

Toronto Community Housing Corporation  
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**Toronto  
Community  
Housing**

April 30, 2021  
Mr. Chris Murray  
City Manager, City of Toronto  
City Hall, 11<sup>th</sup> Floor, East Tower  
Toronto, ON M5H 2N2

Dear Mr. Murray,

### **Toronto Community Housing Corporation's 2020 Annual Report**

We are pleased to submit the enclosed 2020 Annual Report for the Toronto Community Housing Corporation (TCHC). This year we have created a digital 2020 Annual Report, which highlights our achievements in relation to our corporate goals and objectives in an unprecedented year.

This letter to the Shareholder, its attachments, and our 2020 Annual Report fulfill all Shareholder and other City Council mandated reporting requirements, as outlined in the 2013 Shareholder Direction from the City of Toronto and various resolutions adopted by City Council.

2020 was a challenging year, with the COVID-19 pandemic impacting many public organizations, including TCHC. We worked to maintain services wherever possible under the guidance of Toronto Public Health. Our primary focus has been on staff and tenant safety through implementing social distancing measures, increased cleaning and sanitization of common areas, ensuring access to PPE and hand sanitizer, and facilitating connections to support services as needed. Despite the operational disruptions due to COVID-19, TCHC continued construction of the Tenant Service Hubs as part of the new operational service delivery model, continued implementing its refreshed Tenant Engagement System, enhanced the tenant complaint process, and developed a new arrears collection process with a focus on earlier intervention and increased communication with tenants.

If you have questions about the contents of this letter or the 2020 Annual Report, please contact Sheila Penny at (416) 981-6414.

Yours truly,

Timothy Murphy  
Chair, Board of Directors

Sheila Penny  
Acting 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 10.2.1 (l) in the 2013 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 City and TCHC have selected the non-profit proponents to whom the Scattered Properties are to be conveyed and the selected proponents were approved in Q4 2020 by the City in *EX17.2 - Implementing Tenants First: 2020 Action Updates*. The transfer of 623 properties with 730 units will be the largest transfer done by TCHC to date.

TCHC staff are proceeding to negotiation and execution of the agreement of purchase and sale with the selected proponents, substantially on the terms and conditions outlined in the RFP and such other terms and conditions that are satisfactory to both TCHC and the Deputy City Manager, Community and Social Services. The timeline for the transfer of scattered properties was significantly impacted by COVID-19. TCHC and the City continue their efforts to expedite the transfers and ensure the process moves swiftly. It is expected that a portion of the transfers will be completed in Q4 of 2021 and the remaining will be completed in Q2 of 2022.

The selected proponents have been required to develop robust tenant engagement and transition plans as part of their proposals and implementation plans. These plans will ensure that tenants are not negatively impacted in any way by the transfers. 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.

## 1.2 Affordable Home Ownership

TCHC reports on its efforts to partner with other organizations to provide affordable homeownership opportunities, as requested in City Council motion *EX35.3* 2013.

In 2018, funding from the Province of Ontario (Investment in Affordable Housing Program and Home Ownership Assistance Program) provided down-payment assistance to 2 families to purchase their first home within TCHC's revitalization communities.

The table below breaks down the number of tenant and non-tenant families who purchased homes in 2020 through the Home Ownership Assistance Program. Not every revitalization site constructs new units each year, which is why there may be no tenants or non-tenants able to take advantage of the affordable homeownership opportunities in certain communities in a given year.

Revitalization Community	TCHC tenant families	Non-tenant families	Total
Alexandra Park	5	1	6
Allenbury Gardens	0	0	0
Lawrence Heights	0	0	0
Regent Park	0	4	4
Total	5	5	10

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

Revitalization Community	TCHC tenant families	Non-tenant families	Total
Alexandra Park	8 <sup>1</sup>	1	9
Allenbury Gardens	4 <sup>2</sup>	0	4
Lawrence Heights	3 <sup>3</sup>	0	3
Regent Park	17	213 <sup>4</sup>	230
Total	32	214	246

### 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 2020 is provided in Appendix A.

<sup>1</sup> One purchaser rescinded her loan in 2020 bringing the total number of Alexandra Park loans down to 8.

<sup>2</sup> Two purchases will be closing in 2021

<sup>3</sup> One purchase will be closing in late 2021/2022

<sup>4</sup> Four purchases will close in 2021

## **2. Vibrant Communities**

### **2.1 Tenant Engagement System**

Toronto Community Housing remains committed to engaging tenants at all levels to include them in making key decisions that may impact them and to ensure that TCHC continues to provide quality services to tenants.

In March 2020, all in-person engagement activities and public meetings were suspended due to COVID-19. In order to comply with social distancing measures, TCHC developed a plan to facilitate online tenant engagement and implement the tenant elections process virtually in 3 phases. As a result, 39 communities have leadership in-place, 6 have partial leadership in place, and 12 have yet to place leadership. Phase 1 by-elections will be held in communities with vacancies before the end of April 2021.

In 2021, TCHC will fully restart tenant engagement activities in adherence with COVID-19 restrictions. Establishing tenant leadership through tenant elections enables TCHC to remain compliant with the City's Shareholder Direction and maintain a democratic system of active tenant participation and involvement.

Establishing tenant leadership, and aligning it with the new service delivery model in the tenant service hubs, will enable TCHC to deliver quality service to tenants by allowing them to assess the quality of service they receive in the areas of cleaning, maintenance, tenancy management, and community safety and support.

Due to COVID-19 social distancing requirements, progress on implementing some components of the Tenant Engagement System were temporarily suspended. In January 2021, as a result of successful phase 1 tenant elections, activities resumed to implement the Community Action Plans and the Tenant Action Funds.

In the spring of 2021, TCHC will work with the newly elected tenant leaders to revalidate the local community action plans and work with the leadership groups to revise criteria for the types of projects that can be implemented in adherence with Toronto Public Health's COVID-19 guidelines. Tenant Action Fund applications will be opened to tenants in spring 2021.

### **Participatory Budgeting (PB)**

The implementation of PB in 2020 was temporarily suspended in compliance with the Toronto Public Health directives on COVID-19 prevention. Upon completion of the remaining PB projects from 2019, TCHC will commence planning for PB 2021.

## 2.2 Eviction Prevention Policy and 2020 Eviction Results

### 2.2.1 Eviction Prevention Policy

TCHC makes the prevention of eviction for arrears a priority, in accordance with Section 9.2 (a) in the 2013 Shareholder Direction. Eviction is a last resort, only after staff have done everything possible to work with tenants on the repayment of rent.

From March 19, 2020 to July 31, 2020, TCHC suspended all evictions for arrears in accordance with the provincial moratorium during COVID-19.

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 has undertaken 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 is set to be implemented in June 2021 and will build upon the previous arrears collection process, but focuses on earlier 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.

Finally, the Office of the Commissioner of Housing Equity helps prevent evictions by helping seniors and vulnerable tenants who face loss of subsidy or eviction due to rental arrears.

### 2.2.2 Eviction Results

Under the *Residential Tenancies Act*, tenants can be evicted for a number of reasons including, but not limited to, non-payment of rent, engaging in unlawful activity on TCHC property, and acting in a way that interferes with the reasonable enjoyment of other tenants. TCHC works with tenants to help them meet the responsibilities of their tenancies and, when possible, to keep their housing by complying with the Eviction Prevention Policy and 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 2018, 2019, and 2020, and identifies the number of tenancies that have been maintained through repayment agreements and mediated settlements. The number of repayment agreements arranged in 2020 is significantly lower than in 2019 and 2018. In response to the COVID-19 pandemic, an evictions moratorium was put in-place between March 19, 2020 to July 31, 2020. As a result, the issuing of N4s were suspended, unless it was related to an urgent issue such as serious health and safety issues or illegal issues. As the issuing of N4s often prompted tenants to obtain support, such as entering into a repayment agreement, the suspension led to a significantly lower number of repayment agreements arranged. However, as the eviction moratorium was lifted, TCHC was able

to restart its engagement with tenants to arrange repayment agreements on-par with pre-pandemic activity to support in maintaining successful tenancies.

Measure	2018	2019	2020	% change from 2019
Eviction Rate	<1%	<1%	<1%	<1%
Tenant Evictions (non-arrears)	102	117	47	-60%
Tenant Evictions (arrears)	160	108	39	-64%
Tenant Evictions (# of households)	262	225	86	-62%
Repayment arrangements initiated locally	2,855	2,822	1958	-31%
Number of Active TCHC applications at the Landlord and Tenant Board (as of Dec 31)	495	579	322	-44%
Mediated settlements via LTB (arrears)	793	588	233	-60%

### 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 2020. 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 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) before an application can be filed, while others offer no opportunity to correct behaviour (e.g. Criminal Act).

