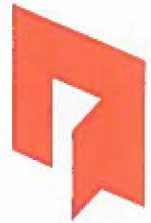


Toronto Community Housing Corporation  
931 Yonge Street  
Toronto, ON  
M4W 2H2

EX26.11



Toronto  
Community  
Housing

Tuesday, April 25, 2017

Mr. Peter Wallace, City Manager  
11<sup>th</sup> Floor, East Tower  
City Hall  
Toronto, ON M5H 2N2

Subject: Toronto Community Housing 2016 Annual Review

Dear Mr. Wallace,

We are pleased to submit the enclosed 2016 Annual Review for the Toronto Community Housing Corporation (Toronto Community Housing). The 2016 Annual Review showcases our 2016 achievements in relation to our corporate goals and objectives.

Our 2016 Annual Review, along with the enclosed document which includes additional information reported to the Shareholder each year, fulfill all Shareholder and other City Council mandated reporting requirements. These are outlined in the 2013 Shareholder Direction from the City of Toronto and various resolutions adopted at City Council.

We are requesting City Council's approval to delay the development of our next strategic plan, required under the Shareholder Direction, until after City Council has decided on the implementation of the recommendations in the Tenants First report (EX16.11). The decisions on implementation of the recommendations in the report are expected to transform Toronto Community Housing and its mandate and future direction.

If you have questions about the 2016 Annual Review or the additional information provided, please contact Hugh Lawson, Director of Strategic Planning and Stakeholder Relations.

Sincerely,

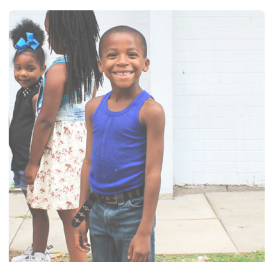
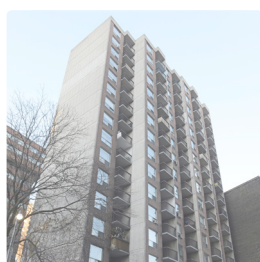
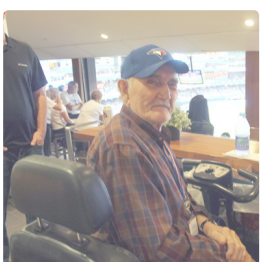
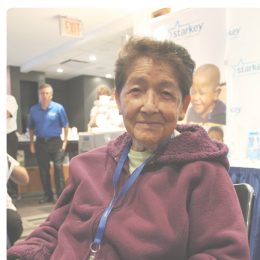
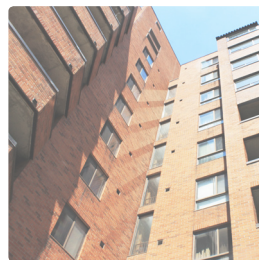
N. W. (Bud) Purves  
Chair, Board of Directors

Kevin Marshman  
President and CEO (Interim)

Enclosed: 2016 Annual Review  
Additional Information Reported Annually to the Shareholder



# 2016 Annual Review





# Navigating a path to sustainability

Toronto Community Housing continues as an organization in transition. In 2016, the Mayor's Task Force recommended a set of transformative changes—which City Council endorsed in principle in the Tenants First report—to bring stability to our financial situation and clarity to our mandate.

The Board of Directors continues to play an active role in 2016 in engaging with the City to find solutions that will put Toronto Community Housing on a path to sustainability and position it to implement the changes to come. The Board also continued to take steps to strengthen Toronto Community Housing's governance to ensure greater transparency, accountability and value for money.

Along with my fellow Board members, I look forward to continuing to oversee a process of change and improvement that will enable Toronto Community Housing to deliver the best quality housing and services to the tenants we serve.



**N.W. (Bud) Purves**

Chair, Board of Directors



**Bud**

# Delivering more and better service

This report describes the continuing efforts of the people who work at Toronto Community Housing in delivering better and better service to our tenants—both on our own and through partnerships. Much has been achieved, and I thank everyone for their hard work and dedication.

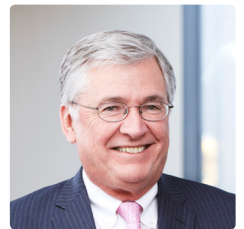
Partnerships enable us to stretch our resources so we can do even more. In 2016, we partnered with the City and our community partners and agencies to improve living conditions, connect tenants to services, programs and opportunities, and make the best possible use of our assets. We used partnerships to finance and deliver a record level of building repairs. With our developer partners, we continued to revitalize six communities. And we consulted with tenants to understand how we can improve service delivery and communicate in a timely and effective way.

There is still much to do. Over the coming year we will continue to renew our focus on these priorities. We will work as one team to deliver better outcomes for tenants and provide added value to the city as a whole through careful stewardship of our assets and good service to those who live in our homes.



**Greg Spearn**

President and Chief Executive Officer (Interim)



**Greg**

# About Toronto Community Housing

Toronto Community Housing (TCHC) provides rental homes to nearly 60,000 low- and moderate-income households in Toronto. We are a corporation wholly owned by the City of Toronto and operate as a non-profit. We own and manage two-thirds of Toronto's social housing units in 2,100 buildings across the city, representing nearly 50 million square feet of residential space and a \$12-billion public asset.

## TCHC by the numbers

**110,000**

About 110,000 tenants live in our buildings. They come from many different backgrounds with a diversity in age, language, mental and physical ability, religion, ethnicity and race.

**300**

We partner with over 300 private sector organizations, community agencies and tenant groups to provide programs, scholarships, and job and training opportunities for tenants.

**29%**

of rent-geared-to-income households self-report that at least one member of their household lives with a disability, well above the national average of 14%.

**1,600**

More than 1,600 people work at TCHC. An estimated 15% of our employees are either current or former tenants of social housing.

**90%**

of tenants pay rent-geared-to-income. The rest pay market rent or affordable rent rates.

**\$16,623**

The median income of TCHC households that pay rent-geared-to-income is \$16,623, far below Toronto's median household income of \$75,270.

**106**

Our buildings are in 106 of Toronto's 144 neighbourhoods.

**23%**

An estimated 23% of tenants are living with mental health challenges.

**45**

Most of our buildings are over 45 years old and in need of large-scale capital repairs.



## Together, we can accomplish so much more

Our core business is to provide safe, clean, well-maintained, affordable homes. With the help of our partners, we're stretching our limited financial resources to do much more than we could ever do on our own. We work with tenants, staff and more than 300 private sector organizations, community agencies and tenant groups to help make our communities places where people can thrive. Through our partnerships, we connect tenants to a wide range of programs, services and opportunities to help them maintain successful tenancies, live independently and enjoy a better quality of life.

Here are some examples of how we worked together with our many partners in 2016 to deliver better homes, better neighbourhoods and a better Toronto for all.

### Making communities safer

- Our Community Safety Unit, comprising 139 staff, including 83 Special Constables, completed more than 700 joint patrols with Toronto Police Service (TPS) in our communities and worked closely with TPS on investigations related to criminal activity on our properties.
- We trained every front-line employee on fire safety and worked with Toronto Fire Services to hold 60 education and awareness events for tenants and staff during Fire Safety Week in June. At the launch event, Toronto Hydro, Enbridge Inc., Health Canada and the Regent Park Neighbourhood Initiative were also on hand to share information with tenants on emergency preparedness.

### Connecting tenants to services

- Our Resident and Community Services Division supported more than 2,500 vulnerable tenants. Staff made over 2,000 referrals for them to community agencies, connecting them to services like excessive clutter support, mental health support, and local health services offered through the Toronto Central Local Health Integration Network.
- We partnered with the Canadian Mental Health Association to bring on-site services and supports to an east-end building where many tenants struggle with mental health and addiction issues. In less than a year, this partnership has helped to stabilize many of the tenants and reduce the number of calls to Toronto Paramedic Services and our Community Safety Unit.
- In partnership with LOFT Community Services and the Frederick W. Thompson Anxiety Disorders Centre of the Sunnybrook Health Sciences Centre, we piloted the Buried in Treasures project in one of our seniors buildings. The project offered training and de-cluttering support to tenants facing moderate clutter issues, as assessed by the Clutter Image Rating Scale. Following the success of the pilot, we are expanding the project to five more buildings in 2017 and 2018.

## **Building better neighbourhoods**

- Our development partners Context and Metropia started construction on both the first market condominium building and the first rental replacement building in Lawrence Heights.
- We opened the \$4-million Regent Park Athletic Grounds sports complex with our partners MLSE Foundation, the City of Toronto and The Daniels Corporation. We also broke ground on a 40,000-square-foot youth sport-for-development facility, MLSE LaunchPad, at 259 Jarvis St. MLSE LaunchPad opened in January 2017.

## **Providing opportunities for children and youth**

- We partnered with Jays Care Foundation to run our 28th season of Rookie League, a free summer baseball day camp for kids 6 to 12 years old. More than 1,100 kids participated in the program and 150 youth (many of them tenants) were hired as Junior and Senior Program Leaders.
- With Jays Care Foundation, we launched our first-ever Home Run Scholars program in 24 of our communities. This after-school program for children ages 6 to 14 provides homework help and sports activities to improve physical health and team-building skills.
- We worked with Toronto Employment and Social Services, Youth Employment Services and other organizations to connect over 500 tenants to employment and job training opportunities such as job placements, resume writing workshops and job-matching opportunities.

## **Supporting seniors**

- We hosted three seniors forums where we connected more than 400 seniors to dozens of agencies offering supports, services and new opportunities. Our partners included Toronto Paramedic Services, North York Community House, the Ministry of Health and Long-Term Care, and St. Michael's Hospital.
- We partnered with Starkey Canada to bring back the gift of hearing to 40 seniors—some for the first time—by providing free custom hearing aids.

## **Creating opportunities for community leaders**

- Two youth from Toronto Community Housing communities, supported by staff, attended the United Nations Habitat III conference in Quito, Ecuador as part of the official Canadian youth delegation.
- Toronto Community Housing tenants took home three Tenant Achievement Recognition Awards at the Ontario Non-Profit Housing Association conference in November.

## **Doing what we can to provide a better Toronto for all**

- We provided a building to Egale Canada Human Rights Trust for a new LGBTIQ2S youth shelter in Toronto, scheduled to open in 2018.
- We partnered with Covenant House to provide a building to serve as a shelter for female victims of the sex trade. The shelter, The Rogers Home, opened in the fall of 2016.



## Quality homes

We work to provide housing that is clean, safe and integrated with the surrounding neighbourhoods.



## Vibrant communities

As a social housing landlord, we work with partners to ensure we have safe, healthy, liveable communities where people can thrive.

## Service excellence

We put tenants at the heart of everything we do and strive to deliver services that meet their needs.

## Business foundations

We are building strong business foundations to be better equipped to deliver our core services to tenants.

# Performance highlights

Our last strategic plan, [Homeward 2016 \(PDF\)](#), closed at the end of 2015. To guide our strategic direction and corporate priorities in 2016, we developed our [2016 Corporate Goals and Objectives \(PDF\)](#), which confirm, update and/or replace elements of Homeward 2016.

The goals and objectives are focused on four priorities: delivering quality homes, creating vibrant communities for tenants, striving for service excellence, and strengthening business foundations. Each goal has specific objectives, and we report the progress on our website through monthly performance reports at [torontohousing.ca/performance\\_reports](http://torontohousing.ca/performance_reports).

As a landlord, we strive above all else to provide clean, safe, well-maintained, affordable homes. In 2016, we continued to work with the City of Toronto, our private developer and corporate partners, community agencies and tenants to build better homes and neighbourhoods where tenants can thrive.

# Quality homes

Every Toronto Community Housing tenant has the right to a well-maintained home in good repair. In 2016, we increased our capital repair spending to improve the condition of our buildings and continued to work with our developer partners to revitalize six communities.

## Record levels of capital repairs

We completed nearly \$240-million worth of capital repair projects from our \$250-million budget, with the balance committed and underway. This is helping us to deliver record levels of capital repairs to bring as many of our buildings back to fair condition as possible.

In 2016, we refurbished or replaced:

- 40 aging elevators in 24 buildings, bringing us to a total of 82 new or refurbished elevators in 48 buildings since 2013.
- 900,000 square feet of roofing for 43 buildings, bringing us to a total of 2.3 million square feet of roofing in 341 buildings since 2013.
- 165 boilers and furnaces in 37 buildings, bringing us to a total of 379 boilers and furnaces in 229 buildings since 2013.

