

Toronto Community Housing Corporation
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April 30, 2026
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 2025 Annual Report and Additional Information Reported Annually to the Shareholder

We are pleased to submit the enclosed 2025 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 2025, TCHC had its 2025-2029 Strategic Plan approved following consultations with tenants, staff, management, Board members, City leadership, elected officials, and external partners including the Office of the Commissioner of Housing Equity. This Strategic Plan will guide the organization to better deliver housing and services to our tenants and develop new rental units to support even more Torontonians in need of housing. It will also help us to attract and retain staff committed to TCHC's mission and values and help TCHC raise its profile as a leader and innovator in the housing sector.

Current resource constraints create challenges in advancing new priorities while sustaining existing work. TCHC saw increased risks in 2025 associated with evolving cyber threats and aging infrastructure, while also working to improve data governance and business intelligence to better serve business needs and support strategic planning. TCHC is also working toward meeting new compliance requirements and City directives, such as portfolio decarbonization to meet the City's TransformTO goals.

TCHC is serving an aging and increasingly vulnerable tenant population with greater health and social support needs, as well as addressing ongoing

community safety challenges such as gun-related incidents and disruptive behaviour related to substance use, trauma, and mental health issues. TCHC is also facing the upcoming end of federal funding for state of good repairs (SOGR) after 2027. TCHC is implementing the recommendations from EY's Financial Sustainability Plan to control costs and improve efficiency. However, long-term structural issues will continue to limit the organization's ability to operate without adequate ongoing operating subsidies.

Yours truly,

Adele Imrie
Chair, Board of Directors

Sean Baird
President and CEO

Attached: 2025 Annual Report

Additional Information Reported Annually to the Shareholder



Toronto Community Housing 2025 Annual Report

Building What Matters



Toronto
Community
Housing



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A message from the Chair



As Chair of the Board of Toronto Community Housing Corporation (TCHC), this year I have been proud to watch the role that this organization has stepped into. TCHC is working alongside the City of Toronto, taking on the role of public builder to begin delivering the affordable housing that the people of Toronto need.

As fellow citizens, we all benefit from the creation of new affordable housing, even if we won't live in it ourselves. Our community is deeply interwoven by neighbourhoods, friendships and shared spaces.

When we commit to programs and policies that address the root causes of Toronto's most pressing challenges, we strengthen the foundation of our city and create the conditions for all people to thrive. By coming together, we build a city that is more connected and more welcoming.

For TCHC to play a successful role in that future for Toronto, the organization needs to balance growth with sustainability. This means holding steady in our commitment to meet the expectations of TCHC's tenants and being responsible stewards of the vital public infrastructure we are entrusted with. To that end, 2025 was the first year of TCHC's five-year strategic plan, Foundations for the Future. That plan aligns TCHC's energy and resources into the five priorities that best enable the organization to balance service for the residents of today with growth for the residents of tomorrow.

Looking inward, the Board welcomed new Directors and bid farewell to others this year.

John Campbell and Ziva Ferriera finished their terms on TCHC's Board this year. They brought valuable insight into our work, and we are grateful for their public service. I have no doubt they will continue as engaged citizens that advocate for the good of their neighbors.

In turn, Dan McIntyre and Mary Hogan joined the Board this year. Dan is a tenant director and brings experience from a wide variety of non-profit boards, as well as his career as a licensed paralegal representing tenants. Mary is a retired judge of the Ontario Court of Justice, and her career has been marked by the pursuit of social justice for those who are marginalized in our society.

During my time on the Board, I have always been impressed by the diversity, expertise and pursuit of excellence that Directors have brought to TCHC. I am pleased to say that this trend continued in 2025.

In closing, I would like to thank TCHC's employees for their commitment to the residents of TCHC communities. We have a clear purpose—to help people—and I see that compassion is reflected in many of the employees that I meet across the portfolio. To my Board colleagues, I am grateful for the professionalism, dedication and sense of urgency that you bring to our work. It is an honour to serve alongside you. To the residents of TCHC communities, I appreciate your continued willingness to engage in conversations about how TCHC can continue to improve its service to you and grow to welcome more of our neighbours into safe, affordable homes across the city.

With the combination of good governance, capable leadership, and the right strategy, TCHC continues on the path of progress. I look forward to the year ahead and the successes to come.

Sincerely,

Adele Imrie
Chair of the Board
Toronto Community Housing Corporation

A message from the CEO



Toronto Community Housing has a huge impact on the City of Toronto. One in every 50 Torontonians is a TCHC tenant, and our communities are spread across the City's many neighbourhoods.

Housing affordability and the cost-of-living crisis continue to be an issue in Toronto and, as the city's largest social housing provider and builder of affordable housing, we play a critical role in addressing these challenges.

I am so proud of what we accomplished in 2025, applying the priorities of our five-year Strategic Plan, Foundations for the Future, to the critical future of affordable housing and TCHC's many residents.

Last year, we expanded our role to support the City in delivering more affordable housing through Toronto Builds. We continued to lead neighbourhood revitalization projects, including the opening of our Don Summerville buildings, as well as new buildings in Regent Park and Alexandra Park. We moved forward with our aim to rebuild Swansea Mews and 2026 will see further progress here and in other communities looking to expand and build.

I had the opportunity to join Prime Minister Mark Carney and Housing Minister Gregor Robertson in Ottawa to launch Build Canada Homes (BCH), setting Canada on a path toward growth and social housing transformation, regaining our place as a worldwide leader in social housing construction.

TCHC was proud to be a partner with the City of Toronto in implementing the HousingTO 2020-2030 Action Plan, with a goal of approving 65,000 affordable and rent-controlled homes by 2030. We now look forward to working with Mayor Olivia Chow and the City to seek needed funding from Build Canada Homes to make this plan a reality.

We connected our tenants with services to support their overall wellbeing through our programs and partnerships team and tenant engagement system. These teams are heavily supported by our tenancy management teams, as well as community safety and support.

Our capital repair programs helped preserve and renew our assets so that they were in good condition, accessible to our tenants and helped meet sustainability goals.

We continued to engage our employees through a new intranet that better connects TCHC staff to information they need in their daily work. I also embarked on a Staff Safety Listening Tour, meeting with different groups to better understand how we can foster a more inclusive environment at TCHC.

It was an eventful year and I invite you to read on and see what TCHC was up to in 2025.

Thank you,

Sean Baird
President and CEO
Toronto Community Housing

Strategic Plan overview

There is an urgent need for housing in the city of Toronto. This is especially true for affordable housing. Foundations for the Future is Toronto Community Housing's Strategic Plan for 2025-2029. This plan is our roadmap. It sets out our priorities and vision for the next five years, so we can continue to provide homes to tenants across Toronto.



Support safe, healthy, and inclusive tenant communities.



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



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



Foster a collaborative, diverse, and thriving workplace.



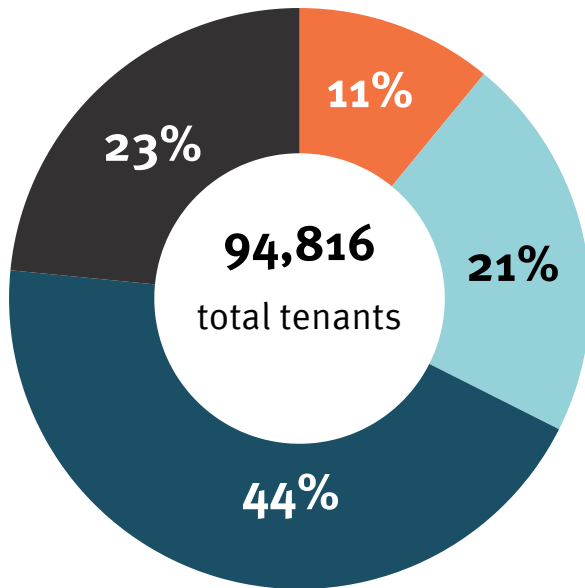
Improve TCHC's ability to lead, learn, and innovate.

Read the full [Strategic Plan \(PDF\)](#) for all the objectives under each category.

About our communities



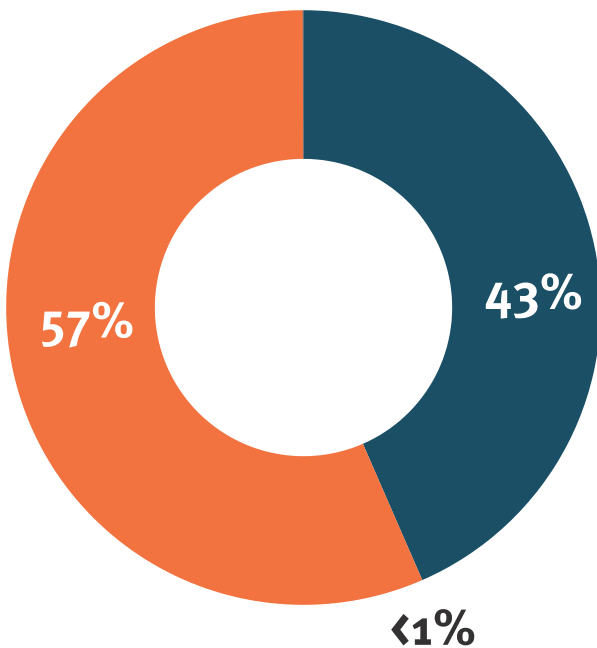
Tenants



Total count		
	Senior (59+)	22,234
	Adult (25-58)	41,834
	Youth (13-24)	20,367
	Children (0-12)	10,381

Average age: 39.1 years

Gender

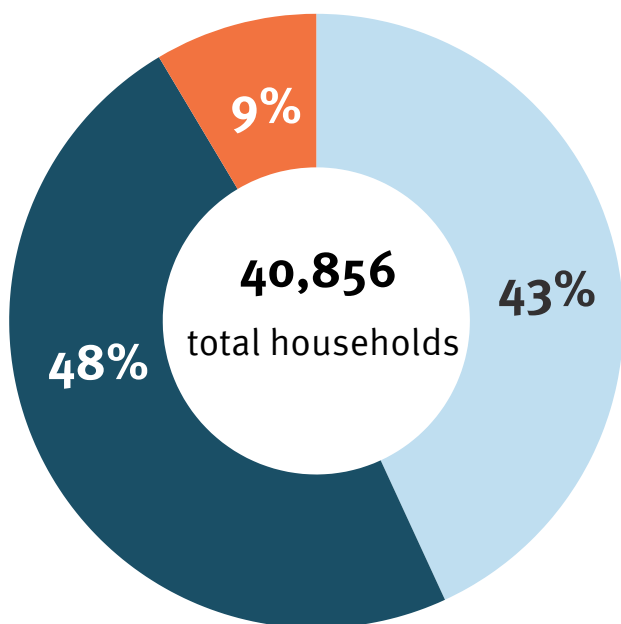


Total count		
	Woman*	53,575
	Man**	41,205
	Non-binary	36

*Woman includes Woman and Trans Woman

**Man includes Man and Trans Man

Households

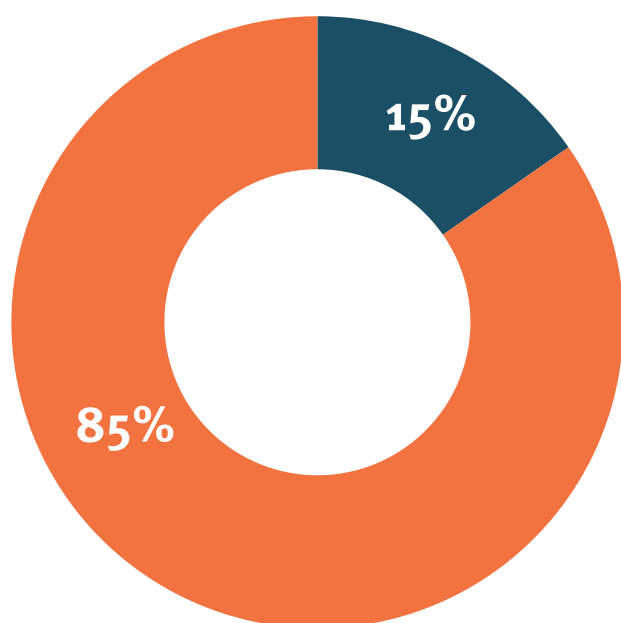


Household composition

Total count

	Single-person households	17,617
	Multigenerational households*	19,741
	Couple/roommate households	3,498

