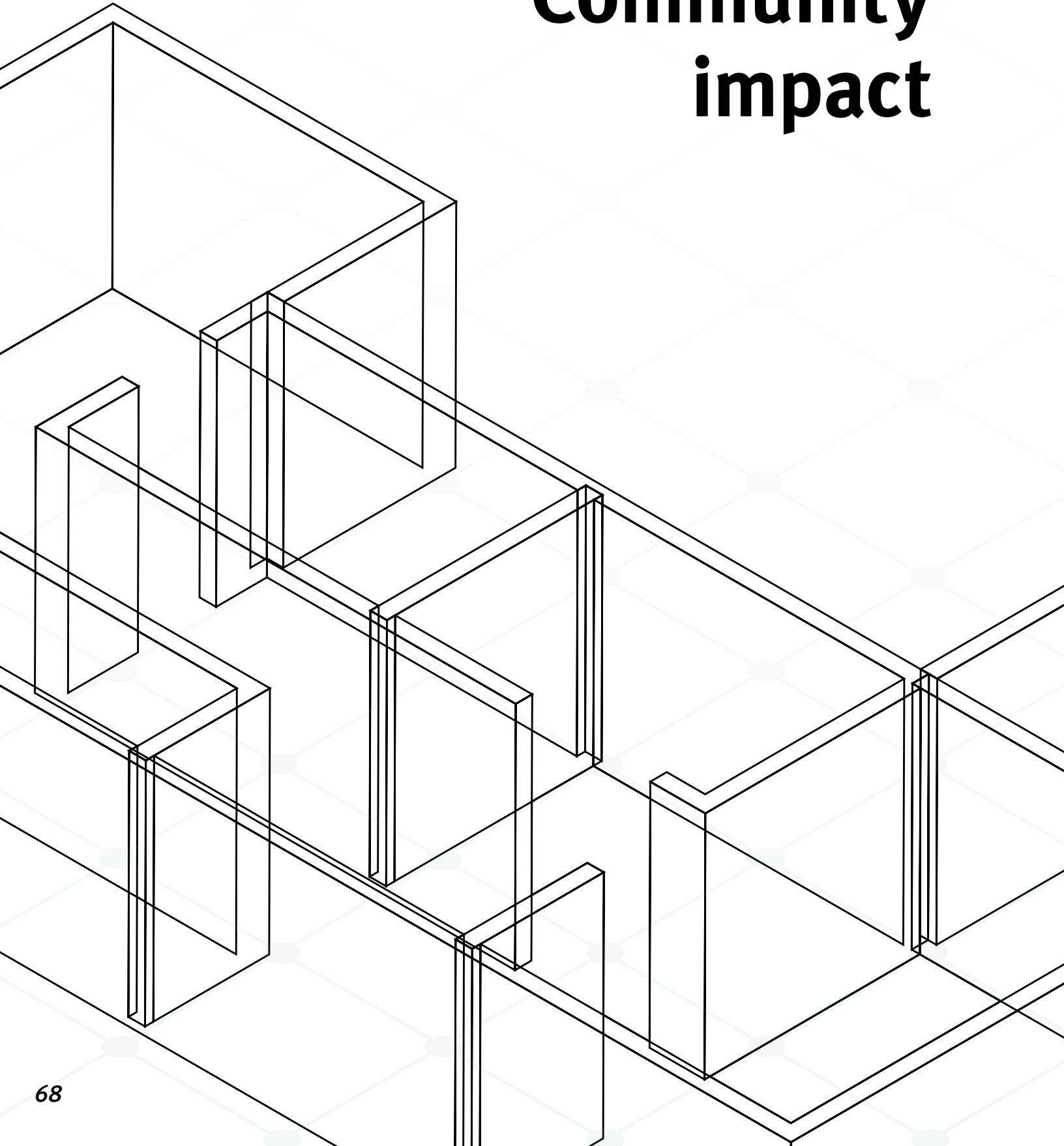
Extra Ed

Visions of Science

InspireHER

KickBack Foundation

Community impact



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Impact across the city



◀ In April, the 2024 [Moving Toward Opportunity](#) program cohort was the largest to-date, with 33 youth registered. This initiative, a joint effort between TCHC, The Daniels Corporation, the City of Toronto, Dixon Hall, and Pathways to Education, created awareness about future career opportunities, equipped youth with employment skills for today's labour market, and offered them the opportunity to grow their professional networks.

TCHC families had a blast at the **Toronto Hoopers Academy in Regent Park**, all thanks to the partnership between TCHC and **Play Forever**.



► In June, nearly 2,500 Regent Park residents came out for the annual [Regent Park Summer Safety Jam](#) — a free, fun-filled community celebration hosted by TCHC with support from developer partners Daniels and Tridel. The event featured a free halal BBQ, formal remarks, live entertainment, a local bazaar, family activities, and more. Community partners included: **Mothers of Peace, Regent Park Pride Collective, Friends of Regent Park, Local Fire Services, 51 Division Police, Councillor Christopher Moise and MPP Kristyn Wong-Tam's office.**



◀ TCHC and [The Atmospheric Fund](#) kicked off a deep, multi-measure retrofit at Field and Tree Sparroway, a townhouse complex in North York that is home to about 175 families. **Building Up**, a social contractor, will support the project by installing LED lighting, painting, and providing general site labour.



◀ Thanks to the generosity of **The John Tavares Foundation**, two TCHC tenant families travelled to Barrie in August to have dinner with the Tavares family and [receive backpacks and school supplies for the upcoming school year](#). The families were invited to watch the 2024 Boots and Hearts Barn Burner charity hockey game at Sadlon Arena.

TCHC launched two employment drop-in programs in Chester Le and Flemington Park with our partners, **ACCES Employment** and **ACSA Community Services**. Tenants and community members gathered for an afternoon of music, food, and a resume building workshop.

▶ In September, through our Community Partners Program with Jays Care Foundation we had the opportunity to take our East Region LIT's (Leaders in Training) to a **Toronto Blue Jays** game.

[Alexandra Park's newest multi-sports court](#) also opened in September thanks to a partnership with TCHC, Tridel, Rogers Communications, The John Tavares Foundation, Time2Play, and Their Opportunity.





This holiday season, the Community Safety Unit (CSU) focused on giving back to the individuals and families it serves. In December, volunteers, TCHC staff, community partners, and CSU handed out food, gift cards, and winter gear to tenants. Staff also made sure to deliver food and other items directly to some tenants in need. As part of these giveaways, CSU and our partners were able to provide more than 13,000 people with warmth, support, and friendship at a difficult time of the year. We'd like to thank:

- No Frills - Yorkgate Mall
- SVP Sports - Yorkgate Mall
- Canadian Tire - Innisfil
- Gangster Cheese
- Harvey's Restaurants
- Snooky Tynes Soul Express Band
- Downey Farms
- Toronto Transit Commission
- Global Medic
- William Opong
- Toronto Police Service
- Toronto Community Crisis Service
- Toronto Star Children's Charities
- Morgan's Hands
- Carol and Company

United Way

In 2024, TCHC continued to build on the momentum generated for our United Way campaign. We set a new fundraising record, raising 11 per cent more than last year. Despite the shortened campaign timeline, the volunteer participation rate remained strong. Approximately 190 employees volunteered to support TCHC's United Way campaign, more than 40 of whom volunteered for multiple events. This represents a volunteer rate of 8.5 per cent of the employee base!

TCHC staff have demonstrated an unwavering commitment to supporting the critical work of United Way. Over the last three years, United Way Committee members have worked tirelessly to involve their colleagues across the organization and encourage them to support the campaign. This is also the third year in a row that TCHC's United Way Campaign has surpassed its fundraising targets and set new corporate fundraising records. For this reason, TCHC endorses its entire committee for City recognition of their work.





Violence Reduction Program

The Violence Reduction Program (VRP) is a joint initiative between Programs and Partnerships and the Community Safety Unit (CSU). It was launched to improve the safety and security of tenants and respond to disproportionate incidents of violence in TCHC communities. Offering socio-economic opportunities and community support, many VRP programs are run in collaboration with the Toronto Police Service and the City of Toronto.

In 2024, TCHC continued its efforts with VRP:

- Worked with the City of Toronto and Toronto District School to expand The Stage Program, serving 35 children and their families.
- Held 2,604 community safety interventions, and conducted 13 VRP-related safety audits and 4,679 neighbourhood patrols to help address crime issues through tenant engagement and community design.
- Partnered with the Active Living team to host the first [Kings of the Court basketball tournament](#). This event brought together youth from different VRP communities to play basketball, be inspired by guest speakers, and connect with community partners.
- Collaborated on iHelp project development, including creating three new community spaces in VRP communities.
- Supported tenant groups and youth leaders in developing, implementing, and receiving funding for local fitness, mental wellbeing, and conflict resolution programs.



TCHC's conservation made giant strides in 2024

Our Conservation team is making significant progress in sustainability and efficiency. Our goal is to reduce energy consumption by 25 per cent by 2028. In 2024, Building Utility Reports (BUR) were produced for 172 high-rise buildings to provide clear insights into utility performance across TCHC communities. These reports help our staff to proactively identify inefficiencies and implement sustainable solutions.

Through targeted programs, tenant engagement, and staff training, we continue to enhance operational efficiency while creating healthier and more comfortable living environments.

Using bulletin boards, in-person events, and online platforms, we educate tenants about conservation efforts. A total of 26,648 tenants took part in various initiatives including Earth Day cleanups, thermostat education, and energy and water conservation workshops.

To enhance tenant comfort and promote energy efficiency, we distributed thermostat kits in new developments and engaged residents through surveys and lobby intercepts. Giveaways including LED bulbs and power bars further encouraged energy-saving habits.

One standout initiative, the Regent Park Conservation Project, reached 76 per cent of units through door-to-door outreach. The team also hosted multiple lobby intercepts, providing LED bulbs and practical energy-saving advice.

Our waste management efforts led to significant improvements. Through enhanced waste compaction, tenant education, and expanded recycling



programs for seniors, we distributed over 4,700 waste kits through door-to-door outreach. The Smart Compaction Program saved \$267,000 and reduced waste pickups by 2,853.