By the end of 2016, we had spent more than \$600 million and completed more than 37,000 capital projects over the first four years of our 10-year, \$2.6-billion capital repair plan. But we still need more financial support to complete our 10-year plan to bring all our buildings to an acceptable standard. With the City of Toronto, we continue to call on the federal and provincial governments to invest in our plan.

Visit [repairs.torontohousing.ca](http://repairs.torontohousing.ca) to track our progress on our 10-year capital repair plan.



**445,000**

**We completed  
over 445,000 work  
orders in 2016.**



## Working together to revitalize our communities

Our six active revitalization communities in 2016 were 250 Davenport, Alexandra Park, Allenbury Gardens, Lawrence Heights, Leslie Nymark and Regent Park. Through revitalization, we are rebuilding aging homes and transforming communities. Here are some highlights of what we accomplished with our development partners and tenants.



**1,913**  
rental units planned,  
under design, or in  
construction (new and  
refurbished).

**42 new rental  
units completed.**

**Construction started  
on the first market  
condominium and rental  
replacement buildings in  
Lawrence Heights with  
our development partners  
Context and Metropia.**

**Planned and celebrated,  
with tenants, the  
10-year anniversary  
of revitalization in  
Regent Park and the  
grand opening event in  
Alexandra Park.**



**5,614 market  
units planned,  
under design, or  
in construction.**

**743 market units sold  
or pre-sold through our  
development partners.**

**Opened the Regent  
Park Athletic  
Grounds with MLSE  
Foundation, the City  
of Toronto and The  
Daniels Corporation.**

**180 jobs and training  
opportunities for  
tenants.**



Visit [torontohousing.ca/revitalization](http://torontohousing.ca/revitalization) to learn more about our revitalization communities.

# Vibrant communities

Tenants should feel safe in their homes and communities. We partner with the Toronto Police Service, the City of Toronto and community partners and agencies to help make our communities safer and to help tenants get the access they need to services, programs and opportunities.

## Safer communities

- Our Community Safety Unit attended to approximately 30,000 calls, ranging from wellness checks on tenants to neighbourhood disputes to criminal behaviour.
- We installed or upgraded 3,134 high-definition, digital security cameras across our communities, bringing the total number of cameras to over 8,000.
- We hosted the Crime Prevention Through Environmental Design (CPTED) Ontario 2016 Conference in Regent Park, a community that models best practices in using community design to lower crime.

## Collaborating to create opportunities for tenants

- We worked with partners to create more than 300 summer jobs for youth ages 14 to 29 through our YouthWorx program, Rookie League summer baseball day camp and KickStart soccer program.
- With the help of our partners, we delivered sport-for-development programs to 1,590 children and youth.
- We awarded more than 60 scholarships and bursaries to tenants through our scholarship programs with Scadding Court Community Centre, our Allenbury Gardens developer partner FRAM Building Group, and our Lawrence Heights developer partners Context and Metropia.



**700**

Our Community Safety Unit completed more than 700 joint patrols with Toronto Police Service in our communities.

## The Commissioner of Housing Equity

- The Office of the Commissioner of Housing Equity (OCHE) is an independent office that helps Toronto Community Housing seniors and vulnerable tenants facing a loss of subsidy or eviction for arrears. The OCHE helped us prevent more than 200 households from being evicted in 2016. Our Board of Directors acted to extend the OCHE's mandate to 2022.

## Tenants helped to make their communities more vibrant

- Tenants from our Bishop Tutu and Lawrence/Orton communities teamed up with Toronto artists to create community murals.
- Tenant Cyleta Gibson-Sealy became the first person to be inducted into the Jays Care Foundation Hall of Fame for her work with youth in the Glendower community.
- Tenants worked alongside community partners and volunteers to bring more than 20 affordable and accessible food programs to their communities.

## Supporting vulnerable tenants

- Our Resident Access and Support team worked on more than 2,500 files and connected vulnerable tenants to the services they need through external partners and by bringing support services on-site in high-needs communities.
- We successfully delivered 47 Mental Health Awareness training sessions to our 1,600 employees.

## We are home to many vulnerable tenants and seniors

**Many of the 28,000 seniors who live in our housing need supports from community agencies to live independently.**

**More than 25,000 tenants live with mental health challenges.**

**Almost 4,000 households face excessive clutter challenges that affect their quality of life and create risk for others.**

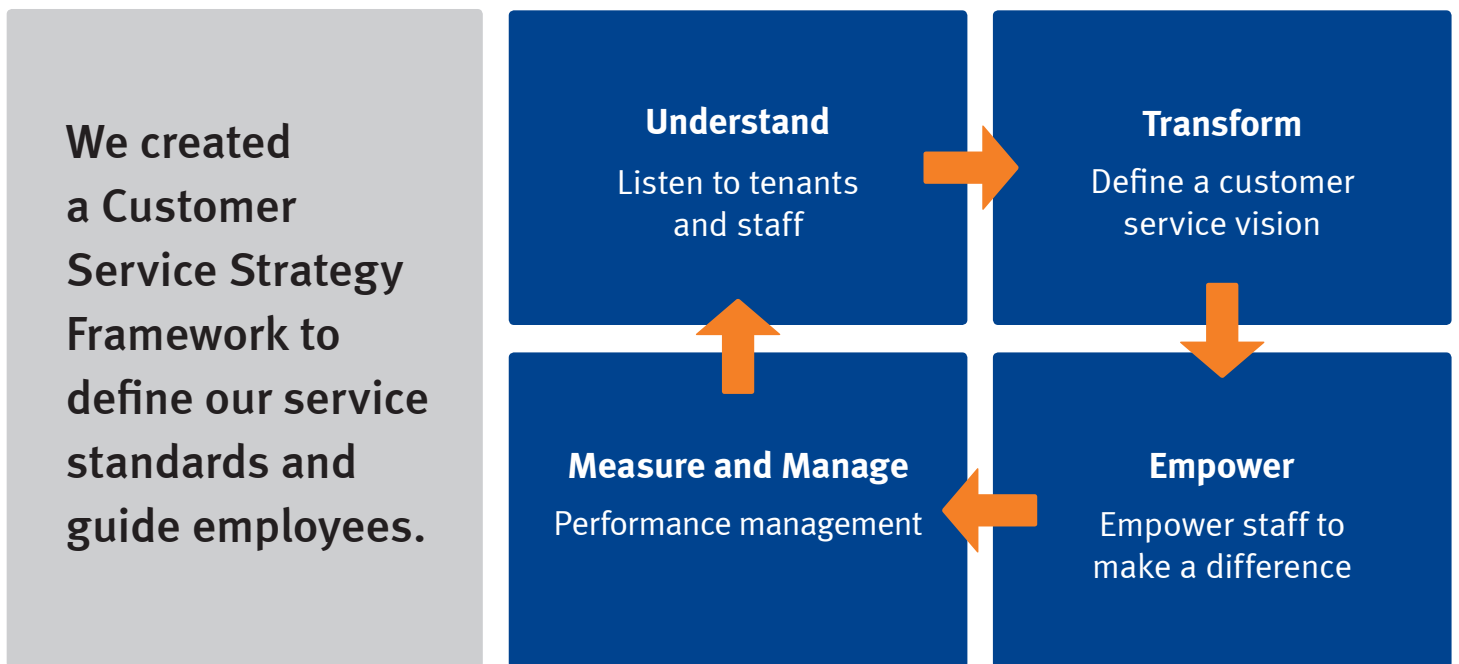


# Service excellence

Excellent service begins with good customer service. In 2016, we finalized and began to implement a customer service strategy focused on improving the quality and consistency of our service to tenants. Through employee training, documented commitments and improvements in services to tenants, we've set the foundation to continue enhancing customer service in 2017.

## Securing tenants' rights to fair and consistent treatment

- We worked with tenants to create a draft of Toronto Community Housing's first-ever Tenant Charter. The charter will communicate Toronto Community Housing's service commitments and set the accountabilities for all employees and tenants.
- Based on consultations with tenants, we updated our Human Rights, Harassment and Fair Access Policy for tenants. The updated policy strengthens protections based on the Ontario Human Rights Code and the City's Human Rights and Anti-Harassment Policy.
- We successfully delivered more than 50 customer service training sessions to our 1,600 employees across the organization, from front-line staff to senior management.



## Improving accessibility

- We delivered a record \$9 million in accessibility upgrades and modifications to units and common spaces.
- We continued to work with the tenant advocacy group Responsible Personal Accessibility in Toronto Housing (R-PATH) to improve accessibility across our business.
- We delivered Accessibility for Ontarians with Disabilities Act, 2005 (AODA) training to 1,600 staff. AODA training is now mandatory for new employees.
- The R-PATH Committee Chair delivered AODA training to more than 300 volunteer Tenant Representatives.
- We upgraded our website, which now meets, and in some areas exceeds, accessibility standards for web content.

## Conducting annual unit inspections

We enter each of our units at least once a year to assess the condition of the unit and to check that safety features like window locks and smoke detectors are working. In 2016, we replaced or repaired:

- 1,762 CO detectors
- 2,525 smoke alarms
- 1,283 window locks and screens

## Better unit and building conditions

- We launched our Clean Buildings campaign to inform tenants about our updated cleaning standards and routines. We put up posters in all buildings and developments and are working with tenants to keep our buildings consistently clean.
- We had better pest management in 2016 without increasing our costs. We visited over 6,500 units in response to pest-related issues and did more than 50,000 pest treatments, which is an 18-per-cent increase over 2015 in preventative treatments. We sourced external funding of \$265,000 to support tenants managing pests or other complicated unit condition issues.



**Our Client Care Centre received more than 440,000 calls. Agents answered them in an average of 135 seconds.**



**We received 42,007 administrative requests, including 10,894 account inquiries and 2,915 transfer requests.**



**We received more than 304,000 maintenance requests, including 56,776 plumbing requests, 31,328 door requests and 24,847 electrical requests.**

# Business foundations

To lay the groundwork for future success, we added a new strategic priority in 2016: business foundations. Our work focused on building financial sustainability, cultivating an empowered, highly skilled and engaged workforce, and being more proactive in our strategic planning and how we communicate to tenants, the City of Toronto, stakeholders and the public.

## Building financial sustainability

- We worked closely with City staff to explain our financial and operating challenges, resulting in City Council's approval of a \$31-million increase to our base subsidy for 2017.
- We renewed and refinanced a \$62.2-million mortgage, saving \$3.8 million annually on interest and \$88.1 million over the course of 30 years by locking in at lower interest rates.
- We raised \$8.5 million for building capital repairs from the sale of eight houses.

## A more efficient and empowered workforce

- We launched a new online job application system, HR Connect. The system is helping us to improve our capacity to get the best people into the right jobs. We completed more than 900 internal and external hires through HR Connect.
- We successfully negotiated new collective agreements with our labour partners CUPE Local 416 and the Carpenters and Allied Workers Local 27. The agreement with Local 416 includes a new recruitment model to fill vacancies more efficiently, and the agreement with Local 27 will enable us to maintain flexibility on resources and capital projects.
- The hard work and dedication of our employees paved our way for being named one of Greater Toronto's Top Employers for 2017.

## Pro-active approaches to communication and planning

- We updated our corporate goals and objectives and our internal planning process to better prioritize projects across the organization.
- We responded to and resolved 2,644 inquiries from elected officials and 102 inquiries from the Toronto Ombudsman.
- We continued to proactively identify, monitor and mitigate potential risks by developing an enterprise-wide risk management framework. The framework is now embedded in our strategic planning process.
- We launched a new website that makes it easier for tenants to find information and access services online.



# Financial summary

We provide our financial results to the City of Toronto, as well as other key stakeholders. We post the State of Good Repair Fund financials and Board and employee expenses on our website. To view our complete 2016 financial statements, visit [torontohousing/annual-review](http://torontohousing/annual-review).

## Report on financial performance

Net income for 2016 was \$41.4 million compared with \$27.3 million in 2015. The increase of \$14.2 million (or 52%) is primarily related to:

- Increase in gain on sale of capital assets by \$35.1 million related to sale of land and stand-alone homes in 2016.
- Savings of \$17.4 million in utilities costs related to one-time Ontario Clean Energy Benefits and water credits.
- Increase in commercial revenue by \$0.9 million generated from commercial rent; this was partially offset by a \$20.7-million decrease in joint venture income due to the timing of development projects completion.
- Increase in net non-cash depreciation and amortization expenses by \$11.1 million.
- Increase in operating and maintenance and departmental costs by 3.7% at \$8.5 million.