Reason for Notice	2020
Abandoned Unit (direct application)	0
Anti-Social	111
Cease to Qualify	2
Damages to Unit of Complex	16
Demolition Conversion or Repairs	0
Health & Impaired Safety	125
Illegal Act	94
Misrepresentation of Income	10
Superintendent’s Unit	0
Tenant Gave Notice (direct application)	5
Termination of lease (supportive housing)	0
Unauthorized Occupant (direct application)	11



Other (e.g. Tenant's Rights)	62
<b>Total Notices Served (or Direct Applications Filed)</b>	<b>436</b>

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

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

TCHC ensures that tenants and employees live and work in an environment free from harassment and discrimination, in which all individuals are equally valued and fairly treated. This is in accordance with Section 9.2 (d) in the 2013 Shareholder Direction and TCHC policies. In an effort to clarify legislative obligations specific to tenants and employees, in 2016 the Human Rights, Harassment, and Fair Access Policy (“HRHFA”) was separated into two policies: the HRHFA - Tenants for tenants and the Human Rights Policy (Staff) for employees. The HRHFA - Tenants was developed in consultation with tenants and since 2016, tenants’ human rights concerns have been addressed under the HRHFA - Tenant Policy.

TCHC is dedicated to building employee knowledge and awareness of human rights and accessibility. In 2020, TCHC continued to deliver training sessions on Accessibility for Ontarians with Disabilities Act (“AODA”) to staff. In 2020, 21 AODA sessions were delivered to 235 staff as part of General Orientation training.

### 2.3.2 Human Rights Complaints

TCHC is in the process of updating its internal process for handling tenant human rights complaints to align with the new service delivery model established as part of TCHC’s Operations’ restructuring. The new process will be formalized and implemented by the end of 2021.

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

The table below shows the status of new human rights applications involving TCHC in 2019 and 2020.

<b>Human Rights Applications (2019 and 2020)</b>						
<b>Year</b>	<b>Type of File</b>	<b>Resolution/Status</b>				<b>Total</b>
		Withdrawn	Dismissed	Settled	Ongoing	
<b>2019</b>	Accommodation/ Request for Transfer	0	1	1	5	7
	Harassment from Other Tenants	0	0	1	1	2
	Harassment from Staff	0	2	0	1	3
	<b>Total</b>					<b>12</b>

Human Rights Applications (2019 and 2020)						
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	0	0	0	3	3
	Harassment from Staff	0	0	0	2	2
	Discrimination by TCHC Contractor	0	0	1	0	1
	<b>Total</b>					<b>15</b>

### 3. Positive Tenant Experience

#### 3.1 Communicating with Tenants

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

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

Currently, corporate communication products aimed at all tenants are translated upon request into 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. For example, communications materials produced by TCHC for tenants about COVID-19 were proactively translated into 10 languages and posted [on the COVID-19 page on TCHC's website](#). TCHC also proactively translated materials prepared for the tenant engagement system refresh and the tenant elections, again in 10 languages. TCHC also has the capacity to produce braille, large print and audio formats for the Safety Guide and Tenant Guide, upon request.

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

##### 3.1.2 Local Accountability with Tenants

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

All relevant documents related to the operating budget and capital plan are posted publically on the TCHC website after they are approved by the Board of Directors. These documents, along with copies of the Annual Report, are also available on request from all TCHC offices.

Tenants are notified of planned maintenance and capital repair work in their communities with notices informing them of the type of work, the problem the work is addressing, and the expected completion date. Notices contain instructions for tenants where appropriate, such as what to do during planned water or power shutdowns.

In addition, in 2020 TCHC produced four issues of its tenant newsletter [Tenant LOOP](#), which is mailed to every household. These newsletters included information about upcoming tenant consultations, how to make requests for repairs, how to learn more about capital repairs, tips and information about fire and community safety, how to provide feedback on service, and more.

A growing number of TCHC tenants are using social media to engage with the company. TCHC engages tenants online by sharing information on its website, and on Twitter, Facebook, Instagram, and LinkedIn, informing tenants about training workshops, scholarship opportunities, and city consultations. TCHC also provides online customer service when appropriate, by linking tenants who reach out online for information with resources within the company or within their community. For example, tenants are connected with local Community Services Coordinators, who work in each TCHC community to connect tenants with a variety of community resources and programs, such as literacy, mental health, adult learning, and seniors-focused programs, offered through partners across the city. Tenants can access information about these resources by calling TCHC's 24-hour Client Care Centre, and can join our social media communities, which include partners, staff, advocates of TCHC tenants, and the public, for additional information and support.

### **3.1.3 Tenant Complaint Process**

#### **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 and supporting a culture of continuous learning and improvement.

In 2018, the Solutions team was established to support the single-stage escalation model to manage tenant complaints. The Solutions team is comprised of Complaints Resolution Specialists who are responsible for the intake and managing of complaints to resolution. In 2020, a communication campaign was launched to better enhance tenant awareness and understanding of complaints management and the role of the Solutions team.

In an effort to improve service delivery, the Solutions team has implemented program enhancements through the following initiatives:

1. Staff Alignment & Structure

2. Complaints Resolution Training
3. Process Improvement and Standardization

Lastly, in 2021, the Solutions team is leading the review of the Tenant Complaints policy, which outlines the organization's principles and approach to the management of complaints. TCHC will be hosting tenant consultations in the spring of 2021 to get input for the policy. The Tenant Complaints Policy is projected to be completed by mid-2021.

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

Inquiries from elected officials are managed by the Stakeholder Relations team. In 2020, Toronto Community Housing received 2,177 inquiries from Toronto-area elected officials including the Mayor, City Councillors, Members of Provincial Parliament, and Members of Parliament. 89.8% (1,956) were addressed within five business days.

Inquiries from the City of Toronto Ombudsman's Office are addressed primarily by the Solutions team with support from Stakeholder Relations. In 2020, Toronto Community Housing received 107 inquiries from the Office of the Ombudsman. 68.2% (73) were addressed within ten 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 10.2.4 of the Shareholder Direction. The following table outlines senior executive compensation, as permitted by law, in 2018. Note that "senior executive" has been defined as all employees at the Vice-President level, and above, and employees who report directly to the Board of Directors.

<b>Name</b>	<b>Position</b>	<b>Total Compensation</b>	<b>Taxable Benefit</b>	<b>Salary</b>
Andrews, Maria Luisa	Vice President, Information and Technology Services	220,241.52	1,851.52	218,390.00
Barker, Catherine (Cathy)	Vice President, Human Resources	244,089.21	1,851.52	242,237.69
Knight, Paula	Vice President, Strategic Planning and Communications	166,347.08	215.24	166,131.84

Lee, Rose-Ann	Chief Financial Officer	255,327.67	851.52	254,476.15
Marshman, Kevin	President & CEO	345,851.50	851.52	344,999.98
Meagher, Darragh	General Counsel and Corporate Secretary	254,348.50	670.68	253,677.82
Penny, Sheila	Chief Operating Officer	274,884.71	851.52	274,033.19
Tong, Vincent	Chief Development Officer	242,371.90	851.52	241,520.38

## 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, 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 \$367.4 million in capital renewal projects against the 2020 budget, and delivered over \$30 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

The corporation continues to prioritize the management of occupational health and safety risks and costs through effective compliance-driven injury prevention programs and policies that are consistent with City of Toronto practices, and developed and delivered in cooperation with our union partners.

Major focus areas in 2020 included responding to the emerging global COVID-19 pandemic. The human resources division supported TCHC's Emergency Operations Committee with policies, training, and consultation services to comply with all public health measures and directives for the safety of staff and tenants. We have further established processes and dedicated all available resources to the management of staff illness, WSIB claims, and absences due to self-isolation requirements to prevent major

impacts to TCHC's business continuity and essential service delivery to tenants during COVID-19.

In 2021, we will shift focus to ensuring the long term sustainability and efficiency of COVID-19 prevention measures and related disability and attendance management practices. We will also be working on the complete recovery of essential compliance and prevention work initiated in 2020, including staff training, engagement, proactive risk assessments, and other services partially disrupted by the corporation's COVID-19 response and provincial lockdowns.

The Health, Safety and Wellness unit also continues to support all employee disability and absence management, reducing direct and indirect costs of employee injury and disability through timely and effective case management and an early and safe return to work program. Employees are further supported through safe and appropriate wellness initiatives that address three key areas of risk: mental health, cardiovascular health, and musculoskeletal disorders. A multi-service Employee and Family Assistance Program continues to be provided with the objective of reducing associated benefits/claims costs and improving employee retention and productivity. Further consultation and procurement activities are planned in 2021 to ensure this program meets the needs of our black staff and eliminates any barriers to support services, as part of our corporate commitment to counter anti-black racism.

#### **4.4 Challenges Faced in 2020**

The Annual Report speaks to our successes and the actions that have been undertaken in 2020 to improve services to and outcomes for tenants; however, it is important to note some of the of challenges that Toronto Community Housing faced in 2020 that impacted our ability to successfully meet our goals and objectives. These challenges have the potential to impact tenant and public confidence in the organization.

