

Toronto Community Housing Corporation
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April 30, 2022
Mr. Chris Murray
City Manager, City of Toronto
City Hall, 11th Floor, East Tower
Toronto, ON M5H 2N2

Dear Mr. Murray,

Toronto Community Housing Corporation's 2021 Annual Report

We are pleased to submit the enclosed 2021 Annual Report for the Toronto Community Housing Corporation (TCHC). This year we have created a digital 2021 Annual Report, which highlights our achievements in relation to our corporate goals and objectives.

This letter to the Shareholder, its attachments, and our 2021 Annual Report 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.

2021 saw significant innovation across several key service areas at TCHC as plans for customer service excellence were implemented to better support tenants. As part of organizational restructuring efforts, the majority of the planned tenant service hubs were opened in 2021, providing convenient access for tenants to obtain information, receive help completing forms and processes, and submit service requests and complaints, with the remaining hubs scheduled to open in 2022. In 2021, TCHC also continued implementing the enhanced tenant complaints process, and the new arrears collection process. Simultaneously, TCHC resumed certain regular business operations following the easing of COVID-19 restrictions and public health guidelines, while ensuring the safety of tenants, staff, and contractors.

If you have questions about the contents of this letter or the 2021 Annual Report, please contact Jag Sharma at (416) 981-4088.

Yours truly,

Timothy Murphy
Chair, Board of Directors

Jag Sharma
President and CEO

Encl. 2020 Annual Report
Additional Information Reported Annually to the Shareholder

Additional Information Reported Annually to the Shareholder

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1. Quality Homes

1.1 Sale of Single Family Homes

Toronto Community Housing Corporation (TCHC) reports annually on the sale of properties, and on the tenant and community impacts resulting from such sales, as required by Section 10.3.1 (k) in the 2021 Shareholder Direction. In late 2019, the City's Tenants First team published the Request for Proposals (RFP) for Ownership and Operation of TCHC's Scattered House Portfolio with input from TCHC staff. Pursuant to the RFP, the successful non-profit proponents were Neighbourhood Land Trust and Circle Community Land Trust, for the transfer of 643 properties with 761 units. This will be the largest transfer done by TCHC to date.

TCHC signed an agreement of purchase and sale with each of the proponents and entered a 180 day period of due diligence. Neighbourhood Land Trust has completed their due diligence period and TCHC expects to complete the transfer of 153 units to the proponent on April 1, 2022. Circle Community Land Trust remains in their due diligence period until March 31, 2022, and transfers are expected to begin in the spring of 2022. Work is underway to ensure that tenants are not negatively impacted by these transfers.

TCHC is working closely with the City of Toronto to request Service Manager consent to transfer these properties and fulfill Toronto's City Council direction under the City's Tenant First initiative. It is also important to note that all assets being transferred will have Social Housing Agreements registered against title, and as such will be required to be kept in perpetuity for social housing purposes. The proponents continue to negotiate their Social Housing Agreements with the City of Toronto.

1.2 Update on Current Capital and Development Projects

There are currently 8 TCHC communities undergoing revitalization, with 3 new rental replacement buildings and townhouses opening in 2021, totaling 309 units. These units were located at Lawrence Heights (78), Leslie Nymark (115), Allenbury Gardens (103), and 250 Davenport (13). The City of Toronto and TCHC continue to collaborate with both the provincial and federal governments on investing in 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 2021 Revitalization Site Progress

At Leslie Nymark, Toronto-based artist Jessey "Phade" Pacho completed a beautiful mural that showcases the history and future of the Villaways neighbourhood. The selection of the artist and content of the mural was undertaken with TCHC tenants.

At our Don Summerville community, our team worked diligently on the relocation of tenants in advance of the demolition. Relocation was completed in early 2021 and demolition was completed by the end of the year. In June of 2021, City Council

authorized the purchase of 32 units (out of the 100 new affordable rentals) to be leased to and operated by a non-profit co-operative housing provider.

Relocation was also completed with our Firgrove tenants in preparation for demolition in 2022.

In Alexandra Park, construction in Phase 2 commenced with infrastructure work. Affordable rental and ownership housing was also confirmed through in-depth engagement with community members and involves a partnership with Habitat for Humanity GTA; it was approved by Council in early 2022.

Lastly in Regent Park, construction continued on the final Phase 3 rental replacement building of 189 units. In parallel, work for Phases 4 and 5 began with community engagement on a rezoning application for Regent Park. If approved by the City of Toronto, the application would allow for the creation of more affordable housing, improving the lives of more families.

TCHC UNITS: In Flight Projects 2021	Completed Units - End of 2021		Currently In Design or Under Construction		TOTAL	
	RGI	Affordable	RGI	Affordable	RGI	Affordable
Regent Park	1,263	433	820	174	2,083	607
Lawrence Heights	155	-	100	-	255	-
Alexandra Park	61	-	349	6	410	6
Leslie Nymark	115	-	-	-	115	-
Allenbury Gardens	133	-	-	-	133	-
250 Davenport	13	-	-	-	13	-
Don Summerville	-	-	103	35	103	35
Firgrove	-	-	-	-	-	-
TOTAL	2,173		1,587		3,760	

1.2.2 Engagement in Revitalization Communities

TCHC engaged tenants across all its revitalization sites throughout 2021, regarding social and economic transformation projects in partnership with the City, community agencies and development partners.

The 37 Kids program engaged 120 youth from the Alexandra Park, Firgrove, and Lawrence Heights in summer safety initiatives, which proved immensely popular among the participants. The hope is that these youth continue to stay engaged in their communities as they get older and participate in other engagement activities.

As part of our development partner relationships, developers contribute to scholarship funds in our communities, which are available to student tenants to further their

education. This year, 20 tenants were supported through scholarship and learning grant programs funded by TCHC and our development partners.

Last year, Diamond Corp/Metropia were generous enough to donate \$500,000 to fund employment training at 250 Davenport for the next five to ten years. This kind of donation helps tenants of all ages learn new skills to get better jobs and make a better life for themselves.

In Lawrence Heights, TCHC engaged more than 700 tenants regarding the community priorities report, as part of the Lawrence Heights Phase 2 and 3 RFP developer selection process.

In Regent Park, TCHC engaged more than 1,000 residents as part our Phases 4 and 5 work, which included physically distanced meetings with our development partner Tridel and consultants regarding the master planning process.

CRAFT and Moving Towards Opportunities programs were launched, and supported 30 young people in accessing training and job opportunities.

1.2.2 Engagement on Capital Projects

The Planned Project Services (PPS) team's primary objective is to improve tenants' comfort within their units and minimize disruptions, while completing in-suite capital repairs. We accomplish this by managing tenant expectations, conveying technical specifications and scope in user friendly language, and communicating project disruptions along with timelines and changes.

The PPS team provided tenant engagement services for 37 water sustainability projects, created work orders for 407 inaccessible units, and shared 16,575 pieces of conservation related materials through 48 door-to-door drops in 2021. Staff performed a wide range of services including: attending construction progress meetings, following-up on tenant refusals, ad hoc troubleshooting, deescalating issues, facilitating surveys, and closing out projects.

PPS staff have supported the Operations Divisions in their delivery of 35 of TCHC's more than 550+ Vaccination clinics vaccine clinics across TCHC's portfolio. They could be found attending committee meetings, performing door-to-door mail drops, assisting with crowd control at busy clinics, registering interested clients, and being on-site clinic runners.

Always looking to maintain tenant safety, improve convenience, and promote inclusion, the Planned Project Services team will continue to explore innovative engagement solutions to enhance program delivery throughout 2022.

Planned Project Services/CECP Annual 2021 Roll-Up						
Program	Activities <i>(eg., meeting, lobby intercept, BBQ, etc.)</i>	# Tenants Directly Engaged	# Bldg Staff Directly Engaged	# Tenants Indirectly Engaged	# Bldg Staff Indirectly Engaged	# of Materials Distributed
Capital	931	16,420	157	26,984	25	12,179
SHARP	37	555	3	2259	2	510
SHAIP	482	5085	68	8805	1	8806
Conservation Material Distribution	48	0	0	16,575	0	16,575
COVID Vaccine Clinic Support	35	0	0	0	0	0
Water Conservation Close-out	24	0	12	407	0	0
Tenant Elections	2	0	0	611	0	611
LEAF Tree Planting	16	0	0	6449	0	2412
TOTAL	1575	22060	240	62090	28	41093

1.3 Update on Ten-Year Capital Financing Plan

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

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

The Ten-Year Capital Financing Plan as of December 2021 is provided in Appendix A.

2. Vibrant Communities

2.1 Tenant Engagement System

Toronto Community Housing remains committed to engaging tenants at all levels for the purpose of carrying them along in key decision-making that may impact them, and to providing quality services to all tenants.

In July 2019, the Board of Directors approved the implementation of a new tenant election process in 3 phases. As a result, 57 communities were scheduled to participate in Phase 1, 170 in Phase 2, and 103 in Phase 3. Phase elections were held in fall 2020.

In January 2021, TCHC implemented Phase 1 by-elections in 18 communities with vacancies from Phase 1 and Phase 2 tenant elections in 170 communities. Local engagement teams reached out to tenants at the community level while maintaining COVID-19 public health guidelines. 8,370 tenants were directly engaged through phone calls, emails, door knocking, and the distribution of posters and flyers. Due to the impact of public health restrictions on engagement efforts, Phase 1 by-elections and Phase 2 elections were extended until May 2021.