**We delivered \$88.2 million in capital revitalization projects in 2016, an increase of \$35.2 million from 2015.**

**We fully deployed additional funding to support Getting it Done initiatives in 2016: \$1.7 million for eligible capital projects and \$3.8 million for operating projects.**

**We delivered \$238.7 million in capital repairs, an increase of \$60.1 million from 2015.**

## Board of Directors

Our Board of Directors consists of three City Councillors, the Mayor or his representative, and nine citizens including two Toronto Community Housing tenants. The Board oversees the management of Toronto Community Housing and monitors our performance against our corporate goals and objectives. The Board is accountable to our sole shareholder, the City of Toronto, through presentation of its business plan, annual reports and financial statements. Board members are active, involved and dedicated to ensuring we reach our goals and achieve our vision.

**N.W. (Bud) Purves (Chair)**

**Kevin Marshman (Vice-Chair)**

**Councillor Ana Bailão**

**Councillor Joe Cressy**

**Councillor Frank Di Giorgio**

**Councillor Michael Ford (as of January 1, 2017)**

**Robert Carlo (Tenant Director)**

**Vincent Gasparro**

**Linda Jackson**

**Joseph Kennedy**

**Colin Lynch**

**Pamela Taylor**

**Catherine Wilkinson (Tenant Director)**

Thank you to Councillor Raymond Cho, who left the Board in 2016.

## Executive Leadership Team

Our executive leadership team is responsible for the strategic management of the corporate and operational functions of the company and its subsidiaries. As of February 1, 2017, the team included:

**Greg Spearn (Officer)**

*President and Chief Executive Officer (Interim)  
Vice President and Chief Development Officer*

**Cathy Barker (Officer)**

*Vice President, Human Resources*

**Mark Johnson (Officer)**

*General Counsel and Corporate Secretary*

**Rose-Ann Lee (Officer)**

*Chief Financial Officer and Treasurer (Acting)*

**Wayne Tuck (Officer)**

*Chief Operating Officer*

**Angela Cooke**

*Vice President, Resident and  
Community Services*

**Leslie Gash**

*Vice President, Development (Acting)*

**Graham Leah**

*Vice President, Asset Management*

**Mark McDonald**

*Vice President, Information Technology  
and Information Services*

**Sheila Penny**

*Vice President, Facilities Management*



## Contact us

Toronto Community Housing  
931 Yonge St.  
Toronto, Ontario  
M4W 2H2

416-981-5500  
[info@torontohousing.ca](mailto:info@torontohousing.ca)  
[torontohousing.ca](http://torontohousing.ca)



@TOHousing



Toronto Community Housing



torontohousing



Toronto Community Housing



**Additional Information Reported by TCHC to the  
Shareholder Annually**

## Table of Contents

### Quality Homes

- |  |      |
|--|------|
| 1. Sale of Single Family Homes                   | p. 3 |
| 2. Affordable Home Ownership                     | p. 3 |
| 3. Update on the Ten-Year Capital Financing Plan | p. 4 |

### Vibrant Communities

- |  |      |
|--|------|
| 4. Tenant Engagement System  | p. 4 |
| 5. Eviction Prevention Policy and 2016 Eviction Statistics           | p. 5 |
| 6. Human Rights Policy and Applications to the Human Rights Tribunal | p. 6 |

### Service Excellence

- |                               |      |
|-------------------------------|------|
| 7. Communicating with Tenants | p. 7 |
|-------------------------------|------|

### Business Foundations

- |   |       |
|---|-------|
| 8. Transparency and Accountability                        | p. 10 |
| 9. Procurement  | p. 11 |
| 10. Update on Policies and Occupational Health and Safety | p. 11 |

### Appendices and Attachments

- |  |       |
|--|-------|
| Appendix A: Shareholder Reporting Requirements                 | p. 13 |
| Appendix B: Overview of Toronto Community Housing Subsidiaries | p. 20 |
| Appendix C: Ten-Year Capital Financing Plan                    | p. 45 |

## Quality Homes

### 1. Sale of Single Family Homes

We report annually on the sale of properties and on the resident and community impacts resulting from such sales, as required by Section 10.2.1 (I) in the 2013 Shareholder Direction. In October 2012, City Council adopted recommendations from the *Putting People First* report, which explored alternative funding sources to address the repair backlog in our portfolio. The report recommended the sale of single family homes with an estimated market value at or above \$600K and vacant properties in poor condition that required costly repairs. As outlined in our Ten-Year Capital Financing Plan, we use the revenue generated through the sale of single family homes to fund much needed capital repairs.

In 2016, we generated approximately \$8.5M in net revenues through the sale of 8 single family homes, exceeding the \$5 million annual target. As a result of diligent marketing efforts and the resilient housing market, most properties were sold above appraised value with each house being sold at an average of \$175K above appraised value (for a cumulative \$1.4M above appraised value).

We are committed to minimizing the impact of the sale of houses on the lives of residents. In 2016, we successfully relocated 7 households before the properties were sold. An interdisciplinary team approach was applied to working with each household and all households were relocated to another unit of their choice.

Out of a total of 158 single family homes approved for sale by City Council between 2010 and 2012, a total of 141 have been sold to date. The remaining 17 homes will likely not be sold over the next year mainly due to regulatory restrictions preventing immediate disposition plus Toronto Community Housing's commitment to not evict residents to facilitate the sale of properties. At the end of 2016, the overall \$65 million target for the sale of single family homes contemplated in TCHC's 10-Year Capital Plan was exceeded, with gains surpassing \$78 million.

### 2. Affordable Home Ownership

We report on our efforts to partner with other organizations to provide affordable homeownership opportunities to our tenants, as requested in City Council motion [EX35.3 2013](#).

To date, about \$3.5 million in funding from a number of programs operated by the City of Toronto and Province of Ontario enabled 28 families to make their first home purchases in our revitalization communities. This included 15 in Regent Park, 3 in Lawrence Heights, 6 in Alexandra Park, and 4 in Allenbury Gardens.

Funding from these programs also enabled two non-resident families to purchase their first homes in Alexandra Park and 202 non-resident families to purchase their first homes at Regent Park.

### 3. Update on 10-year financing plan

We report annually on an updated Ten-Year Capital Financing Plan as directed by City Council motion [EX35.4 2013](#) that includes:

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

The updated Ten-Year Capital Financing Plan in **Appendix C** fulfills all above noted requirements.

## Vibrant Communities

### 4. Tenant Engagement System

We report on how tenants provide input on corporate and local decisions, as well as local spending priorities, and how we include resident representation on our board, as outlined in Section 9.1 in the 2013 Shareholder Direction.

Our tenants are represented by 322 elected Tenant Representatives that advocate for the interests of tenants by participating with Toronto Community Housing management staff in the decision-making process at the community level. The Tenant Representatives also choose two members to sit on our Board of Directors. Tenant Representative elections were last held in 2015 and are anticipated to be held once again in 2018.

During 2016 we facilitated and supported 99 tenant meetings and consultations on issues such as social procurement, the participatory budget process, and the tenant charter. We also continued work on refreshing the current Tenant Engagement System and sought input from over 3,200 tenants on how the new engagement system can provide a variety of meaningful ways for tenants to participate in decision-making, governance and community building at the local, regional and city-wide levels. Based on this feedback, the new tenant engagement system is anticipated to be developed by the end of 2017.

We are also committed to providing tenant input for setting local spending priorities through our delivery of the Participatory Budgeting (PB) program for the past 15 years. In 2016, we worked with tenants to plan the capital expenditure of \$5 million based on their



priorities. About 300 building meetings were held and 150 projects were approved. Construction work for these projects were predominantly completed by the end of 2016.

In December 2015, our Board of Directors requested a review of the PB program. We conducted tenant consultations during 2016 to identify more effective ways to involve tenants in securing access to site improvements to improve the quality of their community as well as an improved process to engage them in identifying the need for capital repairs in their buildings, as an alternative to the PB Program for 2017 and beyond. Based on the feedback provided during these consultations, the PB program has been put on hold we are now working to develop new decision-making models to replace the program.

## **5. Eviction Prevention Policy and 2016 Eviction Results**

### **a. Eviction Prevention Policy**

Toronto Community Housing makes the prevention of eviction for arrears a priority, per 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.

The Office of the Commissioner of Housing Equity (OCHE), which became operational on April 1, 2014, helps prevent evictions by fulfilling its mandate of helping seniors and vulnerable tenants who face loss of subsidy or eviction due to rental arrears.

In addition, the 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 resident to catch up. Our approach includes communicating with tenants about rental responsibilities, personal contact with tenants, and performance management in high-arrears portfolios.

In 2014, we implemented a revised arrears collection process that emphasizes early intervention, requires increased personal contact with tenants in arrears, and focuses staff efforts on signing repayment agreements with tenants to resolve arrears. Since implementing this process, the percentage of our total arrears balance that is within repayment agreements has increased from 17% to 41%.

## b. Eviction Statistics

Measure	2014	2015	2016	% change from 2015
Eviction Rate	<1%	<1%	<1%	-
Tenant Evictions (Non-Arrears)	91	42	84	100%
Tenant Evictions (Arrears)	134	204	200	-2%
Repayment arrangements initiated locally	2,658	2,687	2,397	-11%
Number of Active TCHC applications at the Landlord and Tenant Board	328	335	361	8%
Mediated settlements via LTB	548	774	718	-7%
Total Tenant Evictions	225	246	284	15%

## 6. Human Rights Policy and Applications to the Human Rights Tribunal

### a. Human Rights, Harassment, and Fair Access Policy

We ensure that tenants and employees live and work in an environment free from harassment and discrimination as per Section 9.2 (d) in the 2013 Shareholder Direction and our Human Rights, Harassment, and Fair Access Policy (“HRHFA”). In an effort to clarify legislative obligations specific to tenants and employees, it was determined that the HRHFA policy will better serve our tenants and staff if it is split into two separate policies. The Office of Diversity Fairness and Human Rights (the ODFHR) administers the HRHFA Tenant Policy and is committed to ensuring tenants are aware of their rights and responsibilities under this Policy. The ODFHR conducted city wide consultations with approximately 100 tenants that reviewed and provided input on the suggested changes to the Policy. The HRHFA Tenant Policy was reviewed and adopted by the board in October 2016. The roll out of the HRHFA Tenant Policy, including training for staff and communications for tenants, will be taking place in 2017.

We are dedicated to building our employees’ capacity and awareness of human rights and accessibility. In 2016, we designed and delivered 85 training sessions on Accessibility for Ontarians with Disabilities Act (“AODA”) for staff. An empowered and engaged tenant leader from our resident-led organizations, R-Path, designed and delivered 21 sessions for elected tenant representatives on AODA, and will continue to train volunteer tenant leaders in 2017 to ensure tenants are aware of accessibility and inclusion.

## b. Human Rights Complaints

Toronto Community Housing has developed and implemented complaints procedures for resolving complaints that may arise concerning discrimination and/or harassment between tenants. During tenant consultations, feedback was received on the complaints procedure. We address complaints by following these procedures and track complaints based on enumerated grounds. This data assists the ODFHR in identifying systemic barriers and providing recommendations for training and awareness.

## c. Human Rights Applications to the Ontario Human Rights Tribunal

Human Rights Applications (2015 and 2016)						
Year	Type of File	Resolution/Status				Total
		Withdrawn	Dismissed	Settled	Ongoing	
2015	Employment	0	1	1	6	8
	Housing Application	0	1	1	3	5
	Tenancy	0	0	0	3	3
	<b>Total</b>					<b>16</b>
2016	Employment	0	0	1	0	1
	Housing Application	0	0	0	0	0
	Tenancy	0	0	2	8	10
	<b>Total</b>					<b>11</b>

## Service Excellence

### 7. Communicating with Tenants

#### a. Communication with Tenants in the Language of Their Choice

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

Currently, corporate communication products aimed at all tenants are translated into 18 different languages upon request. We also use icons, illustrations, and plain language in information materials to improve communication with all language groups. For important documents such as legal notices, which we must serve to tenants in English, we include a cover letter explaining in 18 languages that the document they received is important and that they should have it translated if needed. For corporate communication products with a long shelf life (e.g., the Tenant Guide) we translate into 18 languages even before we receive a request. For recurring products (e.g., the Housing Update newsletter that is mailed to each household) once a household identifies a language preference when they receive a publication, we will send future versions of that publication in their preferred

language. We updated our Tenant Guide in 2015 and translated it into 18 languages. We also created braille, large print, and audio formats for the Tenant Guide, which are available upon request.