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

Like most public organizations, TCHC's operations have been impacted by the COVID-19 pandemic. Managing the impact of the pandemic on the safety of our staff and tenants has been TCHC's number-one priority throughout 2020. Throughout 2020, we maintained and expanded our services continuously with a priority on increased cleaning and sanitation of building common areas, and ensuring a robust inventory of PPE and cleaning supplies.

In 2020, the COVID-19 pandemic led to lost revenues of \$4.9M due to unpaid rent and fees and increased expenditures of \$22.4M primarily for PPE, staff overtime costs, and higher utilities usage by tenants.

Summer youth programs and many other tenant engagement activities were delayed, cancelled, or curtailed in 2020 to meet social distancing requirements. TCHC has sought to move as many tenant interactions online as possible and continue to deliver face-to-face tenant service where necessary and in compliance with social distancing requirements.



## Appendix A: Ten-Year Capital Financing Plan

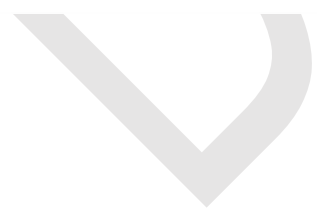
The approved plan will be inserted here before submission to the City of Toronto.

TCHC 10 Year FULLY FUNDED Capital Finance Plan

Additional Information Reported Annually to the Shareholder

TCHC Ten-Year Capital Financing Plan																									
(in \$ millions)	(Actual)	(Actual)	(Actual)	(Actual)	(Actual)	(Actual)	(Actual)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	2013 - 2018	2018 - 2027	2019 - 2026	2020 - 2029	2021 - 2030	
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total	Total	Total	Total	Total		
<b>CAPITAL NEEDS (\$ millions)</b>																									
Opening Backlog of FCI Capital needs	862	914	898	1,022	1,343	1,516	1,425	1,578	1,616	1,607	1,529	1,468	1,404	1,280	1,158	1,128	1,111	1,233	862	1,516	1,425	1,578	1,616		
Forecasted growth in FCI capital needs (from following year)	121	200	327	424	387	253	383	287	238	170	188	167	108	92	145	88	228	132	1,711	2,031	1,866	1,711	1,555		
Other Adj (inflation, engineering est)	(8)	(94)	(112)	95	6	(79)	18	32	32	32	31	29	28	26	23	23	22	25	(193)	172	274	278	271		
<b>Capital Needs Total</b>	<b>974</b>	<b>1,019</b>	<b>1,111</b>	<b>1,541</b>	<b>1,736</b>	<b>1,690</b>	<b>1,827</b>	<b>1,896</b>	<b>1,887</b>	<b>1,809</b>	<b>1,748</b>	<b>1,664</b>	<b>1,540</b>	<b>1,398</b>	<b>1,326</b>	<b>1,239</b>	<b>1,361</b>	<b>1,389</b>	<b>2,379</b>	<b>3,719</b>	<b>3,565</b>	<b>3,566</b>	<b>3,442</b>		
Capital Funding required (excluding Non Backlog Capital)	(60)	(123)	(88)	(198)	(220)	(265)	(249)	(280)	(280)	(280)	(280)	(260)	(260)	(240)	(197)	(128)	(128)	(128)	(954)	(2,591)	(2,454)	(2,333)	(2,181)		
<b>Year End Capital Needs*</b>	<b>914</b>	<b>896</b>	<b>1,022</b>	<b>1,343</b>	<b>1,516</b>	<b>1,425</b>	<b>1,578</b>	<b>1,616</b>	<b>1,607</b>	<b>1,529</b>	<b>1,468</b>	<b>1,404</b>	<b>1,280</b>	<b>1,158</b>	<b>1,128</b>	<b>1,111</b>	<b>1,233</b>	<b>1,261</b>	<b>1,425</b>	<b>1,128</b>	<b>1,111</b>	<b>1,233</b>	<b>1,261</b>		
Year end Facilities Condition Index (FCI)	10.1%	9.5%	11.1%	14.6%	16.2%	15.0%	15.6%	15.6%	15.2%	14.2%	13.4%	12.6%	11.2%	9.9%	9.5%	9.2%	10.0%	10.0%	9.9%	9.5%	9.2%	10.0%	10.0%		
<b>CAPITAL NEEDS FUNDING (\$ millions)</b>																									
TCHC Cash Opening Balance	-	117	154	287	160	267	171	111	212	195	145	113	114	115	140	216	216	216	-	267	171	111	212		
<b>Sources of Funds</b>																									
TCHC Funding	158	123	300	102	324	47	72	-	-	-	-	-	-	-	-	-	-	-	1,054	119	72	-	-		
City Funding	19	42	9	9	9	128	115	160	160	160	160	160	160	160	160	160	160	160	216	1,523	1,555	1,600	1,600		
Provincial Government Funding	-	-	-	-	9	7	60	53	23	-	-	-	-	-	-	-	-	-	15	143	136	76	23		
Federal Government Funding	-	-	-	-	15	22	6	238	150	139	159	166	166	165	162	-	-	-	37	1,374	1,351	1,345	1,108		
<b>Cash Available</b>	<b>177</b>	<b>282</b>	<b>462</b>	<b>398</b>	<b>517</b>	<b>471</b>	<b>424</b>	<b>562</b>	<b>545</b>	<b>495</b>	<b>463</b>	<b>439</b>	<b>440</b>	<b>440</b>	<b>463</b>	<b>376</b>	<b>376</b>	<b>376</b>	<b>1,323</b>	<b>3,426</b>	<b>3,285</b>	<b>3,133</b>	<b>2,943</b>		
<b>Capital spend to achieve 10% FCI</b>																									
Backlog Capital spend	(60)	(123)	(88)	(198)	(220)	(265)	(249)	(280)	(280)	(280)	(280)	(260)	(260)	(240)	(197)	(128)	(128)	(128)	(954)	(2,591)	(2,454)	(2,333)	(2,181)		
Non-Backlog Capital spending	0	(5)	(87)	(40)	(30)	(35)	(64)	(70)	(70)	(70)	(70)	(65)	(65)	(60)	(49)	(32)	(32)	(32)	(197)	(619)	(615)	(583)	(545)		
<b>Total Capital Spend</b>	<b>(60)</b>	<b>(128)</b>	<b>(175)</b>	<b>(238)</b>	<b>(250)</b>	<b>(300)</b>	<b>(313)</b>	<b>(350)</b>	<b>(350)</b>	<b>(350)</b>	<b>(350)</b>	<b>(325)</b>	<b>(325)</b>	<b>(300)</b>	<b>(247)</b>	<b>(160)</b>	<b>(160)</b>	<b>(160)</b>	<b>(1,151)</b>	<b>(3,210)</b>	<b>(3,070)</b>	<b>(2,917)</b>	<b>(2,727)</b>		
TCHC Cash Balance (Restricted and/or Unrestricted)	117	154	287	160	267	171	111	212	195	145	113	114	115	140	216	216	216	216	172	216	215	216	216		

\*The 10 Year Capital Financing Plan has been updated to reflect actual 2019 year-end capital needs.  
 \* Reduction in current year backlog due to sale/revitalization is \$126,967,545



## Appendix B: Shareholder Reporting Requirements

The 2020 Annual Report, combined with this letter and its attachments, include the following information as required by the City of Toronto:

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<b>Shareholder Direction</b>		
Objectives, accomplishments from prior year, and performance trends.	Shareholder Direction, Section 10.2.1 (a)	Annual Report
Explanations, notes, and information as is required to explain and account for any variances between the actual results from operations and the budgeted amounts set forth in current Strategic Plan, and any material variances in the projected ability of any business activity to meet the financial objectives of the shareholder.	Shareholder Direction, Section 10.2.1 (b)	Annual Report; audited financial statements
The achievement of the financial and service targets set out in the Business Plan or the Operating Agreement and such explanations, notes, and information as is required to explain and account for any variances between the actual results from operations and the targets established in the Business Plan or the Operating Agreement.	Shareholder Direction, Section 10.2.1 (c)	Annual Report; audited financial statements
Initiatives to provide responsive customer service.	Shareholder Direction, Section 10.2.1 (d)	Annual Report
Tenant engagement activities.	Shareholder Direction, Section 10.2.1 (e)	Annual Report; Letter to the Shareholder: 2.1 Tenant Engagement System
Information that is likely to materially affect the Shareholder's financial objectives.	Shareholder Direction, Section 10.2.1 (f)	Annual Report; audited financial statements
Information that is likely to materially affect Tenants' views or opinions regarding TCHC.	Shareholder Direction, Section 10.2.1 (g)	Letter to the Shareholder: 4.4 Challenges faced in 2020