Recognizing the importance of well-maintained heating, ventilation, and air conditioning (HVAC) systems, we provided HVAC training to 172 staff members. Additionally, 229 staff participated in a Building Automation System (BAS) Roadshow, learning how to optimize building systems for greater energy efficiency.

Through these collective efforts, we continue to make meaningful strides in sustainability while improving the quality of life for our tenants.

Bringing services home to tenants

iHelp centres in the West region

In 2024, TCHC partnered with the West Toronto Ontario Health team on a pilot project to bring wraparound community support and services to TCHC communities.

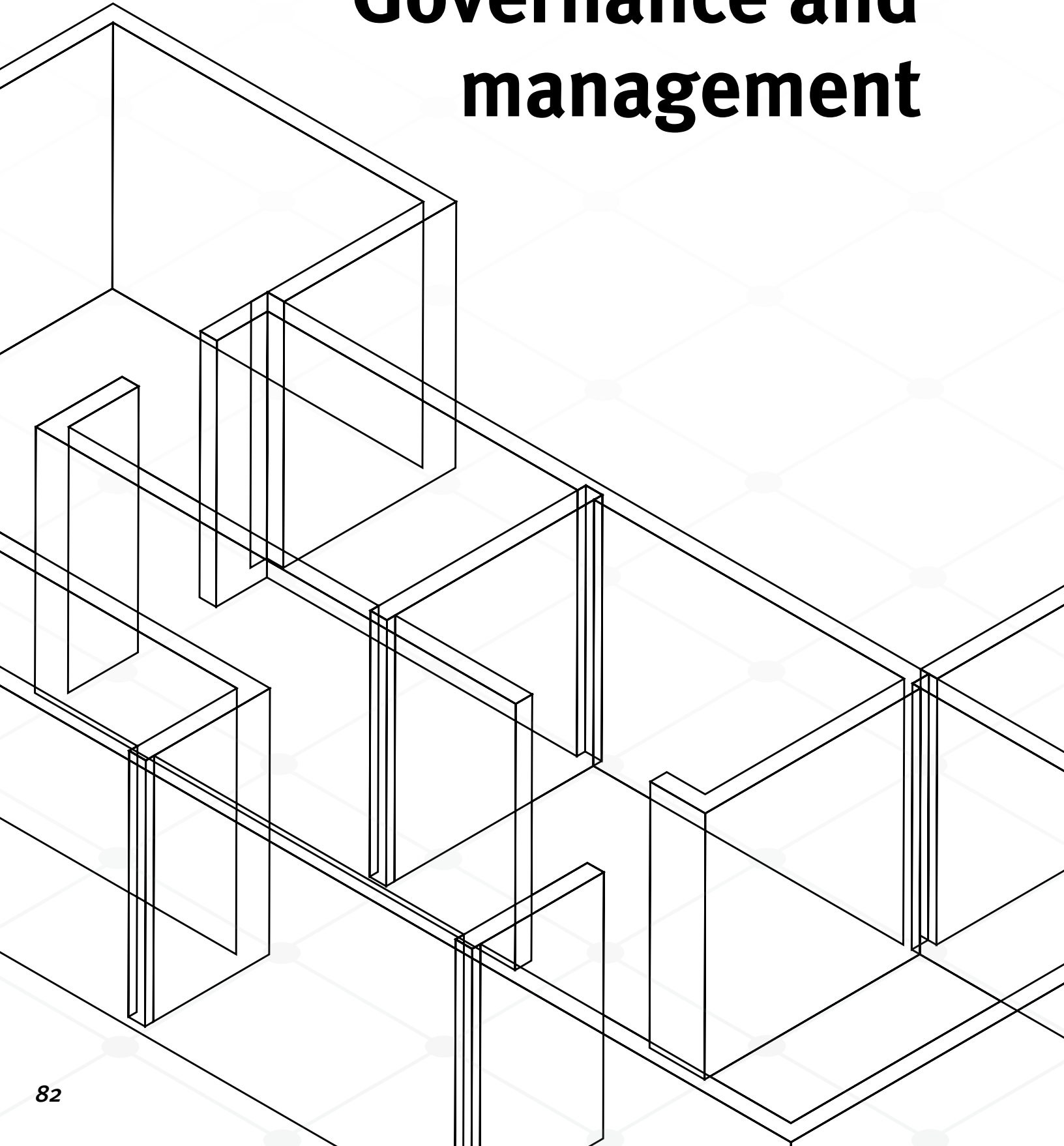
New iHelp centres bring together critical health care services for TCHC tenants and area residents through onsite staff and programming. The centres operate out of a dedicated space within TCHC buildings to give tenants more direct access to these services. The concept came from TCHC's Community Safety and Support teams, who work daily to identify and partner with community agencies and organizations to grow wraparound support for tenants.

In summer 2024, two pilot locations opened at 1901 Weston Road and 100 High Park Avenue. Before opening, the teams engaged the community to better understand local needs and gaps in services. Through this engagement, the team identified mental health and addiction, primary care, and healthy aging as key focus areas.

TCHC and the West Toronto Ontario Health team expanded offerings at the two iHelp centres throughout 2024. In 2025, TCHC will explore new locations for iHelp centres, with the goal of partnering with additional community organizations to bring new services home to tenants across the city.



Governance and management



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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 is made up of three City Councillors, one of whom is appointed as the Mayor's designate, and ten 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 of 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.



Adele Imrie
Chair



Brian F.C. Smith
Interim Vice-Chair



John Campbell
Director



Marcel Charlebois
Tenant Director



Debbie Douglas
Director



Ubah Farah
Tenant Director



Ziva Ferreira
Tenant Director



Vinita Jajware-Beatty
Director



Parthi Kandavel
Councillor Director



Nick Macrae
Director



Naram Mansour
Director



Gord Perks
Councillor Director



Anthony Perruzza
Councillor Director

Thank you to the following Board members who completed their terms in 2024:

Joe Cressy, Vice Chair

Paula Fletcher, Councillor Director

Executive Leadership Team

The Executive Leadership Team is responsible for the strategic leadership of the company and its subsidiaries. In 2024, our team included:



Sean Baird

President and Chief Executive Officer

Sean joined TCHC on April 2, 2024.



Tom Hunter

Interim President and Chief Executive Officer

Tom returned to his role as CEO of Toronto Seniors Housing on April 8, 2024. We thank Tom for his leadership.



Nadia Gouveia

Chief Operating Officer

Nadia was named Chief Operating Officer on October 18, 2024.



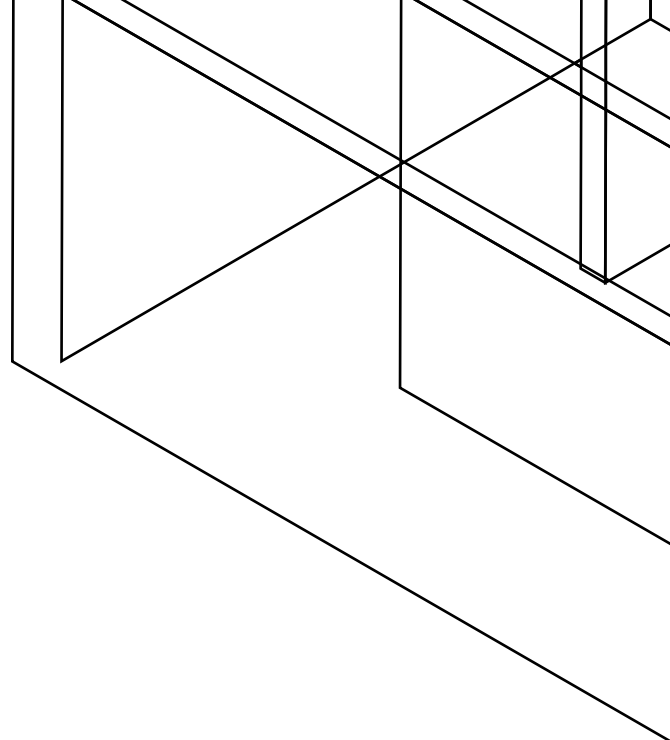
Lily Chen

Chief Financial Officer



Jessica Hawes

Acting Chief Development Officer



Barbara Shulman

Chief People and Culture Officer

In January 2025, Barbara was appointed Chief Corporate Services Officer.



Darragh Meagher

General Counsel and Corporate Secretary



Daisy Wong

Acting Vice President, Facilities Management

Daisy was appointed Acting Vice President, Facilities Management in November 2024

Financials

TCHC financial statements are going to Board and BIFAC approval on April 28, 2025.
Final statements will be added upon approval, before final publish of this report.

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Additional Information Reported Annually to the Shareholder

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Quality Homes

1.1 Tenants First Asset Transfers

Toronto Community Housing Corporation (TCHC) reports annually on the transfer of properties, and on the tenant and community impacts resulting from such transfers, as required by Section 10.3.1 (k) in the 2021 Shareholder Direction. In 2024, TCHC transferred 10 properties to Circle Community Land Trust (CLT), thereby completing the transfer of the total 674 scattered houses to Neighbourhood Land Trust (NLT) and CLT that began in 2021.

From March 2022 through December 2024, TCHC completed the transfer of 110 agency-operated units across 23 properties. These properties were from the agency house portfolio and were transferred to the agencies that had been operating them.

TCHC continues to work closely with the City of Toronto to transfer the remaining agency houses and rooming houses 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 4 TCHC communities undergoing active revitalization and 2 communities in the pre-development stages, with 575 social housing units under construction in 2024 and another 271 units targeted to start construction in 2025. 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 2024 Revitalization Site Progress

At our Don Summerville community, construction of TCHC buildings continued throughout 2024 and is on schedule. The building envelope has been completed, and the interior work is underway. -The building is

expected to be ready for occupancy in Q3 2025. The TCHC building will include 103 rent-geared-to-income (RGI) and 35 affordable units.

In Lawrence Heights, construction of 71 low-rise rental units in Phases 1E and 1FA were completed, followed by tenant move-ins in Q3 2024. Construction of 29 TCHC rental units in the final sub-phase of 1F commenced in Q4 2024. Municipal roadworks including top asphalt, curbs, and sidewalk construction began on a portion of the roads in the Northeast District in Q3 2024, and completion is expected in Q2 2025. Phase 2A relocation of 68 out of 102 total households was completed in Q4 2024.