For in-person or over-the-phone customer service language interpretation, staff in the Client Care Centre currently rely on a “language line” to support conversations and services in 138 languages.

## **b. Local Accountability with Tenants**

We maintain and report 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 that there is regular reporting on the achievement of the budget targets and progress on plans for repairs and renovations.

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

Residents are notified of planned maintenance and 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 residents where appropriate (for example, if there are planned water or power shutdowns).

In addition, in 2016 we produced three issues of *Housing Update*, a tenant-facing newsletter that is mailed to every household. These newsletters included invitations to upcoming tenant consultations, information about our new website, making requests for repairs, learning more about capital repairs, tips and information about safety, insurance and emergency preparedness .

While a low number of Toronto Community Housing residents were using social media to engage with the company in 2016, we shared information about events and opportunities on Twitter, Facebook, YouTube and Instagram. We also provided online customer service by responding to information requests received via social media. Our social media communities also include partners, staff, family or advocates of Toronto Community Housing residents, and the public.

## **c. Tenant Complaints Process**

### ***i. Tenant Complaints Process***

We make sure that tenants have the ability to raise a complaint through an open and accessible process, and to address complaints in a timely manner. Our Tenant Complaints Process was first approved in 2002. This [process](#) can be found on our website and is available in all our offices.



As we continue to strengthen our focus on customer service, we have sought further feedback on the complaints management process and on any required updates to the policy and associated procedures. We began a review in 2015, which will be completed in early 2017 in conjunction with a customer service strategy and a tenant charter. A draft of the tenant charter has been developed, and during 2017, in consultations with staff, tenants, and stakeholders, we will finalize the tenant charter and start to review, update and implement an updated complaints process. The new process will involve more rigorous reporting on metrics and issues/trends, clear standards, and an integrated escalation process for unresolved complaints.

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

Toronto Community Housing has a single point of contact for all complaints from the City of Toronto Ombudsman and the Councillors' offices. The centralized function ensures consistency of information shared and expedites the follow-up process with the appropriate staff.

In 2016, we received 102 requests from the Ombudsman's Office. We also received a over 2,600 inquiries from offices of elected officials (i.e. the Mayor, City Councillors, Members of Provincial Parliament, and Members of Parliament), and responded to 94% of those inquiries within five business days.

## Business Foundations

### 8. Transparency and Accountability

#### a. Executive Compensation

We report annually on senior executive compensation per Section 10.2.4 of the Shareholder Direction. The following table outlines senior executive compensation, as permitted by law, in 2016. Note that “senior executive” has been defined as our Executive Leadership Team.

Surname	Given Name	Position	Compensation 2016
Spearn	Greg	President and Chief Executive Officer (Interim)	\$277,312.35
Gorel	Jason	Chief Financial Officer and Treasurer	\$226,982.82
Leah	Graham	Vice President, Asset Management	\$205,380.20
Penny	Sheila	Vice President, Facilities Management	\$204,187.49
Barker	Catherine	Vice President, Human Resources	\$226,605.45
Johnson	Mark	General Counsel and Corporate Secretary	\$116,808.90*
Cooke	Angela	Vice President, Resident & Community Services	\$ 58,389.80*
McDonald	Mark	Vice-President IT & IS	\$ 43,333.31*
Lee	Rose-Ann	Chief Financial Officer (Interim)	\$199,585.76
Gash	Leslie	Vice President, Development (Interim)	\$172,450.16

\* partial year employment

## **b. Results of Follow-up of Previous Audit Recommendations**

We are committed to continuously making positive changes to better serve our residents and rebuild the public's trust, while promoting integrity, ethics, accountability, and transparency in all that we do.

In 2011 and 2012, the Auditor General provided five audit reports to our Board of Directors that contained a total of 80 recommendations to improve our oversight of procurement, employee expenses and subsidiaries. In April 2016, the Auditor General issued a follow-up report which stated that "TCHC has now addressed all 80 recommendations contained in the five audit reports issued by the Auditor General. We would like to express our appreciation to all TCHC staff involved in the recommendation implementation process for their efforts and for their cooperation during the follow-up reviews conducted over the past five years."

## **9. Procurement**

We work 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 as per justification provided in the procurement policy. Our procurement activities also adhere to public procurement best practices, policies, and procedures 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 our 10 year capital plan, we managed the vendor selection process addressing approximately \$250 million of capital repair projects. These funds are released to vendors only upon adherence to with our policies, procedures, and protocols.

## **10. 2016 Update on Policies and Occupational Health and Safety**

We abide by all relevant employment and occupational health and safety legislation in the conduct of our operations, as outlined in Section 12.1 of the Shareholder Direction.

We also have appropriate policies in place addressing major risks relating to occupational health and safety. In 2016, we made progress towards established targets for policy creation and review based on emerging occupational health and safety legislation with reference to policies in place at the City of Toronto. Substantial progress was made in the review of policies relating to workplace violence, harassment, working alone, sun protection, and supervisor health and safety competency. Policy compliance was supported through regular staff communications and in-class training of over 500 staff in 32 sessions on various topics. An additional 20 voluntary sessions supporting employee

wellness were coordinated for staff through our Employee and Family Assistance Program.

In 2017, we will continue with our policy review schedule and focus on training compliance relating to new WHMIS regulations, hazardous materials management, first aid, and contractor and project safety management.



## Appendix A: Shareholder Reporting Requirements

Our 2016 Annual Review, 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>		
<ul style="list-style-type: none"> <li>Objectives, accomplishments from prior year, and performance trends.</li> </ul>	Shareholder Direction, Section 10.2.1 (a)	Annual Review
<ul style="list-style-type: none"> <li>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.</li> </ul>	Shareholder Direction, Section 10.2.1 (b)	Annual Review: Audited financial statements
<ul style="list-style-type: none"> <li>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.</li> </ul>	Shareholder Direction, Section 10.2.1 (c)	Annual Review: Audited financial statements
<ul style="list-style-type: none"> <li>Initiatives to provide responsive customer service.</li> </ul>	Shareholder Direction, Section 10.2.1 (d)	Annual Review: Service Excellence
<ul style="list-style-type: none"> <li>Tenant engagement activities.</li> </ul>	Shareholder Direction, Section 10.2.1 (e)	Annual Review: Vibrant Communities
<ul style="list-style-type: none"> <li>Information that is likely to materially affect the Shareholder's financial objectives.</li> </ul>	Shareholder Direction, Section 10.2.1 (f)	Annual Review: Audited financial statements
<ul style="list-style-type: none"> <li>Information that is likely to materially affect Tenants' views or opinions regarding TCH.</li> </ul>	Shareholder Direction, Section 10.2.1 (g)	Annual Review
<ul style="list-style-type: none"> <li>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.</li> </ul>	Shareholder Direction, Section 10.2.1 (h)	None in 2016
<ul style="list-style-type: none"> <li>Information regarding the performance of TCH such that the <i>Shareholder</i> can determine that this <i>Shareholder Direction</i> has been respected.</li> </ul>	Shareholder Direction, Section 10.2.1 (i)	Annual Review
<ul style="list-style-type: none"> <li>Information regarding the number of evictions each year and the rationale for these evictions.</li> </ul>	Shareholder Direction, Section 10.2.1 (j)	Letter to the Shareholder, p. 6

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<ul style="list-style-type: none"> <li>Information on the disposition and uses of funds provided to TCH by the City.</li> </ul>	Shareholder Direction, Section 10.2.1 (k)	Annual Review: Audited financial statements
<ul style="list-style-type: none"> <li>The status of the sale of any properties and on any tenant or community impacts resulting from such sales.</li> </ul>	Shareholder Direction, Section 10.2.1 (l)	Letter to the Shareholder, p. 3
<ul style="list-style-type: none"> <li>Information, as permitted by law, regarding senior executive compensation.</li> </ul>	Shareholder Direction, Section 10.2.4	Letter to the Shareholder, p. 10
<ul style="list-style-type: none"> <li>TCH and the Tenant will maintain a democratic system of active tenant participation and involvement that will: <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> </li> <li>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 any service manager.</li> </ul>	Shareholder Direction, Section 9.1	Letter to the Shareholder, p. 4
<ul style="list-style-type: none"> <li>TCH shall, in consultation with Tenants and their representatives, and other parties as required, maintain and apply: <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 TCH 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 TCH and allows for the review of operational decisions at a senior level within TCH.</li> <li>TCH will ensure that tenants will be protected from harassment, in an environment where human rights are respected and updated.</li> </ul> </li> </ul>	Shareholder Direction, Section 9.2	<p>Letter to the Shareholder,</p> <p>p. 5</p> <p>p. 8</p> <p>p. 8-9</p> <p>p. 6</p> <p>p. 7</p>

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<ul style="list-style-type: none"> <li>TCH will ensure that all communications with Tenants will be undertaken in English and the language of tenants' choice.</li> </ul>		
<ul style="list-style-type: none"> <li>TCH 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.</li> </ul>	Shareholder Direction, Section 12.1	Letter to the Shareholder, p. 11
<ul style="list-style-type: none"> <li>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.</li> </ul>	Shareholder Direction, Section 12.2	Letter to the Shareholder, p. 11
<b>City Council Directions</b>		
<ul style="list-style-type: none"> <li>City Council, in its capacity as Shareholder of Toronto Community Housing Corporation (TCH): <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: <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 report annually, through Toronto Community Housing's Annual Review to Council, on the status and use of funding deposited to such special reserve.</li> </ol> </li> </ul> </li> </ul>	Report <a href="#">EX43.11 2014</a> <i>Refinancing of City Loans to Toronto Community Housing</i> July 8, 2014	Annual Review: Audited financial statements  Ten-Year Capital Financing Plan

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<ul style="list-style-type: none"> <li>• City Council, in its capacity as Shareholder of Toronto Community Housing Corporation (TCH): <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: <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 Review to Council, on the status and use of funding deposited to such special reserve.</li> </ul> </li> </ul> </li> </ul>	<p>Report <a href="#">EX43.10 2014</a></p> <p><i>Infrastructure Ontario Refinancing of Toronto Community Housing Mortgages</i></p> <p>July 8, 2014</p>	<p>Annual Review: Audited financial statements</p> <p>Ten-Year Capital Financing Plan</p>
<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 Review to City Council, on the status and use of funding deposited to such special reserve.</li> </ul> </li> </ul>	<p>Report <a href="#">EX8.4 2015</a></p> <p><i>Infrastructure Ontario Refinancing of Toronto Community Housing Mortgages Being Renewed in 2015</i></p> <p>September 30, 2015</p>	<p>Annual Review: Audited financial statements</p> <p>Ten-Year Capital Financing Plan</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>▪ Approve refinancing totalling \$310 million in order to address the renewal of 32 Toronto Community Housing Corporation mortgages totalling \$93.6 million, as well as obtaining incremental financing of \$216 million (less transaction costs and legal fees);</li> <li>▪ Approve financing a \$10 million loan on a property located at 180 Sackville St;</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: <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 Review to City Council, on the status and use of funding deposited to such special reserve.</li> </ul> </li> </ul>	<p>Report <a href="#">EX20.15</a></p> <p><i>Proposed Toronto Community Housing Corporation Debt Management Policy and 2016 Infrastructure Ontario Mortgage Refinancing</i></p>	<p>Annual Review: Audited financial statements</p> <p>Ten-Year Capital Financing Plan</p>
<ul style="list-style-type: none"> <li>• Toronto Community Housing report annually, through Toronto Community Housing's Annual Review to Council on the status of revitalizations and on any tenant and community impacts resulting from revitalizations.</li> </ul>	<p>It is a condition on most revitalization decisions. E.g.: See Report <a href="#">CD14.9 2012</a></p> <p><i>Alexandra Park Revitalization – Corporate Actions and Social Development Plan</i></p> <p>July 11, 2012</p>	<p>Annual Review</p>



Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<ul style="list-style-type: none"> <li>• Efforts to partner with other organizations to further provide affordable ownership opportunities to Toronto Community Housing tenants and qualifying families.</li> </ul>	Report <a href="#">EX35.3 2013</a> <i>Putting People First – Moving Forward</i> November 13, 2013	Letter to the Shareholder, p. 3
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	Report <a href="#">AU9.4 2008</a> <i>Audit of City Performance in Achieving Access, Equity, and Human Rights Goals</i> November 4, 2008	Letter to the Shareholder, p. 6
<ul style="list-style-type: none"> <li>• TCH to report annually, through the TCH Annual Review to Council, with an updated Ten-Year Capital Financing Plan as of December 31st of the prior year that includes:               <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> </li> </ul>	<a href="#">Report EX35.4 2013</a> <i>A Ten-Year Capital Financing Plan for Toronto Community Housing</i> November 13, 2013	Letter to the Shareholder, p.4 and Appendix C
<ul style="list-style-type: none"> <li>• The Chief Executive Officer prepare a report to the Shareholder on:               <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 Review to the Shareholder.</li> </ul> </li> </ul>	Auditor General Report: <a href="#">The City and Toronto Community Housing Corporation Needs to Strengthen its Oversight of Subsidiaries and Other Business Interests</a> December 1, 2011	Appendix B

Shareholder Reporting Requirement	Source of Requirement	TCHC Report
<ul style="list-style-type: none"> <li>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 Reviews, 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.</li> </ul>	<p>Report <a href="#">EX44.8 2014</a></p> <p><i>Executive Compensation Policy at City Agencies and Corporations.</i></p> <p>August 25, 2014</p>	<p>Letter to the Shareholder, p.10</p>

## Appendix B: Overview of Toronto Community Housing Subsidiaries and Joint Ventures/Partnerships

This report provides an overview of the Subsidiaries and Joint Ventures/Partnerships ("Entities") following management evaluations of the companies for the purpose of providing this information to the Shareholder, the City of Toronto.