Shareholder Reporting Requirement	Source of Requirement	TCHC Report
Information regarding any matter, occurrence, or other event which is a material breach or violation of any law, including major findings of internal or other audits.	Shareholder Direction, Section 10.2.1 (h)	None in 2020
Information regarding the performance of TCHC such that the Shareholder can determine that this Shareholder Direction has been respected.	Shareholder Direction, Section 10.2.1 (i)	Annual Report
Information regarding the number of evictions each year and the rationale for these evictions.	Shareholder Direction, Section 10.2.1 (j)	Letter to the Shareholder: 2.2.1 Eviction results
Information on the disposition and uses of funds provided to TCHC by the City.	Shareholder Direction, Section 10.2.1 (k)	Annual Report; audited financial statements
The status of the sale of any properties and on any tenant or community impacts resulting from such sales.	Shareholder Direction, Section 10.2.1 (l)	Letter to the Shareholder: 1.1 Sale of single family homes
Information, as permitted by law, regarding senior executive compensation.	Shareholder Direction, Section 10.2.4	Letter to the Shareholder: 4.1.1 Executive compensation
<p>TCHC and the Tenant will maintain a democratic system of active tenant participation and involvement that will:</p> <ul style="list-style-type: none"> <li>• Provide a tenant council structure or similar organization;</li> <li>• Provide for tenant input for decisions at the corporate and local levels;</li> <li>• Provide for tenant input for setting local spending priorities and service levels; and</li> <li>• Include tenant representation on the Board.</li> </ul> <p>The system of tenant participation will respect the terms of the Shareholder direction and the financial targets and performance benchmarks that are established for TCH by the service manager.</p>	Shareholder Direction, Section 9.1	Letter to the Shareholder: 2.1 Tenant engagement system

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

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
TCH will ensure all procurement activities including, but not limited to, materials management, purchasing goods, service and construction contracts, involving purchasing leasing, or renting, are arrived at by competitive or non-competitive tendering processes, adhere to procurement best practices, policies, and procedures and are managed in an open and transparent manner	Shareholder Direction, Section 12.2	Letter to the Shareholder: 4.2 Procurement
<b>City Council Directions</b>		
<p>City Council, in its capacity as Shareholder of Toronto Community Housing Corporation (TCHC):</p> <ul style="list-style-type: none"> <li>• approve the extension of Toronto Community Housing's mortgage subsidy for 47 identified properties, based on the current monthly mortgage payment, until the end of 2044, both on condition that: <ul style="list-style-type: none"> <li>i. the net amount of incremental financing be deposited to a new special reserve other than the State of Good Repair Fund dedicated to the repair or replacement of building components with a useful life of at least 30 years; and</li> <li>ii. Toronto Community Housing report annually, through Toronto Community Housing's Annual Report to Council, on the status and use of funding deposited to such special reserve.</li> </ul> </li> </ul>	<p>Report EX43.11 2014: Refinancing of City Loans to Toronto Community Housing</p> <p>July 8, 2014</p>	<p>Annual Report; audited financial statements</p> <p>Ten-year capital financing plan</p>
<p>City Council, in its capacity as Shareholder of Toronto Community Housing Corporation (TCHC):</p> <ul style="list-style-type: none"> <li>• approve the extension of TCH's mortgage subsidy for 8 properties identified in Attachment 2 to the report (June 17, 2014) from the City Manager and the Deputy City Manager and Chief Financial Officer, based on the current monthly mortgage payment, until the end of 2045, both on condition that:</li> </ul>	<p>Report EX43.10 2014: Infrastructure Ontario Refinancing of Toronto Community Housing Mortgages</p> <p>July 8, 2014</p>	<p>Annual Report; audited financial statements</p> <p>Ten-year capital financing plan</p>

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<ul style="list-style-type: none"> <li>i. the net amount of incremental financing be deposited to a new special reserve other than the State of Good Repair Fund dedicated to the repair or replacement of building components with a useful life of at least 30 years; and</li> <li>ii. TCHC report annually, through TCHC's Annual Report to Council, on the status and use of funding deposited to such special reserve.</li> </ul>		
<p>City Council, in its capacity as Shareholder of Toronto Community Housing Corporation:</p> <ul style="list-style-type: none"> <li>• approve the extension of Toronto Community Housing Corporation's mortgage subsidy for 12 identified properties, based on the current monthly mortgage payment, until the end of 2045, both on condition that: <ul style="list-style-type: none"> <li>i. the net amount of incremental financing be deposited to a new special reserve other than the State of Good Repair Fund dedicated to the repair or replacement of building components with a useful life of at least 30 years; and</li> <li>ii. Toronto Community Housing Corporation report annually, through Toronto Community Housing Corporation's Annual Report to City Council, on the status and use of funding deposited to such special reserve.</li> </ul> </li> </ul>	<p>Report EX8.4 2015: Infrastructure Ontario Refinancing of Toronto Community Housing Mortgages Being Renewed in 2015</p> <p>September 30, 2015</p>	<p>Annual Report; audited financial statements</p> <p>Ten-year capital financing plan</p>
<p>Efforts to partner with other organizations to further provide affordable ownership opportunities to Toronto Community Housing tenants and qualifying families.</p>	<p>Report EX35.3 2013: Putting People First – Moving Forward</p> <p>November 13, 2013</p>	<p>Letter to the Shareholder: 1.2 Affordable home ownership</p>

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<p>City Council, in its capacity as Shareholder of Toronto Community Housing Corporation:</p> <ul style="list-style-type: none"> <li>• Pursuant to Section 7.4.1(a) of the City's Amended and Restated Shareholder Direction to Toronto Community Housing Corporation, approve the term sheets attached as Attachments 1 and 2 to the report (November 17, 2016) from the Deputy City Manager, Cluster A and the Deputy City Manager and Chief Financial Officer, between Toronto Community Housing Corporation and Infrastructure Ontario (collectively referred to herein as the "Term Sheets"):               <ol style="list-style-type: none"> <li>i. for refinancing totaling \$310 million in order to address the renewal of 32 Toronto Community Housing Corporation mortgages totaling \$93.6 million, as well as obtaining incremental financing of \$216 million (less transaction costs and legal fees);</li> <li>ii. financing a \$10 million loan on a property located at 180 Sackville St;</li> </ol> </li> <li>• Approve the extension of Toronto Community Housing Corporation's mortgage subsidy for the 32 properties identified in Attachment 1 to the report (November 17, 2016) from the Deputy City Manager, Cluster A and the Deputy City Manager and Chief Financial Officer, based on the current monthly mortgage payment, for a period of 30 years following the transaction closing, all on the condition that:               <ol style="list-style-type: none"> <li>i. the net amount of incremental financing be deposited to a new special reserve other than the State of Good Repair Fund dedicated to the repair or replacement of building components with a useful life of at least 30 years; and</li> <li>ii. Toronto Community Housing Corporation report annually, through Toronto Community Housing Corporation's Annual Report to City Council, on the status and use of funding deposited to such special reserve.</li> </ol> </li> </ul>	<p>Report EX20.15: Proposed Toronto Community Housing Corporation Debt Management Policy and 2016 Infrastructure Ontario Mortgage Refinancing</p>	<p>Annual Report; audited financial statements</p> <p>Ten-year capital financing plan</p>

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<p>Toronto Community Housing report annually, through Toronto Community Housing’s Annual Report to Council on the status of revitalizations and on any tenant and community impacts resulting from revitalizations.</p>	<p>It is a condition on most revitalization decisions. E.g.: See Report CD14.9 2012: Alexandra Park Revitalization – Corporate Actions and Social Development Plan</p> <p>July 11, 2012</p>	<p>Annual Report</p>
<p>City Council request the major agencies, boards, commissions and corporations to provide an annual human rights report to Council detailing the numbers and types of human rights complaints received by the Human Rights Tribunal of Ontario involving the respective agency, board, commission and corporation, and the complaint resolutions and associated costs.</p>	<p>Report AU9.4 2008: Audit of City Performance in Achieving Access, Equity, and Human Rights Goals</p> <p>November 4, 2008</p>	<p>Letter to the Shareholder: 2.3.3 Human rights applications to the Ontario Human Rights Tribunal</p>
<p>TCHC to report annually, through the TCH Annual Report to Council, with an updated Ten-Year Capital Financing Plan as of December 31st of the prior year that includes:</p> <ul style="list-style-type: none"> <li>• Total amount of capital backlog repair expenditures from the prior year;</li> <li>• Outstanding capital repair needs carried forward from the prior year;</li> <li>• Reductions to the capital repair backlog due to the sale of assets and/or revitalization;</li> <li>• Balance of the capital repair backlog reserve fund;</li> <li>• Changes in estimates for current and future capital repair requirements; and</li> <li>• Changes in estimates for current and future capital repair funding.</li> </ul>	<p>Report EX35.4 2013: A Ten-Year Capital Financing Plan for Toronto Community Housing</p> <p>November 13, 2013</p>	<p>Letter to the Shareholder: Appendix A</p>

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



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

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

### Summary

#### 1. Development Entities

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

To date, with respect to the development Entities, only the development project associated with Don Mount Court Development Corporation ("DMCDC") is completed. TCHC brought a request to the City of Toronto for the dissolution of DMCDC, which was approved by City Council in June 2018. DMCDC is scheduled to be wound up in early 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 wait list function of AHCI to the City of Toronto in 2016. TCHC brought forward a request to the City of Toronto for the dissolution of AHCI, which was approved by City Council in June 2018. AHCI is scheduled to be wound up in 2021.