In Alexandra Park, the above grade structure and cladding for both TCHC rental and market condominium buildings in phase 2A was completed. Construction work is on schedule and on budget and shall continue through to the end of 2025. The completed buildings will include 4 new affordable rental units in the new rental replacement building at 130 Augusta Avenue and 6 new affordable homeownership units in the market condominium at 115 Denison Avenue, the latter to be administered by Habitat for Humanity.

In our Firgrove community, staff released a Request for Expression of Interest (RFEOI) in Q3 2024 to gauge developer interest in the Firgrove redevelopment to inform timing of the release of a formal Request for Proposals (RFP). The RFEOI yielded a total of five (5) submissions and an analysis is underway to determine next steps.

In our Swansea Mews community, over the course of 2024, TCHC staff worked with the City on the Initial Development Proposal (IDP). The IDP report was approved through TCHC's Board in October 2024 and is anticipated to be brought to City Council in March 2025. Following Council approval of the IDP, TCHC will begin the comprehensive master planning and engagement process that will form the basis of the Official Plan Amendment (OPA) and Zoning Bylaw Amendment (ZBA). The OPA and ZBA process is anticipated to take place over the course of 2025.

Lastly, in Regent Park, construction continued on the final Phase 3 rental replacement building of 213 units with occupancy scheduled for the beginning of April 2025. Household move-ins to the new building will be completed by the end of year. In parallel, work for Phases 4 and 5 advanced, with Council approval of a rezoning that will permit the completion of the replacement of all original 2,083 RGI housing units as

well as the development of an additional 637 affordable rental units, a Toronto Public Library location and 35,000 square feet of new community space. The first Phase 4 TCHC building (Building 4A) is in its design development stage and a Site Plan application was submitted in December 2024. Construction is slated to start in mid-2025. An RFP to identify a community partner to operate the 4A community space will be issued in 2025.

TCHC UNITS: In Flight and Planned Revitalizations 2024	Completed Units - End of 2024*		TCHC Units Currently in Planning, Design or Under Construction*		TOTAL*	
	RGI	Affordable	RGI	Affordable	RGI	Affordable
Regent Park	1,450	427	633	637	2,083	1,064
Lawrence Heights	226	0	29	0	255	0
Alexandra Park	61	0	349	4	410	4
Leslie Nymark	115	0	0	0	115	0
Allenbury Gardens	133	0	0	0	133	0
250 Davenport	13	0	0	0	13	0
Don Summerville	0	0	103	35	103	35
Firgrove (pre-dev)	0	0	107	236	107	236
Swansea (154 required / pre-dev)	0	0	154	TBD	154	TBD
TOTAL*	2,425		2,287		4,712	

**Does not include units delivered outside of TCHC buildings and includes units in pre-development phases that will require additional funding / financing to proceed to construction.*

1.2.2 Engagement in Revitalization Communities

TCHC worked in partnership with the City, community agencies, and development partners to invest resources and bring to life a variety of tenant-focused social and economic transformation initiatives.

Over 350 economic development opportunities were provided to tenants of revitalization communities throughout 2024. These opportunities included:

- 47 tenants received a scholarship or learning grant
- 30 tenants secured a construction or professional job
- 150+ youth completed a paid employment program
- 110+ tenants completed a formal training opportunity
- 120+ social contracts provided to tenants to support their business ventures

In 2024, TCHC's Revitalization Team at Lawrence Heights created over 100 employment opportunities for youth through the 37 Kids and Revite NERDs (Neighbourhood Experts in Revitalization Developments) initiatives. The youth who were hired worked alongside TCHC staff to further engage the Lawrence Heights and Neptune communities. They also learned and obtained skills beneficial to their professional development goals and future career paths.

2024 marked the 11-year anniversary of the start of revitalization in Lawrence Heights. To celebrate this milestone, engagement staff held a large community event bringing together 400 tenants. The event was highlighted by the People's Choice Awards which honoured 21 tenant leaders for being significant change-makers for the community and its revitalization. This event also reaffirmed the impact of Toronto's largest revitalization project, providing new homes, enhancing public spaces, and fostering a strong sense of community.

In preparation for the launch of the developer selection process for Phase 2 at Lawrence Heights, staff recruited and trained 14 tenants to be Revitalization Ambassadors. The Ambassadors worked with staff to engage over 60 tenants in focus groups to validate and inform the Tenant Priorities Report. The report reflects the social and economic priorities identified by over 1,000 tenants living in the Lawrence Heights and Neptune communities. These priorities will inform future actions including community investment strategies, the developer selection process, and community economic development.

Both the Allenbury Gardens and Leslie Nymark revitalizations were completed in 2023 and the scholarship programs continued in 2024 for a

final year. Four Allenbury Gardens and three Leslie Nymark tenants were awarded scholarships to close out the programs. Overall, the scholarship program granted 25 scholarships with a total value of \$70,000 to Allenbury Gardens tenants and 27 scholarships with a total value of \$90,000 to Leslie Nymark tenants. TCHC will continue to work with local partners and implement community development programming for these two sites in 2025.

The Regent Park Team continued to work with residents and community partners to prepare for the community benefits vote that will take place in Q2 2025. The voting process will finalize the allocation of \$26.8M worth of social and economic investments (e.g., scholarships, employment, grants, business development, community space, training, etc.) and will finalize the community benefits agreement with Tridel for Phases 4 and 5.

TCHC, in partnership with Daniels and several agencies, continued the annual CRAFT pre-apprenticeship and Moving Towards Opportunities (MTO) programs. In 2024, these flagship programs supported 28 young people to complete training and secure construction or professional jobs. To date, over 260 youth have benefited from the programs in preparation to enter the workforce.

TCHC remained aligned with Alexandra Park's 4 Community Economic Development Pillars of Advancing Employment, Advancing Training and Education, Investing in Community Initiatives, and Small Business Development. In 2024, TCHC introduced the "Alexandra Park Career Advancement Grant" which supported adult residents to access training to re-enter the workforce or upskill and advance in their career. In addition, staff coordinated several local tenant business market initiatives to support business incubation and development. This led to several tenants advancing their entrepreneurial goals and securing storefront retail space at Scadding Court's Market 707. Lastly, in partnership with the John Taveres Foundation, TCHC supported Alexandra Park's developer partner, Tridel, to invest over \$170k in the refurbishment of an outdoor multi-sports court and adjacent outdoor amenity space.

TCHC continued to meet with Don Summerville's Tenant Advisory Group (TAG) to organize community events and maintain strong ties between the 107 households residing off-site. Through the partnership with the TAG,

Applegrove Community Centre, and the developer, several community events brought tenants together to receive project updates, contribute to the development of a community action plan, and finalize the public art installation plan. In 2025, TCHC and TAG will finalize the Don Summerville Community Action Plan and launch a series of grants to support the community's socio-economic development, social cohesion, and community building.

At 250 Davenport, TCHC is continuing its support for the community's social and economic development plan. In 2024, the partnership with Cota Health continued to support the Community Leaders Program which engages 15 tenants to support over 225 households to access food security programs, mental health services, and wellbeing supports. The program has been supported with \$200,000 from the developer partnership with Diamond Corp and Metropia.

1.2.3 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 understand 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 the affected tenants. This includes a variety of communication and engagement strategies including in person meetings, distribution of notices and flyers, lobby intercepts, and surveys. The team also provides a range of additional services (e.g., following up on tenant and staff issues and concerns, etc.), and works closely with other TCHC divisions to provide additional support to tenants throughout the process.

In 2024, the PPS team continued its work supporting the delivery of 227 capital projects (up from 193 in 2023) across TCHC's 3 regions and Toronto Seniors Housing Corporation (TSHC) buildings. Staff focused on building

stronger relationships with regional and site staff, tenants, tenant leaders, and external stakeholders. As a single point of contact, the PPS team engaged with over 125,542 tenant engagement points. These engagements included building meetings, door knocking, lobby intercepts, posters, telephone calls, and surveys, among others. The team continues to explore innovative engagement solutions to enhance program delivery and to improve the tenant experience.

2023 PPS Overview	Central	East	West	Seniors	Total
Number of capital projects supported by PPS	49	69	49	60	227
Total number of attendees at tenant meetings	263	216	88	431	998
Number of doors knocked (direct and indirect engagement)	10,558	19,551	22,256	30,564	82,929
Number of tenants directly engaged (telephone and survey)	5,733	5,373	1,884	4,912	17,902
Number of tenants indirectly engaged (telephone, survey, door drops)	24,428	17,677	29,059	10,777	81,941
Number of tenant meetings held (with three or more people)	13	6	4	5	28
Number of R-PATH accessibility meetings held	1	0	0	2	3
Number of pre-construction and construction meetings attended	64	136	178	95	473
Number of lobby intercepts conducted	9	8	1	1	19

2023 PPS Overview	Central	East	West	Seniors	Total
Number of doors knocked (tenant engaged)	2,521	5,818	3,336	11,723	23,398
Number of doors knocked (no response)	8,037	13,733	18,920	18,841	59,531
Number of tenants engaged by phone	3,757	3,411	151	208	7,527
Number of tenants contacted by phone (no response)	11,888	6,345	364	268	18,865
Number of tenant survey completed	1,976	1,962	1,733	4,704	10,375
Number of tenant surveys distributed (no response)	201	1,973	684	858	3,716
Number of materials distributed door to door	12,339	9,359	28,011	9,651	59,360
Number of materials posted in common areas	18,001	2,266	1,471	2,146	23,884
Number of interpretations and materials translated into other languages	0	0	0	374	374

1.2.4 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. TCHC has significantly increased its financial and human resources investment in energy conservation measures (ECM) since the beginning of the implementation of the National Housing Co-Investment Fund program in 2018 to meet the energy reduction targets set by the City of Toronto and the Canada Mortgage and Housing Corporation (CMHC), as well as the City's net zero by 2040 target.

Some highlights of energy conservation measures implemented in 2024 include:

- LED lighting retrofit including garage lighting sensors at 23 buildings;
- Installation of solar panels installation at 5 buildings;
- Installation of new booster Variable Frequency Drive (VFD) pumps at 15 buildings;
- Replacement of 27 heating and domestic hot water boiler plants;
- Ventilation upgrades at 9 buildings, including make-up air unit (MAU) replacement and heat recovery;
- Re-commissioning program to modernize and optimize mechanical, electrical, and building automation systems at 10 buildings;
- Water efficiency retrofit at 39 buildings which included replacement of toilets, showerheads and aerators; and
- Energy Squad Program completed plug load audits and toilet dye test and repair and inspections in approximately 3,302 units located across 93 TCHC locations.