### Ownership Structure

Development or Non-Development	Ownership	Entity
Development	Wholly Owned	<ul style="list-style-type: none"> <li>• Don Mount Court Development Corporation</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 Condominium Residences Inc.</li> <li>• Allenbury Gardens Revitalization General Partnership</li> <li>• Soul Residences Inc.</li> <li>• Connect Residences Inc.</li> <li>• Scala Residences Inc.</li> </ul>
Non-Development	Wholly Owned	<ul style="list-style-type: none"> <li>• Access Housing Connections Inc.</li> <li>• Housing Services Inc.</li> <li>• 2001064 Ontario Inc.</li> <li>• Toronto Community Housing Enterprises Inc.</li> <li>• Toronto Affordable Housing Fund (non-share capital subsidiary)</li> <li>• Regent Park Energy Inc. (owned by TCHEI)</li> </ul>

## 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 our development partners. Beyond reducing 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 is completed; thus we will bring forward recommendations for the wind-up of this entity.

## Non Development Entities

Each Non-Development Entity is evaluated separately.

### 1. *Housing Services Incorporated*

Housing Services Incorporated has been wound up and is due to be dissolved in 2017 upon receipt of tax clearance from the Canada Revenue Agency.

### 2. *2001064 Ontario Incorporated*

This entity owns the title to 112 Elizabeth Street, which is a retail building connected to a residential building owned by Toronto Community Housing (111 Chestnut).

Maintaining a separate title allows for a more efficient sale if Toronto Community Housing were ever to sell the commercial portion in the future. Therefore, it is recommended to maintain the entity as a separate entity.

This entity is a separate nominee entity where substantial operations are within Toronto Community Housing.

### 3. *Access Housing Connections Incorporated ("AHCI")*

Access Housing Connections Incorporated ("Housing Connections") manages 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). Toronto Community Housing Corporation's Board of Directors approved the transfer of the wait list function of Housing Connections to the City of Toronto. Employees were transferred to the City in 2015. AHCI is scheduled to be wound up on 2017 and dissolved in 2018.

### 4. *Toronto Community Housing Enterprises Incorporated ("TCHEI")*

Toronto Community Housing Enterprises Incorporated is a holding company for Regent Park Energy Incorporated ("RPEI"). TCHC is evaluating the need for this holding company as part of the exploration for strategic options with RPEI.

### 5. *Regent Park Energy Incorporated*

Regent Park Energy Incorporated was created to manage the district energy system at Regent Park. RPEI is fully owned by TCHEI.

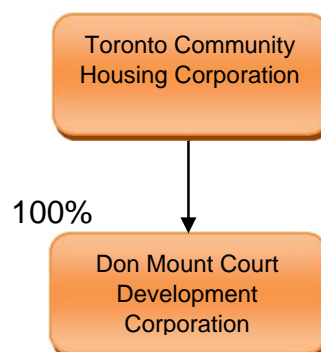
Toronto Community Housing is exploring various strategic options with respect to RPEI. Until a final assessment of the strategic options is made with respect to this entity, the entity needs to be kept separate from Toronto Community Housing. Furthermore, RPEI has separate contracts with utility customers, thus keeping the entity separate may also protect Toronto Community Housing from any liabilities if any issues related to these contracts arise.

### 6. *Toronto Affordable Housing Fund (“TAHF”)*

Toronto Affordable Housing Fund (“TAHF”) is a non-share capital subsidiary corporation, where Toronto Community Housing is the sole member. This entity delivers and administers home-ownership loans on behalf of the City, Canada Mortgage Housing Corporation, and Toronto Community Housing. This entity also manages second mortgages to qualified purchasers, funds transactions, and other related matters related to implementation of the City of Toronto’s affordable ownership program.

This entity holds numerous outstanding mortgages that would be costly to assign to Toronto Community Housing, thus it is recommended that this entity continue to exist separately. Also, on April 30, 2029, Toronto Community Housing must relinquish these mortgages back to the City of Toronto. Containing all such activities in a subsidiary is deemed desirable, so as to make this future transfer back to the City as effective and efficient as possible.

## 1. **Don Mount Court Development Corporation**



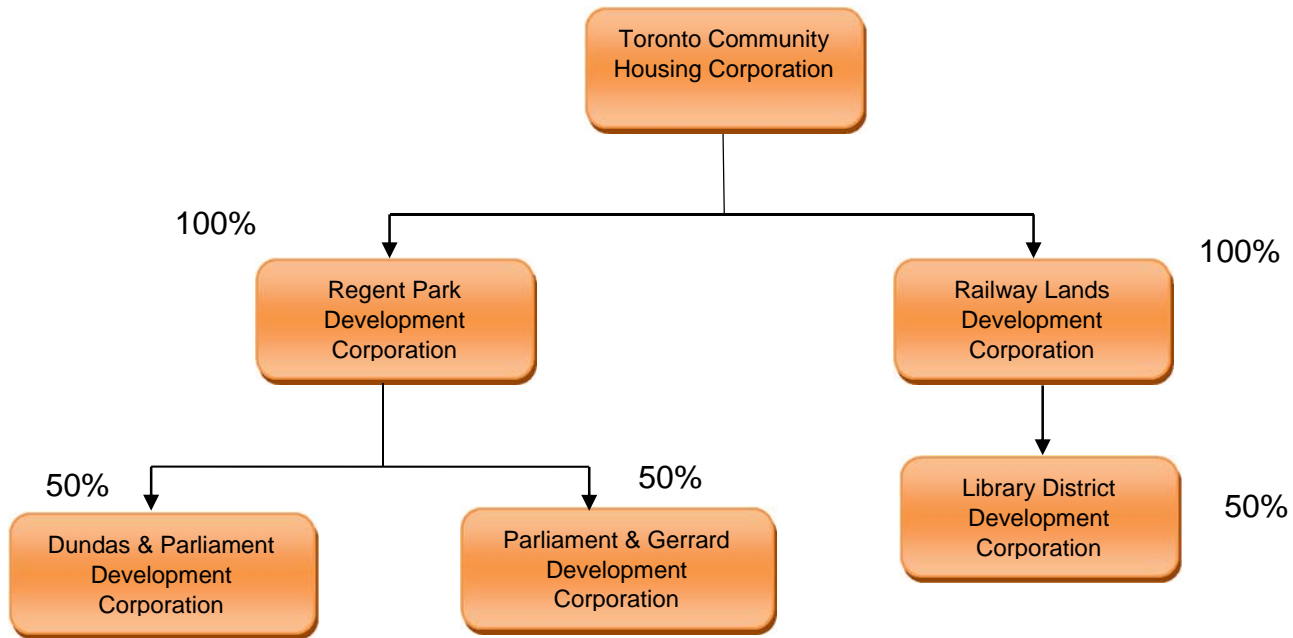


## Overview of Subsidiary/Enterprise/Investment

Purpose of Subsidiary/ Enterprise/ Investment	To oversee the redevelopment of Don Mount Court.
Ownership	TCHC 100%
Incorporation Number	1539709 Ontario Inc.
Incorporation Date	August 28, 2002
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary	TCHC:2002-073
Original Rationale for Creation/ Separate Corporate Existence	<p><b>Board Expertise</b> Required a Board at the time with particular skills and knowledge specific to the business:</p> <ul style="list-style-type: none"> <li>• Board composed of individuals with the necessary expertise, knowledge and stakeholder perspectives for the redevelopment of Don Mount Court.</li> <li>• Board selection based on the following skills and/or representing stakeholders: TCHC Board, the tenant community, financial expertise (financial planning, real estate or related field), expertise in residential development), senior-level experience in the delivery of major projects and familiarity with management of tendering processes, expertise in urban planning and/or architecture.</li> </ul> <p><b>Board Focus</b> It was stated that there was a benefit for a more focused governance of a particular function or specialized activity:</p> <ul style="list-style-type: none"> <li>• Within Board and staff of TCHC, the experience and skills required to provide the due diligence and scrutiny required in undertaking the project (to ensure fair and transparent selection of development partner, proper project controls, large capital investment from TCH, representation of tenant and community interests) was not there, thus it was recommended to use of outside resources.</li> </ul> <p><b>Liability</b> It was stated that separation of liabilities between the development and TCHC would be advantageous in the relationship to the development partner.</p>

Term of Existence (short-term/defined, long-term/ongoing)	Defined.  To be wound up as operational activities conclude.
Management and Staffing Structure	<b>Officers:</b> Pamela Taylor, Chair Greg Spearn, CEO Rose-Ann Lee, Treasurer Mark Johnson, Secretary
Governance Structure	<b>Directors:</b> Minimum no. of directors = 2 Rose-Ann Lee Greg Spearn Pamela Taylor

**2. Dundas & Parliament Development Corporation  
Parliament & Gerrard Development Corporation  
Library District Development Corporation**

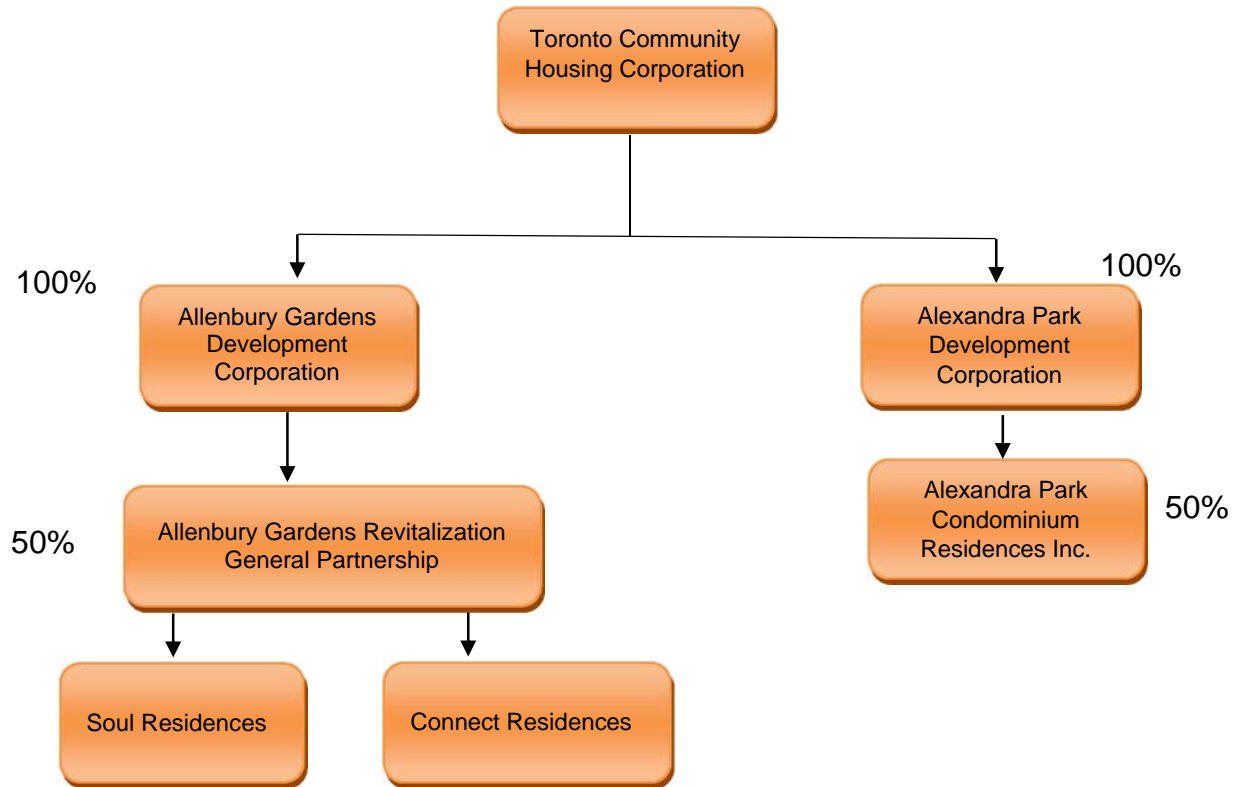


**Overview of Subsidiary/Enterprise/Investment**

	<b>Dundas &amp; Parliament</b>	<b>Parliament &amp; Gerrard</b>	<b>Library District</b>
Purpose of Subsidiary/Enterprise/Investment	Co-tenancy for development and sale of market condos in Regent Park Phase I	Co-tenancy for development and sale of market condos in Regent Park Phase II	Co-tenancy for development and sale of Railway Lands Market condos
Ownership	50% RPDC 50% Daniels Eastside Corporation	50% RPDC 50% Daniels Eastside Corporation	50% RLDC 50% Context Construction Inc.
Incorporation Number	2115613 Ontario Inc.	2225110 Ontario Inc.	1820240 Ontario Inc.
Incorporation Date	October 10, 2006	November 25, 2009	March 23, 2010
Incorporation Document	Articles of Incorporation	Articles of Incorporation	Articles of Incorporation
By-Laws	By-Law 1	By-Law 1	By-Law 1
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:C2006-35 TCHC:2006-134	TCHC:C2008-38	TCHC:C2010-33