*Multigenerational households include parent/child relationships of all ages



Total count

	Market households	6,255
	RGI households	34,601

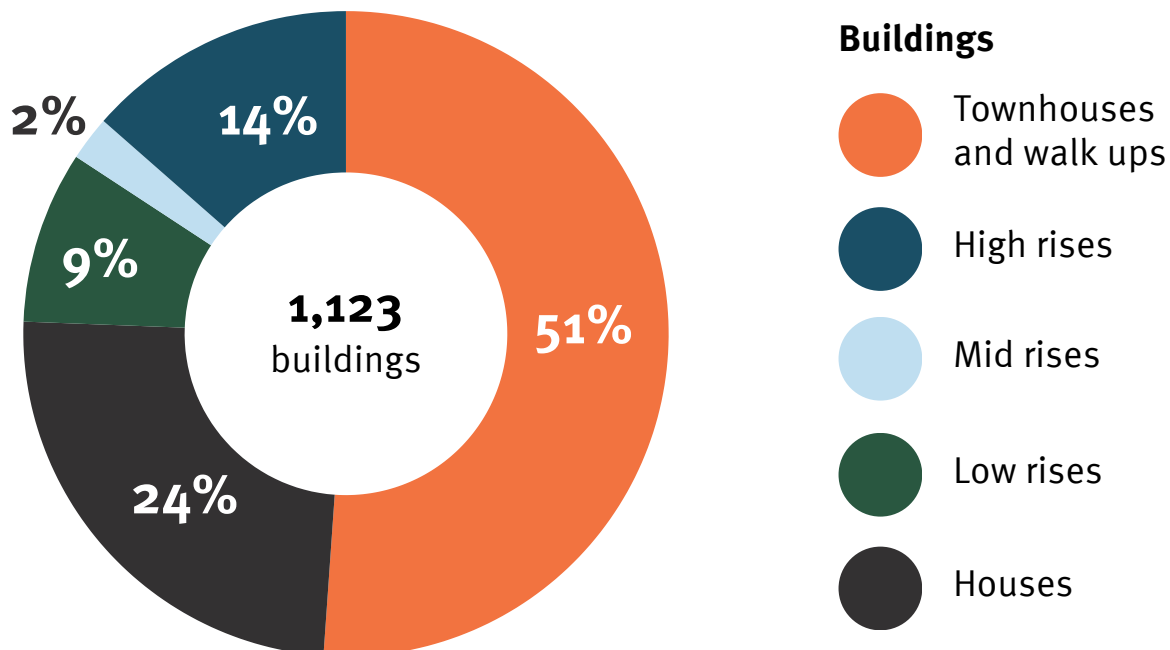
\$22,411

Household annual income for RGI tenants

13.5 years

Average tenancy length

Buildings



There are also 82 buildings in the Toronto Seniors Housing (TSHC) portfolio.

Units



43,743
TCHC units

13,970
TSHC units



Support safe, healthy, and inclusive tenant communities.



Tenant Engagement System



In 2025, Tenant Engagement took an important step forward by creating programming under the new Engage Together model. Under one shared approach to community engagement, the model brings together several initiatives including Tenant Circles, Tenant Community Action Tables, the Tenant Advisory Committee, and Youth Tenant Advisory Committee.

In its first year, Engage Together began to see early benefits across programs, from increased collaboration to more intentional knowledge sharing and relationship-building. Together, we helped empower community leadership and contributed to more inclusive, responsive, and resilient neighbourhoods.



Tenant Circles

- Tenant Circles are the community level component of Engage Together, where any member of the community can attend and have their voice heard. Tenant Circles are where tenants decide on their priorities for use of their allocated Local Initiative Funding for Tenants (LIFT) funds.
- Since starting Tenant Circle meetings in the Spring of 2025:
 - Around 2,000 tenants have participated in 266 Tenant Circle meetings.
 - Over 70 per cent of TCHC communities have had at least one Tenant Circle meeting.

Local Initiative Funding for Tenants (LIFT)

- Through the new tenant funding program, LIFT, tenants can join their neighbours to plan and lead projects that bring their communities together. Community funding can support local activities and programs—chosen by tenants, for tenants.
- Despite launching officially in July, the addition of LIFT has led to a 240 per cent increase in tenant-led initiatives, from 250 in 2024 to 617 in 2025.



- To date, tenant-led initiatives funded through TAF and LIFT have supported several activities and programs that benefitted communities, such as:
 - Rowntree Manor (West region)
 - A 10-week recreation and fitness program for tenants, many of whom are young mothers.
 - A back-to-school BBQ bringing approximately 100 tenants together and supporting families preparing for the school year.
 - Mornelle Morningside (East region)
 - Mobile internet access in common areas, for children and youth, to support virtual learning and homework help.
 - A supports and healing program for women to gather, access workshops, and participate in arts-based healing and group outings.
 - Bathurst Adelaide (Central region)
 - A first-ever Seniors' Breakfast Club to bring seniors together, support food security and reduce isolation.
 - Seating and shade structures for a revitalized community garden to offer safe outdoor use during extreme heat, supporting health, safety, and shared space use.

Tenant Advisory Committee (TAC)

- We received over 341 tenant applications to the open call for the city-level Tenant Advisory Committee. After a thorough review of applications and interviews conducted by TCHC and City of Toronto staff, 18 members (six from each region) were selected to form part of the newly constituted committee.

Youth Tenant Advisory Committee (YTAC)

- In March, TCHC received Council direction to form a Youth Tenant Advisory Committee. Staff aligned the call for applications for YTAC with TAC and received 72 applications.
- After a thorough review of applications and interviews conducted by TCHC and City of Toronto staff, 14 members (minimum of four from each region) were selected. YTAC held its first meeting in September 2025.

Tenant survey

About the survey

In September, TCHC sent the 2025 Tenant Survey to approximately 41,000 households. It gave tenants a chance to share feedback on all service areas including communication, safety and security, customer service, and maintenance.

This year, we opened the survey to all tenants aged 16 or older to make sure more voices were heard. We also added new questions to learn more about safety, maintenance, and how staff interact with tenants. Tenants could complete the survey online, by phone, or by mail.

We promoted the survey through the TCHC website, social media, emails, text messages, newsletters, building posters, and tenant events. TCHC reached tenants through more than 30 different contact points across our communication channels.

Preliminary results

The survey had a 14 per cent household response rate. In some households, more than one person completed the survey. By comparison, the 2023 response rate was 20%.

Despite extending the response deadline and implementing additional strategies to increase participation, the Canada Post strike likely contributed to a lower response rate than in 2023. Nevertheless, this year's response rate falls within the industry benchmark of 10-15% for surveys of this nature. The results still provide valuable insights that enhance our understanding of the experiences of TCHC tenants.

Progress on priorities from 2023



Customer service

Client Care Centre staff received additional tools to help answer tenant questions faster. We also updated our website, launched new community newsletters, and started using text messages for important building updates and project reminders. This helped improve the way tenants' access and receive digital communications.



Community safety

Community Safety Unit (CSU) staff performed more wellness checks and safety audits. CSU created the Alternative Response Unit to help Special Constables prioritize tenant needs. Staff also received training in mental health, anti-Black racism, use of force, first aid, human rights, and supporting senior and Indigenous tenants.



Youth satisfaction

We created new programs for youth, like Camp Inspire. We also continued to offer scholarships, hosted job fairs, and provided internship opportunities for young people.

Next steps

The Tenant Survey is one of our most important tools for understanding tenant experience, overall satisfaction, and where we can improve our services.

We are still analyzing the results. We will share the results with teams across the organization to help support strategic planning and decision-making.

Pre-Apprenticeship program



TCHC's Pre-Apprenticeship program completed Cohort Three in March 2025, which was the culmination of a 10-week paid pre-apprenticeship program for tenants ages 16 to 29. Participants gained hands-on training and onsite placements within TCHC communities and privately owned properties in the GTA and across the province.

Participants also heard from industry veterans and experts through facilitated workshops. The Pre-Apprenticeship Program trained participants with limited experience

in the skilled trades, providing them with access to the construction industry and its various fields. Over 11 months of three cohorts, 151 youths were trained and 105 were TCHC tenants. When the program ended in March 2025, 14 TCHC youths were retained as employees and others found work with other private construction companies.

On March 28, 2025, TCHC and its program partners held a graduation ceremony at the Montecassino Hotel & Event Centre for the most recent cohort along with their friends and family. Member of Provincial Parliament, Mohamed Firin, came to offer words of encouragement to the youth. We're so proud of our youth for their dedication to learning new skills and growing as professionals in the trades industry.



Camp Inspire



In 2025, TCHC said goodbye to Rookie League and proudly introduced a new summer program – Camp Inspire. The camp ran full-time in July and August for children ages 6 to 12. Whether it was exploring nature with Toronto and Region Conservation Authority, doing hands-on STEM activities with Visions of Science, or learning rugby with Toronto Inner-City Rugby Foundation, campers built resilience and self-confidence while developing positive relationships with each other.

A key feature of the camp was “Fun Day”, where around 300 youth from all 12 communities gathered to experience a day full of games, activities, food, and community pride at Wishing Well Park in the East region. Furthermore, through the summer, camp communities participated in weekly themed activities designed to inspire exploration and imagination. A total of 436 tenants registered for the program in its first year and 100 per cent of parents were satisfied with the camp’s excursions this year which included Sky Zone and bowling.

Our programming staff are excited about the new era of TCHC summer day camp programming and we hope to reach even more families moving forward.

I AM Thriving

The Community Economic Development (CED) department at TCHC leads initiatives and partnerships that create, facilitate, or promote sustainable economic opportunities for tenants. This included another successful session of “I AM Thriving,” a business development-focused networking event for women in TCHC communities across the city. Over 100 women registered for the year-end event that featured special guest speakers, food, and live entertainment.

The event educated, informed, and inspired women in our communities to achieve their professional goals. Through exchanging stories and drawing inspiration from other businesswomen, the event encouraged participants to connect as they seek to thrive in work, business, and life.



Trades in the 6ix

Last summer, in partnership with the City of Toronto and Tropicana Community Services, TCHC hosted the “Trades in the 6ix” fair for tenants ages 16 to 35. The skilled trades industry offers a wide range of career paths including in construction, aviation, carpentry, and more. The skilled trades are increasingly in high demand and there is interest amongst our tenants in pursuing work in this field. The fair provided tenants and attendees a chance to explore various skilled trade professions and job training programs. It also brought together trades professionals, industry unions, and educational institutions to showcase their exhibits and the opportunities available.

IIODS



In 2025, TCHC awarded Investing in Our Diversity Scholarships (IIODS) to 37 students who went on to attend 12 universities or colleges across Ontario and abroad. Collectively, they are focusing on 22 areas of study that include subjects in criminology, dentistry, journalism, and medicine. The scholarship celebration gala took place in the Regent Park community over the summer. A total of \$148,000 in scholarships were awarded at the celebration. During the event, attendees enjoyed hors d'oeuvres, a buffet dinner, certificate presentations, and networking with scholarship donors.



IIODS recognized TCHC youths who have demonstrated academic excellence, financial eligibility 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. The scholarships promote youth empowerment, diversity, and community safety in Toronto.

League of Her Own

(in partnership with MLSE Foundation)



League of Her Own entered its fourth season in 2025 and continued to make a huge impact on TCHC female youth ages 13 to 18. Every Monday evening through July and August, girls arrived at MLSE Launchpad to participate in basketball drills and workshops on resilience and self-regulation. And, of course, lots of basketball games.

This year saw girls from 25 TCHC communities and MLSE LaunchPad programming join together to learn, practice, and enhance their skills. During the season, the program hosted six teams of participants that were led and coached by female student athletes and coaches. League of Her Own created accessibility to sport programming for TCHC tenants while fostering peer connection and resiliency among the group.

Basketball is a growing sport in Toronto and now that the city has a new WNBA team, the Toronto Tempo, we expect a rise in popularity among female athletes for programs like League of Her Own.

Midnight Basketball League

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



2025 saw another successful year of our Midnight Basketball League program. 144 youth ages 14 to 18 from 12 communities across the city participated in the spring and summer cohort. The program was represented by North Kipling, Chester Le, Flemington Park, Waterfront, Bleeker, Neptune, Moss Park, Brahms/Sparrowways, Victoria Park/Sheppard, Tobermory, Pelham Park, and Mutual St./Adelaide.

In the fall, TCHC hosted a season-end gala for both cohorts of participants, coaches, and staff. Featuring a motivating keynote message and awards, it was a celebration for all who made the 2025 program possible.

A highlight of the program in 2025 was awarding the inaugural Midnight Basketball Scholarship. With funds raised from TCHC staff, the award aimed to recognize one youth who demonstrated exceptional commitment to personal growth, community engagement, and academic achievement through their involvement with the program. The inaugural scholarship was awarded to Mylo Noel from the Mutual St./Adelaide community. As the inaugural recipient, he embodied brilliance and resilience with a bold vision for his future. Mylo has a passion for creating meaningful change and steps into his first year of college, carrying not only his own dreams but those of his community's.