Compared to the adjusted baseline average from 2013-2017 energy consumption, TCHC's 2024 year-end energy consumption is reduced by 13.9%.

2024 Energy Efficiency Status	Total Energy	Electricity	Natural Gas
	(GJ)	(kWh)	(m³)
Baseline Consumption	4,523,101	387,422,320	83,870,788
2024 Actual Consumption	3,892,803	349,091,115	70,672,257
Energy Reduction	630,298	38,331,205	13,198,531
Energy Reductions (%)	13.9%	9.9%	15.7%

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

The Ten-Year Capital Financing Plan as of December 2024 is provided in Appendix B.

2. Vibrant Communities

2.1 Communicating with Tenants

2.1.1 Communicating 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 per cent 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, tenant communications 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.

Certain communication campaigns are proactively translated into multiple languages, depending on the nature of the topic. For example, monthly Fire

Safety and Conservation posters are designed so that short copy is presented on the same poster in English and in the additional top five languages spoken in TCHC communities. This is 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.

All tenant notices include an accessibility footer that encourages tenants to get in touch if they need the information in another language or alternate format. TCHC will arrange for translation/interpretation support at tenant events if requested. Details are included on all event posters to direct tenants where to request this support. For in-person or over-the-phone customer service language interpretation, staff in the Client Care Centre or service locations currently use a third-party “language line” that provides interpretation services in 138 languages.

2.1.2 Digital Communication to Better Serve Tenants

TCHC’s digital channels support clear paths of tenant communications to provide useful, timely information to tenants. In 2023, TCHC modernized many of its digital channels, and in 2024 the focus shifted to making sure the platforms support tenants to easily find information.

The TCHC website is an intuitive and easy-to-use platform for tenants to find information like the Tenant Guide, digital versions of building posters, information about programs and events, and community stories. The website is also a key channel for updating the public about TCHC’s Board of Directors and Committee meetings and sharing news about organizational initiatives like the launch of iHelp Centres in two West Region buildings, which provide space for community organizations to deliver support, resources, information, and more within TCHC communities.

In 2024, the website saw an increase in the number of visits (1.2 million, up 20.4 per cent from 2023) and an increase in the time a user spent on the website (1 minute and 27 seconds, up 133 per cent from 2023). Over 27,000 searches were made using the intuitive site search to help people quickly find the information they are looking for.

TCHC is working to create additional communication channels and products to enhance tenant communications. In 2024, we continued to expand our use of SMS text notifications and email to improve tenants' experiences and satisfaction with communications.

In partnership with the Operations team, TCHC began a pilot project to send reminders to tenants about arrears via SMS text notifications. This pilot saw high engagement which led to expanding the pilot to include all regions by November 2024. SMS text notifications were also used to support youth programs like the YouthWorx interviews, and key initiatives for the Tenant Engagement System.

A tenant email list was launched in 2022 and as of December 31, 2024, over 6,690 tenants are subscribed to receive emails (increase of 26 per cent from 2023). "Community Corner" is a monthly e-newsletter sharing important information from TCHC, stories about tenants, opportunities to get involved, programs for youth, and more. As of December 31, 2024, it has an open rate of 51.4 per cent and a clickthrough rate of 7.1 per cent. The use of email was expanded in 2024 to support youth programs by providing timely reminders for events, program registrations, and opportunities. Email was also used to engage tenants and community partners with surveys as part of engagement activities to help develop the 2025-2029 Strategic Plan.

The email newsletter exclusively for tenant representatives continued to keep over 700 tenants informed. It is an additional tool to provide elected tenant leaders with information, resources, and capacity-building training to support their roles. Email was also used to send reminders to tenant leaders about upcoming Tenant Community Action Table meetings.

TCHC continued to use social media as a communication channel for tenants. Social media posts were used to create awareness of programs and services, to provide regular reminders about how tenants can access support and resources, and more. As of December 31, 2024, TCHC had an audience of 27,458 on LinkedIn (an increase of 17 per cent from 2023), 8,081 on Twitter/X (a decrease of 0.5 per cent from 2023), 7,411 on Instagram (an increase of 33.7 per cent from 2023), and 4,925 on Facebook (an increase of 1.5 per cent from 2023).

The 2021 and 2023 Tenant Surveys indicate tenants want more digital communications to go hand in hand with the print communications they have already been receiving. It should be noted that TCHC's digital communications will not replace existing print communications. Partnering digital and print materials allows TCHC to deliver important and timely updates to tenants as well as providing a variety of channels for communication services.

2.2 Eviction Prevention Policy and 2024 Eviction Results

2.2.1 Eviction Prevention Policy

TCHC reports annually on the number of evictions each year and their reasons as required by Section 10.3.1 (j) of the Shareholder Direction. Under the Residential Tenancies Act, tenants can be evicted for several 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 adopts a triaged and staggered approach to work 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 available resources including the Office of the Commissioner of Housing Equity.

2.2.2 Eviction Results

The table below highlights the eviction rates between 2019 to 2024 and identifies the number of evictions and number of tenancies that have been maintained through repayment agreements and mediated settlements. Where tenants are evicted from their households, they will be informed of services offered by external organizations that can assist them in finding other accommodations and support.

Measure	2019	2020	2021	2022	2023	2024
Eviction Rate	<1%	<1%	<1%	<1%	<1%	<1%
Tenant Evictions (non-arrears)	117	47	35	71	83	90
Tenant Evictions (arrears)	108	39	10	55	79	147
Tenant Evictions (# of households)	225	86	45	126	162	237
Repayment arrangements initiated locally	2,822	1,958	1,033	2,610	3,477	3,576
Number of active TCHC applications at the Landlord and Tenant Board (as of Dec 31)	579	322	715	625	500	464
Mediated settlements via LTB (arrears)	588	233	160	128	337	466

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 reason in 2023. The number of notices served is greater than the number of applications filed because a single household may have cause for termination under multiple clauses of the *Residential Tenancies Act* (“RTA”). The Landlord and Tenant Board (“LTB”) requires that different notice of termination forms be completed for different grounds under the RTA.

The serving of 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 Conduct, 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).

There were 484 notices for eviction for non-arrears served in 2024 (66 tenant applications not included), and 90 households were evicted for cause in 2024 (66 sheriff enforced and 24 vacated under notice/order).

Reason for Notice	2024
Abandoned Unit (direct application)	0
Application about Whether the Act Applies (direct application)	0
Application to Collect Money a Former Tenant Owes (direct application)	2
Anti-Social Conduct	114
Cease to Qualify	0
Damages to Unit of Complex	38
Demolition Conversion or Repairs*	68
Health & Impaired Safety	116
Illegal Act	108
Misrepresentation of Income	16
Superintendent's Unit	2
Tenant Gave Notice (direct application)	4
Termination of lease-supportive housing	0
Unauthorized Occupant (direct application)	16
Other (e.g., Tenant's Rights)	66
Total Notices Served, Tenant Applications Received, or Direct Applications Filed	550

*includes Notices issued by the Relocation Team

3. Business Foundations

3.1 Transparency and Accountability

3.1.1 Executive Leadership Compensation

The TCHC Board of Directors approved an executive compensation framework in 2015, as directed by City Council Motion EX 44.8 2014. The Board again reviewed and approved the executive compensation framework in 2018. Following the City's 2022 review, and updated Guidelines issued in 2023, TCHC has undertaken a review and will present its updated framework to the Board in Q4 2025.

The following table outlines senior executive compensation, as permitted by law, in 2024. Note that "senior executive" has been defined as all employees at the Vice-President level and above, and employees who report directly to the Board of Directors.

Name	Position	Salary	Taxable Benefits	Total Compensation
Andrews, Maria Luisa	Vice President, Information and Technology Services	\$249,829.54	\$662.22	\$250,491.76
Baird, Sean*	President & CEO	\$245,000.03	\$8,168.75	\$253,168.78
Chen, Quiju Lily	Chief Financial Officer	\$270,201.85	\$662.22	\$270,864.07
Gouveia, Nadia	Chief Operating Officer	\$254,305.43	\$1,644.11	\$255,949.54
Hawes, Jessica	Chief Development Officer	\$244,276.84	\$601.65	\$244,878.49
Hunter, Thomas Allan	President & CEO (interim)	\$94,345	\$744.95	\$95,089.95
Knight, Paula	Vice President, Strategic Planning and Communications	\$52,725.90	\$773.76	\$53,499.66
Meagher, Darragh	General Counsel and Corporate Secretary	\$285,181.30	\$662.22	\$285,843.52
Murray, James Allen	Vice President, Facilities Management	\$249,574.03	\$658.92	\$250,232.95
Shulman, Barbara	Chief People and Culture Officer	\$282,138.16	\$1,200.10	\$283,338.26
Wong-Redoblado, Ada See-Ling	Vice President, Strategic Planning and Communications	\$191,486.56	\$1,591.75	\$193,078.31
Wong, Daisy*	Vice President, Facilities Management	\$194,730.43	\$1,209.24	\$195,939.67

* 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 grey shaded boxes worked at TCHC for part of the year and are no longer with the corporation.

3.2 Challenges Faced in 2024

The Annual Report speaks to TCHC's successes and the actions that have been undertaken in 2024 to improve service to tenants; however, it is important to note some of the challenges that TCHC faced in 2024 which impacted the ability to successfully meet organizational goals and objectives. These challenges have the potential to impact tenant and public confidence in the organization.

3.2.1 Financial Sustainability

In May of 2023, TCHC commissioned Ernst and Young (EY) to complete an independent review of its financial performance and provide recommendations for long-term financial sustainability. The review was developed in collaboration with the City of Toronto's Deputy City Manager, the City of Toronto's Chief Financial Officer and Executive Director of Financial Planning, the Housing Secretariat, and Toronto Seniors Housing Corporation (TSHC).

EY found that TCHC is underfunded and will face a cumulative \$1.9 billion cost pressure over the next 10 years to maintain current service levels across the three areas of the budget: operations, redevelopment, and state-of-good-repair.