##### 2.2 2001064 Ontario Inc.

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

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

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



### **2.3 Toronto Affordable Housing Fund**

Toronto Affordable Housing Fund (“TAHF”) is a non-share capital corporation, where TCHC is the sole member. TAHF delivers and administers home-ownership loans on behalf of the City of Toronto, Canada Mortgage Housing Corporation and TCHC. TAHF also manages second mortgages to qualified purchasers, funds transactions, and other related matters related to 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. 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 subject to guidance and an income tax analysis from PricewaterhouseCoopers (“PwC”) pursuant to the Ontario *Business Corporations Act* and the *Income Tax Act* (Canada). PwC was engaged in 2020 and TCHC is awaiting its analysis.

### **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 subject to guidance and an income tax analysis from PricewaterhouseCoopers (“PwC”) pursuant to the Ontario *Business Corporations Act* and the *Income Tax Act* (Canada). PwC was engaged in 2020 and TCHC is awaiting its’ analysis.

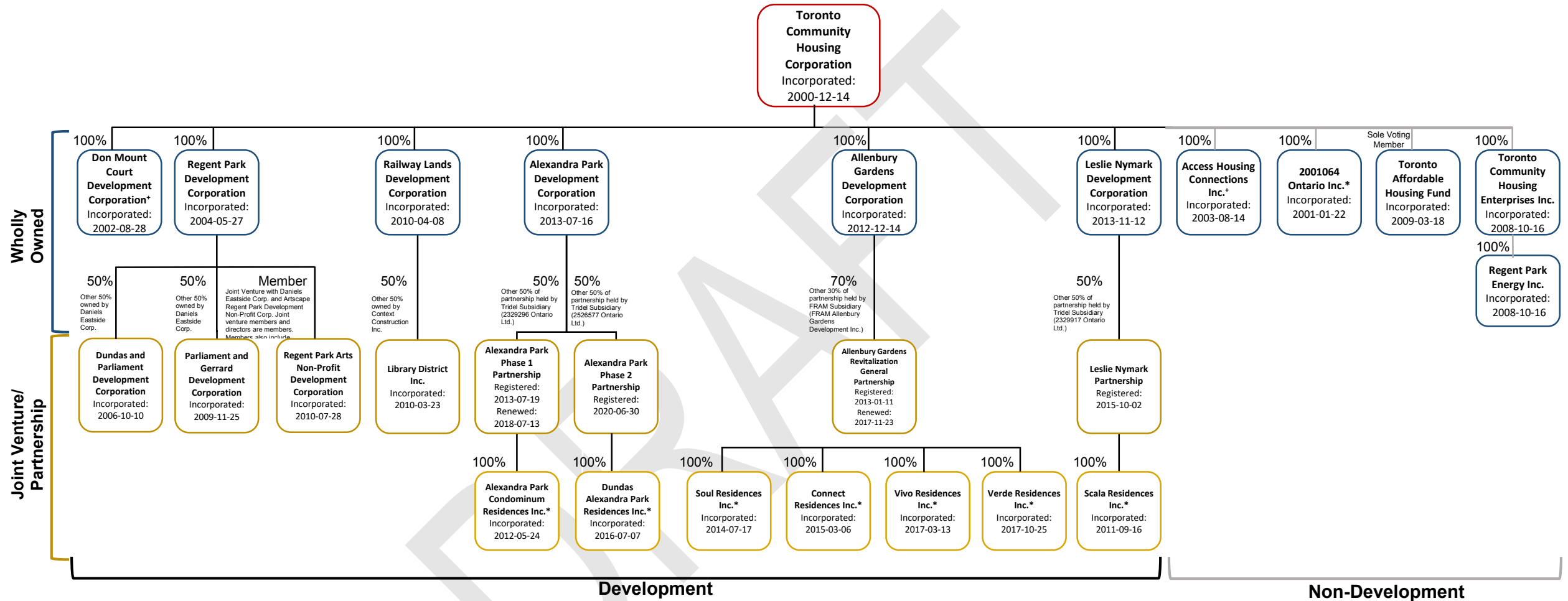
## Ownership Structure of Entities

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

\* Title Nominees

+ To be wound up in 2021

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



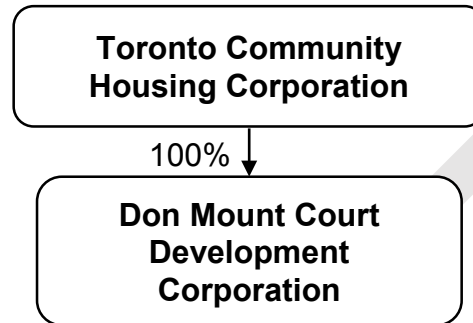
**Legend**

- + = To be wound up in 2021
- \* = Title Nominees

## Overview of Subsidiary and Joint Venture/Partnership

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

### 1. Don Mount Court Development Corporation



## Overview of Subsidiary/Enterprise/Investment

	<b>Don Mount Court Development Corporation (“DMCDC”)</b>
<b>Purpose of Subsidiary/ Enterprise/Investment</b>	To oversee the redevelopment of Don Mount Court.
<b>Ownership</b>	100% TCHC
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	1539709
<b>Incorporation Date</b>	August 28, 2002
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1
<b>TCHC Board Report to Establish Subsidiary</b>	TCHC:2002-073
<b>Original Rationale for Creation/ Separate Corporate Existence</b>	Required a Board at the time with particular skills and knowledge specific to the redevelopment of Don Mount Court. Additionally, the separation of liabilities between the development and TCHC was considered to be advantageous in the relationship to the development partner.
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up in 2021.

<b>Don Mount Court Development Corporation (“DMCDC”)</b>		
<b>Directors and Officers</b>	<b>Directors:</b> Rose-Ann Lee Nick Macrae Kevin Marshman	<b>Officers:</b> Nick Macrae, Chair Kevin Marshman, CEO Rose-Ann Lee, Treasurer Vincent Tong, Secretary

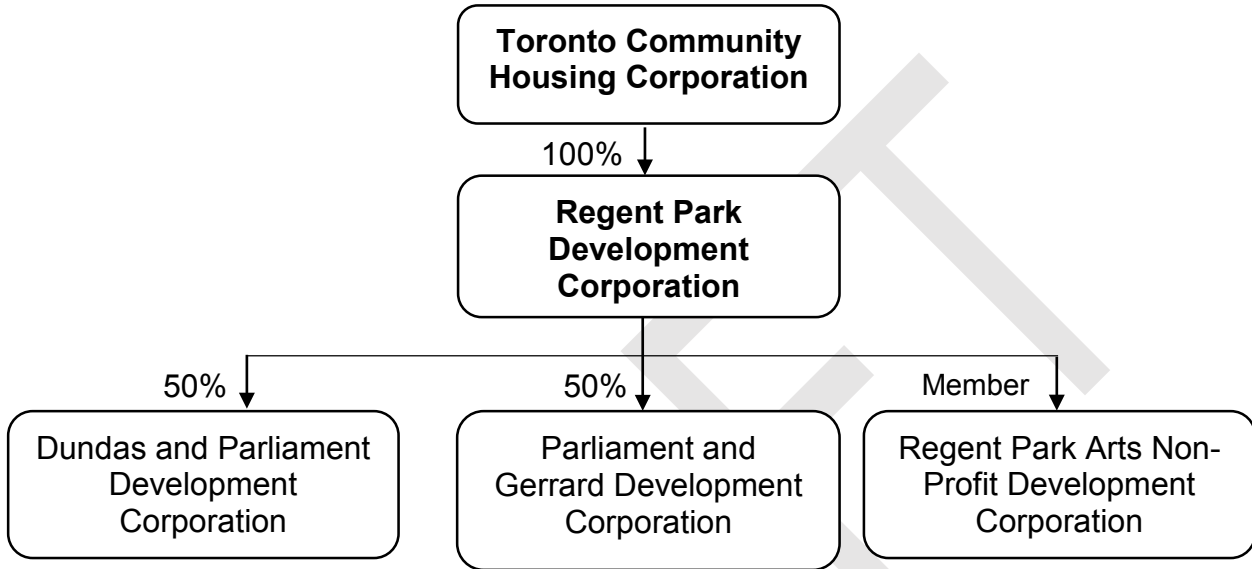
Put a note at the bottom that clarifies that these are the people who were there in 2020

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## 2. Regent Park Development Corporation

### Joint venture/partnerships:

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



### Overview of Subsidiary/Enterprise/Investment

	<b>Regent Park Development Corporation (“RPDC”)</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	To oversee the redevelopment of Regent Park.  Holding company for TCHC’s 50% equity interest in: 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.
<b>Ownership</b>	100% TCHC
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	2047540
<b>Incorporation Date</b>	May 27, 2004
<b>Incorporation Document</b>	Articles of Incorporation Articles of Amendment (2010-12-14)
<b>By-Laws</b>	By-Law No. 1