Job fairs



In the summer and fall, TCHC partnered with Toronto city councillors to run job fairs. We worked with Councillor Frances Nunziata's office for the Youth Job Fair in York South-Weston, connecting local employers with local talent. Whether it be for season, part-time, or temporary positions, small businesses and community organizations were connected with the next generation of workers. Many youth tenants came out ready to work and applied to fill talent needs for the fall, winter, and holiday season.

TCHC also worked with Councillor Jamaal Myers and community partners to host the New Opportunities and Job Fair in Scarborough. As a strong advocate for local employment, training, and entrepreneurship, Councillor Myers and our partners connected local employers directly with motivated and ready talent who were eager to start or advance their careers. The job fair was an opportunity for on-the-spot interviews, networking, and community engagement with skills workshops and training programs offered.

Both job fairs bridged the gap between local employers, service providers, and skilled workers of all ages. We look forward to running more employment opportunities in 2026 for our tenants.



Internship

The summer internship program at TCHC supported youth tenants with significant work experience to advance their employment goals. In 2025, 15 summer interns were employed in full-time, paid positions in business units across the organization for 13 weeks.

Participants gained first-hand experience working in a professional environment while developing new skills and interests, while building strong connections with staff and mentors. TCHC has also benefited from the program as the program helped the organization identify and leverage the tremendous potential, talent, and skills of youth tenants living in our communities.



Returnship



For the second year in a row, TCHC's fall internship, or "The Returnship", focused on recruiting adult tenants ages 35 or older looking to return to the workforce or start a new career. The program attracted tenants interested in learning and gaining new skills. From September to December 2025, the 12-week program gave participants experience working in business units in data intelligence, communications, information technology, operations, and finance. TCHC graduated 13 amazing interns who left with new connections and learnings.

The Next Surgeon

In 2025, The Next Surgeon continued to connect TCHC high school students to the world of medicine and surgery. In partnership with Unity Health Toronto, Office of Access and Outreach - Temerty Faculty of Medicine, and UpSurge, the program received well-deserved attention in the spring. The story of its positive impact on tenants was published on the front page of the Toronto Star. Behind the scenes, through in-person workshops in hospitals across Toronto, youth gained skills from top medical students and specialized doctors. Whether it was simulation workshops on coronary anastomosis, surgical hand tying, or laparoscopic surgery, 2025 was another successful year of building up the program and its participants.

The Next Neuroscientist

From the resounding success of The Next Surgeon program, an exciting pilot opportunity emerged in 2025 that further allowed TCHC to connect its high school students to the world of medicine – this time in neuroscience.



Sunnybrook's Hurvitz Brain Sciences Program and Toronto Community Housing partnered to launch The Next Neuroscientist. The program gave youth full-time, paid, hands-on research experience in neuroscience labs in July and August. Four students were selected to work alongside top researchers and clinicians at Sunnybrook Hospital on projects that supported their academic and professional skills to pursue careers in neuroscience. Through immersive lab placements and mentorship, each student had a hand in important research projects while collaborating closely with top doctors and residents in the field.

We're proud to have partnered with Sunnybrook Hospital on this pilot and we look forward to reducing barriers to careers in medicine for youth living in TCHC.

Impact across the city



Dreams came true when TCHC's Community Safety Unit joined forces with the charitable organization Dreams Take Flight to bring 16 TCHC children to Florida's Disney World for the day. Participants were also given shoes, sweatpants, a hoodie, t-shirt, and more to take on the dream trip.



Thanks to the generosity of The John Tavares Foundation thousands of students have received high-quality backpacks filled with supplies over the past several years. In 2024, 1,500 backpacks were donated, and this year, that number grew to 1,900 - each one containing a 5-piece school supply kit as well as a YETI water bottle. Over the past few weeks, TCHC's Active Living West staff, community safety coordinators, and tenant volunteers distributed nearly 2,000 backpacks to children and families across West Region.



In August, 380 backpacks were donated by 911 Nurses GTA, King Real Estate, and NHS Med Staffing & Friends. Backpacks were distributed at a barbeque in the 2765 Islington community.



TCHC's Community Safety Unit (CSU)'s Sergeant Derek Anderson also organized a [backpack drive](#) giving away 3,500 backpacks filled with school supplies donated by Toronto Fire Services.

In June, TCHC together with Building Up and Councillor Shelley Carroll, residents from the Sparroway community gathered to celebrate the opening of their [new community hub](#). Partnering with TCHC on this project, Building UP played a role in light building repairs, including painting, drywall repairs, furniture installation, artwork installation, and TV setup. This new space is dedicated to delivering programming and resources that promote community safety and well-being.



Building Up was also involved this year with renovating the [community hubs](#) at Danzig and Mount Olive. In February, tenant youth from the Tobermory community, along with TCHC and local Councillor Anthony Perruzza, officially opened the [Youth Spot](#) at 15 Tobermory Drive, with Building Up leading the capital repair renovations.

Across Scarborough, hundreds of TCHC residents rely on SOSO World Ministries each week not just for food, but for connection, dignity, and hope. SOSO World Ministries [runs three weekly food banks and 11 pantry programs](#). Six of them are located directly within TCHC buildings.



In January, TCHC and WoodGreen Community Services collaborated to offer the [Homeward Bound program](#) to women-led families with children living in TCHC buildings in a three-year pilot program that will support up to 25 single mothers.



The second annual Kings of the Court event was held at York University this summer. Eight communities from West Region participated, including a Safety Team made up of TCHC staff and CSU officers for a basketball tournament. Featuring guest speakers, a 3-point contest, skills contests, the event brought unity through sport for communities that have experienced conflict and violence in the recent past. The event was made possible through York University, The City of Toronto's Community Crisis Response Program, Play Forever, and the Centre for Research & Innovation for Black Survivors of Homicide Victims (the CRIB Community).



Keep up with the latest community stories on [our website](#).

Thank you to our donors and partners

We are grateful to the generous organizations and individuals who provided donations within our communities. In 2025, these donations made a difference in our communities and brought joy to many children, families, and individuals.

Investing in Our Diversity Scholarships

ILODS founders and donors

- Scadding Court Community Centre (SCCC)
- Blaney McMurtry Lawyers LLP

2025 ILODS donors

- Anne Fleming
- Building Opportunities for Life Today (BOLT)
- Ed & Fran Clark
- Emily Naddaf, Joshua Lerner & Friends
- Lions International
- Sinai Health
- Wealthsimple Foundation
- Yardi

ILODS - additional partners and supporters:

- Centennial College
- Seneca College
- The Neighbourhood Group (TNG)
- Toronto Metropolitan University (Spanning the Gaps programs)
- University of Toronto

Homeward Bound Toronto

- WoodGreen Community Services

Outreach Kids

- CultureLink
- Gordonridge Action Centre
- Toronto Fire Services
- Toronto Police Services - Neighbourhood Officers

The Next Neuroscientist

- Sunnybrook Health Sciences Centre

YouthWorx

- City of Toronto
- Khalil Dorival
- Metrac
- Peacebuilders Canada
- Toronto Fire Services
- Toronto Police Service (Community Connect and the Neighbourhood Office)
- Wealthsimple Foundation
- Tropicana Community Services

Camp Inspire

- Visions of Science
- Toronto Catholic School Board
- TTC
- YMCA

Be.Build.Brand

- City of Toronto

KickStart

- MLSE Foundation

RBI: Selects

- Sunnybrook Health Sciences Centre

Pre- Apprenticeship Program

- Government of Ontario
- YMCA
- VPI Employment Services
- Service Canada

Midnight Basketball League and League of Her Own

- MLSE Foundation
- Toronto Raptors
- University of Toronto and Toronto Varsity Blues

Active Living March Break Arts Camp

- Extra Ed
- Visions of Science

Back-to-school school supply donations

- The John Tavares Foundation - 1900+ backpacks distributed across West Region communities

Own Your Impact provided 25 youths from nine different communities with a free overnight camping retreat.

Toronto Police and Engage416 provided 50 girls from seven different communities with personal care kits and provided free space to host a basketball tournament to empower young girls to stay active.

Toronto Zoo provided 1,700 Toronto Zoo tickets for families.

Bags Without Barriers provided 30 backpacks for our Homeward Bound Toronto participants.

Violence Reduction Program supporting safety and well-being in communities



Community safety and well-being remain to be a key focus in fostering safe, healthy and inclusive communities. The Violence Reduction Program's (VRP) objectives focused on establishing programming and initiatives in communities disproportionately affected by violent incidents. The team works in collaboration with community partners, tenants and other business units to address violence prevention through an approach that includes tenant engagement, community development and adequate social support.

In 2025, the VRP team focused on increasing its presence in communities and building support and services for tenants and families affected by violence. Over the past year, the VRP team delivered 34 programs (10 of which are tenant-led) across the city, engaging with over 500 tenants city-wide. Also, the team provided support in 26 critical incident responses across the city.



Over the course of 2025, the team partnered with tenants, elected officials and community partners to reactivate previously underused or misused community spaces. The team successfully opened 10 community spaces in 2025, with many completed in partnership with Building UP, which [supported with the space renovations](#). This included the long-awaited [Sparroway community hub](#) that opened its doors in June.



Helping to expand the iHelp Centres in communities in 2025, the VRP team partnered with the regional Operations teams to open four iHelp centres in the West Region in the fall.

In October 2025, the VRP hosted three in-person tenant consultations on TCHC's new Community Safety and Well-being Strategy. They organized three in-person sessions in the Central, East, and West regions for tenants, along with a virtual session and online survey. 118 tenants participated in the in-person consultations, and they received 159 online survey responses. These sessions created opportunities for tenants to have their say about what safety means to them and what should be included in new strategy.

In response to their work, the VRP team saw positive tenant feedback in their 2025 evaluation survey, including:

- Tenants reported a 93 per cent satisfaction rate with VRP programs.
- Eighty-two percent of respondents agreed that VRP programming has an impact on enhancing their overall well-being.
- Seventy-nine per cent of respondents agreed that programming enhances community safety.
- Respondents would recommend VRP programming to other tenants.

Looking ahead to 2026, the VRP team will start to transition its work into the core Operations division and support the implementation of TCHC's Community Safety and Well-being Strategy.



TCHC's green programs and policy are making housing better for tenants



In 2025, TCHC continued to make homes better for tenants while protecting the planet. For the second year in a row, TCHC was named one of Canada's Greenest Employers. This is a testament to the achievements that we made and our commitments to reduce energy use and waste by 25 per cent by 2028.

Tenants played a big role in conservation programs. TCHC reached tenants through door-to-door visits, community events, bulletin boards, and online tools. The team visited nearly 8,000 units in 50 buildings. Tenants shared their conservation priorities and got tips on saving energy and water at home.

Tenant leaders also received training and helped organize cleanups and workshops. TCHC worked with partners like Local Enhancement and Appreciation Forests (LEAF) to plant 60 new trees and shrubs, adding to the hundreds we have planted since 2018.

Waste reduction programs made a strong impact. Over 10,000 waste kits were delivered to tenants, including seniors. Smart waste compaction reduced garbage pickups and saved money, while cutting down waste volume.

TCHC also expanded existing energy programs. The thermostat program reached more buildings and helped tenants use energy more efficiently while staying comfortable. Staff also took part in sustainability training through the Green Office Program and building performance initiatives.

Together, these programs show how TCHC is building greener communities and improving daily life for tenants.

Conservation in 2025



Goals and recognition

- 2028 goal: 25 per cent reduction in energy consumption and waste.
- Named one of Canada's Greenest Employers for two years straight.



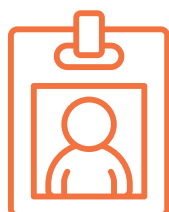
Tenant engagement

- 7,976 units visited for energy conservation.
- 10,341 waste kits distributed to residents.
- 7,840 units joined the new thermostat program.



Environmental impact

- \$320,000 saved through the Smart Compaction Program.
- 3,329 fewer garbage truck pickups required.
- 546 total trees planted since 2018.
- 3,593 cubic yards of waste reduced this year.



Staff and operations

- 561 staff trained to improve building mechanical systems.
- 250+ staff completed Green Office Sustainability Training.
- 160 new sites scheduled for building evaluations in 2026.



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



Capital Plan update: building safe, modern homes



In 2025, Toronto Community Housing (TCHC) continued major investments to keep homes safe, modern, and in good condition. More than 1,100 homes were renovated, and dozens of buildings received upgrades to mechanical, electrical, and structural systems. These improvements help buildings last longer and work better for tenants.