In EY's opinion, TCHC's funding pressure is caused by a misalignment between the current funding formula and the actual cost drivers at TCHC. EY recommends that TCHC work with the City to pursue an effective cost-based funding approach that is rooted in a tenant-centric, outcome-based, and performance-driven accountability framework.

The report outlined a series of recommendations, including a new funding model, administrative efficiencies, and potential revenue-generating initiatives. These recommendations were intended to help TCHC better align its resources with its strategic objectives, improve operational efficiencies, and secure more stable funding streams to support its mission of providing safe and affordable housing to Toronto's residents.

TCHC is pursuing a comprehensive review and revision of the funding model and funding formula. This approach involves:

- a comprehensive understanding of TCHC's business model
 - developing insights through the 2025-2029 Strategic Plan to better understand TCHC operations, critical tenant needs and service delivery models
- developing a robust costing model
 - this model will serve as the basis for a more accurate and sustainable funding formula, and will include a thorough review of capital, operations, corporate services, and support services

- ensuring long-term sustainability
 - creating a funding structure that aligns with TCHC's cost drivers, policy decisions, and tenant service outcomes, supported by clear performance indicators to ensure accountability. This may be achieved through adding more affordable and market units to TCHC's existing portfolio.

The 2025 approved budget demonstrates the City's continued support to bolster TCHC's financial stability and enhance the tenant experiences.

As mentioned, EY also identified a series of opportunities that could reduce costs over time, benefit the delivery of services, and potential revenue-generating initiatives. These opportunities range from administrative efficiencies, data analytics, and approaches to arrears collection. All the opportunities are being explored to drive greater operating efficiencies and effectiveness and are being incorporated into the 2025-2029 Strategic Plan and annual business plans.

3.2.2 Toronto Seniors Housing Corporation

As directed by Toronto City Council, on June 1, 2022, TCHC successfully transferred the day-to-day operations of the 83 dedicated seniors buildings to Toronto Seniors Housing Corporation (TSHC). While TSHC is operating the buildings and managing the tenancies, TCHC continues to own the buildings and provides certain services to support TSHC with its operations.

TCHC works closely with TSHC to ensure effective and appropriate service delivery to TSHC tenants as their organization continues to mature and build capacity. Staff continue to oversee the relationship between the organizations and management of the agreements. The Transition Agreement and the Service Delivery Agreement govern the relationship between TSHC and TCHC. Staff have started work on charting a more sustainable future relationship which will allow both organizations to focus on their core mandates.

3.2.3 Ongoing Impacts from Inflation

Although the acute period of high inflation has passed, its lasting effects continue to impact both Toronto Community Housing Corporation (TCHC) and its tenants. For TCHC as an organization, inflation has diminished the purchasing power of fixed capital and operating budgets. Rising costs for building supplies and contractors have reduced the effectiveness of capital investments, while increased utility rates and operating expenses have strained financial resources.

For tenants, particularly those with low incomes or fixed benefits, higher costs for basic necessities have intensified economic hardships. This has led to growing demand for tenant supports, including social programs and food assistance, which has placed additional pressure on TCHC and its partner organizations. Addressing TCHC's structural financial challenges with long-term solutions to achieve financial sustainability and independence is critical for navigating current and future economic uncertainties.

3.2.4 Community Safety

TCHC is facing the demand of increasing vulnerabilities and more complex needs among the tenant population. Mental health challenges, violence, and antisocial behaviours are on the rise due to individual and systemic pressures. Community safety is a significant concern for TCHC tenants and staff.

TCHC continues to prioritize community safety through collaboration with the City of Toronto, Toronto Police Services, TSHC, and community partners. Crime prevention remains a cornerstone of TCHC's efforts to enhance community well-being. Together with TSHC, TCHC will work to implement safety initiatives and well-being programs in partnership with community partners. These initiatives are essential to addressing tenant safety needs and fostering stronger, safer communities, and require a collaborative approach between TCHC, partner agencies and government.

Appendix A: Shareholder Reporting Requirements

The 2024 Annual Report, combined with this letter and its attachments, include the following information as required by the City of Toronto:

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
Shareholder Direction		
Objectives, accomplishments from prior year, and performance trends.	Shareholder Direction, Section 10.3.1 (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 2024

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 2024
Initiatives to provide responsive customer service.	Shareholder Direction, Section 10.3.1 (g)	Annual Report Additional Information: 3.1 Communicating with Tenants
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, 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)	Annual Report; Additional Information: 4.4 Challenges faced in 2024
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 Transfer 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,	Additional Information: 1.2

	Section 10.3.1 (m)	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; Additional Information: 1.2 Update on Current Capital and Development Projects
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
City Council Directions		
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 B: Ten Year Capital Financing Plan

Attachment 1: TCHC - 10 Year Capital Financing Plan

TCHC 10 Year FUNDED Capital Finance Plan

Update: December 2023 - FUNDED

(In \$ millions)	TCHC Ten-Year Capital Financing Plan																														
	(Actual) 2013	(Actual) 2014	(Actual) 2015	(Actual) 2016	(Actual) 2017	(Actual) 2018	(Actual) 2019	(Actual) 2020	(Actual) 2021	(Actual) 2022	(Forecast) 2023	(Forecast) 2024	(Forecast) 2025	(Forecast) 2026	(Forecast) 2027	(Forecast) 2028	(Forecast) 2029	(Forecast) 2030	(Forecast) 2031	(Forecast) 2032	(Forecast) 2033	(Forecast) 2034	2013 - 2018 Total	2018 - 2027 Total	2019 - 2028 Total	2029 - 2039 Total	2021 - 2031 Total	2022 - 2032 Total	2023 - 2033 Total	2024 - 2034 Total	
CAPITAL NEEDS (\$ millions)																															
Opening Backlog of FCI Capital needs	862	914	896	1,022	1,343	1,516	1,426	1,578	1,618	1,507.4	1,633.4	1,667	1,965	1,965	1,904	1,874	1,886	2,180	2,335	2,416	2,551	2,650	862	1,516	1,426	1,578	1,618	1,507	1,633	1,667	1,687
Forecasted growth in FCI capital needs (from following year)	121	200	327	424	367	283	363	292	179	188	194	180	152	145	181	163	236	196	119	170	136	177	1,711	2,146	2,066	1,911	1,615	1,756	1,737	1,678	1,656
Other Adj.(inflation, engineering cost)	(8)	(84)	(112)	95	6	(73)	18	53	(45)	175.6	252	128	40	39	38	37	40	64	47	48	51	53	(193)	620	736	756	746	840	713	512	595
Capital Needs Total	974	1,019	1,111	1,541	1,736	1,696	1,627	1,923	1,751	1,671	2,079	2,195	2,176	2,139	2,123	2,074	2,264	2,419	2,600	2,635	2,738	2,879	2,379	4,282	4,218	4,246	4,160	4,102	4,082	4,077	4,307
Capital Funding required (excluding Non Backlog Capital)	(80)	(123)	(88)	(198)	(220)	(265)	(240)	(305)	(244)	(238)	(193)	(210)	(221)	(235)	(249)	(88)	(84)	(84)	(84)	(84)	(88)	(88)	(954)	(2,408)	(2,231)	(2,066)	(1,845)	(1,696)	(1,532)	(1,427)	(1,305)
Year End Capital Needs*	914	896	1,022	1,343	1,616	1,426	1,679	1,616	1,607	1,633	1,667	1,965	1,965	1,904	1,874	1,886	2,180	2,335	2,416	2,551	2,650	2,791	1,426	1,674	1,565	2,180	2,335	2,416	2,551	2,650	3,001
Year end Facilities Condition Index (FCI)	16.1%	9.8%	11.1%	14.6%	16.2%	15.0%	15.6%	15.7%	13.2%	12.9%	13.5%	13.9%	13.5%	12.8%	12.4%	12.9%	13.9%	14.6%	14.8%	15.3%	15.8%	16.1%	12.8%	12.4%	12.9%	13.9%	14.6%	14.8%	15.3%	15.8%	16.1%
												18	21	18	18	75															
*The 10 Year Capital Financing Plan has been updated to reflect actual 2023 year-end capital needs.																															
*The plan does NOT contemplate the addition funding to meet Net Zero and TCHC would require an additional \$500M/\$600M on average or we will NOT achieve the City's Net Zero's target.																															

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. AHCI was dissolved on June 23, 2023.

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

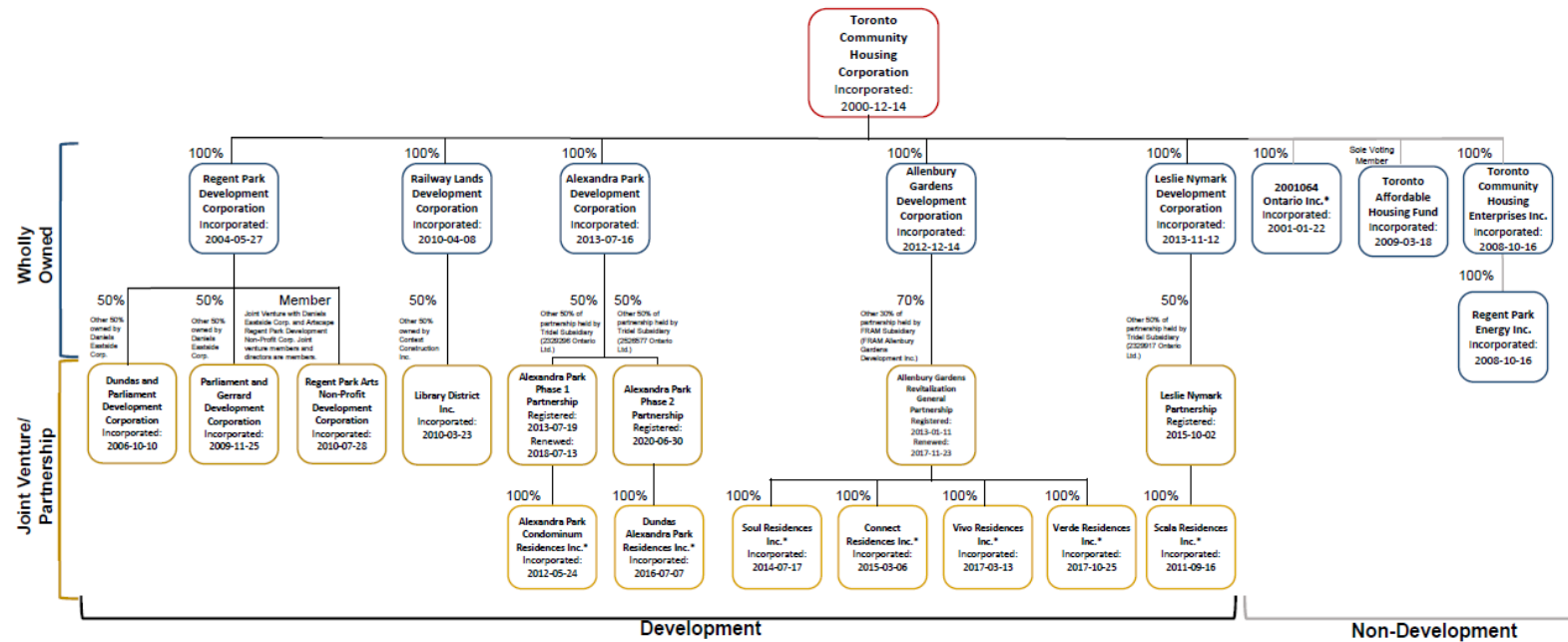
Development or Non-Development	Ownership	Entity
Development	Wholly Owned	<ul style="list-style-type: none"> • Regent Park Development Corporation • Railway Lands Development Corporation • Alexandra Park Development Corporation • Allenbury Gardens Development Corporation • Leslie Nymark Development Corporation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