	<b>Dundas &amp; Parliament</b>	<b>Parliament &amp; Gerrard</b>	<b>Library District</b>
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level sub or co-tenancy).		
Term of Existence (short-term/defined, long-term/ongoing)	<p>Defined</p> <p>To be wound up upon completion of redevelopment of Regent Park (and expiry of warranties associated with DPDC).</p>	<p>Defined</p> <p>To be wound up upon completion of redevelopment of Regent Park (and expiry of warranties associated with PGDC).</p>	<p>Defined</p> <p>To be wound up upon completion of redevelopment of Railway Lands (and expiry of warranties associated with LDDC).</p>
Management and Staffing Structure	<p><b>Nominee Management Committee Members from RPDC:</b> Leslie Gash Greg Spearn</p>	<p><b>Nominee Management Committee Members from RPDC:</b> Leslie Gash Greg Spearn</p>	<p><b>Nominee Management Committee Members from RLDC:</b> Leslie Gash Greg Spearn</p>
Governance Structure	<p><b>Directors :</b> Rose-Ann Lee Greg Spearn Remo Agostino Martin Blake</p> <p><b>Officers:</b> Remo Agostino-Secretary Rose-Ann Lee-Treasurer Greg Spearn-President Martin Blake-Vice President Judy Lem-Authorized Signing Officer</p>	<p><b>Directors:</b> Rose-Ann Lee Greg Spearn Remo Agostino Martin Blake</p> <p><b>Officers:</b> Remo Agostino-Secretary Martin Blake-Vice President Rose-Ann Lee-Treasurer Greg Spearn-President Judy Lem-Authorized Signing Officer</p>	<p><b>Directors:</b> Howard Cohen Stephen Gross Rose-Ann Lee Greg Spearn</p> <p><b>Officers:</b> Sam Skurecki-Treasurer Howard Cohen-President Rose-Ann Lee-Secretary Leslie Gash-Authorized Signing Officer Greg Spearn-Vice President</p>

**3. Allenbury Gardens Revitalization General Partnership  
Alexandra Park Condominium Residences Inc.  
Soul Residences Inc.  
Connect Residences Inc.**



**Overview of Subsidiary/Enterprise/Investment**

	<b>Alленbury Gardens Revitalization General Partnership</b>	<b>Alexandra Park Condominium Residences Inc.</b>
Purpose of Subsidiary/Enterprise/Investment	General partnership between AGDC and FRAM subsidiary	Partnership nominee corporation through general partnership with Tridel to develop Alex Park condominiums
Ownership	50% AGDC 50% Fram	50% APDC 50% Tridel
Incorporation Number	Business Name Registration Number 230039612	2329292 Ontario Inc.
Incorporation Date	January 11, 2013	May 24, 2012

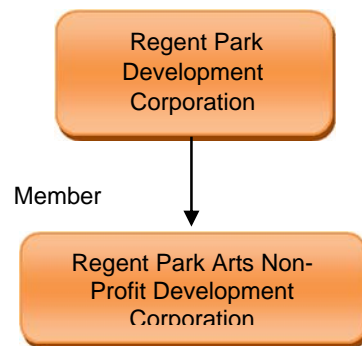


	<b>Allenbury Gardens Revitalization General Partnership</b>	<b>Alexandra Park Condominium Residences Inc.</b>
Incorporation Document	Master Business License	Articles of Incorporation
By-Laws	TBD	By-Law # 1
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	N/A – Report at the Holdco level	N/A – Report at the Holdco level
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level sub or co-tenancy).	
Term of Existence (short-term/defined, long-term/ongoing)	Defined  To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with AGDC).	Defined  To be wound up upon completion of development of Alexandra Park (and expiry of warranties associated with APDC).
Management and Staffing Structure	<b>N/A Partnership</b>	<b>Nominee Management Committee Members from APDC:</b> Leslie Gash Greg Spearn
Governance Structure	<b>N/A Partnership</b>	<b>Directors:</b> Dino Carmel (Tridel) Leslie Gash Len Gigliotti (Tridel) Greg Spearn  <b>Officers:</b> Dino Carmel (Tridel), President Greg Spearn, Vice President Leslie Gash, Vice President Len Gigliotti (Tridel), Secretary

	<b>Soul Residences Inc.</b>	<b>Connect Residences Inc.</b>
Purpose of Subsidiary/ Enterprise/ Investment	Co-tenancy for development and sale of market condos in Allenbury Gardens	Co-tenancy for development and sale of market condos in Allenbury Gardens
Ownership	100% Allenbury Gardens Revitalization General Partnership	100% Allenbury Gardens Revitalization General Partnership
Incorporation Number	2415299	2456722
Incorporation Date	2014/04/17	2015/03/06
Incorporation Document	Articles of Incorporation	Articles of Incorporation
By-Laws	By-Law No. 1 By-Law No. 2	
TCHC Board Report to Establish Subsidiary/ Enterprise/ Investment	TCHC:2015-49	TCHC:2015-49
Original Rationale for Creation/Separate Corporate Existence	Development projects require a two level subsidiary system to protect the parent company in cases where, at the project level, TCHC is not required to provide a financial guarantee for construction debt and where there is no full recourse to TCHC (or even the project level sub or co-tenancy).	
Term of Existence (short-term/defined, long-term/ongoing)	Defined  To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with AGDC).	Defined  To be wound up upon completion of development of Allenbury Gardens (and expiry of warranties associated with AGDC).
Management and Staffing Structure	<b>Officers:</b> Federico Serrafiero- Vice President Greg Spearn-President Leslie Gash-Vice President Frank Giannone-President and Other Steve Lorimer-Authorized Signing Officer	<b>Officers:</b> Leslie Gash-Vice President Frank Giannone-Other Federico Serrafiero-Vice President Greg Spearn-President

	<b>Soul Residences Inc.</b>	<b>Connect Residences Inc.</b>
Governance Structure	<b>Directors:</b> Greg Spearn Leslie Gash Frank Giannone Federico Serrafiero	<b>Directors:</b> Frank Giannone Leslie Gash Federico Serrafiero Greg Spearn

#### 4. Regent Park Arts Non-Profit Development Corporation

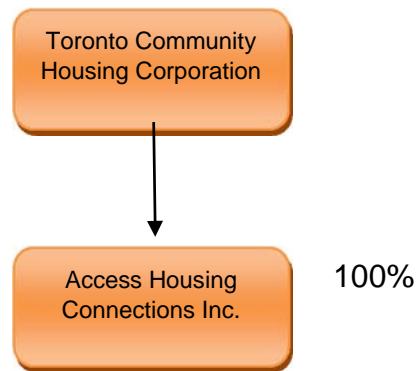


#### Overview of Subsidiary/Enterprise/Investment

Purpose of Subsidiary/Enterprise/Investment	Non-profit corporation and joint venture between Regent Park Development Corporation, Daniels Eastside Corporation and subsidiary of Toronto Artscape Inc. for the construction and ownership of the Regent Park Arts and Cultural Centre (Daniels Spectrum).
Ownership	Non-share corporation  <b>Members:</b> <ul style="list-style-type: none"> <li>- Regent Park Development Corporation</li> <li>- Daniels Eastside Corporation</li> <li>- Artscape Regent Park Non-Profit Development Corporation</li> </ul>
Incorporation Number	1827847 Ontario Inc.
Incorporation Date	July 28, 2010
Incorporation Document	Letters Patent
By-Laws	N/A
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC: C2010-24

Original Rationale for Creation/Separate Corporate Existence	<p>As per TCHC: C2010-24, it was stated that Toronto Community Housing would be in a better position to manage these risks since participation in the joint venture and the leasing arrangements allows Toronto Community Housing to become more involved in the project should the need arise. The nature of our involvement in this project is restricted to a long-term 50-year ground lease.</p> <p>In addition, TCHC finance/CFO conducts an annual review of their financial statements which are audited to ensure that no financial risk may transfer back to TCHC, and we have a staff in Development on the Board for other oversight as well. We no longer consolidate this entity given that the risks and rewards associated with the entity have been transferred through the operating lease to the lessee.</p>
Term of Existence (short-term/defined, long-term/ongoing)	Long term - the risks and rewards of the entity have effectively been transferred given the long-term land lease at a nominal amount.
Management and Staffing Structure	<p><b>Officers from Regent Park Arts Non-Profit Development Corporation:</b>  Paul Davidson-President  Ilidio Coito-Treasurer (TCHC employee)  LoriAnn Girvan -Authorized Signing Officer  Martin Stuart Blake-Secretary</p>
Governance Structure	<p><b>Directors from Regent Park Arts Non-Profit Development Corporation:</b>  Mahubub Hasan  Richard Marsella  Paul Davidson  Martin Stuart Blake  Ilidio Coito  Jermyn Creed  LoriAnn Girvan  Carlene Whittingham</p>

## 5. Access Housing Connections Inc.



### Overview of Subsidiary/Enterprise/Investment

Purpose of Subsidiary	Manages applications and waiting list for access to housing programs under the Housing Services Act on behalf of the Service Manager.
Ownership	TCHC 100%
Incorporation Number	2031119 Ontario Inc.
Incorporation Date	August 14, 2003
Incorporation Document	Articles of Incorporation
By-Laws	By-law No. 1
TCHC Board Report to Establish Subsidiary	TCHC:2003-63
Original Rationale for Creation/Separate Corporate Existence	<p>AHCI was incorporated on August 14, 2003. TCHC Board Report 2003-63 outlines the original rationale for the subsidiary:</p> <p><i>Toronto Community Housing Corporation (TCHC) has an Operating Agreement with the City of Toronto that transfers 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.</i></p> <p><i>To effect these services in the most efficient, cost-effective, service-oriented way, TCHC proposes to established a subsidiary corporation — Access Housing Connections Inc. (AHCI). The purpose of AHCI is to provide a coordinated approach for access to social housing.</i></p>

*In 2000, the Social Housing Reform Act, 2000 (SHRA) defined a new set of accountability relationships and requirements for coordinated access services for social housing providers throughout the province. The SHRA made it mandatory for each municipality to establish a coordinated access system (common waiting list) and for all municipally subsidized social housing providers to use the system effective May 1, 2002. It also defined new parameters for the delivery of the coordinated access system as well as compliance requirements. The SHRA also devolved the management and administration of the rent supplement programs to the municipalities.*

*While TCHC saw the benefits of continuing to administer both the coordinated access system and the rent supplement programs, we also realized the need to ensure that these functions were structured to deliver the programs in the most cost-efficient, service-effective way. We also felt that they should be operating at arm's length from TCHC's core businesses. An arms-length set up enables the following outcomes:*