In April 2021, after assessing the progress of elections implementation and with the approval of the Chief Executive Officer (CEO) and Chief Operations Officer (COO), Phase 2 tenant elections were amended to be implemented in two sub-phases - Phase 2A (comprising of 95 communities) and 2B (comprising of 75 communities). The amendment provided tenants and the local regional teams with enough flexibility to review and solve challenges impacting tenant engagement and outreach at the community level. Phase 2A elections were completed in June 2021.

In July 2021, TCHC launched Phase 2B elections in 75 communities. Low tenant participation was observed, and the compiled participation data suggested that the majority of communities participating were unlikely to have tenant leadership in place at this stage due to multiple factors including public health restrictions and staffing changes. After careful consideration of all factors, TCHC amended the implementation strategy as follows:

- Merged all communities with leadership vacancies into Phase 3;
- Developed a new implementation timeline with flexibility for an extended nominations period;
- Developed a new engagement strategy to increase tenants' interest and participation in the election process through local events with adherence to Covid-19 guidelines; and
- Set a new target to establish tenant representation in all communities by December.

In August 2021, TCHC launched the implementation of Phase 3 tenant elections in 220 communities. These communities included 103 communities originally scheduled as Phase 3, 75 communities from Phase 2B, and 42 communities with vacancies from Phase 2A and Phase 1.

At each phase of tenant elections in 2021, and despite the unprecedented challenges caused by citywide lockdown due to the COVID-19 pandemic, local engagement frontline teams from the three regions (East, West and Central) continued to engage tenants and encourage them to participate in the elections process. The teams' persistent outreach resulted in the following:

- A total of 24,950 tenants were directly engaged through flyers, emails, phone calls, and door knocking among others;
- 375 tenant meetings (info sessions, etc.) were held; and
- 1,905 tenants participated in various tenant meetings.

As a result, TCHC received 573 tenant nominations, out of which 480 were confirmed as tenancies in good standing. At the end of the elections cycle for 2021, 442 Community Representatives were elected and 1,423 Building/Townhouse Committee members were established. 77 out of 88 hubs have tenant representatives in place.

Community Action Plans (CAP)

In April 2021, we launched Community Action Plans (CAP) revalidation in communities with tenant leadership in place. To ensure effective engagement throughout the revalidation process, CAP implementation was aligned with the tenant elections process. This strategy ensures that elective community representatives are duly involved and empowered to facilitate the revalidation of local priorities with their respective communities. To support the revalidation, TCHC developed a set of tracking tools and trained local frontline staff on how to achieve the set outcomes.

TCHC's efforts to achieve the goals set at the beginning of the year has been impacted by factors such as delays in the tenant elections process, public health restrictions due to the COVID-19 pandemic, and staffing changes at the local level. Nevertheless, TCHC will continue through 2022 to work with local regions to implement suitable strategies to ensure complete CAP revalidation in all 330 communities participating in the tenant engagement system.

Tenant Action Funds (TAF)

In April 2021, we launched TAF applications and reconvened TAF tables across the three regions (East, West, and Central) and the seniors' portfolio. Each TAF table consists of:

- 5 tenants, including 1 youth;
- Regional Manager, Community Safety and Support (Central, East, West);
- Manager, Resident Engagement (Seniors); and
- Tenant Participant Coordinator (Staff Support and Non-voting Member).

A total of 79 TAF applications were received between April and December 2021, of which 72 applications were approved. A total of \$62,785.52 was approved, of which \$35,394.42 was dispersed by the end of 2021.

Participatory Budgeting (PB)

In May 2021, TCHC suspended Participatory Budgeting (PB) implementation to allow for a comprehensive review of PB projects across TCHC communities and to develop a framework to guide PB reform. As part of this process, staff initiated fact-finding research and consultations with key stakeholders. The development of a work plan for the reform process is ongoing.

2.2 Eviction Prevention Policy and 2021 Eviction Results

2.2.1 Eviction Prevention Policy

TCHC makes the prevention of eviction for arrears a priority, in accordance with Section 9.1 (a) in the 2021 Shareholder Direction. Eviction is a last resort, only after staff have done everything possible to work with tenants on the repayment of rent.

In March, 2020, TCHC suspended all evictions for arrears in accordance with the provincial moratorium during COVID-19. In Q1 2022, TCHC will be working with the Service Manager and other stakeholders to identify procedures for restarting the eviction process.

TCHC's Eviction Prevention Policy for Non-Payment of Rent emphasizes early intervention so that arrears do not accumulate to a point where it is difficult for the tenant to catch up. In 2020, as part of the broader corporate restructuring efforts, which included the creation of Regional Teams and Tenant Service Hubs, TCHC undertook a review and refinement of key procedures, including the arrears collection process, with the goal of enhancing our follow up and engagement of households experiencing arrears. The process was implemented in June 2021 and will build upon the previous arrears collection process, with enhanced focus on early intervention, increased personal contact with tenants, communicating with tenants about rental responsibilities, enhanced access to the Office of the Commissioner of Housing Equity (OCHE), and the creation of systems for flagging and creating management plans in high arrears portfolios and tenant service hubs. This process implementation plan included comprehensive training to front line staff and alignment to TCHC further technology solutions.

Finally, the Office of the Commissioner of Housing Equity (OCHE) helps prevent evictions by helping seniors and vulnerable tenants who face loss of subsidy or eviction due to rental arrears. Amendments to the arrears collection process now includes a review of all arrears-related files by the Commissioner of Housing Equity prior to proceeding to termination of tenancy. Recommendations regarding systemic barriers identified by OCHE will be reviewed annually to inform process improvement.

2.2.2 Eviction Results

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

The table below compares the eviction rates between 2019, 2020, and 2021, and identifies the number of tenancies that have been maintained through repayment agreements and mediated settlements. The number of active TCHC applications at the

Landlord and Tenant Board (LTB) increased significantly in 2021, due to the LTB addressing a significant backlog of applications following the end of the provincial moratorium on evictions. The number of evictions in 2021 was quite low compared with previous years, as applications to the LTB currently have significant wait times.

Measure	2019	2020	2021	% change from 2020
Eviction Rate	<1%	<1%	<1%	<1%
Tenant Evictions (non-arrears)	117	47	35	-26%
Tenant Evictions (arrears)	108	39	10	-74%
Tenant Evictions (# of households)	225	86	45	-48%
Repayment arrangements initiated locally	2,822	1,958	1,033	-47%
Number of active TCHC applications at the Landlord and Tenant Board (as of Dec 31)	579	322	715	222%
Mediated settlements via LTB (arrears)	588	233	160	-31%

Evictions for Non-Arrears

The table below describes the possible reasons for issuing eviction notices, and provides a count of households served with a notice for each rationale in 2021. 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 a notice does not automatically mean that an application at the LTB will be filed or that the tenant will be evicted. Some notices create an opportunity for correction (e.g. repayment of arrears, support provided to clean up unit, etc.) before an application can be filed, while others offer no opportunity to correct behaviour (e.g. Illegal Act).

Reason for Notice	2021
Abandoned Unit (direct application)	0
Anti-Social	185
Cease to Qualify	0
Damages to Unit of Complex	29
Demolition Conversion or Repairs	8
Health & Impaired Safety	160
Illegal Act	114

Misrepresentation of Income	6
Superintendent's Unit	0
Tenant Gave Notice (direct application)	9
Termination of lease (supportive housing)	0
Unauthorized Occupant (direct application)	13
Other (e.g., Tenant's Rights)	16
Total Notices Served (or Direct Applications Filed)	540

2.3 Corporate Policy Adoption and Human Rights Complaints

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

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

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

2.3.2 Human Rights, Harassment, and Fair Access Policy

In accordance with Section 9.1(c) of the Shareholder Direction, TCHC has adopted a variety of policies, procedures, and guidelines to ensure that it maintains an environment in which tenants are protected from harassment, and human rights are respected and upheld. Relevant policies, procedures, and guidelines developed and maintained by TCHC include:

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

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

TCHC is dedicated to building employee knowledge and awareness of human rights and accessibility. In 2021, TCHC continued to deliver training sessions on Accessibility for Ontarians with Disabilities Act (“AODA”) to staff. In 2021, 20 AODA sessions were delivered to 169 staff as part of General Orientation training.

2.3.3 Human Rights Complaints

TCHC is in the process of reviewing the manner in which it manages tenants’ human rights complaints. Specifically, the review will focus on the allocation of resources and standardization of processes in order to align with the service delivery model in the Operations Division. This review will commence and be implemented in 2022.

While efforts are underway to establish a standardized process to manage tenants’ human rights complaints, tenants are able to submit human rights complaints to a dedicated TCHC inbox (humanrights@torontohousing.ca). In 2021, TCHC received 100 human rights complaints, an average of 8.3 complaints received per month.

The dedicated Human Rights Complaints inbox is monitored by the Solutions Team. A Complaints Resolution Specialist reviews the complaint, triages and refers the complaint to the appropriate General Manager for investigation and resolution. If a complaint does not include any clear and specific human rights implications, the Solutions Team may action accordingly and complete the necessary follow-up with the tenant.