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

* Title Nominees

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

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)
- Access Housing Connections Inc. (2023-06-23)

Legend

* = Title Nominees

Current to December 31, 2023

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.

New Entity has been incorporated to oversee Phases 4 and 5 Regent Park Redevelopment: Regent Park Development 2 Corporation ("RPDC2"). At its April 27, 2021 meeting, the Board of Directors approved the creation of a subsidiary corporation with a mandate to enter into a partnership with a subsidiary of Tridel Builders Inc. ("Tridel"). The partnership will undertake the development, financing and construction of the market condominium buildings in Phases 4-5 of Regent Park and related planning, development and community engagement activities.

In accordance with the City of Toronto's ("City") Shareholder Direction, TCHC consulted the City Manager regarding the business purpose of and financing for the subsidiary prior to its creation. Meetings between TCHC and City staff, in relation to this matter took place and approval was obtained to incorporate this subsidiary. RPDC2 was incorporated on January 1, 2024.

2. Non-Development Entities

Each non-development Entity is briefly described below.

2.1 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.

2.2 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 (“City”), 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’s affordable ownership program.

TCHC continues to work with the Housing Secretariat to transfer the delivery and administration of the home-ownership loans related to the City’s affordable ownership program to the City. The administration agreements with the City expire on April 30, 2029; TAHF will be required to assign the mortgages back to the City on that date.

2.3 Toronto Community Housing Enterprises Inc. (“TCHEI”) and Regent Park Energy Inc. (“RPEI”)

TCHEI is the holding company for RPEI.

TCHC is evaluating strategic options for the community energy system at Regent Park. Different options were reviewed including the merger of RPEI and TCHEI, creating one entity reporting up to the parent company, TCHC. TCHC will continue to evaluate the strategic options of the merged TCHEI and RPEI entity.

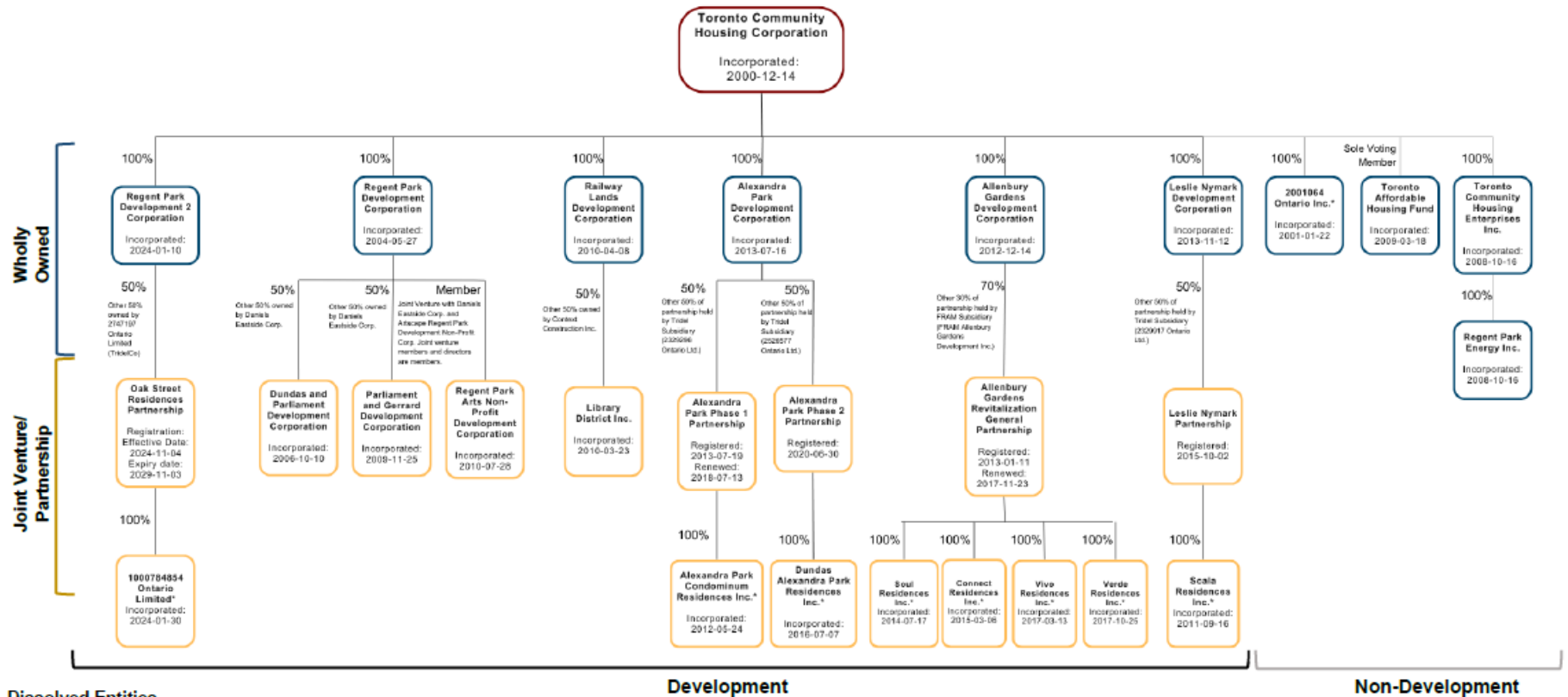
Ownership Structure of Entities

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

¹ Title Nominees

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

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)
- Access Housing Connections Inc. (2023-06-23)

Legend

* = Title Nominees

Revised: March 2025

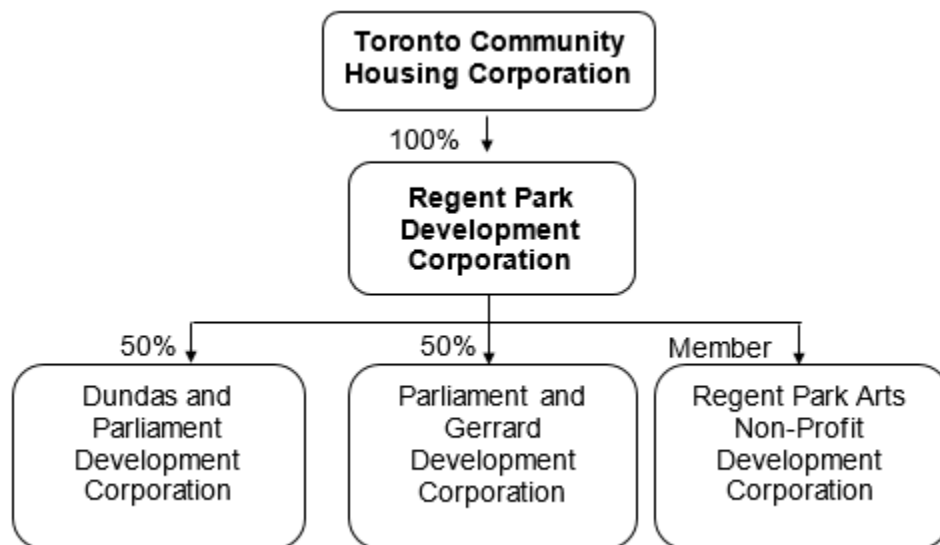
Overview of Subsidiary and Joint Venture/Partnership

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

	Regent Park Development Corporation ("RPDC")
Purpose of Subsidiary/ Enterprise/Investment	<p>To oversee the redevelopment of Regent Park. Holding company for TCHC's 50% equity interest in:</p> <ol style="list-style-type: none">1. Dundas and Parliament Development Corporation (Regent Park Phase I); and2. Parliament and Gerrard Development Corporation (Regent Park Phase II). <p>In addition, it oversees TCHC's membership in Regent Park Arts Non-Profit Development Corporation.</p>

	Regent Park Development Corporation ("RPDC")
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
Incorporation Number	2047540
Incorporation Date	May 27, 2004
Incorporation Document	Articles of Incorporation Articles of Amendment (2010-12-14)
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:2003-30 TCHC:2006-134
Original Rationale for Creation/Separate Corporate Existence	<p>Separation of liabilities between the development and TCHC as a corporation, which is of particular advantage in the relationship to the development partner.</p> <p>The use of a subsidiary also provides a separation of the development of the market component from the rental housing component. This improves accountability between the two adjoining projects. The use of RPDC also separates TCHC from the market component in terms of primary liability. Contracts relating to the market development (such as agreements of purchase and sale with condominium purchasers) are executed by RPDC, or the nominee, and not directly by TCHC. As a result, the primary liability on contracts rests with RPDC.</p>
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Regent Park and expiry of warranties associated with DPDC and PGDC.