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

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

	<b>Dundas and Parliament Development Corporation ("DPDC")</b>	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or the project level subsidiary or co-tenancy).	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Regent Park and expiry of warranties associated with DPDC.	
<b>Directors and Officers</b>	<b>Directors :</b> Remo Agostino Martin Blake Rose-Ann Lee Vincent Tong	<b>Officers:</b> 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

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



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

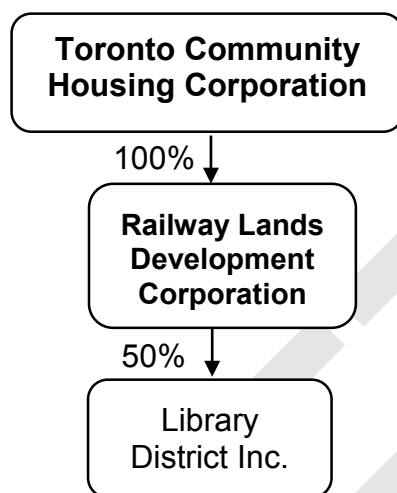
	<b>Regent Park Arts Non-Profit Development Corporation ("RPANDC")</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Non-profit corporation and joint venture between RPDC, Daniels Eastside Corporation and Toronto Artscape Inc. Subsidiary (Artscape Regent Park Development Non-Profit Corporation) for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

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

### 3. Railway Lands Development Corporation

#### Joint venture/partnerships:

- a. Library District Inc.



#### Overview of Subsidiary/Enterprise/Investment

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

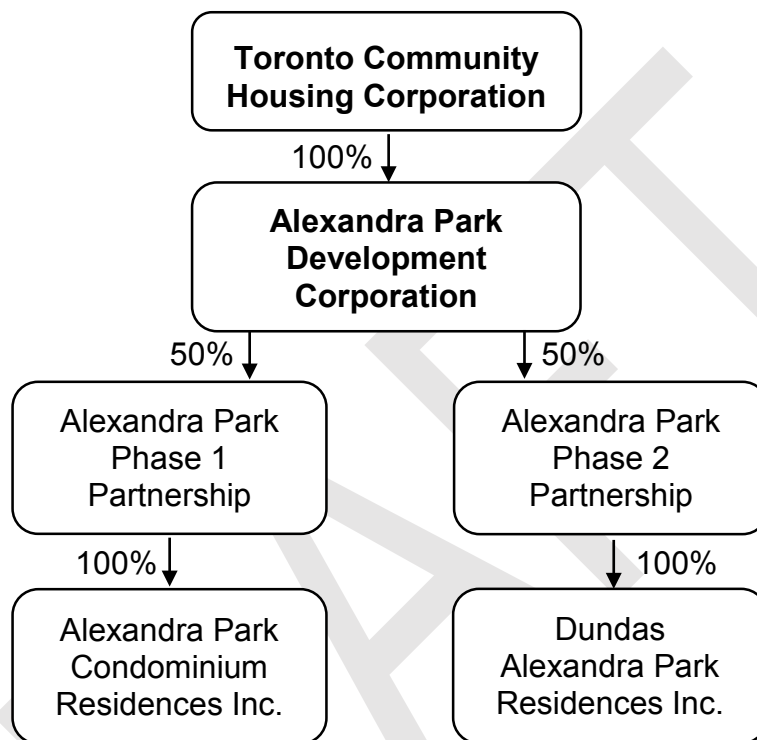
<b>Railway Lands Development Corporation ("RLDC")</b>		
<b>Directors and Officers</b>	<b>Directors:</b> Rose-Ann Lee Nick Macrae Kevin Marshman	<b>Officers:</b> Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary

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

#### 4. Alexandra Park Development Corporation

**Joint venture/partnerships:**

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



#### Overview of Subsidiary/Enterprise/Investment

	<b>Alexandra Park Development Corporation (“APDC”)</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	To oversee the redevelopment of Alexandra Park, including the demolition and replacement of 410 Atkinson Co-operative/TCHC units <sup>5</sup> , the refurbishment of 396 TCHC units and the development of approximately 2,260 market units. The specific number of market units will be determined through the design and approval of each market building.
<b>Ownership</b>	100% TCHC
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	2380793

<sup>5</sup> 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.

<b>Alexandra Park Development Corporation (“APDC”)</b>			
<b>Incorporation Date</b>	July 16, 2013		
<b>Incorporation Document</b>	Articles of Incorporation		
<b>By-Laws</b>	By-Law No. 1		
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2012-47		
<b>Original Rationale for Creation/Separate Corporate Existence</b>	In order to set up the land holding partnership structure contemplated in the partnership agreements.		
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Alexandra Park, return of land transfer tax deposited and expiry of partnership obligations and warranties associated with APP1 and APP2 and related nominees).		
<b>Directors and Officers</b>	<table border="0"> <tr> <td><b>Directors:</b> Rose-Ann Lee Nick Macrae Kevin Marshman</td> <td><b>Officers:</b> Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary</td> </tr> </table>	<b>Directors:</b> Rose-Ann Lee Nick Macrae Kevin Marshman	<b>Officers:</b> Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary
<b>Directors:</b> Rose-Ann Lee Nick Macrae Kevin Marshman	<b>Officers:</b> Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary		

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

<b>Alexandra Park Condominium Residences Inc. ("APCRI")</b>			
<b>Purpose of Subsidiary/ Enterprise/Investment</b>	Partnership nominee corporation of general partnership with Tridel Subsidiary (2329296 Ontario Ltd.) to develop Alexandra Park condominiums.		
<b>Ownership</b>	100% APP1		
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)		
<b>Incorporation Number</b>	2329292		
<b>Incorporation Date</b>	May 24, 2012		
<b>Incorporation Document</b>	Articles of Incorporation Articles of Amendment (2013-08-15)		
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2 By-Law No. 3 By-Law No. 4 By-Law No. 5		
<b>TCHC Board Report to Establish Subsidiary/ Enterprise/Investment</b>	TCHC:2012-47		
<b>Original Rationale for Creation/Separate Corporate Existence</b>	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level subsidiary or co-tenancy).		
<b>Term of Existence (short- term/defined, long- term/ongoing)</b>	Defined. To be wound up upon completion of development of Alexandra Park (and expiry of warranties associated with APCRI).		
<b>Directors and Officers</b>	<table border="0"> <tr> <td><b>Directors:</b> Dino Carmel Rose-Ann Lee Len Gigliotti Vincent Tong</td> <td><b>Officers:</b> Dino Carmel, President Rose-Ann Lee, Vice-President Vincent Tong, Vice-President Len Gigliotti, Secretary</td> </tr> </table>	<b>Directors:</b> Dino Carmel Rose-Ann Lee Len Gigliotti Vincent Tong	<b>Officers:</b> Dino Carmel, President Rose-Ann Lee, Vice-President Vincent Tong, Vice-President Len Gigliotti, Secretary
<b>Directors:</b> Dino Carmel Rose-Ann Lee Len Gigliotti Vincent Tong	<b>Officers:</b> Dino Carmel, President Rose-Ann Lee, Vice-President Vincent Tong, Vice-President Len Gigliotti, Secretary		

<b>Alexandra Park Phase 2 Partnership ("APP2")</b>	
<b>Purpose of Subsidiary/ Enterprise/Investment</b>	General partnership between APDC and Tridel Subsidiary (2526577 Ontario Ltd.).
<b>Partnership Interest</b>	50% APDC 50% Tridel Subsidiary (2526577 Ontario Ltd.)
<b>Jurisdiction</b>	<i>Partnership Act</i> (Ontario)

<b>Alexandra Park Phase 2 Partnership ("APP2")</b>	
<b>Business Name Registration</b>	Master Business License 300680477 Registered 2020-06-30
<b>Partnership Agreement</b>	Partnership Agreement (2020-06-30)
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:C2016-48
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Alexandra Park, return of land transfer tax deposited and expiry of partnership obligations and warranties associated with APP2 and related nominees.

<b>Dundas Alexandra Park Residences Inc. ("DAPCRI")</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Partnership nominee corporation of general partnership with Tridel Subsidiary (2526577 Ontario Ltd.) to develop Alexandra Park condominiums.
<b>Ownership</b>	100% APP2
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	2526579
<b>Incorporation Date</b>	July 7, 2016
<b>Incorporation Document</b>	Articles of Incorporation Articles of Amendment (2020-07-17)
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2 By-Law No. 3 By-Law No. 4 By-Law No. 5
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2012-47
<b>Original Rationale for Creation/Separate Corporate Existence</b>	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level subsidiary or co-tenancy).
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Alexandra Park and expiry of partnership obligations and warranties associated with APP2 and related nominee.