With the onboarding of a new Human Rights Specialist in the Centre for the Advancement of the Interests of Black People and the assistance of TCHC Legal Counsel, further work in this area will be implemented in 2022.

2.3.4 Human Rights Applications to the Ontario Human Rights Tribunal

The table below shows the status of new human rights applications involving TCHC in 2021.

Human Rights Applications (2020 and 2021)						
Year	Type of File	Resolution/Status				Total
		Withdrawn	Dismissed	Settled	Ongoing	
2020	Accommodation/ Request for Transfer	1	0	1	7	9
	Harassment from Other Tenants	1	0	1	1	3
	Harassment from Staff	1	0	0	1	2
	Discrimination by TCHC Contractor	0	0	1	0	1
	Total	3	0	3	9	15

Human Rights Applications (2020 and 2021)						
Year	Type of File	Resolution/Status				Total
		Withdrawn	Dismissed	Settled	Ongoing	
2021	Accommodation/ Request for Transfer	0	0	0	4	4
	Harassment from Other Tenants	0	0	0	3	3
	Harassment from Staff	0	2	0	4	6
	Discrimination by TCHC Contractor	0	0	0	0	0
	Total	0	2	0	11	13

3 Positive Tenant Experience

3.1 Communicating with Tenants

3.1.1 Communication with Tenants in the Language of their Choice

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

Currently, corporate communication products aimed at all tenants are translated upon request into multiple languages. TCHC also uses icons, illustrations and plain language in information materials to improve communication with all language groups.

For important documents, such as legal notices, which TCHC must serve to tenants in English or French, a cover letter is included explaining in 18 languages that the document they received is important and that they should have it translated if needed.

Certain communications campaigns are proactively translated into multiple languages, depending on the seriousness of the topic. For example, communications materials produced by TCHC for tenants about COVID-19 were proactively translated into 11 languages and posted [on the COVID-19 page on TCHC's website](#). TCHC also proactively translated materials prepared for the tenant engagement system elections, again in 11 languages. The new Tenant Safety Guide was translated and made available in the top 18 languages that tenants speak and in a large-print English format. TCHC has the capacity to produce Braille and audio formats for the Safety Guide on request.

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

3.1.2 Communication to Better Serve Tenants

TCHC is currently working to create additional communication channels and products to enhance tenant communications. We are currently in the process of building an email list for specific tenant groups, using SMS text notifications for building-specific communications and increasing the use of digital channels to reinforce information and campaigns sent via print materials. TCHC will continue to build digital communications capacity including a more active use of social media for updates and “boosted posts” to key audiences. TCHC will also be increasing the number of digital screens in our buildings in 2022.

In 2021, Strategic Communications evaluated the effectiveness of different print communication channels. To ensure that messages are delivered more reliably, the 2022 editions of Tenant Loop (a quarterly newsletter mailed to tenants) will include a dedicated section for key tenant updates. This section will be a more reliable tenant communications vehicle for information that we want tenants to review. We will also be increasing the use of direct mail for critical tenant information. Finally, we continue to address challenges with existing communications processes including bulletin board management and ensuring tenants receive timely information in a more systematic manner.

In 2021, TCHC also conducted a full review of our corporate website and considered how to improve the site for tenant use going forward. The review considered the overall ability to find information, common materials that are needed by tenants, and the ability to deliver timely information and regional content effectively. TCHC will be re-designing and re-developing the website in 2022 in consultation with tenants and other key audiences. The new site will launch in 2023.

3.1.3 Tenant Complaint Process

TCHC is committed to providing a positive experience for our tenants and communities. The effective management of complaints is an important aspect of delivering service excellence to our tenants and supporting a culture of continuous learning and improvement.

In 2021, the following improvements were implemented to improve service across TCHC:

1. Staff Alignment & Structure

Complaint Resolution Specialists have been assigned to specific regions and portfolios, which allows for a collaborative and localized approach in the management of complaints. Additionally, an intake mechanism has been implemented to manage the intake and assignment of complaints to the appropriate Complaints Resolution Specialist. With this approach, it enables the timely acknowledgement of complaints while allowing the Solutions staff to better focus on the investigation and resolution of tenant concerns.

2. Complaints Resolution Training

Specialized training focused on customer service and complaints resolution was developed and delivered to the Complaints Resolution Specialists. Specifically, the training focused on building soft skills and adopting effective communication practices. The training was an integral component of establishing the base knowledge and skills necessary for supporting tenants through their complaints and moving towards resolution.

3. Process Improvement and Standardization

Improvement initiatives have been developed and implemented in Solutions, which have focused on data and process standardization. Specifically, this work focused on establishing common data definitions and report standardization, as well as streamlining process activities and staff practices that result in the effective and efficient management of complaints.

In addition, Solutions initiated the review of the Tenant Complaints Policy, which included the delivery of tenant and staff consultations. Feedback from these sessions informed revisions to the policy, which will be implemented in 2022. Lastly, in alignment with Ombudsman recommendations, Solutions implemented a refreshed communications campaign to increase awareness on the role of Solutions and the complaints management program at TCHC.

Moving forward in 2022, Solutions will focus on continuing to embed TCHC's culture model competencies and customer service principles in upcoming service delivery training to ensure the continued advancement of service delivery across TCHC.

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

Inquiries from the City of Toronto Ombudsman's Office that are directed to the Solutions team are addressed by the Manager and the Complaint Resolution Specialists. In 2021, Toronto Community Housing received 73 inquiries from the Office of the Ombudsman. 39.7 per cent (29) were resolved within 10 business days.

Inquiries from elected officials are managed by the Stakeholder Relations team. In 2021, Toronto Community Housing received 2,231 inquiries from Toronto-area elected officials including the Mayor, City Councillors, Members of Provincial Parliament, and Members of Parliament. 88.7 per cent (1,979) were addressed within five business days.

4 Business Foundations

4.1 Transparency and Accountability

4.1.1 Executive Leadership Compensation

The TCHC Board of Directors approved an executive compensation framework in 2015, as directed by City Council motion *EX44.8* 2014. This framework will be reviewed every four years with the next review taking place in 2023.

TCHC reports annually on senior executive compensation in accordance with Section 10.3.1 of the Shareholder Direction. The following table outlines senior executive compensation, as permitted by law, in 2021. 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	Total Compensation	Taxable Benefit	Salary
Andrews, Maria Luisa	Vice President, Information and Technology Services	219,514.46	902.04	218,612.42
Knight, Paula	Vice President, Strategic Planning and Communications	230,658.84	902.04	229,756.80
Lee, Rose-Ann	Chief Financial Officer	255,595.18	902.04	254,693.14
Marshman, Kevin*	President & CEO	134,226.36	225.51	134,000.85
Meagher, Darragh	General Counsel and Corporate Secretary	255,804.62	1,902.04	253,902.58
Murray, Allen	Vice President, Facilities Management	208,766.36	1,902.04	206,864.32
Penny, Sheila	Chief Operating Officer	284,335.10	902.04	283,433.06
Sharma, Jagdeep*	President & CEO	125,240.28	2,871.00	122,369.28
Skeith, Kelly*	Chief Development Officer	183,924.33	2,902.04	181,022.29
Tong, Vincent*	Chief Development Officer	169,230.23	433.48	168,796.75

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

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

4.2 Procurement

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

In support of the 10 Year Capital Financing Plan, TCHC managed the vendor selection process, which allowed TCHC to deliver \$359.8 million in capital renewal projects against the 2021 budget, and delivered over \$11.5 million in non-building renewal capital. These funds are released to vendors in accordance with TCHC's Procurement Policy.

4.3 Update on Policies and Occupational Health and Safety

In 2021, TCHC implemented significant policy changes to comply with public health guidance and align with COVID-19 prevention measures established at the City of Toronto.

By Q4 2021, the corporation had implemented a mandatory COVID-19 vaccine policy for both staff and vendors for the protection of all workers and tenants at occupied TCHC properties. All employees and vendors attending TCHC workplaces or tenant homes must have received a full series of COVID-19 vaccinations. Staff vaccination clinics and education on the benefits of vaccination were facilitated. TCHC has provided accommodations to employees as required by human rights legislation and has engaged in regular and ongoing communication and consultation with its staff and union partners on changes to policies. No permanent accommodations of unvaccinated staff have been established in the workplace to date. Employees who did not comply with the policy have been deemed unfit to work as of February 5, 2022. TCHC has followed the lead of the City in terminating 25 employees (approximately 1% of active staff) who have not made efforts to comply with the policy. 1 employee was given temporary accommodation under the policy, and has not been terminated.

TCHC's Human Resources Division also provided significant resources and support towards maintaining ongoing pandemic operations, business recovery, and operational change throughout 2021. This demanded the reprioritization of other ongoing policy development and proactive hazard control programs with a focus on compliance and the safety of frontline staff delivering services to tenants. TCHC implemented and maintained procedures and systems for employee screening, rapid antigen testing, safe gatherings, self-isolation, and other topics supporting business continuity and service delivery as directed by TCHC's Emergency Operations Committee. In 2021, TCHC

received zero compliance orders following 15 individual investigations by the Ontario Ministry of Labour Training and Skills Development initiated based on mandatory occupational disease reporting for COVID-19.

Other major focus areas included Employee and Family Assistance Program (EFAP) enhancements to support corporate Confronting Anti-Black Racism (CABR) objectives and continuous improvement of existing programs and wellness initiatives aimed at supporting staff through the pandemic.