	Regent Park Development Corporation ("RPDC")	
Directors and Officers	Directors: Brian Smith Sean Baird Lily Chen	Officers: Brian Smith, Chair Peter Zimmerman, General Manager Lily Chen, Treasurer Jessica Hawes, Secretary

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

	Dundas and Parliament Development Corporation (“DPDC”)	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Regent Park and expiry of warranties associated with DPDC.	
Directors and Officers	Directors: Remo Agostino Martin Blake Lily Chen Jessica Hawes	Officers: Jessica Hawes, President Martin Blake, Vice-President Lily Chen, Treasurer Remo Agostino, Secretary Teresa Lau, Authorized Signing Officer

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

	Parliament and Gerrard Development Corporation (“PGDC”)	
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two-level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Regent Park (and expiry of warranties associated with PGDC).	
Directors and Officers	Directors: Remo Agostino Martin Blake Jessica Hawes Lily Chen	Officers: Jessica Hawes, President Martin Blake, Vice-President Lily Chen, Treasurer Remo Agostino, Secretary Teresa Lau, Authorized Signing Officer

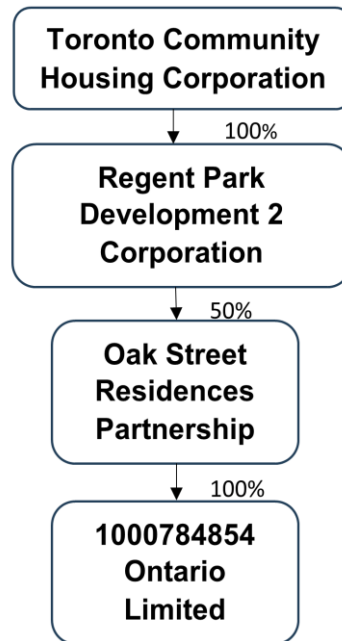
	Regent Park Arts Non-Profit Development Corporation (“RPAD”)
Purpose of Subsidiary/Enterprise/Investment	Non-profit corporation and joint venture between RPDC, Daniels Eastside Corporation and Artscape Regent Park Development Non-Profit Corporation for the construction and ownership of the Regent Park Arts and Cultural Centre (Daniels Spectrum).
Ownership	Members: <ul style="list-style-type: none"> - RPDC - Daniels Eastside Corporation - Artscape Regent Park Development Non-Profit Corporation - RPAD’s directors
Jurisdiction	<i>Corporations Act</i> (Ontario)
Incorporation Number	1827847

	Regent Park Arts Non-Profit Development Corporation (“RPAD”)	
Incorporation Date	July 28, 2010	
Incorporation Document	Letters Patent	
By-Laws	By-Law No. 1 (Amended April 22, 2016)	
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:C2010-24	
Original Rationale for Creation/Separate Corporate Existence	TCHC would be in a better position to manage the risks as a member since participation in the joint venture and the leasing arrangements allows TCHC to become more involved in the project should the need arise. The nature of TCHC’s involvement in this project is restricted to a long-term 50-year ground lease.	
Term of Existence (short-term/defined, long-term/ongoing)	Long term. The risks and rewards of the Entity have effectively been transferred given the long-term land lease at a nominal amount.	
Directors and Officers	Directors: Vivian Nguyen Lisa Smart Adonis Huggins Marlene DeGenova Heela Omarkhai Kelly Rintoul Nagesh Dinavahi	Officers: Kelly Rintoul, Chair Person and Secretary Nagesh Dinavahi, Treasurer Heela Omarkhail, Vice-President Andrew Gall, Authorized Signing Officer

2. Regent Park Development 2 Corporation

Joint venture/partnerships:

- a. Oak Street Residences Partnership
 - i. 1000784854 Ontario Limited



Overview of Subsidiary/Enterprise/Investment

	Regent Park Development 2 Corporation ("RPDC 2")
Purpose of Subsidiary/Enterprise/Investment	To oversee the redevelopment of Phases 4 and 5 of Regent Park. Meets on an annual basis to approve financial statements (there is little or no operational activity in this entity). Holding company for TCHC's 50% equity interest in the Oak Street Residences Partnership.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
Incorporation Number	1000763634
Incorporation Date	January 10, 2024
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1

	Regent Park Development 2 Corporation ("RPDC 2")	
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:2020-89 TCHC: 2021-16	
Original Rationale for Creation/Separate Corporate Existence	<p>Separation of liabilities between the development and TCHC as a corporation, which is of particular advantage in the relationship to the development partner.</p> <p>The use of a subsidiary also provides a separation of the development of the market component from the rental housing component. This improves accountability between the two adjoining projects. The use of RPDC 2 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 2, or the nominee, and not directly by TCHC. As a result, the primary liability on contracts rests with RPDC 2.</p>	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Phases 4 and 5 of Regent Park and expiry of warranties.	
Directors and Officers	Directors: Nick Macrae Sean Baird Lily Chen	Officers: Nick Macrae, Chair Sean Baird, General Manager Lily Chen, Treasurer Jessica Hawes, Secretary

	Regent Park Phase 4 and 5 Partnership ("Oak Street Residences Partnership")
Purpose of Subsidiary/Enterprise/Investment	General partnership between RPDC2 and Tridel Subsidiary (2747197 Ontario Limited).

	Regent Park Phase 4 and 5 Partnership (“Oak Street Residences Partnership”)
Partnership Interest	50% RPDC2 50% Tridel Subsidiary (2747197 Ontario Limited.)
Jurisdiction	<i>Partnership Act</i> (Ontario)
Business Name Registration	Registration Date: November 4, 2024 Expiry Date: November 3, 2029
Partnership Agreement	Partnership Agreement (2024-11-04)
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:C2022-32
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of development of Regent Park Phases 4 and 5 and expiry of partnership obligations and warranties associated with Oak Street Residences Partnership and the related nominee.

	1000784854 Ontario Limited(“Nominee”)
Purpose of Subsidiary/Enterprise/Investment	Partnership nominee corporation of general partnership with Tridel Subsidiary (2747197 Ontario Limited) to develop Regent Park Phase 4 and 5 condominiums.
Ownership	100% Oak Street Residences Partnership
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
Incorporation Number	1000784854
Incorporation Date	January 30, 2024
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1 By-Law No. 2

	1000784854 Ontario Limited(“Nominee”)	
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:C2022-32	
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two-level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary).	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of development of Regent Park Phase 4 and 5 and expiry of partnership obligations and warranties associated with Oak Street Residences Partnership and the Nominee.	
Directors and Officers	Directors: James Ritchie Len Gigliotti Jessica Hawes Lily Chen	Officers: James Ritchie, President Lily Chen, Vice-President Jessica Hawes, Vice-President Len Gigliotti, Secretary

3. Railway Lands Development Corporation

Joint venture/partnerships:

- a. Library District Inc.



Overview of Subsidiary/Enterprise/Investment

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

	Railway Lands Development Corporation ("RLDC")	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Railway Lands and expiry of warranties associated with LDI.	
Directors and Officers	Directors: Nick Macrae Sean Baird Lily Chen	Officers: Nick Macrae, Chair Sean Baird, General Manager Lily Chen, Treasurer Jessica Hawes, Secretary

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

	Library District Inc. (“LDI”)	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Railway Lands (and expiry of warranties associated with LDI).	
Directors and Officers	Directors: Howard Cohen Stephen Gross Rose-Ann Lee Vincent Tong	Officers: Howard Cohen, President Sam Skurecki, Treasurer Rose-Ann, Secretary Vincent Tong, Vice-President

4. 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

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

² 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.

	Alexandra Park Development Corporation ("APDC")	
Directors and Officers	Directors: Nick Macrae Sean Baird Lily Chen	Officers: Nick Macrae, Chair Sean Baird, General Manager Lily Chen, Treasurer Jessica Hawes, Secretary

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

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

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

	Alexandra Park Phase 2 Partnership (“APP2”)	
Purpose of Subsidiary/Enterprise/Investment	General partnership between APDC and Tridel Subsidiary (2526577 Ontario Ltd.).	

	Alexandra Park Phase 2 Partnership (“APP2”)
Partnership Interest	50% APDC 50% Tridel Subsidiary (2526577 Ontario Ltd.)
Jurisdiction	<i>Partnership Act</i> (Ontario)
Business Name Registration	Master Business License 300680477 Registered 2020-06-30
Partnership Agreement	Partnership Agreement (2020-06-30)
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:C2016-48
Term of Existence (short-term/defined, long-term/ongoing)	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.

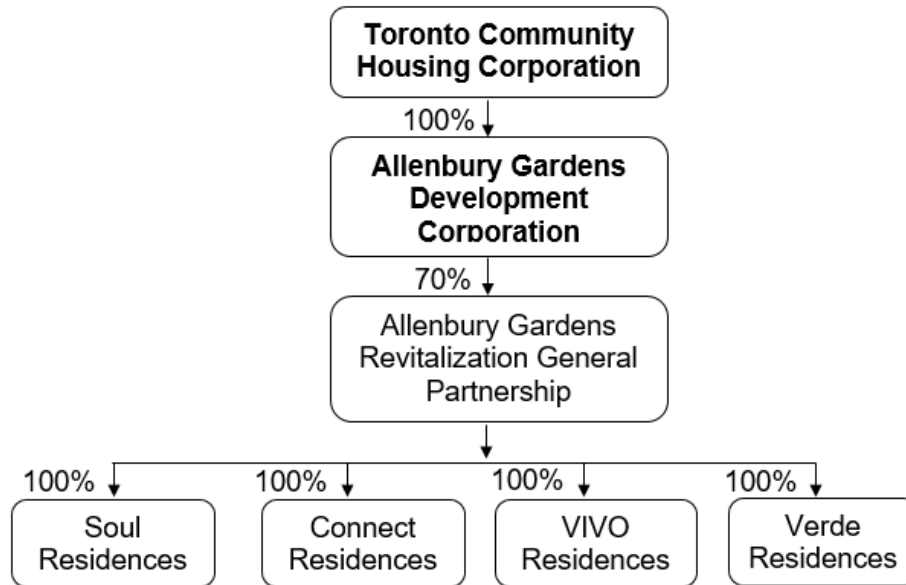
	Dundas Alexandra Park Residences Inc. (“DAPCRI”)
Purpose of Subsidiary/Enterprise/Investment	Partnership nominee corporation of general partnership with Tridel Subsidiary (2526577 Ontario Ltd.) to develop Alexandra Park condominiums.
Ownership	100% APP2
Jurisdiction	<i>Business Corporations Act</i> (Ontario)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

	Dundas Alexandra Park Residences Inc. ("DAPCRI")	
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:2012-47	
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of development of Alexandra Park and expiry of partnership obligations and warranties associated with APP2 and related nominee.	
Directors and Officers	Directors: James Ritchie Len Gigliotti Jessica Hawes Lily Chen	Officers: James Ritchie, President Lily Chen, Vice-President Jessica Hawes, Vice-President Len Gigliotti, Secretary

5. Allenbury Gardens Development Corporation

Joint venture/partnerships:

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



Overview of Subsidiary/Enterprise/Investment

	Allenbury Gardens Development Corporation (“AGDC”)
Purpose of Subsidiary/Enterprise/Investment	To oversee the redevelopment of Allenbury Gardens, including the demolition and replacement of 127 TCHC units and the development of up to 1,017 market units.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
Incorporation Number	2353917
Incorporation Date	December 14, 2012
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:2012-47
Original Rationale for Creation/Separate Corporate Existence	In order to set up the land holding partnership structure contemplated in the partnership agreement.