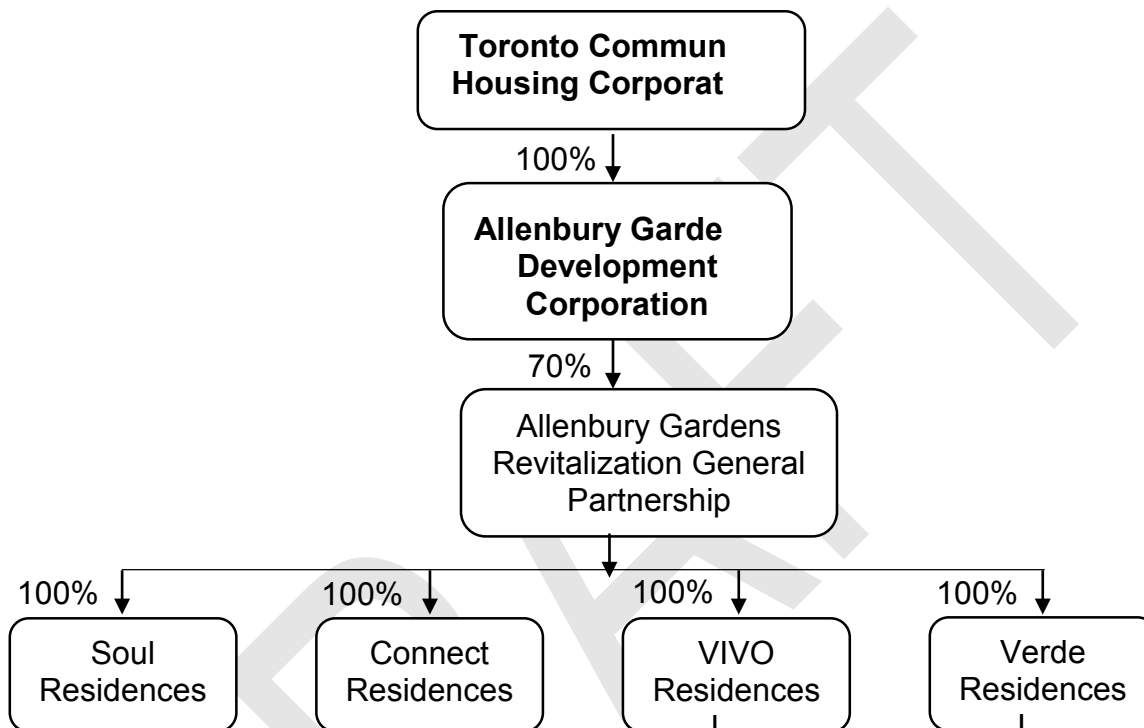
<b>Dundas Alexandra Park Residences Inc. (“DAPCRI”)</b>		
<b>Directors and Officers</b>	<b>Directors:</b> Dino Carmel Rose-Ann Lee Len Gigliotti Vincent Tong	<b>Officers:</b> Dino Carmel, President Rose-Ann Lee, Vice-President Vincent Tong, Vice-President Len Gigliotti, Secretary

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## 5. Allenbury Gardens Development Corporation

### Joint venture/partnerships:

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



### Overview of Subsidiary/Enterprise/Investment

	<b>Allenbury Gardens Development Corporation (“AGDC”)</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	To oversee the redevelopment of Allenbury Gardens, including the demolition and replacement of 127 TCHC units and the development of up to 1,017 market units.
<b>Ownership</b>	100% TCHC
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Number</b>	2353917
<b>Incorporation Date</b>	December 14, 2012
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1

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

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

<b>Soul Residences Inc. ("SORI")</b>			
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Partnership nominee corporation of general partnership with FRAM Subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.		
<b>Ownership</b>	100% AGRGP		
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)		
<b>Incorporation Number</b>	2415299		
<b>Incorporation Date</b>	2014-04-17		
<b>Incorporation Document</b>	Articles of Incorporation		
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2		
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2015-49		
<b>Original Rationale for Creation/Separate Corporate Existence</b>	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level subsidiary or co-tenancy).		
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with SORI).		
<b>Directors and Officers</b>	<table border="0"> <tr> <td style="vertical-align: top;"><b>Directors:</b> Frank Giannone Federico Serrafiero Rose-Ann Lee Vincent Tong</td> <td style="vertical-align: top;"><b>Officers:</b> Rose-Ann Lee, President Frank Giannone, Treasurer and Secretary Federico Serrafiero, Vice-President Vincent Tong, Vice-President Steve Lorimer, Authorized Signing Officer</td> </tr> </table>	<b>Directors:</b> Frank Giannone Federico Serrafiero Rose-Ann Lee Vincent Tong	<b>Officers:</b> Rose-Ann Lee, President Frank Giannone, Treasurer and Secretary Federico Serrafiero, Vice-President Vincent Tong, Vice-President Steve Lorimer, Authorized Signing Officer
<b>Directors:</b> Frank Giannone Federico Serrafiero Rose-Ann Lee Vincent Tong	<b>Officers:</b> Rose-Ann Lee, President Frank Giannone, Treasurer and Secretary Federico Serrafiero, Vice-President Vincent Tong, Vice-President Steve Lorimer, Authorized Signing Officer		

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

<b>Connect Residences Inc. ("CRI")</b>			
<b>Incorporation Number</b>	2456722		
<b>Incorporation Date</b>	2015-03-06		
<b>Incorporation Document</b>	Articles of Incorporation		
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2		
<b>TCHC Board Report to Establish Subsidiary/ Enterprise/Investment</b>	TCHC:2015-49		
<b>Original Rationale for Creation/Separate Corporate Existence</b>	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level subsidiary or co-tenancy).		
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with CRI).		
<b>Directors and Officers</b>	<table border="0"> <tr> <td><b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Vincent Tong</td> <td><b>Officers:</b> Rose-Ann Lee, President Vincent Tong, Vice-President Federico Serrafiero, Vice-President Frank Giannone, Treasurer and Secretary</td> </tr> </table>	<b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Vincent Tong	<b>Officers:</b> Rose-Ann Lee, President Vincent Tong, Vice-President Federico Serrafiero, Vice-President Frank Giannone, Treasurer and Secretary
<b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Vincent Tong	<b>Officers:</b> Rose-Ann Lee, President Vincent Tong, Vice-President Federico Serrafiero, Vice-President Frank Giannone, Treasurer and Secretary		

<b>Vivo Residences Inc. ("VRI")</b>	
<b>Purpose of Subsidiary/ Enterprise/Investment</b>	Partnership nominee corporation of general partnership with FRAM subsidiary (FRAM Allenbury Gardens Development Inc.) to develop Allenbury Gardens condominiums.
<b>Ownership</b>	100% AGRGP
<b>Jurisdiction</b>	<i>Business Corporations Act (Ontario)</i>
<b>Incorporation Number</b>	2566137
<b>Incorporation Date</b>	2017-03-13
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2
<b>TCHC Board Report to Establish Subsidiary/ Enterprise/Investment</b>	TCHC:2017-10

<b>Vivo Residences Inc. ("VRI")</b>			
<b>Original Rationale for Creation/Separate Corporate Existence</b>	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level subsidiary or co-tenancy).		
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with VRI).		
<b>Directors and Officers</b>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"><b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Vincent Tong</td> <td style="vertical-align: top; width: 50%;"><b>Officers:</b> Rose-Ann Lee, President Federico Serrafiero, Vice-President Vincent Tong, Vice-President Frank Giannone, Treasurer and Secretary</td> </tr> </table>	<b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Vincent Tong	<b>Officers:</b> Rose-Ann Lee, President Federico Serrafiero, Vice-President Vincent Tong, Vice-President Frank Giannone, Treasurer and Secretary
<b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Vincent Tong	<b>Officers:</b> Rose-Ann Lee, President Federico Serrafiero, Vice-President Vincent Tong, Vice-President Frank Giannone, Treasurer and Secretary		

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

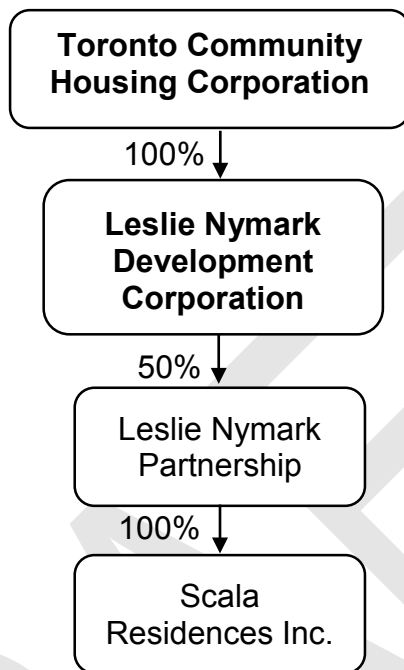
<b>Verde Residences Inc. (“Verde”)</b>			
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with Verde).		
<b>Directors and Officers</b>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"><b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Vincent Tong</td> <td style="vertical-align: top; width: 50%;"><b>Officers:</b> Rose-Ann Lee, President Federico Serrafiero, Vice-President Vincent Tong, Vice-President Frank Giannone, Treasurer and Secretary</td> </tr> </table>	<b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Vincent Tong	<b>Officers:</b> Rose-Ann Lee, President Federico Serrafiero, Vice-President Vincent Tong, Vice-President Frank Giannone, Treasurer and Secretary
<b>Directors:</b> Frank Giannone Rose-Ann Lee Federico Serrafiero Vincent Tong	<b>Officers:</b> Rose-Ann Lee, President Federico Serrafiero, Vice-President Vincent Tong, Vice-President Frank Giannone, Treasurer and Secretary		