- *the creation of a governance system that is focused on the mandate of the associated programs;*
- *the creation of structures and business systems that focus on achieving the programs goals;*
- *the ability to develop and provide additional services related to access to housing; and*
- *the removal of any perceived conflict which might result from TCHC being both an administrator and a user of the services.*

*Between May and September 2002, the Berkeley Consulting Group undertook a project to define and assess optional governance structures for an AHCI subsidiary. The project included consulting with the stakeholders. The majority of community stakeholders saw the practical advantages of having the service operate as a subsidiary of TCHC.*

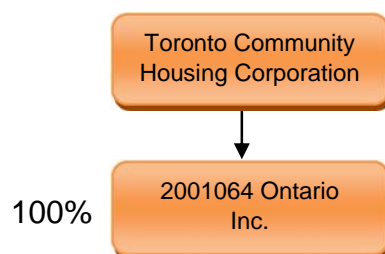
*The governance structure best able to consolidate the advantages of managing housing access services as a focused business entity is felt to be a TCHC subsidiary corporation. The rationale for the subsidiary structure includes:*

- *a subsidiary is consistent with the TCHC Community Management Plan principle of focused governance for non-core business initiatives;*



	<ul style="list-style-type: none"> <li>• <i>stakeholders within the community served by the subsidiary can influence and be involved in governance of the housing access services;</i></li> <li>• <i>a separate subsidiary with its own identity reduces stakeholder concerns about a potential or perceived conflict of interest with TCHC's core property management business;</i></li> <li>• <i>a subsidiary contains the financial risk to the core business of these activities;</i></li> <li>• <i>a subsidiary for these purposes is within the parameters of TCHC's Shareholder Direction; and</i></li> <li>• <i>the relationship with TCHC would be defined through a shareholder direction and through other operating agreements as required (for example, an agreement regarding ongoing provision of shared services from TCHC).</i></li> </ul>
Term of Existence (short-term/defined, long-term/ongoing)	Once transfer to the City of Toronto is complete, company will be dissolved (likely in 2018).
Management and staffing structure	Managed by TCHC
Governance Structure	<p>Required Directors to sit on the Board:</p> <ul style="list-style-type: none"> <li>-By-law No. 1, s. 3.02 requires at least one director to be a member of Shareholder's Board of Directors or Executive</li> <li>- Shareholder Direction, s. 5.3 states that the CEO (or designate) and VP of Finance of TCHC shall automatically be directors of the Board while they hold such positions with TCHC</li> </ul> <p>Floating Board: Minimum of 1 and maximum of 10</p> <p><b>Directors:</b>  Minimum no. of directors = 2  Catherine Wilkinson-Chair  Rose-Ann Lee  Greg Spearn</p>

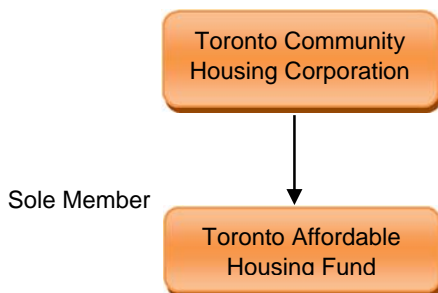
## 6. 2001064 Ontario Inc.



### Overview of Subsidiary/Enterprise/Investment

Purpose of Subsidiary/Enterprise/Investment	2001064 Ontario Inc. is a nominee corporation established to act as trustee to hold legal title to the commercial portion of a commercial/residential complex at 112 Elizabeth Street upon the unwinding of the Chestnut-Elizabeth joint venture. The residential portion of the property is owned by TCHC. The purpose of separate ownership is to maintain severance and permit separate independent transfers and mortgaging.
Ownership	TCHC 100%
Incorporation Number	2001064 Ontario Inc.
Incorporation Date	January 22, 2001
Incorporation Document	Articles of Incorporation
By-Laws	By-Law No. 1
TCHC Board Report to Establish Subsidiary	THC: 2073
Original Rationale for Creation/ Separate Corporate Existence	The severance and easement resulting from the unwinding of the Chestnut-Elizabeth joint venture could not be effected if one corporation (TCHC) held title to both properties (residential and commercial).
Performance Objectives	Nominee corporation created for the sole purpose of holding title to the commercial building at 112 Elizabeth Street.
Term of existence (short-term/defined, long-term/ongoing)	Long term / ongoing – Maintaining separate existence allows for a more efficient sale if TCHC would sell the commercial portion.
Management and Staffing Structure	<b>Officers:</b> Pamela Taylor, Chair Greg Spearn, General Manager Rose-Ann Lee, Treasurer Leslie Gash, Secretary
Governance Structure	<b>Directors:</b> Minimum no. of directors = 1 Rose-Ann Lee Greg Spearn Pamela Taylor

## 7. Toronto Affordable Housing Fund

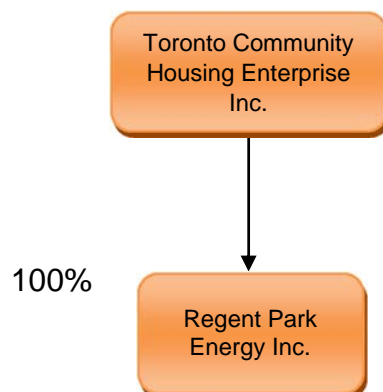


### Overview of Subsidiary/Enterprise/Investment

Purpose of Subsidiary/Enterprise/Investment	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>• Deliver and administer 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>
Ownership	TCHC - Sole Member of non-share corporation
Incorporation Number	1792408 Ontario Inc.
Incorporation Date	March 18, 2009
Incorporation Document	Application for Incorporation of a Corporation without Share Capital & Letters Patent, dated March 18, 2009
By-Laws	By-Law 1
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC: C2008-121
Original Rationale for Creation/Separate Corporate Existence	In TCHC: 2008-121, it is stated that this entity is created as a foundation with the ability to receive charitable donations. It was envisioned that the entity would seek CRA charitable status.

Term of Existence (short-term/defined, long-term/ongoing)	Long term as the entity holds numerous mortgages (“boost loans”) that would be costly to transfer to TCHC. Also, TCHC must relinquish the mortgages back to the Shareholder on April 30, 2029. Thus containing all activities in the subsidiary is deemed desirable.
Management and Staffing Structure	<b>Officers:</b> Linda Jackson, Chair Greg Spearn, President Greg Spearn, Secretary Rose-Ann Lee, Treasurer Rose-Ann Lee, Chief Financial Officer
Governance Structure	<b>Directors:</b> Minimum no. of directors = 3 Rose-Ann Lee Linda Jackson Greg Spearn

## 8. Toronto Community Housing Enterprise Inc. Regent Park Energy Inc.

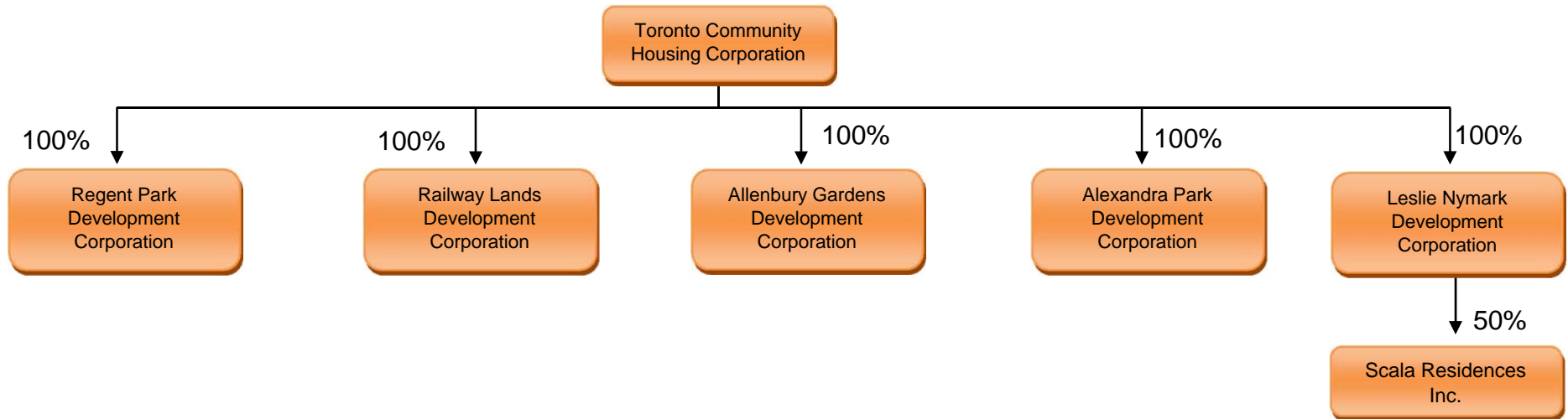


### Overview of Subsidiary/Enterprise/Investment

	<b>TCHEI</b>	<b>RPEI</b>
Purpose of Subsidiary/Enterprise/Investment	Originally, a holding company for Toronto Community Housing's 60% equity interest in the Regent Park CES Joint Venture.  Now, a holding company that owns 100% equity interest in the Regent Park CES Joint Venture.	Originally a joint venture with Corix Utilities Inc. ("Corix") for the development and management of the Regent Park Community Energy System ("Regent Park CES") at Regent Park.  Now, TCHEI holds 100% of RPEI.
Ownership	TCHC 100%	As of January 4, 2012: 100% TCHEI via TCHC: C2011-92  Previously: 60% TCHEI & 40% Corix
Incorporation Number	2187799 Ontario Inc.	2187743 Ontario Inc.
Incorporation Date	October 16, 2008	October 16, 2008
Incorporation Document	Articles of Incorporation	Articles of Incorporation
By-Laws	By-law No. 1	By-law No. 1
TCHC Board Report to Establish Subsidiary/Enterprise/Investment	TCHC:C2008-115	TCHC:C2008-115

Original Rationale for Creation/Separate Corporate Existence	As per TCHC: C2008-115: [i]t is proposed that a new subsidiary, rather than Toronto Community Housing, hold 60% interest in the CES Joint Venture. This is a common method used to insulate a parent corporation from potential liability as a direct holder of the equity interest.	As per TCHC: C2008-115, RPEI was a joint venture between TCHC (via TCHEI) and Corix.
Term of existence (short-term/defined, long-term/ongoing)	Long term as management proposes that this subsidiary would be the TCHC entity that contracts in ESCOs and energy arrangements to protect TCHC parent company as well as establish a tracking of energy efficiency initiatives that it could charge back to the TCHC parent as income, and take on the financial debt to fund ESCO arrangements (interest expense and principal payments) - residual net income/cash flow shows if energy initiatives successful and makes the entity accountable/trackable for success.	Long term as separate entity provides more strategic flexibility.  Separate subsidiary provides for more protection of parent from potential issues (parent currently not providing guarantee to customers).
Management and Staffing Structure	<b>Officers:</b> Vincent Gasparro, Chair Greg Spearn, President Rose-Ann Lee, Treasurer Sheila Penny, Secretary	<b>Officers:</b> Vincent Gasparro, Chair Greg Spearn, General Manager Rose-Ann Lee, Treasurer Sheila Penny, Secretary
Governance Structure	<b>Directors:</b> Minimum no. of directors = 1 Rose-Ann Lee Greg Spearn Vincent Gasparro	<b>Directors:</b> Minimum no. of directors = 1 Rose-Ann Lee Greg Spearn Vincent Gasparro

- 9. **Regent Park Development Corporation**
- Railway Lands Development Corporation**
- Allenbury Gardens Development Corporation**
- Alexandra Park Development Corporation**
- Leslie Nymark Development Corporation**
- Scala Residences Inc.**



**Overview of Subsidiary/Enterprise/Investment**

	<b>Regent Park DC</b>	<b>Railway Lands DC</b>	<b>Allenbury Gardens DC</b>	<b>Alexandra Park DC</b>	<b>Leslie Nymark DC</b>	<b>Scala Residences</b>
Purpose of Subsidiary/Enterprise/Investment	To oversee the redevelopment of Regent Park.  Holding company for TCHC's 50% equity interest in:  1. Dundas and Parliament	To oversee the redevelopment of Railway Lands (Blocks 32 and 36).  TCHC's co-tenancy representative with Context	To oversee the redevelopment of Allenbury Gardens, including the demolition and replacement of 127 TCHC units and the development of	To oversee the redevelopment of Alexandra Park, including the demolition and replacement of 333 Atkinson Co-operative/TCHC	To oversee the redevelopment of Leslie Nymark	Co-tenancy for development and sale of market condos in Leslie Nymark