	Allenbury Gardens Development Corporation (“AGDC”)	
Term of Existence (short-term/defined, long-term/ongoing)	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.	
Directors and Officers	Directors: Nick Macrae Sean Baird Lily Chen	Officers: Nick Macrae, Chair Sean Baird, General Manager Jessica Hawes, Secretary Lily Chen, Treasurer

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

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

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

	Connect Residences Inc. (“CRI”)	
Directors and Officers	Directors: Frank Giannone Frederico Serrafiero Jessica Hawes Lily Chen	Officers: Lily Chen, President Jessica Hawes, Vice-President Frederico Serrafiero, Vice-President Frank Giannone, Treasurer and Secretary Michael Lam, Authorized Signing Officer

	Vivo Residences Inc. (“VRI”)
Purpose of Subsidiary/Enterprise/Investment	Partnership nominee corporation of general partnership with FRAM subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.
Ownership	100% AGRGP
Jurisdiction	<i>Business Corporations Act (Ontario)</i>
Incorporation Number	2566137
Incorporation Date	2017-03-13
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1 By-Law No. 2
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:2017-10
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).

	Vivo Residences Inc. (“VRI”)	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with VRI).	
Directors and Officers	Directors: Frank Giannone Federico Serrafiero Jessica Hawes Lily Chen	Officers: Lily Chen, President Federico Serrafiero, Vice-President Jessica Hawes, Vice-President Frank Giannone, Treasurer and Secretary Michael Lam, Authorized Signing Officer

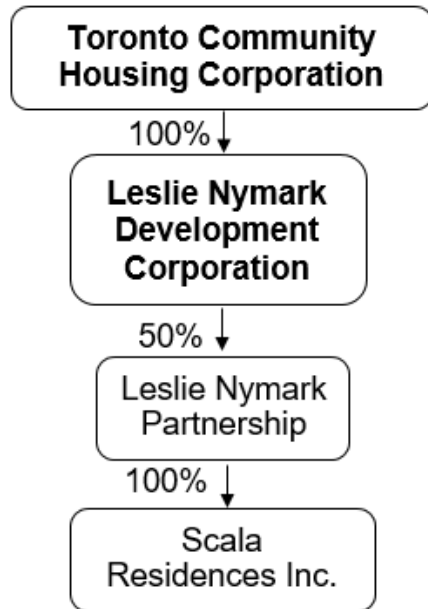
	Verde Residences Inc. (“Verde”)
Purpose of Subsidiary/ Enterprise/Investment	Partnership nominee corporation of general partnership with FRAM subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.
Ownership	100% AGRGP
Jurisdiction	<i>Business Corporations Act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

	Verde Residences Inc. (“Verde”)	
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two-level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with Verde).	
Directors and Officers	Directors: Frank Giannone Federico Serrafero Jessica Hawes Lily Chen	Officers: Lily Chen, President Federico Serrafero, Vice-President Jessica Hawes, Vice-President Frank Giannone, Treasurer and Secretary Michael Lam, Authorized Signing Officer

6. Leslie Nymark Development Corporation

Joint venture/partnerships:

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



Overview of Subsidiary/Enterprise/Investment

	Leslie Nymark Development Corporation ("LNDC")
Purpose of Subsidiary/Enterprise/Investment	To oversee the redevelopment of Leslie Nymark, including the demolition and replacement of 121 TCHC rental units and the development of up to 499 market units.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
Incorporation Number	2395616
Incorporation Date	November 12, 2013
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:2012-47
Original Rationale for Creation/Separate Corporate Existence	In order to set up the land holding partnership structure contemplated in the partnership agreements.

	Leslie Nymark Development Corporation ("LNDC")	
Term of Existence (short-term/defined, long-term/ongoing)	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.	
Directors and Officers	Directors: Nick Macrae Sean Baird Lily Chen	Officers: Nick Macrae, Chair Sean Baird, General Manager Lily Chen, Treasurer Jessica Hawes, Secretary

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

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

7. 2001064 Ontario Inc.



Overview of Subsidiary/Enterprise/Investment

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

	2001064 Ontario Inc. (“2001064”)	
Term of existence (short-term/defined, long-term/ongoing)	Long term/ongoing. Maintaining separate existence allows for a more efficient sale if TCHC would sell the commercial portion.	
Directors and Officers	Directors: Nick Macrae Sean Baird Lily Chen	Officers: Nick Macrae, Chair Sean Baird, General Manager Lily Chen, Treasurer Jessica Hawes, Secretary

Toronto Affordable Housing Fund



Overview of Subsidiary/Enterprise/Investment

	Toronto Affordable Housing Fund (“TAHF”)
Purpose of Subsidiary/Enterprise/Investment	<p>To establish and operate a housing fund for the purposes of:</p> <ul style="list-style-type: none"> • Providing financial support to qualified individuals so that they may purchase eligible homes; • Delivering and administering home-ownership loans on behalf of City of Toronto/CMHC and TCHC; • Managing second mortgages to qualified purchasers, fund transactions, fundraising; • Providing access to and promoting the availability of long-term affordable ownership housing; and • Other related matters related to implementation of affordable ownership program.

	Toronto Affordable Housing Fund (“TAHF”)	
Ownership	Sole Voting Member – TCHC Non-voting Members – TAHF’s directors	
Jurisdiction	<i>Corporations Act</i> (Ontario)	
Incorporation Number	1792408	
Incorporation Date	March 18, 2009	
Incorporation Document	Letters Patent Supplementary Letters Patent (2009-04-03)	
By-Laws	By-Law No. 1	
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:C2008-121	
Original Rationale for Creation/Separate Corporate Existence	A separate entity was created to insulate the parent company from liability for the activities conducted by TAHF.	
Term of Existence (short-term/defined, long-term/ongoing)	Long term as the entity holds numerous mortgages (“boost loans”) that would be costly to transfer to TCHC. Also, TCHC must relinquish the mortgages back to the Shareholder(City of Toronto) on April 30, 2029. Thus containing all activities in the subsidiary is deemed desirable.	
Directors and Officers	Directors: John Campbell Sean Baird Lily Chen	Officers: John Campbell, Chair Sean Baird, President and Secretary Lily Chen, Chief Financial Officer and Treasurer

8. Toronto Community Housing Enterprise Inc.

Joint venture/partnerships:

- a. Regent Park Energy Inc.



Overview of Subsidiary/Enterprise/Investment

	Toronto Community Housing Enterprise Inc. ("TCHEI")
Purpose of Subsidiary/Enterprise/Investment	Originally, a holding company for Toronto Community Housing Corporation's ("TCHC") 60% equity interest in the Regent Park Community Energy System ("Regent Park CES") Joint Venture with Corix Utilities Inc. ("Corix"). The Joint Venture with Corix dissolved. Now, TCHEI is a holding company that owns 100% equity interest in the Regent Park CES.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
Incorporation Number	2187799
Incorporation Date	October 16, 2008
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:C2008-115
Original Rationale for Creation/Separate Corporate Existence	As per TCHC:C2008-115: 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

	Toronto Community Housing Enterprise Inc. (“TCHEI”)	
	insulate a parent corporation from potential liability as a direct holder of the equity interest.	
Term of existence (short-term/defined, long-term/ongoing)	Defined. TCHEI is proposed to be amalgamated with RPEI. TCHC will continue to evaluate the strategic options of the merged TCHEI and RPEI entity.	
Directors and Officers	Directors: Adele Imrie Sean Baird Lily Chen	Officers: Adele Imrie, Chair Sean Baird, President Lily Chen, Treasurer

	Regent Park Energy Inc. (“RPEI”)	
Purpose of Subsidiary/Enterprise/Investment	<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% ownership 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"> 1. Central Plant: equipment to produce heating and cooling (e.g. boilers, chillers, piping, etc.). 2. Piping: Pipes to transmit the heating and cooling to the Energy Transfer Stations (“ETS”) rooms inside customer buildings. 3. ETS: Energy Transfer Stations. 4. Campus Electric: Small electricity distribution system (“micro-grid”) that distributes grid electricity to a number of TCHC buildings. 	
Ownership	<p>As of January 4, 2012: 100% TCHEI (TCHC:C2011-92)</p> <p>Previously: 60% TCHEI & 40% Corix</p>	

	Regent Park Energy Inc. (“RPEI”)	
Jurisdiction	<i>Business Corporations Act</i> (Ontario)	
Incorporation Number	2187743	
Incorporation Date	October 16, 2008	
Incorporation Document	Articles of Incorporation	
By-Laws	By-Law No. 1	
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:C2008-115	
Original Rationale for Creation/Separate Corporate Existence	RPEI was a joint venture between TCHC (via TCHEI) and Corix. A separate entity to oversee the Regent Park CES was proposed to insulate the parent company from potential liability from the Regent Park CES.	
Term of existence (short-term/defined, long-term/ongoing)	Defined. RPEI is proposed to be amalgamated with TCHEI. TCHC will continue to evaluate the strategic options of the merged TCHEI and RPEI entity.	
Directors and Officers	Directors: Adele Imrie Sean Baird Lily Chen	Officers: Adele Imrie, Chair Sean Baird, General Manager Lily Chen Treasurer Daisy Wong, Secretary