The Health, Safety and Wellness Unit continued to effectively manage employee disability and absences in 2021 including providing individual direction and monitoring of an additional 644 absences due to self-isolation. All COVID-19 related absences were monitored and TCHC managed to ensure the safe return of staff to the workplace and prevent significant operational disruption. The employee Attendance Management Program was suspended in line with City practices and is positioned to restart with new tools and training for supervisors in 2022.

In 2022, TCHC will shift focus to supporting complete business recovery and key corporate objectives while sustaining and adapting COVID-19 prevention measures. TCHC will also be working on the complete recovery and accumulated backlog of essential compliance and prevention work deprioritized in 2021, including staff training, engagement, proactive risk assessments, and other services disrupted by the corporation's COVID-19 response and provincial lockdowns.

4.4 Challenges Faced in 2021

The Annual Report speaks to our successes and the actions that have been undertaken in 2021 to improve services to and outcomes for tenants; however, it is important to note some of the challenges that Toronto Community Housing faced in 2021 which impacted our ability to successfully meet our goals and objectives. These challenges have the potential to impact tenant and public confidence in the organization.

The COVID-19 Pandemic

TCHC's operations have continued to be impacted by the COVID-19 pandemic. Managing the impact of the pandemic on the safety of our staff and tenants has remained TCHC's number-one priority since 2020.

In 2021, we created mobile cleaning teams to provide enhanced cleaning, maintained our PPE inventory and implemented staff and vendor mandatory vaccination policies. To further support tenants impacted by the pandemic, TCHC implemented a moratorium on evictions for non-payment of rent, supported local vaccination clinics, completed a "Wear a Mask" campaign, and performed wellness checks for high-risk tenants.

In alignment with provincial requirements, TCHC froze residential rent amounts, which contributed to total lost revenues of \$12M, which also included arrears and lost parking fees. TCHC experienced increased expenditures of \$20.6M primarily for PPE, additional

contracted labour for enhanced cleaning and security, overtime costs, higher utilities usage by tenants, and IT costs to facilitate remote working.

TCHC reopened outdoor common spaces, and tenant engagement activities and summer programming resumed in compliance with physical distancing requirements and using virtual alternatives where necessary. Offices remained closed for walk-ins and staff continued to work remotely where operationally feasible.

Creation of the Toronto Seniors Housing Corporation

TCHC regularly supports the City in implementing shared objectives and it is a core part of our Shareholder Direction. The creation of the Toronto Seniors Housing Corporation is one of these shared objectives and TCHC has been supporting this initiative from the very beginning. At the same time, the complex nature of creating a new social housing corporation and transferring operational responsibility for 83 buildings has required a significant level of resources.

The City set out important principles as part of this work to minimally disrupt tenants and remain fiscally responsible, and staff are working diligently to uphold these principles and meet the project deliverables. The transition date is set for June 1, 2022 and it is expected that staff will need to support this initiative through the end of 2022 to ensure that all project components are completed.

Appendix A: Ten-Year Capital Financing Plan

The approved plan will be inserted here before submission to the City of Toronto.

Attachment 1: TCHC - 10 Year Capital Financing Plan

TCHC 10 Year FULLY FUNDED Capital Finance Plan

Update: May, 2021 - Fully Funded

TCH Ten-Year Capital Financing Plan																						
(in \$ millions)	(Actual)	(Actual)	(Actual)	(Actual)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	2013 - 2018	2018 - 2027	2019 - 2028	2020 - 2029	2021 - 2030	2022 - 2031
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total	Total	Total	Total	Total	Total	
CAPITAL NEEDS (\$ millions)																						
Opening Backlog of FCI Capital needs	1,343	1,516	1,425	1,578	1,618	1,650	1,580	1,512	1,413	1,297	1,180	1,151	1,176	1,266	1,314	882	1,516	1,425	1,578	1,618	1,650	
Forecasted growth in FCI capital needs (from following year)	387	253	383	292	243	178	180	131	115	97	145	130	194	151	121	1,711	2,016	1,894	1,705	1,564	1,442	
Other Adj (inflation, engineering est)	6	(79)	18	53	55	33	32	30	28	26	24	23	24	25	26	(193)	220	323	328	300	271	
Capital Needs Total	1,736	1,690	1,827	1,923	1,915	1,860	1,792	1,673	1,557	1,420	1,349	1,304	1,394	1,442	1,462	2,379	3,753	3,641	3,610	3,481	3,363	
Capital Funding required (excluding Non Backlog Capital)	(220)	(265)	(249)	(305)	(268)	(280)	(280)	(280)	(280)	(240)	(197)	(128)	(128)	(128)	(128)	(954)	(2,602)	(2,465)	(2,344)	(2,167)	(2,029)	
Year End Capital Needs*	1,516	1,425	1,578	1,618	1,650	1,580	1,512	1,413	1,297	1,180	1,151	1,176	1,266	1,314	1,334	1,425	1,151	1,176	1,266	1,314	1,334	
Year end Facilities Condition Index (FCI)	16.2%	15.0%	15.6%	15.7%	15.3%	14.4%	13.5%	12.4%	11.1%	9.9%	9.5%	9.5%	10.1%	10.2%	10.2%	9.9%	9.5%	9.5%	10.1%	10.2%	10.2%	
CAPITAL NEEDS FUNDING (\$ millions)																						
TCHC Cash Opening Balance	160	267	171	113	115	155	107	71	71	71	96	173	213	213	213	-	267	171	113	115	155	
Sources of Funds																						
TCHC Funding	324	47	72	(5)	-	-	-	-	-	-	-	-	-	-	-	1,054	114	67	(5)	-	-	
City Funding	9	128	115	136	185	160	160	160	160	160	160	160	160	160	160	216	1,524	1,556	1,601	1,625	1,600	
Provincial Government Funding	9	7	62	47	29	-	-	-	-	-	-	-	-	-	-	15	145	138	76	29	-	
Federal Government Funding	15	22	6	192	158	142	154	164	166	165	163	40	-	-	-	37	1,332	1,350	1,344	1,153	995	
Cash Available	517	471	426	482	488	457	421	396	396	396	420	373	373	373	373	1,323	3,382	3,282	3,130	2,923	2,750	
Capital spend to achieve 10% FCI																						
Backlog Capital spend	(220)	(265)	(249)	(305)	(268)	(280)	(280)	(280)	(280)	(240)	(197)	(128)	(128)	(128)	(128)	(954)	(2,602)	(2,465)	(2,344)	(2,167)	(2,029)	
Non-Backlog Capital spending	(30)	(35)	(94)	(62)	(66)	(70)	(70)	(85)	(85)	(60)	(49)	(32)	(32)	(32)	(32)	(197)	(607)	(604)	(572)	(542)	(507)	
Total Capital Spend	(250)	(300)	(313)	(367)	(332)	(350)	(350)	(325)	(325)	(300)	(247)	(160)	(160)	(160)	(160)	(1,151)	(3,209)	(3,069)	(2,916)	(2,709)	(2,537)	
TCHC Cash Balance (Restricted and/or Unrestricted)	267	171	113	115	155	107	71	71	71	96	173	213	213	213	213	172	173	213	214	214	214	

*The 10 Year Capital Financing Plan has been updated to reflect actual 2020 year-end capital needs.
 * Reduction in current year backlog due to sale/revitalization is \$152,650,748

Appendix B: Shareholder Reporting Requirements

The 2021 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; Letter to the Shareholder: 4.4 Challenges faced in 2021
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 2021

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
Initiatives to provide responsive customer service.	Shareholder Direction, Section 10.3.1 (g)	Annual Report
Tenant-centred operations and Tenant engagement activities.	Shareholder Direction, Section 10.3.1 (h)	Annual Report; Letter to the Shareholder: 1.2 Update on Current Capital and Development Projects 2.1 Tenant Engagement System 3.1 Communicating with Tenants
Information that is likely to materially affect tenants' views or opinions regarding TCHC.	Shareholder Direction, Section 10.3.1 (i)	Letter to the Shareholder: 4.4 Challenges faced in 2021
Information regarding the number of evictions each year and the rationale for these evictions.	Shareholder Direction, Section 10.3.1 (j)	Letter to the Shareholder: 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)	Letter to the Shareholder: 1.1 Sale of single family homes
Information concerning new or dissolved TCHC Subsidiaries and Joint Ventures, including their purpose, financial implications and associated material risks.	Shareholder Direction, Section 10.3.1 (l)	Letter to the Shareholder: Appendix C
Information on current development projects, as Directed by City Council.	Shareholder Direction, Section 10.3.1 (m)	Letter to the Shareholder: 1.2 Update on Current Capital and Development Projects
Environmental and energy efficiency targets identified in the Strategic Plan.	Shareholder Direction, Section 10.3.1 (n)	Annual Report