Tenant safety remained a top priority. New security cameras, access-controlled doors, intercoms, and public Wi-Fi were installed to improve safety and strengthen community connections.

Accessibility was also a key focus. We completed 459 in-suite modifications to better meet tenants' needs, along with upgrades to shared spaces. This tenant-centred approach helps create more inclusive communities.

TCHC continued large-scale building retrofits that improve energy and water efficiency. These upgrades reduce utility costs, lower greenhouse gas emissions, and increase tenant comfort.

Together, these efforts improve quality of life for tenants while supporting the City's environmental and accessibility goals.

Capital upgrades at a glance



\$1 million/day in capital spending
\$342 million invested in holistic retrofits



1,164 units renovated
80 structural and roofing projects



459 in-suite accessibility upgrades



61 buildings with common area upgrades
130 buildings with mechanical and electrical upgrades
80 structural and roofing projects



290,719 tenant engagement touchpoints



35 to 70 per cent gas reduction per retrofitted building

Planning for our accessible future

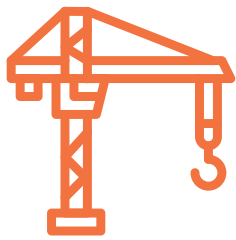


In 2025, the R-PATH Committee continued our accessibility work with Toronto Community Housing Corporation (TCHC). We are proud to share highlights of our ongoing projects:

- We welcomed Ella Jeans as a new member of the R-PATH Committee.
- R-PATH recruited for new members to join the Committee.
- We submitted our Planned Capital Accessibility Budget recommendation.
- We continued our work with the Communication team on accessibility in digital and printed 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.
- We continued to advocate for using plain language in all TCHC communications.

- R-PATH continues to share recommendations for creating and updating policies, including for Accessibility, Language Use, Transfer, and Safety/Wellbeing. We shared information to include all relevant aspects of accessibility in policy reviews.
- We partnered with the Facilities Management and Development Departments 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 help guiding them to completion.
- R-PATH partnered with the Operations team to deliver tenant engagement by participating in TCAT meetings to ensure accessibility in programming and events.
- We worked with staff to update a more robust Annual Unit Inspection template for more accurate accessible unit inventory reporting.
- We worked with TCHC towards a Feasibility Study going to City Council on how to increase the number of Accessible Units in the City of Toronto.
- R-PATH deputized at Board and Board Committees on relevant items affecting people with disabilities.

We look forward to a very productive 2026!



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



Revitalization communities

Don Summerville grand opening

TCHC's Don Summerville revitalization welcomed tenants back into their new homes in 2025. Along with the City and the site's developer partner, TCHC celebrated the opening of this new community with a ribbon-cutting and media tour on October 1.

The 3.3-acre site used to be home to 120 families in two mid-century apartment buildings. With developer partner, Context, TCHC has revitalized the area. In doing so, additional housing was added to the site including market rentals and condos. In the new rental building, the City and the Federal government also joined forces to add new affordable and co-operative units.

The newly completed Don Summerville community now has 120 replacement units for all returning Rent-Geared-to-Income (RGI) tenants. There are also 100 new affordable rental units, 187 new market rental units and 367 new condominium units.





The grand opening and ribbon cutting ceremony featured Mayor Olivia Chow and Toronto Danforth City Councillor Paula Fletcher. Member of Parliament Julie Dabrusin, TCHC President and Chief Executive Officer Sean Baird, Context's Howard Cohen and RioCan's Jonathon Gitlin also joined in the event.

"We're excited to welcome Toronto Community Housing tenants back to Don Summerville," said Baird at the event. "As a result of this revitalization, TCHC and the city have been able to create more homes than were originally here - over six times more!"

As Mayor Chow and Councillor Fletcher toured the new buildings, both commented on how beautiful they are: "Every Torontonian deserves to live in a home that they're proud of, and in a neighbourhood where they can thrive, like the residents of Don Summerville," said Chow.

Councillor Fletcher, who was deeply involved in the planning for Don Summerville, added: "I've been very fortunate as the local Councillor to have been part of this groundbreaking project – from the beginning to the official opening of this beautiful, new, fully-mixed community. Not only has TCHC, the City, Context and Riocan replaced the original RGI apartments, they've also added new affordable housing units, market rental units and nearly 400 condo units. Not to mention the new co-op apartments for artists as well as apartments for community partners. It's a very special project for our east end community."

New Chief Development Officer



TCHC welcomed Yves Cheung as its new Chief Development Officer in June 2025. Cheung has more than a decade of senior leadership experience in real estate development, having held executive roles at Tricon Residential, Tridel, Mattamy Homes and Empire Communities.

Cheung's background spans rental, condominium and mixed-use projects, including public-private partnerships, government funding and sustainable development.

In an interview with Novae Res Urbis (NRU) in October, Cheung said TCHC plays a critical role as both an affordable housing provider and a city builder during a pivotal moment for Toronto:

“We are the end-to-end developer. If we strategically use some of the lands that are available in our community, we could actually accelerate the pace of affordable housing construction.”



Don Summerville – community update

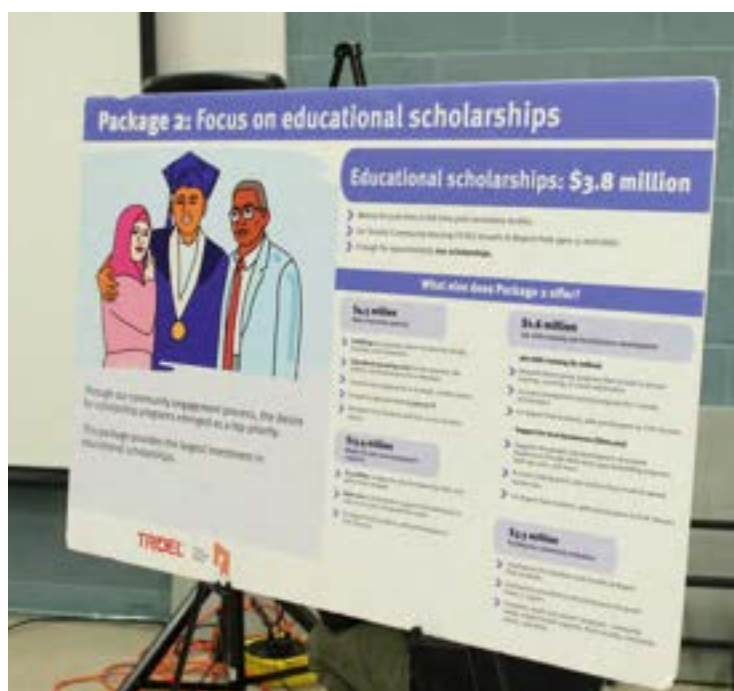
On November 26, tenants relocated during construction were welcomed home to their newly revitalized community. The two mid-century buildings were replaced with one new building that features a gym, community kitchen, and two amenity rooms as well as a terrace that overlooks Lake Ontario.

On October 1, a group from the Ontario Non-Profit Housing Association toured the building. They were impressed with the design and quality of finishes. The tour was an opportunity for TCHC to showcase its newest mixed-income community made possible through partnerships with the City, Context Developments and RioCan.

During the revitalization, Context provided a scholarship program for the tenants of Don Summerville. To date, more than \$80,000 has been awarded. The program demonstrates how TCHC's revitalizations bring more than just bricks and mortar to communities, they bring economic opportunities for the tenants who live there.

Regent Park votes on Community Benefits Agreement (CBA)

A major revitalization milestone in Regent Park was reached in 2025 with the completion of a vote on the Community Benefits Agreement. Between June and August, more than 1,000 people – TCHC tenants and market residents – participated in the neighbourhood-wide vote to determine how Tridel's \$26.8 million in community benefits should be allocated.





Using a ranked balloting system, residents evaluated three packages developed through a multi-year community engagement process. Package 2, which focuses on educational scholarships, received the most support (56.6 per cent). The package also includes investments in wages and employment support, new community spaces, community initiatives and local business development. The selected package will guide priority-setting going forward.

Regent Park – Community Update

TCHC marked important progress in the ongoing transformation of Regent Park in 2025. In June, TCHC, Tridel and a multidisciplinary planning team received the 2025 PlanON Award of Excellence from the Ontario Professional Planners Institute. The award recognizes the master plan vision for Phases 4-5, highlighting thoughtful urban design, strong community engagement and a comprehensive approach to integrating affordable housing, public spaces and sustainability.

In the fall, construction began on Building 4A – the first TCHC affordable rental building in Phases 4-5 with Tridel. Once completed, the 26-storey building will deliver 271 new and replacement affordable rental homes – including a focus on multi-bedroom units for families.



Progress also continued across earlier phases of the revitalization. In June, TCHC and The Daniels Corporation (Phases 1-3) selected Fred Victor as the affordable housing provider for a mixed-use development at 500 Dundas Street East. Approximately 65 affordable rental homes will be integrated within a market condominium, reflecting a collaborative public-private-non-profit approach that supports inclusive, mixed-income communities in Regent Park.

In 2025, the last of the relocated tenants returned to their new homes at 175 Oak Street. A welcome home community event celebrated the completion of this milestone and helped neighbours connect as they settled in.

Investment in people and opportunities also advanced in 2025. The Regent Park scholarship program entered its second year, awarding \$91,000 to 26 tenants pursuing post-secondary education or skills training. Funded through TCHC's partnership with Tridel, the program has awarded \$141,000 to 41 tenants since its launch.

Swansea Mews – Community Update



Significant progress was made on Swansea Mews in 2025. In April, City Council approved TCHC's Initial Development Proposal for the site. Shortly thereafter, the revitalization team began recruiting tenant leaders to represent the voice of the community going forward. These leaders continue to play a vital role in shaping the future of the new community.

In October, TCHC formally submitted its Official Plan Amendment and Rezoning Application to the City. In November, a media briefing was held to unveil the new vision for Swansea Mews. The revitalization includes the replacement of 154 RGI units previously occupied at the site. It also features two buildings with a mix of affordable housing options as well as new indoor and outdoor community and commercial spaces. In total, there will be nearly 650 homes in the new Swansea Mews community, adding 495 net new affordable and market units.

Firgrove Grassways – Community Update

TCHC continues to seek development partners to revitalize the Firgrove-Grassways community. In 2025, TCHC shifted to a block-by-block approach. As a result, a Request for Proposal was issued mid-year for the design of the proposed roads and sewers that are required for this revitalization. This RFP closed in late-2025 and a decision on the contract award is pending.

Alexandra Park – Community Update

The newest building in TCHC's portfolio was completed in Alexandra Park in 2025. It will be the new home of the Atkinson Co-operative at 130 Augusta Avenue with tenants expected to begin occupancy in early 2026. The new building comprises 99 RGI units and four affordable housing units along with a 62-space city-run daycare.



Deputy Mayor Ausma Malik was given a tour of the building in December and was impressed with the quality of design and finishes used.



Tridel, TCHC's revitalization development partner, built a condominium building connected to 130 Augusta via an elevated and shared community terrace. The condo building includes six affordable ownership units, thanks to funding from the City. These units will be managed by Habitat for Humanity. All six new homeowners are former TCHC residents from Ward 10.



Alexandra Park also celebrated the awarding of 15 scholarships to residents in 2025. This is the third year of the program and is a key component of the revitalization's social and economic development plans. The scholarship program runs annually and has handed out more than \$80,000 in support to more than 25 tenants.



**Foster a collaborative, diverse,
and thriving workplace.**



Employee networks

TCHC has four employee networks which continue to play a vital role in fostering an inclusive, supportive, and connected workplace culture. These voluntary, employee-led groups provide opportunities for collaboration, professional development, and engagement across all parts of our organization.

In 2025, we strengthened our commitment to diversity, equity, and inclusion through the active participation of our networks, each of which contributes uniquely to our workplace culture.

The Women's Inclusion Network (WIN) focused on leadership development, mentorship programs, and initiatives to support gender equity across all levels of the company. In recognition of Women's History Month, on March 14, WIN hosted their event 'Promoting Allyship in the Workplace' which included a keynote address from Dr. Hadiya Roderique. On November 19, WIN hosted their virtual event 'Invisible and Unseen' which included an engaging afternoon with women leaders across TCHC to discuss how women still face being invisible and unseen on both the personal and professional fronts in 2025.



The Pride Network fostered awareness and advocacy for 2SLGBTQIA+ inclusion through educational events, panel discussions, and community partnerships. In 2025, the Pride Network held two meet and greet events, had nine corporate posts on LinkedIn to raise awareness for 2SLGBTQIA+ events and days of significance, advocated for 2SLGBTQIA+ staff with senior management, worked in partnership with the 519 Centre to create training for TCHC staff, and promoted TCHC diversity by co-hosting a Watch Party with Toronto Seniors Housing at the Toronto Pride Parade.