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## 6. Leslie Nymark Development Corporation

### Joint venture/partnerships:

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



### Overview of Subsidiary/Enterprise/Investment

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



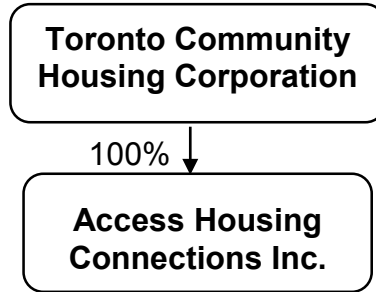
<b>Leslie Nymark Development Corporation (“LNDC”)</b>			
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. To be wound up upon completion of redevelopment of Leslie Nymark, the return of land transfer tax deposited and expiry of partnership obligations and warranties associated with LNDC and related nominee.		
<b>Directors and Officers</b>	<table border="0"> <tr> <td><b>Directors:</b> Rose-Ann Lee Nick Macrae Kevin Marshman</td> <td><b>Officers:</b> Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary</td> </tr> </table>	<b>Directors:</b> Rose-Ann Lee Nick Macrae Kevin Marshman	<b>Officers:</b> Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary
<b>Directors:</b> Rose-Ann Lee Nick Macrae Kevin Marshman	<b>Officers:</b> Nick Macrae, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Vincent Tong, Secretary		

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

<b>Scala Residences Inc. (“SCRI”)</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Partnership nominee corporation of general partnership with Tridel Subsidiary (2329917 Ontario Ltd.) to develop Leslie Nymark condominiums.
<b>Ownership</b>	100% LNP
<b>Incorporation Number</b>	2299097
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)
<b>Incorporation Date</b>	September 16, 2011
<b>Incorporation Document</b>	Articles of Incorporation Articles of Amendment (2015-10-09)

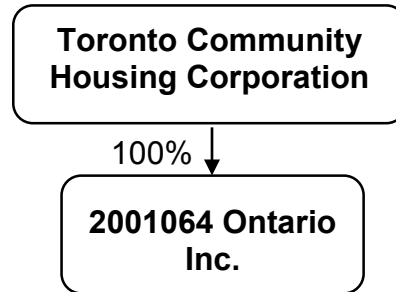
	<b>Scala Residences Inc. ("SCRI")</b>	
<b>By-Laws</b>	By-Law No. 1 By-Law No. 2 By-Law No. 3 By-Law No. 4 By-Law No. 5	
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:2012-47	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	Development projects require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

**7. Access Housing Connections Inc.**



**Overview of Subsidiary/Enterprise/Investment**

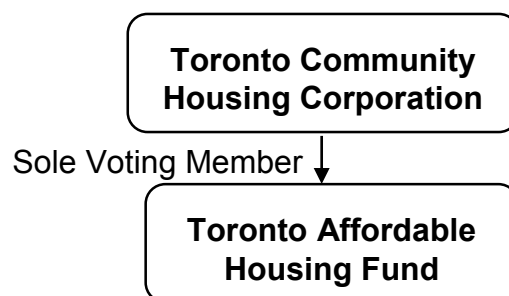
	<b>Access Housing Connections Inc. (“AHCI”)</b>	
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Manages applications and waiting list for access to housing programs under the <i>Housing Services Act</i> on behalf of the Service Manager.	
<b>Ownership</b>	TCHC 100%	
<b>Jurisdiction</b>	<i>Business Corporations Act</i> (Ontario)	
<b>Incorporation Number</b>	2031119	
<b>Incorporation Date</b>	August 14, 2003	
<b>Incorporation Document</b>	Articles of Incorporation	
<b>By-Laws</b>	By-Law No. 1	
<b>TCHC Board Report to Establish Subsidiary</b>	TCHC:2003-63	
<b>Original Rationale for Creation/Separate Corporate Existence</b>	<p>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>	
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	Defined. Since transfer to the City of Toronto is completed, corporation is expected to be wound up in 2021.	
<b>Directors and Officers</b>	<b>Directors:</b> Linda Jackson Rose-Ann Lee Kevin Marshman	<b>Officers:</b> Linda Jackson, Chair Kevin Marshman, General Manager

**8. 2001064 Ontario Inc.****Overview of Subsidiary/Enterprise/Investment**

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

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

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**Toronto Affordable Housing Fund****Overview of Subsidiary/Enterprise/Investment**

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

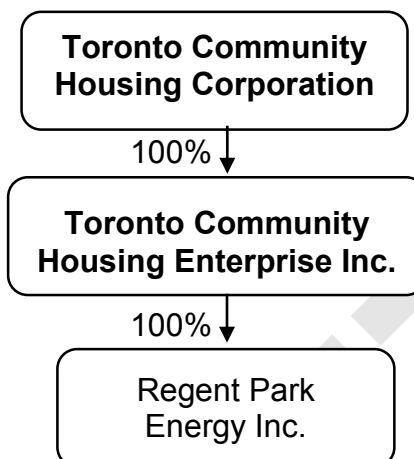
<b>Toronto Affordable Housing Fund (“TAHF”)</b>			
<b>Term of Existence (short-term/defined, long-term/ongoing)</b>	<p>Long term as the entity holds numerous mortgages (“boost loans”) that would be costly to transfer to TCHC.</p> <p>Also, TCHC must relinquish the mortgages back to the Shareholder on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

### Joint venture/partnerships:

#### a. Regent Park Energy Inc.



### Overview of Subsidiary/Enterprise/Investment

	<b>Toronto Community Housing Enterprise Inc. ("TCHEI")</b>
<b>Purpose of Subsidiary/Enterprise/Investment</b>	Originally, a holding company for Toronto Community Housing Corporation's 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.
<b>Ownership</b>	100% TCHC
<b>Jurisdiction</b>	<i>Business Corporations Act (Ontario)</i>
<b>Incorporation Number</b>	2187799
<b>Incorporation Date</b>	October 16, 2008
<b>Incorporation Document</b>	Articles of Incorporation
<b>By-Laws</b>	By-Law No. 1
<b>TCHC Board Report to Establish Subsidiary/Enterprise/Investment</b>	TCHC:C2008-115
<b>Original Rationale for Creation/Separate Corporate Existence</b>	As per TCHC:C2008-115: It is proposed that a new subsidiary, rather than Toronto Community Housing, hold 60% interest in the Regent Park CES Campus Joint Venture. This is a common method used to insulate a parent corporation from potential liability as a direct holder of the equity interest.



<b>Toronto Community Housing Enterprise Inc. ("TCHEI")</b>			
<b>Term of existence (short-term/defined, long-term/ongoing)</b>	Defined. TCHEI is proposed to be amalgamated with RPEI. TCHC will continue to evaluate the strategic options of the merged TCHEI and RPEI entity.		
<b>Directors and Officers</b>	<table border="0"> <tr> <td><b>Directors:</b> Rose-Ann Lee Adele Imrie Kevin Marshman</td> <td><b>Officers:</b> Adele Imrie, Chair Kevin Marshman, President Rose-Ann Lee, Treasurer Sheila Penny, Secretary</td> </tr> </table>	<b>Directors:</b> Rose-Ann Lee Adele Imrie Kevin Marshman	<b>Officers:</b> Adele Imrie, Chair Kevin Marshman, President Rose-Ann Lee, Treasurer Sheila Penny, Secretary
<b>Directors:</b> Rose-Ann Lee Adele Imrie Kevin Marshman	<b>Officers:</b> Adele Imrie, Chair Kevin Marshman, President Rose-Ann Lee, Treasurer Sheila Penny, Secretary		

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

<b>Regent Park Energy Inc. ("RPEI")</b>			
<b>Original Rationale for Creation/Separate Corporate Existence</b>	RPEI was a joint venture between TCHC (via TCHEI) and Corix. A separate entity to oversee the Regent Park CES was proposed to insulate the parent company from potential liability from the Regent Park CES.		
<b>Term of existence (short-term/defined, long-term/ongoing)</b>	Defined. RPEI is proposed to be amalgamated with TCHEI. TCHC will continue to evaluate the strategic options of the merged TCHEI and RPEI entity.		
<b>Directors and Officers</b>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"><b>Directors:</b> Rose-Ann Lee Adele Imrie Kevin Marshman</td> <td style="vertical-align: top; width: 50%;"><b>Officers:</b> Adele Imrie, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Sheila Penny, Secretary</td> </tr> </table>	<b>Directors:</b> Rose-Ann Lee Adele Imrie Kevin Marshman	<b>Officers:</b> Adele Imrie, Chair Kevin Marshman, General Manager Rose-Ann Lee, Treasurer Sheila Penny, Secretary
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