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
Disclosure of Senior Executive compensation as permitted by law.	Shareholder Direction, Section 10.3.1 (o)	Letter to the Shareholder: 4.1.1 Executive compensation
The status of any specific actions directed by City Council during the past fiscal year.	Shareholder Direction, Section 10.3.1 (p)	Annual Report
<p>TCHC shall, in consultation with Tenants and other parties as required, maintain and apply eviction prevention policies, which:</p> <ul style="list-style-type: none"> • are designed to keep individuals and families in their home and help them avoid entering into homelessness; • aim to balance efforts to ensure the payment of rent while facilitating the tenancies of households experiencing financial difficulties in paying rent; and • comply with TCHC’s statutory obligation to ensure that Tenants have reasonable enjoyment of their rental unit and the residential complex. 	Shareholder Direction, Section 9.1	Letter to the Shareholder: 2.2 Eviction Prevention Policy and 2021 Eviction Results
<p>TCHC shall, in consultation with Tenants and other parties as required, maintain and apply:</p> <ul style="list-style-type: none"> • an accessible, transparent complaints process that advocates on behalf of Tenants to seek a solution to their complaints, respects the management accountabilities within TCHC and allows for the review of operational decisions at a senior level within TCHC; • an environment in which Tenants are protected from harassment and human rights are respected and upheld; and • a strategy in place to identify Tenant language needs and ensure TCHC shall deliver communications to Tenants in a way that is responsive to those language needs. 	Shareholder Direction, Section 9.1	<p>Letter to the Shareholder: 3.1.3 Tenant Complaint Process</p> <p>2.3 Corporate Policy Adoption and Human Rights Complaints 3.1.1 Communication with Tenants in the Language of their Choice</p>

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

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
The Board shall ensure that Senior Executive employment contracts contain a provision providing employee consent to the disclosure of their individual compensation through annual public reporting referred to in Section 10.3.3 through the Board.	Shareholder Direction, Section 11.3	Letter to the Shareholder: 4.1.1 Executive compensation
TCHC will ensure all procurement activities including, but not limited to, materials management, purchasing goods, services and construction contracts, involving purchasing, leasing, or renting, are arrived at by competitive or non-competitive tendering processes, adhere to procurement best practices, policies and procedures and are managed in an open and transparent manner.	Shareholder Direction, Section 11.4	Letter to the Shareholder: 1.1 Procurement
TCHC is required to adopt policies related to conflict of interest, political activity, disclosure of wrongdoing and protection against reprisals.	Shareholder Direction, Section 11.5	Letter to the Shareholder: 2.3.1 Policy Adoption for Conflict of Interest, Political Activity, Disclosure of Wrongdoing, and Reprisal Protection
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 C: Overview of Toronto Community Housing Corporation's Subsidiaries and Joint Ventures/Partnerships

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

Summary

1. Development Entities

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

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

2. Non-Development Entities

Each non-development Entity is briefly described below.

2.1 Access Housing Connections Inc.

Access Housing Connections Inc. ("AHCI") previously managed the centralized waiting list for Rent-Geared-to-Income ("RGI") applicants for the entire City of Toronto, the rent supplement program in Toronto, and the Housing Allowance Program (Canada-Ontario-Toronto). TCHC transferred employees to the City of Toronto in 2015 and the waiting list function of AHCI to the City of Toronto in 2016. TCHC brought forward a request to the City of Toronto for the dissolution of AHCI, which was approved by City Council in June 2018. The dissolution process will commence in 2022 as outstanding matters related to the transfer have been resolved with the City of Toronto.

2.2 2001064 Ontario Inc.

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

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

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

2.3 Toronto Affordable Housing Fund

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

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

2.4 Toronto Community Housing Enterprises Inc.

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

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

2.5 Regent Park Energy Inc.

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

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

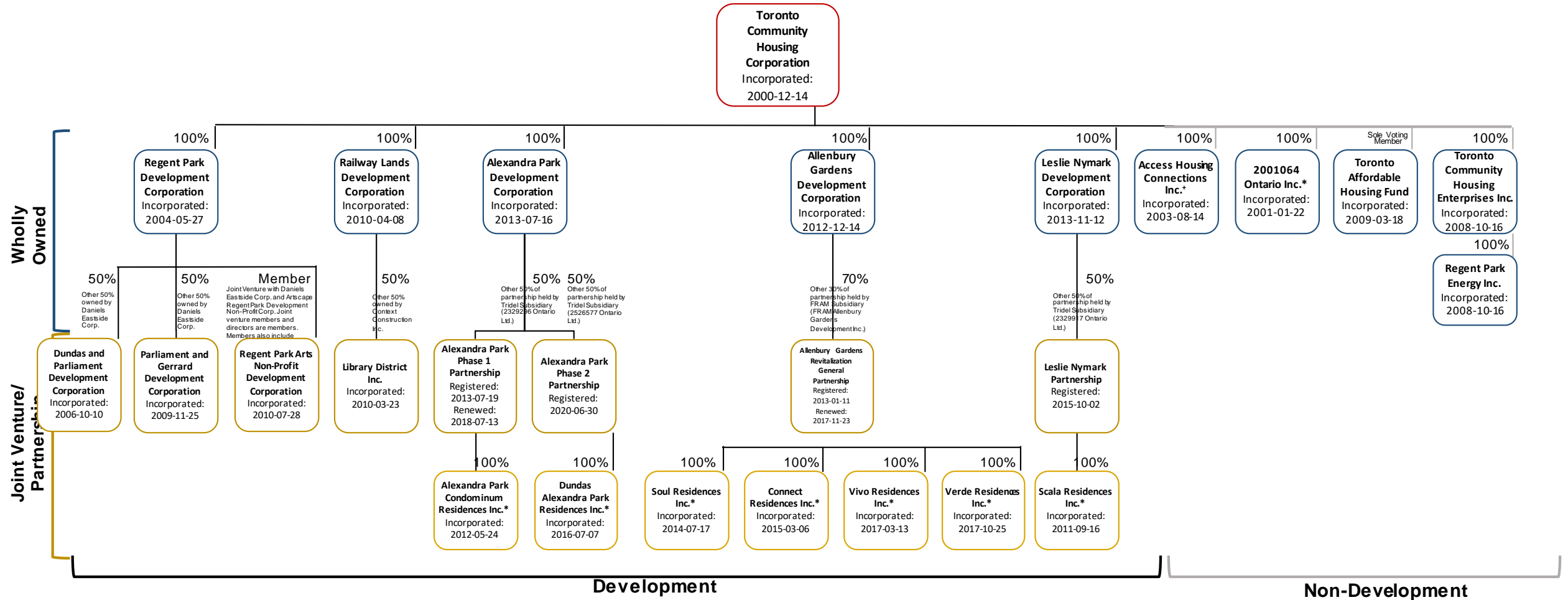
Ownership Structure of Entities

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

* Title Nominees

+ To be wound up

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



Dissolved Entities

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

Legend

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

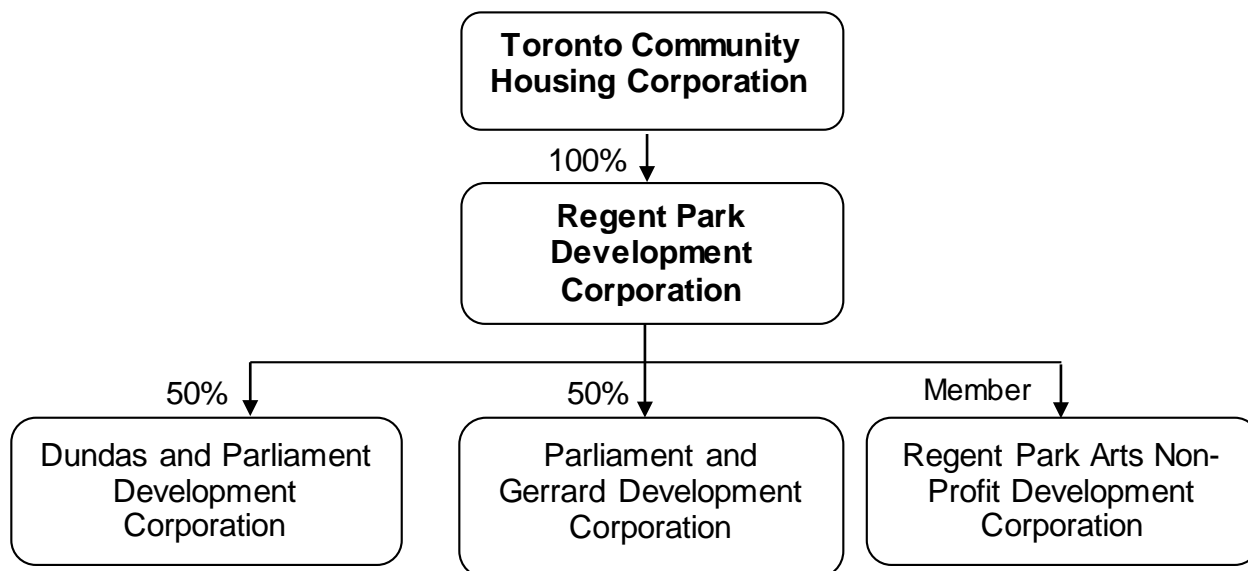
Overview of Subsidiary and Joint Venture/Partnership

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

1. Regent Park Development Corporation

Joint venture/partnerships:

- Dundas and Parliament Development Corporation
- Parliament and Gerrard Development Corporation
- Regent Park Arts Non-Profit Development Corporation