The Filipino Kababayan Network celebrates Filipino heritage at TCHC. In 2025, they participated in the City of Toronto flag raising ceremony for June Filipino Heritage Month, held a basketball tournament for the Filipino community, sent a team to represent Filipino staff at the Frontline Workers Basketball tournament, promoted awareness with all staff about the Typhoons in the Philippines that included relief efforts, and organized a Yuletide Festival with opening remarks from Mayor Olivia Chow and guest appearances by Santa and the Grinch.





The Black Staff Caucus (BSC) hosted their annual Black History Month event, “Black Excellence - in Full Colour” which celebrated the accomplishments of Black individuals in various sectors and spaces through music, dance, comedy and politics. The highlight of the event included a panel discussion featuring Councillor Jamaal Myers and Olivia Nuamah and three Black staff were awarded the Community Achievement Awards for their leadership in the workplace and in the community.

BSC also partnered with The Centre for Advancing the Interests of Black People to host an Emancipation Month event, which featured author and co-founder of Toronto bookstore A Different Booklist, Itah Sadu. The theme of the event, “Awakening Black History in Canada: A Story of Emancipation,” focused on recognizing how we can continue to uplift Black communities and what emancipation looks like for Black communities living in Toronto Community Housing and the city at large.

Service Appreciation Awards



The Service Appreciation Awards is an annual program which celebrates employee service milestones in five year increments. Employees achieving these special milestones are invited to an annual Service Appreciation Event and also receive a year of service pin. Recipients with more than 15 years of service also receive an award with their pin.

Approximately 250 guests attended the event on September 17, 2025 where we celebrated over 450 eligible service year recipients with 99 special awards distributed to employees with 15+ years of service. The event aimed to make employees feel valued and appreciated. 95 per cent of guests shared in the post-event survey that they enjoyed attending and it reinforced a sense of belonging and recognition across divisions.



United Way in 2025



Each year, TCHC staff come together through BBQs, bowling events, and pancake breakfasts to raise funds for United Way. In 2025, TCHC staff continued to demonstrate their commitment to supporting the work of the United Way by raising over \$100,000 for the programs and agency services that support the TCHC portfolio and beyond.

As part of this year's fundraising efforts, employees flexed their muscles pulling a fire truck, running 5 kilometers, and climbing all 1,776 steps of the CN Tower. TCHC remains one of the active member corporations of the City's One Team, One Campaign vision, that collectively raises over \$2.5 million for United Way.





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



Thought leadership

As the second-largest social housing provider in North America, TCHC possesses deep subject-matter expertise and experience in delivering large-scale affordable housing. In 2025, TCHC activated itself as a leader in the housing sector. We established a higher profile in the housing industry, showing our ability to lead, learn, and innovate.



TCHC built meaningful partnerships and collaborated with industry associations, international representatives, and housing thought leaders to advance the knowledge, understanding, and value of social housing in Toronto. TCHC participated in over 25 industry events, leading various presentations, tours, and workshops for current and future generations of housing leaders.

We made over 160 connections with industry leaders. These efforts raised TCHC's profile with key decision-makers and connected the organization with diverse partners who share the goal of creating and sustaining more affordable housing.



Industry leadership roles

TCHC secured leadership positions within the two largest housing associations in Canada. Nadia Gouveia, Chief Operating Officer, became a member of the Board of Directors for the Canadian Housing and Renewal Association (CHRA). Lily Chen, Chief Financial Officer, was appointed Treasurer of the Board of Directors for the Ontario Non-Profit Housing Association (ONPHA). In both roles, TCHC's knowledge and priorities will contribute to the operations and mandates of these influential associations.

Housing forums and events



In 2025, staff engaged in more than 25 housing industry events and forums. These presentations, panel discussions, and tours highlighted TCHC's leadership and operations capabilities, covering topics such as building design and construction, economic and community development, and tenant supports. Through these events, TCHC shared insights and learnings from its initiatives and projects with thousands of housing professionals.

Noteworthy innovative projects

TCHC is engaged in a ventilation study in collaboration with the University of Toronto's Building Energy and Indoor Environmental Lab at both 2 and 5 Brahms.



2 Brahms will undergo a deep retrofitting program, and its energy use will be measured against 5 Brahms. After completing the study, 5 Brahms will also be upgraded, with possible improvements from lessons learned over the coming year. The project is already drawing the attention of the Toronto Star, who sent Marco Chown Oved, Climate Change Reporter, to visit the site and speak with TCHC experts and U of T researchers. A positive story was published on February 4, getting front page placement in print and online.



Scan the QR code to read the article on the Toronto Star website.

Through this project and others like it, TCHC's Facilities Management (FM) team is leading the housing sector in conducting deep retrofits while keeping tenants in their units using innovative techniques and enhanced tenant engagement. Since 2019, FM has invested \$340 million dollars on these types of projects in 39 communities, benefitting more than 6,000 homes. Beyond showcasing our expertise and commitment to this work, the Toronto Star article primes the conversation with different levels of government to show how TCHC can continue effectively using capital investments to reduce our emissions and help hit government net zero targets.

50 Torbolton wins at the 3rd annual Ontario Embodies Carbon Awards

50 Torbolton was honoured in November 2025 at the annual Ontario Embodied Carbon Awards. The two-storey residential building stood vacant for over 12 years due to persistent basement flooding from nearby Humber River. The revitalization project revived 17 three-bedroom homes and featured a top-to-bottom replacement of interior finishes, major upgrades to the building envelope, and the complete replacement of existing mechanical and electrical systems. Guided by ENFORM Architects Inc. and Toronto Community Housing's shared commitment to sustainability, the project significantly reduced operational energy use and embodied carbon while delivering healthier, more comfortable homes. In pursuing Passive House EnerPHit Certification, 50 Torbolton established a precedent for deep energy retrofits in affordable housing. A significant portion of a building's embodied carbon can typically be attributed to a building's structure with carbon intensive materials such as concrete and steel.



TCHC retrofits buildings with solar panels

Toronto Community Housing continues to work towards modernizing its building portfolio. This includes adding new technology that will enhance tenant comforts, make buildings more energy-efficient, and reduce operating costs and greenhouse gas emissions. Solar panels have been an important stream of work for TCHC, with new panels recently installed at 6 Henry Street, 2 Lambert Lodge Avenue and 75 Tandridge Road.



The 105-unit Henry Street building now boasts a new roof with 266 photovoltaic solar panels which provide 125,000 kilowatt hours of electricity to the homes. At 2 Lambert Lodge, the 64-unit building has been installed with 42 solar panels which will generate nearly one-third (29.2 per cent) of the electricity that the building requires, while at the same time reducing carbon emissions by 49 tonnes annually. At 75 Tandridge, 528 solar panels will generate 20.2 per cent of the total annual electricity consumption onsite, a 20 per cent return on investment.

The Centre



2025 Overview



In 2025, The Centre for Advancing the Interests of Black People (The Centre) team wrapped their mandate for TCHC's first Confronting Anti-Black Racism Action Plan and started working towards developing a new path forward for 2026.

Over the last four years, the Centre team has continued building momentum, while engaging tenants and staff to expand their awareness about how anti-Black racism shows up in the workplace and communities. At the end of 2025, there was a shift in direction for the team as they started to build and develop the concept of Black thriving.





In 2025, The Centre team delivered on various initiatives related to the Confronting Anti-Black Racism Strategy. Here are highlights of projects and initiatives that took place in 2025. The Centre team:

- Established the Centre's annual celebration of Black tenant talent through the 'Bloom Where Planted' event with over 80 attendees.
- Completed and approved of the Community Safety Unit Black Employee Lifecycle Report and consultations with staff at TCHC.
- Invested \$35,000 to fund seven [Centre Community Funds projects](#) intended to impact Black tenants and their communities.
- Launched the Blueprint Series, featuring thought and practice leaders across sectors discussing key issues related opportunities to facilitate Black thriving in Toronto Community Housing. The first event focused on pathways to leadership for Black staff.
- Collaborated with the Active Living team to send 50 youth to Crawford Lake for a day of outdoor education.
- In partnership with the Community Safety Unit launched the Cadet Program to provide youth living in TCHC with access to employment opportunities in law enforcement. In 2025, they [wrapped up the first cohort of the Cadet Program](#) and welcomed its second cohort.
- Partnered with Strategic Planning and Communications and the CEO's office to host a community meeting for Black Leaders about the launch and implementation of TCHC's new Strategic Plan.
- Hosted an Emancipation Month and community event with the Black Staff Caucus which included a staff lunch and learn and a community BBQ in Regent Park.
- Organized intersectional outreach with the Black community at TCHC including meetings with the Afro-Indigenous community through a Meet and Feast, the Rainbow Alliance, and a capacity building session with community program leaders.

Governance and management



Board of Directors

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

The Board of Directors 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



Vinita Jajware-Beatty
Vice-Chair



Marcel Charlebois
Tenant Director



Debbie Douglas
Director



Ubah Farah
Tenant Director



Mary Hogan
Director



Parthi Kandavel
Director



Nick Macrae
Director



Naram Mansour
Director



Dan McIntyre
Tenant Director



Gord Perks
Director



Anthony Perruzza
Director



Brian F.C. Smith
Director

Thank you to the following Board members who completed their terms in 2025:

- John Campbell, Director
- Ziva Ferreira, Tenant Director

Executive Leadership Team

The Executive Leadership Team is responsible for the strategic leadership of the company and its subsidiaries. In 2025, our team included:



Sean Baird

President and Chief Executive Office



Nadia Gouveia

Chief Operating Officer



Lily Chen

Chief Financial Officer



Yves Cheung
Chief Development Officer



Barbara Shulman
Chief Corporate Services Officer



Darragh Meagher
General Counsel and Corporate Secretary



Noah Slater
Vice President, Facilities Management

Financials





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. From March 2022 through December 2025, TCHC transferred 110 agency-operated units and 55 rooming house units, across a total of 29 properties. These properties were transferred to the agencies that had been operating them.

TCHC continues to work closely with the City of Toronto to transfer the remaining properties, including five agency-operated properties, seven City-owned market rent units and 19 rooming houses.

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 four TCHC communities undergoing active revitalization and two communities in the pre-development stages. In 2025, TCHC completed the construction of 454 social housing units. 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 2025 Revitalization Site Progress

Don Summerville

At our Don Summerville community, construction of a new TCHC building was completed in the Fall of 2025, including 103 rent-geared-to-income (RGI) and 35 affordable units. TCHC commenced the return process and tenants started moving back into the building in December 2025. A random selection process of eligible applicants for the 35 affordable housing units is being undertaken by TCHC.

Lawrence Heights

In Lawrence Heights, Phase 1 is nearing completion, with the construction of 29 TCHC rental units and occupancy expected in Q1 2026. Municipal roadworks including top asphalt, curbs, and sidewalk construction on a portion of the roads in the Northeast District was completed in Q3 2025. Completion of the remaining municipal roadworks and a new City park is expected in Q2 2026.

To move forward with the construction of the new City Community and Recreation Centre in Phase 2, the relocation of 102 households was completed in Q4 2025. Staff proceeded with the disconnecting of utilities, and applications for demolition permits for 3 and 5 Leila Lane and 31-109 Bagot Court were submitted to the City in Q4 2025.

In addition, following the outcomes of a market study that was completed for the Phase 2 lands in Lawrence Heights, staff began a block-by-block approach to development and retained an architect to begin the design of the first rental block. Concurrently, Official Plan Amendment (OPA), Zoning By-Law Amendment (ZBA), Rental Housing Demolition (RH), and Draft Plan of Subdivision applications were submitted to the City in October 2025, with approval expected in March 2026.

Alexandra Park

In Alexandra Park, construction on the 130 Augusta Avenue rental replacement building is complete, which includes 4 new affordable rental units and 99 replacement RGI units. In the adjoining market condominium at 115 Denison Avenue, 6 new affordable homeownership units have been matched with owners and will be administered by Habitat for Humanity. Construction will be finalized on two townhouse blocks by June 2026.

Firgrove

In our Firgrove community, staff analyzed the results of a Request for Expressions of Interest (RFEOI) and presented a block-by-block building approach to development. Staff recommended to begin the design of roads and infrastructure as well as the first TCHC Block (Block 2). A Request for

Proposals was released for engineering services for the design of roads and infrastructure. Award of the contract is anticipated in Q1 2026.