	<b>Regent Park DC</b>	<b>Railway Lands DC</b>	<b>Allenbury Gardens DC</b>	<b>Alexandra Park DC</b>	<b>Leslie Nymark DC</b>	<b>Scala Residences</b>
	Development Corporation (Regent Park Phase I); and 2. Parliament and Gerrard Development Corporation (Regent Park Phase II).	Construction Inc. to form nominee corporation Library District Inc.	up to 979 market units.	units, the refurbishment of 473 TCHC units and the development of 1,540 market units.		
Ownership	TCHC 100%	TCHC 100%	TCHC 100%	TCHC 100%	TCHC 100%	50% Leslie Nymark Development Corporation.
Incorporation Number	2047540 Ontario Inc.	2239748 Ontario Inc.	2353917 Ontario Inc.	2380793 Ontario Inc.	2395616 Ontario Inc.	2299097 Ontario Inc.
Incorporation Date	May 27, 2004	April 8, 2010	December 14, 2012	July 16, 2013	November 12, 2013	September 16, 2011
Incorporation Document	Articles of Incorporation Articles of Amendment	Articles of Incorporation	Articles of Incorporation	Articles of Incorporation	Articles of Incorporation	Articles of Incorporation
By-Laws	By-Law No. 1	By-Law 1	By-Law 1	By-Law 1	By-Law 1	
TCHC Board Report to Establish Subsidiary	TCHC:2003-30	TCHC:C2010-33	TCHC:2012-47	TCHC:2012-47	TCHC: 2012-47	
Rationale for Creation/ Separate	<b>TCHC:2003-30 (May 11, 2005):</b> Separation of liabilities between	<b>TCHC:2010-33 (March 16, 2010):</b> To	<b>TCHC:2012-47 (July 31, 2012)</b>	<b>TCHC:2012-47 (July 31, 2012)</b>	<b>TCHC:2012-47 (July 31, 2012)</b>	Development projects require a two

	<b>Regent Park DC</b>	<b>Railway Lands DC</b>	<b>Allenbury Gardens DC</b>	<b>Alexandra Park DC</b>	<b>Leslie Nymark DC</b>	<b>Scala Residences</b>
Corporate Existence	<p>the development and TCHC as a corporation, which is of particular advantage in the relationship to the development partner.</p> <p><b>TCHC:2006-134 (September, 2006):</b> The use of a subsidiary provides a separation of the development of the market component from the rental housing component. This will improve 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</p>	<p>establish legal structure contemplated by the Board as per the Subsidiary Review Task Force for the accountability of the subsidiaries.</p>	<p>In order to set up the land holding partnership structure contemplated in the partnership agreements.</p>	<p>In order to set up the land holding partnership structure contemplated in the partnership agreements.</p>	<p>In order to set up the land holding partnership structure contemplated in the partnership agreements.</p>	<p>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).</p>

	<b>Regent Park DC</b>	<b>Railway Lands DC</b>	<b>Allenbury Gardens DC</b>	<b>Alexandra Park DC</b>	<b>Leslie Nymark DC</b>	<b>Scala Residences</b>
	with condominium purchasers) would be executed by RPDC, or the nominee, and not directly by TCHC. As a result, the primary liability on contracts rests with RPDC.					
Term of Existence (short-term/defined, long-term/ongoing)	Defined  To be wound up upon completion of redevelopment of Regent Park (and expiry of warranties associated with DPDC and PGDC)	Defined  To be wound up upon completion of redevelopment of Railway Lands (and expiry of warranties associated with LDDC)	Defined  To be wound up upon completion of redevelopment of Allenbury Gardens (and expiry of warranties associated with joint venture)	Defined  To be wound up upon completion of redevelopment of Alexandra Park (and expiry of warranties associated with joint venture)	Defined  To be wound up upon completion of redevelopment of Leslie Nymark (and expiry of warranties associated with joint venture)	Defined  To be wound up upon completion of development of Leslie Nymark (and expiry of warranties associated with joint ventures).
Management and Staffing Structure	<b>Officers:</b> Frank Di Giorgio, Chair Greg Spearn, General Manager Rose-Ann Lee, Treasurer Leslie Gash, Secretary	<b>Officers:</b> Pamela Taylor, Chair Greg Spearn, General Manager Rose-Ann Lee, Treasurer	<b>Officers:</b> Pamela Taylor, Chair Greg Spearn, General Manager Leslie Gash, Secretary	<b>Officers:</b> Pamela Taylor, Chair Greg Spearn, General Manager Leslie Gash, Secretary	<b>Officers:</b> Pamela Taylor, Chair Greg Spearn, General Manager Leslie Gash, Secretary	<b>Officers:</b> Dino Carmel, President  Leslie Gash, Vice-President

	<b>Regent Park DC</b>	<b>Railway Lands DC</b>	<b>Allenbury Gardens DC</b>	<b>Alexandra Park DC</b>	<b>Leslie Nymark DC</b>	<b>Scala Residences</b>
		Leslie Gash, Secretary	Rose-Ann Lee, Treasurer	Rose-Ann Lee, Treasurer	Rose-Ann Lee, Treasurer	Greg Spearn, Vice-President  Len Gigliotti, Secretary
Governance Structure	<b>Directors:</b> Minimum no. of directors = 2 Rose-Ann Lee Greg Spearn Frank Di Giorgio	<b>Directors:</b> Minimum no. of directors = 2 Rose-Ann Lee Greg Spearn Pamela Taylor	<b>Directors:</b> Minimum no. of directors = 2 Rose-Ann Lee Greg Spearn Pamela Taylor	<b>Directors:</b> Minimum no. of directors = 2 Rose-Ann Lee Greg Spearn Pamela Taylor	<b>Directors:</b> Minimum no. of directors = 2 Rose-Ann Lee Greg Spearn Pamela Taylor	<b>Directors:</b> Greg Spearn  Leslie Gash Dino Carmel Len Gigliotti

Appendix C: TCHC - 10 Year Capital Financing Plan Fully Funded  
 Revised: June 8, 2017

TCH Ten-Year Capital Financing Plan																			
Original 10 Year Plan 2013-2022																		(2017-2026)	
	(Actual)	(Actual)	(Actual)	(Actual)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	(Forecast)	Total	Original 10 Year Backlog Total	Rolling Plan Total	Grand Total
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026					
<b>Capital Needs (\$ millions)</b>																			
January 1st backlog of needs	862	914	896	1,022	1,370	1,554	1,485	1,512	1,455	1,274	1,039	1,032	1,061	1,026		862		1,370	862
Forecasted growth in capital needs (from following year)	121	200	327	424	387	253	401	315	193	93	125	161	98	129		2,712		2,153	3,224
Reduction due to sale/revitalization	(8)	(8)	(9)	(4)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(4)	(3)		(46)		(29)	(58)
Inflation on opening balance	-	-	-	-	-	31	30	30	29	25	21	21	21	21		146		229	229
Needs adjustment due to changes in engineering estimates		(86)	(33)	99	-	-	-	-	-	-	-	-	-	-		(20)		-	(20)
Reduction in future capital growth due to small scale repairs			(71)													(71)		-	(71)
<b>Capital Needs Subtotal</b>	<b>974</b>	<b>1,019</b>	<b>1,111</b>	<b>1,541</b>	<b>1,754</b>	<b>1,835</b>	<b>1,912</b>	<b>1,855</b>	<b>1,674</b>	<b>1,389</b>	<b>1,182</b>	<b>1,211</b>	<b>1,176</b>	<b>1,173</b>					
<b>Total Capital Funding required (Including Non backlog Capital)</b>	<b>(60)</b>	<b>(128)</b>	<b>(175)</b>	<b>(250)</b>	<b>(250)</b>	<b>(438)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>	<b>(438)</b>	<b>(188)</b>	<b>(188)</b>	<b>(188)</b>	<b>(125)</b>	(3,238)		(3,313)	(3,926)	
<b>Capital spending required to achieve 10% Backlog end 2022</b>	<b>(60)</b>	<b>(123)</b>	<b>(88)</b>	<b>(198)</b>	<b>(200)</b>	<b>(350)</b>	<b>(400)</b>	<b>(400)</b>	<b>(400)</b>	<b>(350)</b>	<b>(150)</b>	<b>(150)</b>	<b>(150)</b>	<b>(100)</b>	(2,570)	(2,570)	(2,650)	(3,120)	
<b>Adjusted year end capital needs:</b>	<b>914</b>	<b>896</b>	<b>1,022</b>	<b>1,343</b>	<b>1,554</b>	<b>1,485</b>	<b>1,512</b>	<b>1,455</b>	<b>1,274</b>	<b>1,039</b>	<b>1,032</b>	<b>1,061</b>	<b>1,026</b>	<b>1,073</b>		<b>1,013</b>	<b>(2,240)</b>	<b>(2,880)</b>	
<b>Year end Facilities Condition Index (FCI):</b>	<b>10.1%</b>	<b>9.5%</b>	<b>11.1%</b>	<b>14.6%</b>	<b>16.6%</b>	<b>15.5%</b>	<b>15.5%</b>	<b>14.6%</b>	<b>12.5%</b>	<b>10.0%</b>	<b>9.8%</b>	<b>9.8%</b>	<b>9.3%</b>	<b>9.6%</b>		<b>10.0%</b>	<b>9.6%</b>	<b>9.6%</b>	
<b>TCHC Capital Reserve Balance (\$ millions)</b>																			
<b>Opening balance</b>	-	116	154	287	161	387	66	(401)	(849)	(1,307)	(1,709)	(1,874)	(2,034)	(2,199)		-	161	-	
<b>City/TCH Funding Sources</b>																			
<b>TCHC Operating</b>	<b>50</b>	<b>61</b>	<b>65</b>	<b>46</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>		<b>296</b>	<b>128</b>	<b>349</b>	
Property Tax Exemption (Education Portion)	9	9	9	9	9	9	9	9	9	9	9	9	9	9		90	90	126	
Development Charge Reserve Fund Allocation	10	-	-	-	-	-	-	-	-	-	-	-	-	-		10	-	10	
Sale of TCH Single Family Houses Proceeds	14	32	10	17	-	-	-	-	-	-	-	-	-	-		72	-	72	
TCH Mortgage Refinancing	94	31	200	(93)	364	38	11	30	20	13	-	6	-	21		708	503	735	
CMHC refinancing (prepayment penalty waived)	-	-	-	39	39	-	-	-	-	-	-	-	-	-		78	39	78	
SHIP/SHARP	-	-	-	-	53	23	-	-	-	-	-	-	-	-		76	76	76	
Sustainable Energy Program (SEP)	-	-	-	-	-	35	-	-	-	-	-	-	-	-		35	35	35	
City Loans Refinancing	-	33	-	-	-	-	-	-	-	-	-	-	-	-		33	-	33	
<b>Total Annual City/TCHC Funding:</b>	<b>176</b>	<b>165</b>	<b>284</b>	<b>18</b>	<b>476</b>	<b>117</b>	<b>33</b>	<b>52</b>	<b>42</b>	<b>35</b>	<b>22</b>	<b>28</b>	<b>22</b>	<b>43</b>		<b>1,399</b>	<b>871</b>	<b>1,515</b>	
Capital reserve contributions(+)/draws(-)			25	105												130			130
<b>Subtotal</b>	<b>176</b>	<b>282</b>	<b>462</b>	<b>411</b>	<b>637</b>	<b>504</b>	<b>99</b>	<b>(349)</b>	<b>(807)</b>	<b>(1,271)</b>	<b>(1,687)</b>	<b>(1,846)</b>	<b>(2,011)</b>	<b>(2,156)</b>		<b>1,529</b>	<b>1,032</b>	<b>1,645</b>	
<b>Total Capital Spend</b>	<b>(60)</b>	<b>(128)</b>	<b>(175)</b>	<b>(250)</b>	<b>(250)</b>	<b>(438)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>	<b>(438)</b>	<b>(188)</b>	<b>(188)</b>	<b>(188)</b>	<b>(125)</b>		<b>(3,238)</b>	<b>(3,313)</b>	<b>(3,926)</b>	
<b>Ending Balance</b>	<b>116</b>	<b>154</b>	<b>287</b>	<b>161</b>	<b>387</b>	<b>66</b>	<b>(401)</b>	<b>(849)</b>	<b>(1,307)</b>	<b>(1,709)</b>	<b>(1,874)</b>	<b>(2,034)</b>	<b>(2,199)</b>	<b>(2,281)</b>		<b>(1,709)</b>	<b>(2,281)</b>	<b>(2,281)</b>	