Overview of Subsidiary/Enterprise/Investment

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

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

Dundas and Parliament Development Corporation ("DPDC")			
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two-level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).		
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Regent Park and expiry of warranties associated with DPDC.		
Directors and Officers	<table border="0"> <tr> <td style="vertical-align: top;">Directors : Remo Agostino Martin Blake Rose-Ann Lee Vincent Tong*</td> <td style="vertical-align: top;">Officers: Vincent Tong*, President Martin Blake, Vice-President Rose-Ann Lee, Treasurer Remo Agostino, Secretary Judy Lem, Authorized Signing Officer Peter Zimmerman, Authorized Signing Officer Mitchell S. Cohen, Authorized Signing Officer Sam Tassone, Authorized Signing Officer</td> </tr> </table>	Directors : Remo Agostino Martin Blake Rose-Ann Lee Vincent Tong*	Officers: Vincent Tong*, President Martin Blake, Vice-President Rose-Ann Lee, Treasurer Remo Agostino, Secretary Judy Lem, Authorized Signing Officer Peter Zimmerman, Authorized Signing Officer Mitchell S. Cohen, Authorized Signing Officer Sam Tassone, Authorized Signing Officer
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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 Rose-Ann Lee Vincent Tong*	Officers: Vincent Tong*, President Martin Blake, Vice-President Rose-Ann Lee, Treasurer Remo Agostino, Secretary Judy Lem, Authorized Signing Officer Peter Zimmerman, Authorized Signing Officer Mitchell S. Cohen, Authorized Signing Officer Sam Tassone, Authorized Signing Officer
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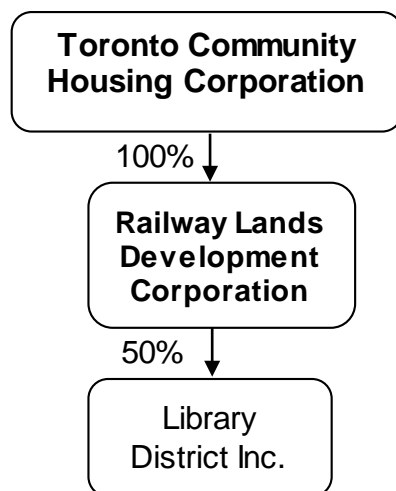
	Regent Park Arts Non-Profit Development Corporation ("RPAD")
Purpose of Subsidiary/Enterprise/Investment	Non-profit corporation and joint venture between RPDC, Daniels Eastside Corporation and Toronto Artscape Inc. Subsidiary (Artscape Regent Park Development Non-Profit Corporation) for the construction and ownership of the Regent Park Arts and Cultural Centre (Daniels Spectrum).
Ownership	Members: - RPDC - Daniels Eastside Corporation - Artscape Regent Park Development Non-Profit Corporation - RPAD's directors
Jurisdiction	<i>Corporations Act</i> (Ontario)
Incorporation Number	1827847
Incorporation Date	July 28, 2010

Regent Park Arts Non-Profit Development Corporation (“RPAD”)			
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	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> Directors: Vivian Nguyen Lisa Smart Adonis Huggins Marlene DeGenova Heela Omarkhail </td> <td style="width: 50%; vertical-align: top;"> Officers: Kelly Rintoul, President and Secretary Nagesh Dinavahi, Treasurer </td> </tr> </table>	Directors: Vivian Nguyen Lisa Smart Adonis Huggins Marlene DeGenova Heela Omarkhail	Officers: Kelly Rintoul, President and Secretary Nagesh Dinavahi, Treasurer
Directors: Vivian Nguyen Lisa Smart Adonis Huggins Marlene DeGenova Heela Omarkhail	Officers: Kelly Rintoul, President and Secretary Nagesh Dinavahi, Treasurer		

2. 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.
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.

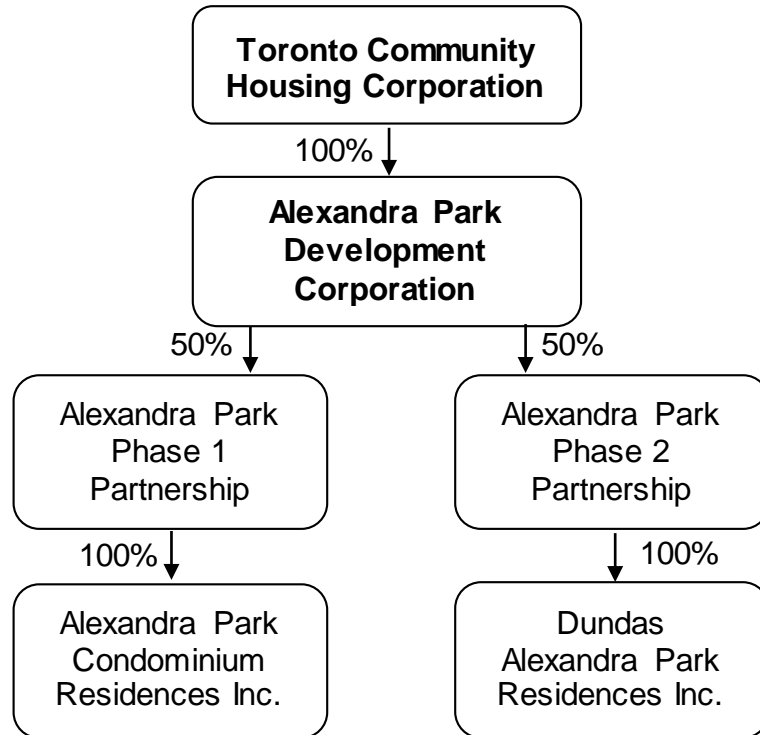
Railway Lands Development Corporation ("RLDC")		
Directors and Officers	Directors: Rose-Ann Lee Nick Macrae Jagdeep Sharma	Officers: Nick Macrae, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Kelly Skeith, Secretary

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

3. Alexandra Park Development Corporation

Joint venture/partnerships:

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



Overview of Subsidiary/Enterprise/Investment

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 ¹ , the refurbishment of 396 TCHC units and the development of approximately 2,260 market units. The specific number of market units will be determined through the design and approval of each market building.		
Ownership	100% TCHC		
Jurisdiction	<i>Business Corporations Act</i> (Ontario)		
Incorporation Number	2380793		
Incorporation Date	July 16, 2013		
Incorporation Document	Articles of Incorporation		
By-Laws	By-Law No. 1		
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:2012-47		
Original Rationale for Creation/Separate Corporate Existence	In order to set up the land holding partnership structure contemplated in the partnership agreements.		
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Alexandra Park, return of land transfer tax deposited and expiry of partnership obligations and warranties associated with APP1 and APP2 and related nominees.		
Directors and Officers	<table border="0"> <tr> <td>Directors: Rose-Ann Lee Nick Macrae Jagdeep Sharma</td> <td>Officers: Nick Macrae, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Kelly Skeith, Secretary</td> </tr> </table>	Directors: Rose-Ann Lee Nick Macrae Jagdeep Sharma	Officers: Nick Macrae, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Kelly Skeith, Secretary
Directors: Rose-Ann Lee Nick Macrae Jagdeep Sharma	Officers: Nick Macrae, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Kelly Skeith, 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.)		

¹ In TCHC’s 2019 Letter 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 Phase 1 Partnership ("APP1")
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)
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).

Alexandra Park Condominium Residences Inc. ("APCRI")			
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	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;">Directors: Dino Carmel Rose-Ann Lee Len Gigliotti Kelly Skeith</td> <td style="width: 50%; vertical-align: top;">Officers: Dino Carmel, President Rose-Ann Lee, Vice-President Kelly Skeith, Vice-President Len Gigliotti, Secretary</td> </tr> </table>	Directors: Dino Carmel Rose-Ann Lee Len Gigliotti Kelly Skeith	Officers: Dino Carmel, President Rose-Ann Lee, Vice-President Kelly Skeith, Vice-President Len Gigliotti, Secretary
Directors: Dino Carmel Rose-Ann Lee Len Gigliotti Kelly Skeith	Officers: Dino Carmel, President Rose-Ann Lee, Vice-President Kelly Skeith, 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.).
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.