Swansea Mews

In our Swansea Mews community, TCHC received Council approval of the Initial Development Plan and began further design and engagement around the redevelopment plan in 2025. Official Plan Amendment (OPA), Zoning Bylaw Amendment (ZBA), and Rental Housing Demolition (RH) Applications were submitted to the City in October 2025 with an anticipated approval in Q1 2026.

Regent Park

In Regent Park, construction was completed on the final Phase 3 rental replacement building of 213 units and occupancy began in April 2025. Household move-ins to the new building will be completed by early 2026. 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, and 35,000 square feet of new community space. Construction of TCHC's first building in Phase 4 of the revitalization began in December 2025; completion is targeted for 2030. An RFP to identify a community partner to operate the community space will be issued in 2026. Permit applications for demolition of buildings in phases 4B and 5A have been made. The demolition is targeted to commence in July 2026.

TCHC UNITS: In Flight and Planned Revitalizations 2025	Completed Units - End of 2025*		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	156	44	382	44
Alexandra Park	160	4	250	2	410	6
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	103	35	0	0	103	35
Firgrove (pre-dev)	0	0	107	236	107	236
Swansea (154 required / pre-dev)	0	0	154	495**	154	495
TOTAL*	2,666		2,714		5,380	

**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.*

***Units are a mix of affordable and attainable rental to be owned and operated by TCHC.*

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 390 economic development opportunities were provided to tenants of revitalization communities throughout 2025, including:

- 58 tenants received a scholarship or learning grant
- 37 tenants secured a construction or professional job
- 55 youth completed a paid employment program

- 77 tenants were supported to secure a job with local Toronto employers
- 87 tenants completed a formal training opportunity
- 50 tenants secured business development and social procurement opportunities

In 2025, TCHC's Revitalization Team at Lawrence Heights facilitated several economic development opportunities which engaged tenants in skill building, employment, and business development opportunities. Youth were engaged as part of the 37 Kids program and Community Change Makers positions. Staff supported tenants in accessing construction and local jobs through job fairs, referrals to employment service providers, and working closely with developer partners. Furthermore, staff worked with tenants to launch a tenant business network which supported 25 tenants to further develop their business initiatives.

The Regent Park team collaborated with residents and community partners to engage 1,000 residents for a community benefits vote. The voting process enabled residents to select their community benefits package for the allocation of \$26.8M worth of social and economic investments (e.g., scholarships, employment, grants, business development, community space, training, etc.). The selected package had the largest allocation for scholarships and will be used to finalize the community benefits agreement with Tridel for Phases 4 and 5.

TCHC, in partnership with The Daniels Corporation and several agencies, continued the annual Creating Real Apprenticeship for Toronto and Moving Towards Opportunities (MTO) programs. In 2025, these flagship programs supported 33 young people to complete training and secure construction or professional jobs. To date, 293 youth have benefited from the programs in preparation to enter the workforce.

TCHC remained aligned with Alexandra Park's four Community Economic Development Pillars: Advancing Employment, Advancing Training and Education, Investing in Community Initiatives, and Small Business Development. In 2025, TCHC facilitated over \$30,000 in social procurement from tenant businesses and continued the Alexandra Park Career Advancement Grant, valued at \$15,000, which helps adult residents access skills and workforce training.

In partnership with Alexandra Park Community Centre and Scadding Court Community Centre, the Market 707 Pilot was extended to December 2025. This pilot provided community businesses with free storefront retail space on Dundas St W. In another partnership with the Alexandra Park Community Centre, 10 Alexandra Park youth were hired to support revitalization community engagement through the Community Animator Program.

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. In 2025, tenants were engaged to select revitalization units as part of the return process. TCHC will continue to work with the TAG, Applegrove Community Centre, and the developer to 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.

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 to 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 2025, the PPS team continued its work supporting the delivery of 211 capital projects 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. PPS engagement in 2025 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.

	Key Performance Indicator	West Region	East Region	Central Region	Seniors Regions	AVERAGE	TOTAL
	Total Number of Capital Jobs Supported by PPS in 2025	46	66	54	45	52.75	211
1	Number of Tenant Meetings Held with Three or More People	5	5	10	12	8	32
	Virtual Tenant Meeting	0	0	1	0	0	1
	In- Person Tenant Meeting	5	5	9	12	8	31
	Number in Attendance	80	175	255	494	251	1,004
2	Number of Construction & Pre-construction Meetings Attended	123	164	107	132	132	526
3	Number of Lobby Intercepts Conducted (Lobby Intercept = 1 day)	4	5	15	5	7	29
4	Number of Doors Knocked	39,711	18,428	21,574	29,644	27,339	109,357
	Engaged - Tenants at Home	7,563	5,776	3,755	11,605	7,175	28,699
	Did Not Engage - Tenants Not at Home	32,148	12,652	17,819	18,039	20,165	80,658

	Key Performance Indicator	West Region	East Region	Central Region	Seniors Regions	AVERAGE	TOTAL
5	Number of Tenants Directly Engaged (Telephone & Survey)	3,466	4,811	7,268	4,884	5,107	20,429
	Telephone Engagement (Outbound)	227	3,173	3,609	124	1,783	7,133
	Survey Responses	3,239	1,638	3,659	4,760	3,324	13,296
6	Number of Tenants Indirectly Engaged: (Survey, Phone & Door Drops)	24,549	15,527	22,343	13,924	19,086	76,343
	Surveys Sent out (No Response)	380	6,938	5,504	1,021	3,461	13,843
	Telephone Engagement (no response)	639	3,986	11,549	93	4,067	16,267
	Door Drops	23,530	4,603	5,290	12,810	11,558	46,233
7	Number of Materials Posted in Common Areas	1,836	2,324	2,383	2,111	2,164	8,654
8	Number of Accessibility Community Meetings Requested by R-PATH	3	0	4	3	3	10
9	Translations in Other Languages	0	0	0	482	121	482

1.2.4 Energy Efficiency

TCHC reports annually on environmental and energy efficiency targets 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 May 2025 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. This translated disclaimer is also included in the Tenant LOOP newsletter, Tenant Guide, and Safety Guide resources.

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

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 2025 Tenant Survey, programs and scholarships, and Engage Together initiatives like the launch of LIFT (Local Initiative Funding for Tenants) and Tenant Council elections.

In 2025, the website received over 690,000 site visits (slight increase of 2.67 per cent) and 1.14 million page views (slight decrease of 6.67 per cent from 2024). Users spend an average of 1 minute and 13 seconds on the website (a slight decrease from 1 minute and 27 seconds in 2024).

TCHC is working to create additional communication channels and products to enhance tenant communications. In 2025, 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 elevator service notifications to residents of 150 Dan Leckie Way. These notifications are sent by email and by SMS/text messages. The Communications team hosted lobby intercepts to let tenants know about this pilot. As of 2025, 259 Dan Leckie residents were signed up to receive notifications by email, and 67 people were signed up to receive them by SMS.

In the summer of 2025, TCHC launched a public notification campaign for its Board and Committee meetings. Tenants and members of the public can sign up on TCHC's website to receive information and reminders about upcoming meetings, or to depute at an upcoming meeting. As of December 2025, 91 tenants and 15 members of the public are signed up to receive these updates, either about a specific committee, all Board/Committees, or general information.

A tenant email list was launched in 2022 and as of December 31, 2025, 7,500 tenants are subscribed to receive emails (increase of 12 per cent from 2024). In 2025, TCHC sent 393 emails (an increase of 88 per cent from 2024). These emails included monthly newsletters, weekly newsletters to revitalization communities like Regent Park and Swansea Mews, campaigns to support the Tenant Survey, Tenant Elections, and the Board and its Committees, and standalone emails like reminders about upcoming events or important updates from TCHC. The average open rate for all emails was 61.4 per cent (compared to a benchmark of 40 per cent based on Mailchimp statistics). The average click rate for all emails was 8.3 per cent (compared to Mailchimp's benchmark of 3.3 per cent).

"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, 2025, it has an open rate of 47.2 per cent and a clickthrough rate of 5.2 per cent. Email continued to support programs and opportunities by sending reminders to register or to attend events. Email also supported tenant engagement. Candidates for Tenant Council elections received communications in the lead up to the campaign period; tenants in communities holding elections

also received reminders about their election dates, who their candidates were, and results posted on the TCHC website. In 2025, TCHC mailed forms to every tenant household so that tenants could update their contact information with TCHC and opt in to receive emails or SMS messages from TCHC. The form also had a QR code for tenants to fill out a digital version of the form. We are continuing to update our audience as forms are received back.

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. In 2025, social media audiences grew by 19.6 per cent compared to 2024. As of December 31, 2025, TCHC had an audience of 33,818 on LinkedIn (an increase of 23 per cent from 2024), 7,839 on Twitter/X (a decrease of 3 per cent from 2024), 9,329 on Instagram (an increase of 25.9 per cent from 2024), and 5,287 on Facebook (an increase of 7.4 per cent from 2024). In 2025, TCHC stopped posting actively on X and began posting actively on Threads, where TCHC has an audience of 980.

The 2021 and 2023 Tenant Surveys indicated that 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. Pairing 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.

In 2025, the Strategic Communications team also hosted three focus groups with tenants. These focus groups aimed to gather insights to help improve the way TCHC shares information with tenants. At these sessions, tenants can share their experiences and ideas. The first focus group

sessions took place in March and April 2025 and 97 tenants participated across two online meetings and an online survey. The second focus group took place in July 2025. Thirty-three tenants attended the online meetings and 28 tenants responded to the online survey. The third focus group took place in December 2025. Thirty-three tenants attended the online meeting and 71 people responded to the online survey. TCHC created reports sharing the feedback from these sessions and the actions TCHC will take within the next 12 months. These reports were sent to all participants, shared through Community Corner, and posted on TCHC's website.

2.2 Transfers and Evictions

2.2.1 Updates to the Tenant Transfer Process

Historically, tenant transfers were managed by Operating Units, with priority given to Medical and Safety at Risk application, and decisions made by a rotating staff panel. An Ombudsman's investigation revealed significant issues, including inconsistent decision making and a backlog of more than 1,400 cases. In 2018, TCHC introduced the Crisis Priority Transfer Program to address imminent safety risks and Human Rights Code-based accommodation needs. A 2025 review identified further challenges, including strict eligibility criteria, limited tenant information, minimal tenant choice, and low vacancy rates, prompting a full redesign of the program.

The new Internal Priority Transfer Program expands eligibility, improves fairness, and strengthens alignment with legislative obligations. Notable changes include:

- change of the "Crisis" category to "Threat to Health and Safety", which now includes severe overcrowding
- inclusion of affordable rent tenants in priority transfers
- acceptance of multiple forms of incident verification, not solely law enforcement confirmation
- renaming Intake Specialists to Accommodation & Transfers Analysts (ATAs)
- introduction of a Ward Selection Form to enhance tenant choice

- de-prioritization after two declined valid offers, with one final offer when the file is reactivated
- establishment of the Transfer Review Committee to replace Procedural Reviews

The Internal Priority Transfer categories are:

- Special Priority Program (SPP): for survivors of domestic abuse or human trafficking, assessed by Access to Housing and granted top priority
- Accommodation (Human Rights Code): for tenants requiring disability or medical related accommodation that cannot be met in their current unit
- Threat to Health & Safety: for tenants facing direct, immediate, and verifiable risk due to intimidation, traumatic incidents, or severe overcrowding
- Overhoused and Underhoused: managed through RGI rules; underhoused transfers are not considered priority

Implementation of the new program will follow a structured, organization-wide rollout. The Executive Leadership Team (ELT) will first review and approve the updated Standard Operating Procedure, after which the Board of Directors will provide final approval. Once approved, Accommodation & Transfers Analysts (ATAs) will receive comprehensive training to ensure consistent application of the new criteria and processes. The Manager, Operational Initiatives and the Transfers team will deliver presentations to all TCHC departments to ensure alignment across the corporation. Tenants will be engaged through information sessions, updated brochures, and newly designed transfer applications distributed across tenant hubs citywide, ensuring broad awareness and accessibility.

2.2.2 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.

2.2.3 Eviction Results

The table below highlights the eviction rates between 2020 to 2025 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	2020	2021	2022	2023	2024	2025
Eviction Rate	<1%	<1%	<1%	<1%	<1%	<1%
Tenant Evictions (non-arrears)	47	35	71	83	90	148
Tenant Evictions (arrears)	39	10	55	79	147	62
Tenant Evictions (# of households)	86	45	126	162	237	210
Repayment arrangements initiated locally	1,958	1,033	2,610	3,477	3,576	2,025
Number of TCHC applications to the Landlord and Tenant Board	322	715	625	500	464	572
Mediated settlements via LTB (arrears)	233	160	128	337	466	216

Evictions for Non-Arrears

The table below describes the possible reasons for issuing eviction notices, besides arrears, and provides a count of households served with a notice for each reason in 2025. 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 574 notices for eviction for non-arrears served in 2025 (77 tenant applications not included), and 148 households were evicted for cause in 2025 (122 sheriff enforced and 26 vacated under notice/order).