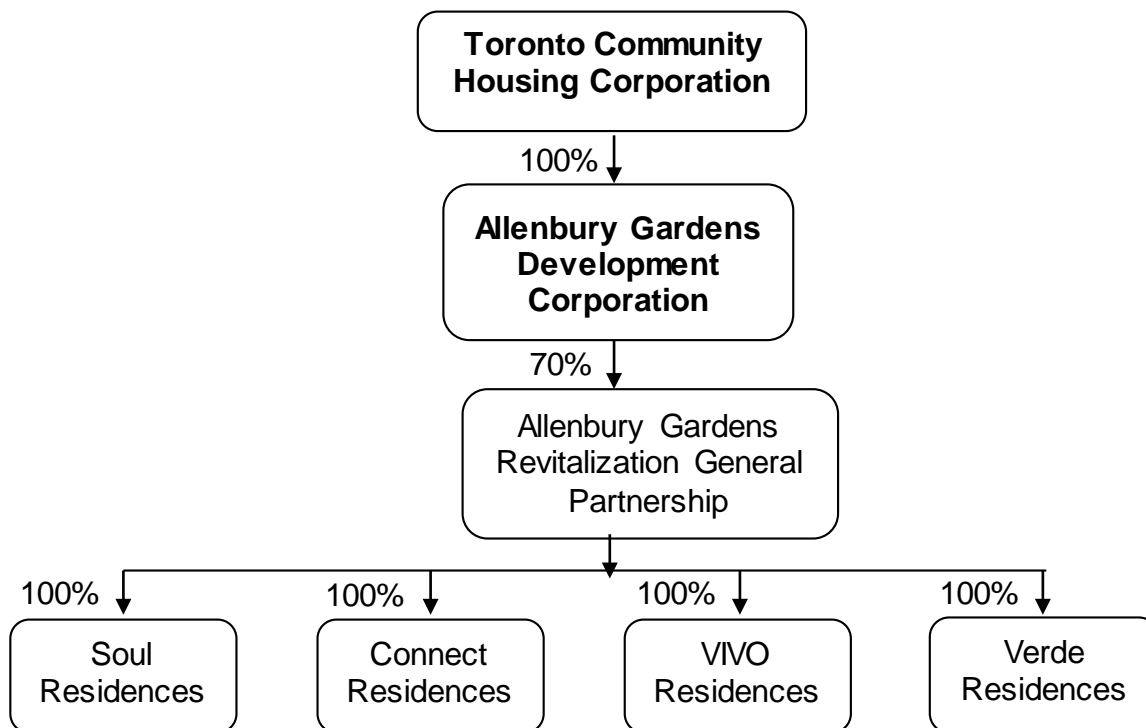
Dundas Alexandra Park Residences Inc. ("DAPCRI")	
Purpose of Subsidiary/Enterprise/Investment	Partnership nominee corporation of general partnership with Tridel Subsidiary (2526577 Ontario Ltd.) to develop Alexandra Park condominiums.
Ownership	100% APP2
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
Incorporation Number	2526579
Incorporation Date	July 7, 2016
Incorporation Document	Articles of Incorporation Articles of Amendment (2020-07-17)

Dundas Alexandra Park Residences Inc. ("DAPCRI")			
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 partnership obligations and warranties associated with APP2 and related nominee.		
Directors and Officers	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> Directors: Dino Carmel Rose-Ann Lee Len Gigliotti Kelly Skeith </td> <td style="width: 50%; vertical-align: top;"> Officers: Dino Carmel, President Rose-Ann Lee, Vice-President Kelly Skeith, Vice-President Len Gigliotti, Secretary </td> </tr> </table>	Directors: Dino Carmel Rose-Ann Lee Len Gigliotti Kelly Skeith	Officers: Dino Carmel, President Rose-Ann Lee, Vice-President Kelly Skeith, Vice-President Len Gigliotti, Secretary
Directors: Dino Carmel Rose-Ann Lee Len Gigliotti Kelly Skeith	Officers: Dino Carmel, President Rose-Ann Lee, Vice-President Kelly Skeith, Vice-President Len Gigliotti, Secretary		

4. Allenbury Gardens Development Corporation

Joint venture/partnerships:

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



Overview of Subsidiary/Enterprise/Investment

	Alленbury Gardens Development Corporation (“AGDC”)
Purpose of Subsidiary/Enterprise/Investment	To oversee the redevelopment of Alленbury 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

Allenbury Gardens Development Corporation ("AGDC")			
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:2012-47		
Original Rationale for Creation/Separate Corporate Existence	In order to set up the land holding partnership structure contemplated in the partnership agreements.		
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of redevelopment of Allenbury Gardens, the return of land transfer tax deposited and expiry of partnership obligations and warranties associated with AGRGP and related nominees.		
Directors and Officers	<table border="0"> <tr> <td>Directors: Rose-Ann Lee Nick Macrae Jagdeep Sharma</td> <td>Officers: Nick Macrae, Chair Jagdeep Sharma, General Manager Kelly Skeith, Secretary Rose-Ann Lee, Treasurer</td> </tr> </table>	Directors: Rose-Ann Lee Nick Macrae Jagdeep Sharma	Officers: Nick Macrae, Chair Jagdeep Sharma, General Manager Kelly Skeith, Secretary Rose-Ann Lee, Treasurer
Directors: Rose-Ann Lee Nick Macrae Jagdeep Sharma	Officers: Nick Macrae, Chair Jagdeep Sharma, General Manager Kelly Skeith, Secretary Rose-Ann Lee, Treasurer		

Allenbury Gardens Revitalization General Partnership ("AGRGP")	
Purpose of Subsidiary/Enterprise/Investment	General partnership between AGDC and FRAM Subsidiary (FRAM Allenbury Gardens Development Inc.).
Partnership Interest	70% AGDC 30% FRAM Subsidiary (FRAM Allenbury Gardens Development Inc.).
Jurisdiction	<i>Partnership Act (Ontario)</i>
Business Name Registration	Master Business License 230039612 Registered 2013-01-11, Renewed 2017-11-23
Partnership Agreement	Partnership Agreement (2013-02-05)
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:C2011-48
Term of Existence (short-term/defined, long-term/ongoing)	Defined. To be wound up upon completion of development of Allenbury Gardens, 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</i> (Ontario)		
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	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;">Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith</td> <td style="vertical-align: top; width: 50%;">Officers: Rose-Ann Lee, President Frank Giannone, Treasurer and Secretary Federico Serrafiero, Vice-President Kelly Skeith, Vice-President Steve Lorimer, Authorized Signing Officer</td> </tr> </table>	Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith	Officers: Rose-Ann Lee, President Frank Giannone, Treasurer and Secretary Federico Serrafiero, Vice-President Kelly Skeith, Vice-President Steve Lorimer, Authorized Signing Officer
Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith	Officers: Rose-Ann Lee, President Frank Giannone, Treasurer and Secretary Federico Serrafiero, Vice-President Kelly Skeith, Vice-President Steve Lorimer, Authorized Signing Officer		

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

Connect Residences Inc. ("CRI")			
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).		
Directors and Officers	<table border="0"> <tr> <td style="vertical-align: top;">Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith</td> <td style="vertical-align: top;">Officers: Rose-Ann Lee, President Kelly Skeith, Vice-President Federico Serrafiero, Vice-President Frank Giannone, Treasurer and Secretary</td> </tr> </table>	Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith	Officers: Rose-Ann Lee, President Kelly Skeith, Vice-President Federico Serrafiero, Vice-President Frank Giannone, Treasurer and Secretary
Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith	Officers: Rose-Ann Lee, President Kelly Skeith, Vice-President Federico Serrafiero, Vice-President Frank Giannone, Treasurer and Secretary		

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

Vivo Residences Inc. ("VRI")			
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 VRI).		
Directors and Officers	<table border="0"> <tr> <td>Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith</td> <td>Officers: Rose-Ann Lee, President Federico Serrafiero, Vice-President Kelly Skeith, Vice-President Frank Giannone, Treasurer and Secretary</td> </tr> </table>	Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith	Officers: Rose-Ann Lee, President Federico Serrafiero, Vice-President Kelly Skeith, Vice-President Frank Giannone, Treasurer and Secretary
Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith	Officers: Rose-Ann Lee, President Federico Serrafiero, Vice-President Kelly Skeith, Vice-President Frank Giannone, Treasurer and Secretary		

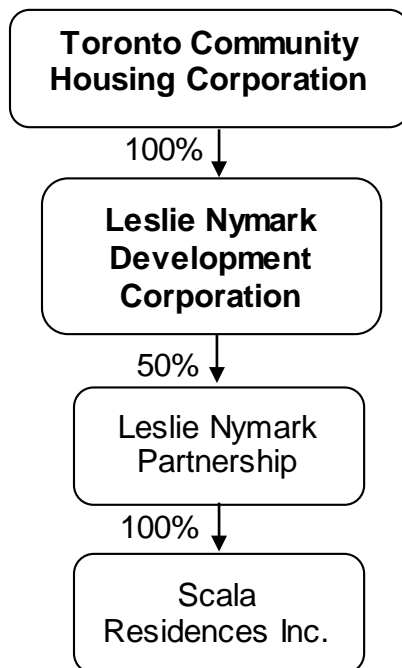
Verde Residences Inc. ("Verde")	
Purpose of Subsidiary/Enterprise/Investment	Partnership nominee corporation of general partnership with FRAM subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.
Ownership	100% AGRGP
Jurisdiction	<i>Business Corporations Act</i> (Ontario)
Incorporation Number	2602811
Incorporation Date	2017-10-25
Incorporation Document	Articles of Incorporation Articles of Amendment (2018-08-28)
By-Laws	By-Law No. 1 By-Law No. 2
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:2017-68R
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two-level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).

Verde Residences Inc. (“Verde”)			
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	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith </td> <td style="width: 50%; vertical-align: top;"> Officers: Rose-Ann Lee, President Federico Serrafiero, Vice-President Kelly Skeith, Vice-President Frank Giannone, Treasurer and Secretary </td> </tr> </table>	Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith	Officers: Rose-Ann Lee, President Federico Serrafiero, Vice-President Kelly Skeith, Vice-President Frank Giannone, Treasurer and Secretary
Directors: Frank Giannone Rose-Ann Lee Federico Serrafiero Kelly Skeith	Officers: Rose-Ann Lee, President Federico Serrafiero, Vice-President Kelly Skeith, Vice-President Frank Giannone, Treasurer and Secretary		

5. Leslie Nymark Development Corporation

Joint venture/partnerships:

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



Overview of Subsidiary/Enterprise/Investment

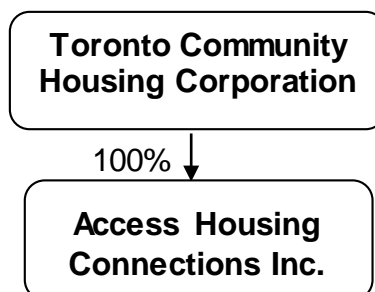
	Leslie Nymark Development Corporation (“LNDC”)
Purpose of Subsidiary/Enterprise/Investment	To oversee the redevelopment of Leslie Nymark, including the demolition and replacement of 121 TCHC rental units and the development of up to 499 market units.
Ownership	100% TCHC
Jurisdiction	<i>Business Corporations Act (Ontario)</i>
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	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;">Directors: Rose-Ann Lee Nick Macrae Jagdeep Sharma</td> <td style="width: 50%; vertical-align: top;">Officers: Nick Macrae, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Kelly Skeith, Secretary</td> </tr> </table>	Directors: Rose-Ann Lee Nick Macrae Jagdeep Sharma	Officers: Nick Macrae, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Kelly Skeith, Secretary
Directors: Rose-Ann Lee Nick Macrae Jagdeep Sharma	Officers: Nick Macrae, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Kelly Skeith, Secretary		

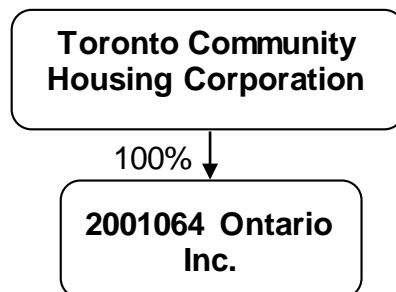
Leslie Nymark Partnership (“LNP”)	
Purpose of Subsidiary/Enterprise/Investment	General partnership between LNDC and Tridel Subsidiary (2329917 Ontario Ltd.).
Partnership Interest	50% LNDC 50% Tridel Subsidiary (2329917 Ontario Ltd.)
Business Name Registration	Master Business License 250966959 Registered 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)

	Scala Residences Inc. ("SCRI")	
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: Dino Carmel Len Gigliotti Rose-Ann Lee Kelly Skeith	Officers: Dino Carmel, President Rose-Ann Lee, Vice-President Kelly Skeith, Vice-President Len Gigliotti, Secretary

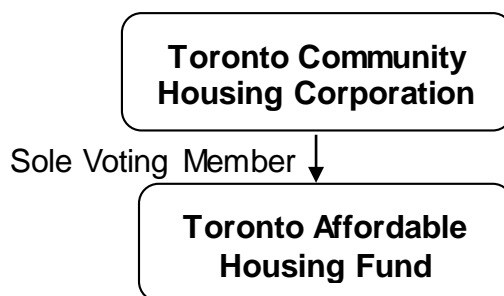
6. Access Housing Connections Inc.**Overview of Subsidiary/Enterprise/Investment**

	Access Housing Connections Inc. ("AHCI")	
Purpose of Subsidiary/Enterprise/Investment	Manages applications and waiting list for access to housing programs under the <i>Housing Services Act</i> on behalf of the Service Manager.	
Ownership	TCHC 100%	
Jurisdiction	<i>Business Corporations Act</i> (Ontario)	
Incorporation Number	2031119	
Incorporation Date	August 14, 2003	
Incorporation Document	Articles of Incorporation	
By-Laws	By-Law No. 1	
TCHC Board Report to Establish Subsidiary	TCHC:2003-63	
Original Rationale for Creation/Separate Corporate Existence	<p>Toronto Community Housing Corporation (TCHC) had an Operating Agreement with the City of Toronto that transferred the responsibility and accountability for the administration and management of the social housing common waiting list and the rent supplement programs to TCHC, on behalf of the City of Toronto.</p> <p>AHCI was created to provide a coordinated approach for access to social housing.</p>	
Term of Existence (short-term/defined, long-term/ongoing)	Defined. With the transfer to the City of Toronto near completion, dissolution process to commence in 2022.	
Directors and Officers	Directors: John Campbell Rose-Ann Lee Jagdeep Sharma	Officers: John Campbell, Chair Jagdeep Sharma, General Manager

7. 2001064 Ontario Inc.**Overview of Subsidiary/Enterprise/Investment**

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

2001064 Ontario Inc. ("2001064")		
Directors and Officers	Directors: Rose-Ann Lee Nick Macrae Jagdeep Sharma	Officers: Nick Macrae, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Kelly Skeith, 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: <ul style="list-style-type: none"> • Providing financial support to qualified individuals so that they may purchase eligible homes; • Delivering and administering home-ownership loans on behalf of City of Toronto/CMHC and TCHC; • Managing second mortgages to qualified purchasers, fund transactions, fundraising; • Providing access to and promoting the availability of long-term affordable ownership housing; and • Other related matters related to implementation of affordable ownership program.
Ownership	Sole Voting Member – TCHC Non-voting Members – TAHF's directors
Jurisdiction	<i>Corporations Act</i> (Ontario)
Incorporation Number	1792408
Incorporation Date	March 18, 2009
Incorporation Document	Letters Patent Supplementary Letters Patent (2009-04-03)
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:C2008-121
Original Rationale for Creation/Separate Corporate Existence	A separate entity was created to insulate the parent company from liability for the activities conducted by TAHF.

Toronto Affordable Housing Fund (“TAHF”)			
Term of Existence (short-term/defined, long-term/ongoing)	<p>Long term as the entity holds numerous mortgages (“boost loans”) that would be costly to transfer to TCHC.</p> <p>Also, TCHC must relinquish the mortgages back to the Shareholder on April 30, 2029. Thus containing all activities in the subsidiary is deemed desirable.</p>		
Directors and Officers	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <p>Directors: John Campbell Rose-Ann Lee Jagdeep Sharma</p> </td> <td style="vertical-align: top; width: 50%;"> <p>Officers: John Campbell, Chair Jagdeep Sharma, President and Secretary Rose-Ann Lee, Chief Financial Officer and Treasurer</p> </td> </tr> </table>	<p>Directors: John Campbell Rose-Ann Lee Jagdeep Sharma</p>	<p>Officers: John Campbell, Chair Jagdeep Sharma, President and Secretary Rose-Ann Lee, Chief Financial Officer and Treasurer</p>
<p>Directors: John Campbell Rose-Ann Lee Jagdeep Sharma</p>	<p>Officers: John Campbell, Chair Jagdeep Sharma, President and Secretary Rose-Ann Lee, Chief Financial Officer and Treasurer</p>		

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 (Ontario)</i>
Incorporation Number	2187799
Incorporation Date	October 16, 2008
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:C2008-115
Original Rationale for Creation/Separate Corporate Existence	As per TCHC:C2008-115: It is proposed that a new subsidiary, rather than TCHC, hold 60% interest in the Regent Park CES Campus Joint Venture. This is a common method used to insulate a parent corporation from potential liability as a direct holder of the equity interest.

Toronto Community Housing Enterprise Inc. ("TCHEI")			
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	<table border="1"> <tr> <td>Directors: Adele Imrie Rose-Ann Lee Jagdeep Sharma</td> <td>Officers: Adele Imrie, Chair Jagdeep Sharma, President Rose-Ann Lee, Treasurer Sheila Penny, Secretary</td> </tr> </table>	Directors: Adele Imrie Rose-Ann Lee Jagdeep Sharma	Officers: Adele Imrie, Chair Jagdeep Sharma, President Rose-Ann Lee, Treasurer Sheila Penny, Secretary
Directors: Adele Imrie Rose-Ann Lee Jagdeep Sharma	Officers: Adele Imrie, Chair Jagdeep Sharma, President Rose-Ann Lee, Treasurer Sheila Penny, Secretary		

Regent Park Energy Inc. ("RPEI")	
Purpose of Subsidiary/Enterprise/Investment	<p>Originally a joint venture with Corix Utilities Inc. ("Corix") for the development and management of the Regent Park CES at Regent Park.</p> <p>Now, TCHEI holds 100% of RPEI.</p> <p>RPEI owns and operates a district energy system in the Regent Park neighbourhood; this system was built as part of the Regent Park redevelopment process. The district energy system is comprised of the following major components:</p> <ol style="list-style-type: none"> 1. Central Plant: equipment to produce heating and cooling (e.g. boilers, chillers, piping, etc.). 2. Piping: Pipes to transmit the heating and cooling to the Energy Transfer Stations ("ETS") rooms inside customer buildings. 3. ETS: Energy Transfer Stations. 4. Campus Electric: Small electricity distribution system ("micro-grid") that distributes grid electricity to a number of TCHC buildings.
Ownership	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

Regent Park Energy Inc. ("RPEI")			
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	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> Directors: Adele Imrie Rose-Ann Lee Jagdeep Sharma </td> <td style="width: 50%; vertical-align: top;"> Officers: Adele Imrie, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Sheila Penny, Secretary </td> </tr> </table>	Directors: Adele Imrie Rose-Ann Lee Jagdeep Sharma	Officers: Adele Imrie, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Sheila Penny, Secretary
Directors: Adele Imrie Rose-Ann Lee Jagdeep Sharma	Officers: Adele Imrie, Chair Jagdeep Sharma, General Manager Rose-Ann Lee, Treasurer Sheila Penny, Secretary		

* Vincent Tong resigned as of June 23, 2021, and the referenced positions are currently vacant.