Notices of Termination	
N5 - Notice to End your Tenancy for Interfering with Others, Damage or Overcrowding	
N5A1: Anti-Social Behaviour	128
N5C: Clutter	29
N5D: Damages	48
N5O: Occupancy Standards	2
N5U: Unsanitary Condition	53
N6 - Notice to End your Tenancy for Illegal Acts or Misrepresenting Income in a Rent-Geared to Income Rental Unit	
N6: Illegal Act	123
N6A: Assault	17
N6D: Drugs	28
N6G: Guns	16
N6M: Misrepresentation of Income	16

N7 - Notice to End your Tenancy for Causing Serious Problems in the Rental Unit or Residential Complex	
N7: Impairment of Safety	168
N7D: Willful Damage	14
N8 - Notice to End your Tenancy at the End of the Term	
N8: Termination of Lease (Supportive Housing)	1
N13 - Notice to End your Tenancy Because the Landlord Wants to Demolish the Rental Unit, Repair it or Convert it to Another Use	
N13D: Demolition	42
N13R: Major Repairs	107

Direct Applications (Notices of Termination not Required)	
A2 - Application about a Sublet or an Assignment (Unauthorized Occupant)	22
L2 - Abandoned Unit	1
L3 - Application to End a Tenancy - Tenant Gave Notice or Agreed to Terminate the Tenancy	7
L10 - Application to Collect Money a Former Tenant Owes	1

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 2025, as directed by City Council motion EX6.1 2023. This framework is to be reviewed every four years.

The following table outlines senior executive compensation, as permitted by law, in 2025. 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	Earnings**	Taxable Benefits	Total Compensation
Baird, Sean	President & CEO	\$ 410,888.65	\$ 11,146.08	\$ 422,034.73
Chen, Qiuju	Chief Financial Officer	\$ 332,774.48	\$ 946.08	\$ 333,720.56
Cheung, Yui Ho*	Chief Development Officer	\$ 159,384.60	\$ 549.26	\$ 159,933.86
Gouveia, Nadia	Chief Operating Officer	\$ 310,142.26	\$ 1,946.08	\$ 312,088.34
Meagher, Darragh	General Counsel and Corporate Secretary	\$ 310,806.72	\$ 946.08	\$ 311,752.80
Shulman, Barbara	Chief Corporate Services Officer	\$ 336,089.39	\$ 1,708.20	\$ 337,797.59
Slater, Noah*	Vice President, Facilities Management	\$ 153,807.74	\$ 102.49	\$ 153,910.23

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

** 2025 included 27 pay periods rather than the typical 26 pay periods. Earnings are slightly over-stated relative to annual salary, as a result of this phenomenon that happens every five or six years with a bi-weekly pay cycle.

3.2 Challenges Faced in 2025

The Annual Report speaks to TCHC's successes and the actions that have been undertaken in 2025 to improve service to tenants; however, it is important to note some of the challenges that TCHC faced in 2025 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.

Adapting limited resources to evolving and increasing tenant needs

TCHC is serving an aging and increasingly vulnerable tenant population with greater health and social support needs, requiring the organization to stretch beyond its core landlord responsibilities.

City initiatives to support the most vulnerable citizens, such as the Rapid Rehousing initiative, have increased the number of tenants requiring significant supports. Since 2020, TCHC has housed over 1,625 individuals through this program.

In late 2023, the City guidelines for priority access to TCHC units were revised so that 1 in 5 vacancies are now filled by a household with a disadvantaged (DA) designation, referring to individuals experiencing homelessness or in the shelter system. Previously, 1 in 7 households were filled by households with a DA code.

The higher acuity of tenant needs requires increased support services such as mental health resources and substance use support, as well as increased support from TCHC in its landlord functions. This includes additional security to address anti-social behaviour, increased pest and maintenance cost, and greater administration to collect rents and facilitate tenancy management.

Increasing Capital Costs and Financial Sustainability

TCHC's estimated SOGR backlog is projected to reach \$2.2 billion in 2026, an increase of \$421 million compared to 2025. This growth reflects updated building assessments, the inclusion of soft costs and inflationary escalation resulting from trade and US tariff uncertainties.

While TCHC has made progress in stabilizing building conditions since 2019 through its current capital plan, Federal National Co-Investment funding which accounts for approximately 52% of TCHC's annual building capital repair funding, is set to end after 2027.

Implementation of recommendations from EY's 2023 Financial Sustainability Plan is underway to control costs and improve efficiency. However, long-term structural issues will continue to limit the organization's ability to operate without adequate ongoing operating subsidies.

Cybersecurity and digital resilience

Evolving cyber threats and aging infrastructure pose significant risks, alongside the need for robust data governance and harnessing business intelligence to inform and support strategic planning.

Meeting new compliance requirements and City directives

TCHC is committed to fulfilling all compliance requirements and advancing new initiatives and directives from the City. This includes work related to the renegotiation of the relationship with Toronto Seniors Housing Corporation (TSHC), portfolio decarbonization to meet the City's TransformTO goals and a potential maximum indoor temperature requirement for rental housing units. However, in order to meet and maintain new requirements and directives, additional resources and/or the reprioritization of TCHC initiatives will be required.

Addressing community safety including violence and vulnerability

TCHC communities continue to face community safety challenges including chronic violence and gun-related incidents, as well as disruptive behaviour related to vulnerabilities including substance use, trauma, mental health issues. Both challenges require acute action and impact the safety, health and wellbeing of both tenants and staff.

Appendix A: Shareholder Reporting Requirements

The 2025 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 2025

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 2025
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 2025
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: May, 2025 - Funded

(in \$ millions)	TCH 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	(Actual) 2023	(Actual) 2024	(Forecast) 2025	(Forecast) 2026	(Forecast) 2027	(Forecast) 2028	(Forecast) 2029	(Forecast) 2030	(Forecast) 2031	(Forecast) 2032	(Forecast) 2033	(Forecast) 2034	(Forecast) 2035	2013 - 2018 Total	2018 - 2027 Total	2019 - 2028 Total	2020 - 2029 Total	2021 - 2030 Total	2022 - 2031 Total	2023 - 2032 Total	2024 - 2033 Total	2025 - 2034 Total	
CAPITAL NEEDS (\$ millions)																																	
Opening Backlog of FCI Capital needs	862	914	896	1,022	1,343	1,516	1,425	1,578	1,618	1,507.4	1,633.4	1,705	1,689.7	1,803	1,939	2,072	2,478	3,075	3,219	3,317	3,427	3,541	3,850	862	1,516	1,425	1,578	1,618	1,507	1,633	1,705	1,690	
Forecasted growth in FCI capital needs (from following year)	121	200	327	424	387	253	383	292	179	188	180	385	317	337	355	492	669	205	155	166	172	351	197	1,711	2,869	3,108	3,394	3,308	3,284	3,261	3,604	3,416	
Other Adj (inflation, engineering est)	(8)	(94)	(112)	95	6	(79)	18	53	(45)	175.6	128	(176)	63	67	43	41	50	61	64	66	69	71	77	(193)	246	366	398	406	515	406	418	671	
Capital Needs Total	974	1,019	1,111	1,541	1,736	1,690	1,827	1,923	1,751	1,871	1,941	1,914	2,069	2,207	2,337	2,605	3,197	3,341	3,439	3,549	3,667	3,962	4,125	2,379	4,631	4,900	5,369	5,331	5,306	5,301	5,727	5,777	
Capital Funding required (excluding Non Backlog Capital)	(60)	(123)	(88)	(198)	(220)	(265)	(249)	(305)	(244)	(238)	(235)	(225)	(266)	(268)	(265)	(127)	(122)	(122)	(122)	(122)	(127)	(112)	(112)	(954)	(2,559)	(2,422)	(2,295)	(2,111)	(1,990)	(1,874)	(1,877)	(1,765)	
Year End Capital Needs*	914	896	1,022	1,343	1,516	1,425	1,578	1,618	1,507	1,633	1,705	1,690	1,803	1,939	2,072	2,478	3,075	3,219	3,317	3,427	3,541	3,850	4,013	1,425	2,072	2,478	3,075	3,219	3,317	3,427	3,850	4,013	
Year end Facilities Condition Index (FCI)	10.1%	9.5%	11.1%	14.6%	16.2%	15.0%	15.6%	15.7%	13.2%	12.5%	13.1%	11.8%	12.2%	12.6%	13.2%	15.5%	18.8%	19.3%	19.5%	19.8%	20.0%	21.3%	21.8%	12.6%	13.2%	15.5%	18.8%	19.3%	19.5%	19.8%	21.3%	21.8%	

*The 10 Year Capital Financing Plan has been updated to reflect actual 2024 year-end capital needs.

*The plan does NOT contemplate the addition of funding to meet Net Zero targets.

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.

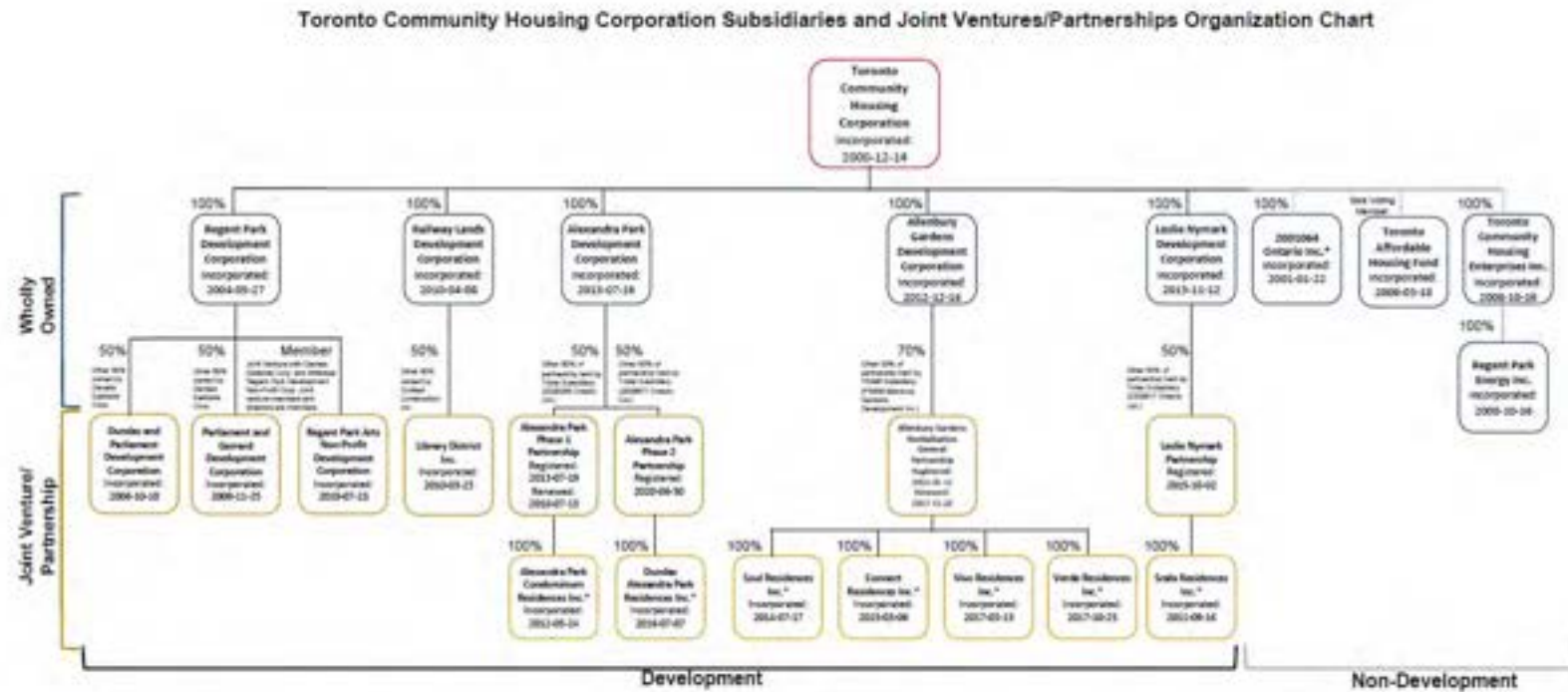
Ownership Structure of Entities

Development or Non-Development	Ownership	Entity
Development	Wholly Owned	• Regent Park Development Corporation • Railway Lands Development Corporation • Alexandra Park Development Corporation • Allenbury Gardens Development Corporation • Leslie Nymark Development Corporation
	Joint Venture/ Partnership	• 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.*

		• Verde Residences Inc.* • Leslie Nymark Partnership • Scala Residences Inc.*
Non-Development	Wholly Owned	• 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



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 Nonbusiness

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.

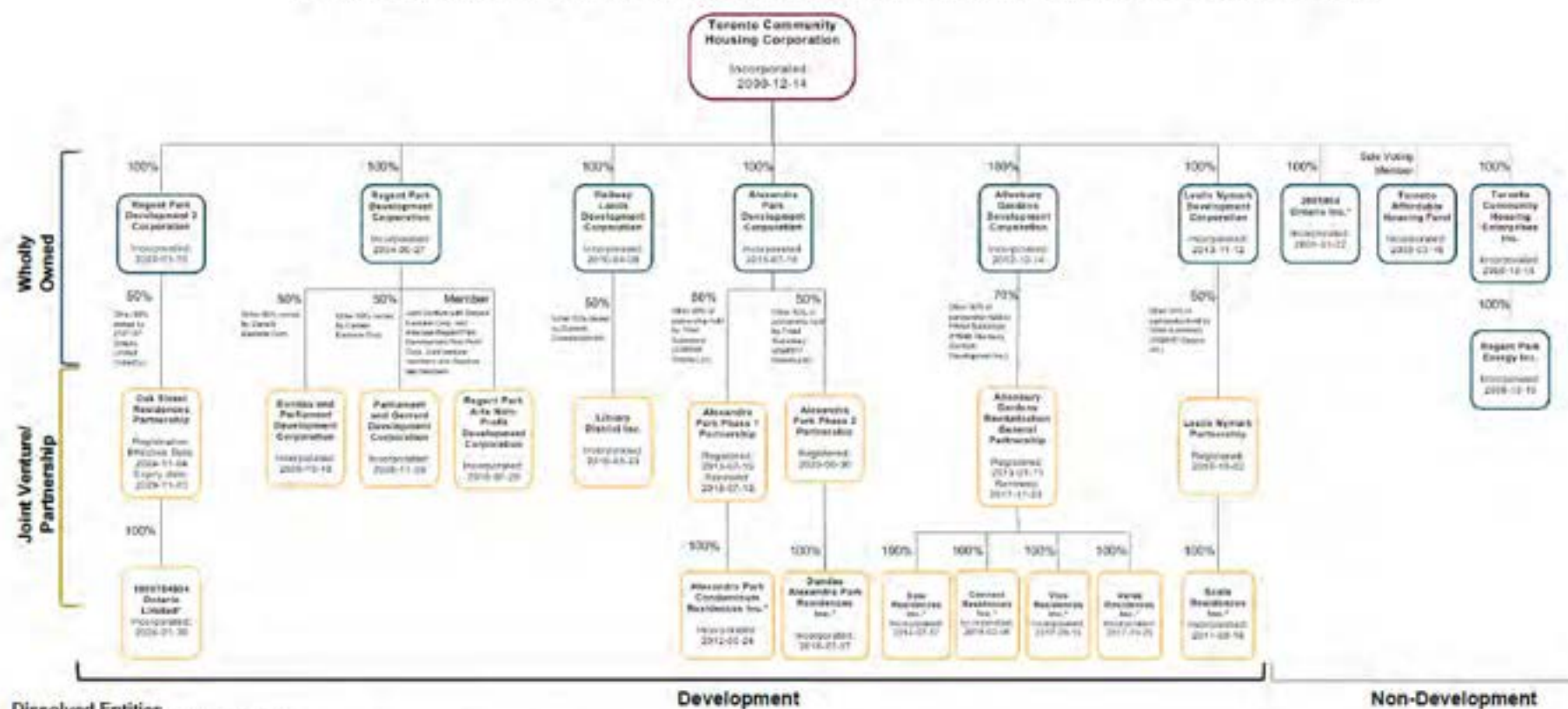
Ownership Structure of Entities

Development or Non-Development	Ownership	Entity
Development	Wholly Owned	• 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	• 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	• 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

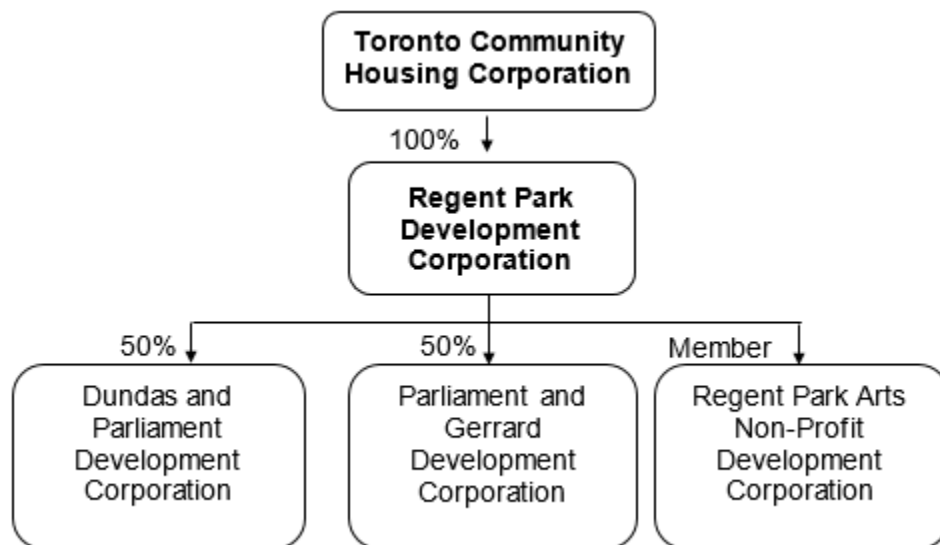
Overview of Subsidiary and Joint Venture/Partnership

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	To oversee the redevelopment of Regent Park. Holding company for TCHC's 50% equity interest in: 1. Dundas and Parliament Development Corporation (Regent Park Phase I); and 2. Parliament and Gerrard Development Corporation (Regent Park Phase II). In addition, it oversees TCHC's membership in Regent Park Arts Non-Profit Development Corporation.

	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	Separation of liabilities between the development and TCHC as a corporation, which is of particular advantage in the relationship to the development partner. 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.
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

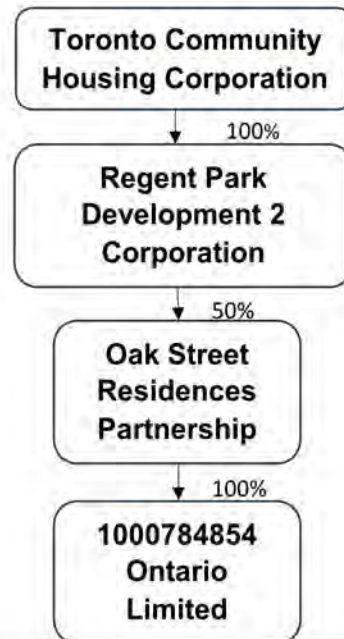
	Regent Park Arts Non-Profit Development Corporation ("RPAD")
Purpose of Subsidiary/Enterprise/Investment	Non-profit corporation and joint venture between RPDC, Daniels Eastside Corporation and Artscape Regent Park Development Non-Profit Corporation for the construction and ownership of the Regent Park Arts and Cultural Centre (Daniels Spectrum).
Ownership	Members: - 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	Separation of liabilities between the development and TCHC as a corporation, which is of particular advantage in the relationship to the development partner. 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.	
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 (Ontario)</i>
Incorporation Number	1820240
Incorporation Date	March 23, 2010
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary/ Enterprise/Investment	TCHC:C2010-33
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or 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 (Ontario)</i>
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.

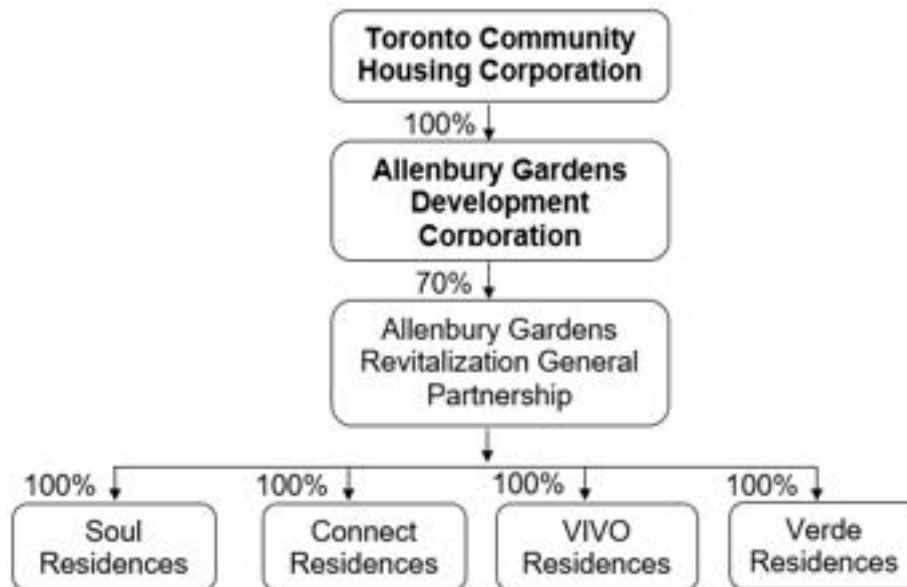
	Dundas Alexandra Park Residences Inc. (“DAPCRI”)
Purpose of Subsidiary/Enterprise/Investment	Partnership nominee corporation of general partnership with Tridel Subsidiary (2526577 Ontario Ltd.) to develop Alexandra Park condominiums.
Ownership	100% APP2
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
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

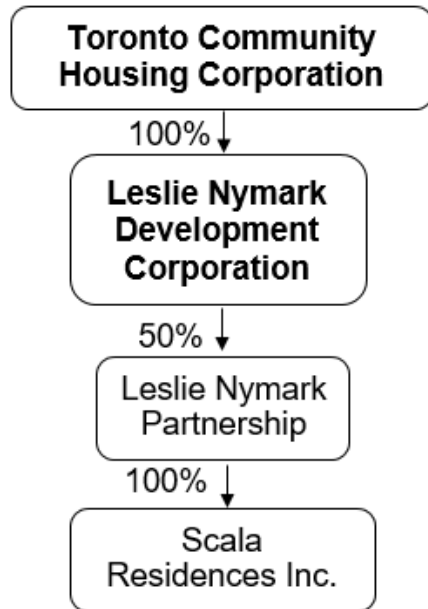
	Verde Residences Inc. (“Verde”)
Purpose of Subsidiary/ Enterprise/Investment	Partnership nominee corporation of general partnership with FRAM subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.
Ownership	100% AGRGP
Jurisdiction	<i>Business Corporations Act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

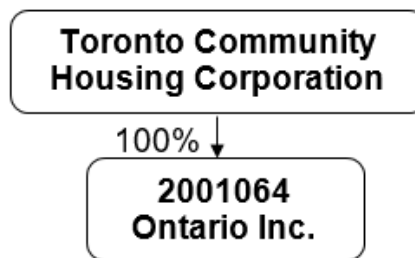
	Leslie Nymark Development Corporation ("LNDC")
Purpose of Subsidiary/Enterprise/Investment	To oversee the redevelopment of Leslie Nymark, including the demolition and replacement of 121 TCHC rental units and the development of up to 499 market units.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations 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	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. 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.
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	To establish and operate a housing fund for the purposes of: • 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	Originally a joint venture with Corix Utilities Inc. ("Corix") for the development and management of the Regent Park CES at Regent Park. Now, TCHEI holds 100% ownership of RPEI. 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: 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	As of January 4, 2012: 100% TCHEI (TCHC:C2011-92) Previously: 60% TCHEI & 40% Corix	

	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

	Regent Park Energy Inc. (“RPEI”)
Purpose of Subsidiary/Enterprise/Investment	Originally a joint venture with Corix Utilities Inc. (“Corix”) for the development and management of the Regent Park CES at Regent Park. Now, TCHEI holds 100% ownership of RPEI. 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: 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	As of January 4, 2012: 100% TCHEI (TCHC:C2011-92) Previously: 60% TCHEI & 40% Corix
Jurisdiction	<i>Business Corporations Act (Ontario)</i>
Incorporation Number	2187743
Incorporation Date	October 16, 2008
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:C2008-115
Original Rationale for Creation/Separate Corporate Existence	RPEI was a joint venture between TCHC (via TCHEI) and Corix. A separate entity to oversee the Regent Park CES was proposed to insulate

	Regent Park Energy Inc. (“RPEI”)	
	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

