

2022 TAS Annual Impact Report

June 2023



Table of Contents

Letter from our CEO	3	Tackling Climate Change	15
		Embodied & Operational GHGs	16
About Us	4	Building Circularity	19
		Waste	20
Key Highlights	5		
It Starts With Us	6	Broadening Affordability & Equity	21
Impact Governance	7	Affordable Residential	22
Social Procurement	12	Below-Market Commercial	23
Our People	13		
Equity, Diversity & Inclusion	14	Building Social Capital	26
Thought Leadership & Industry Participation	14	Community Engagement	27
		Placemaking	28
		Community Infrastructure	30
		Healthy, Safe & Inclusive Design	32

ALL DATA IN THIS REPORT REPRESENTS DATA COLLECTED BEFORE DECEMBER 31,2022. PROJECTED FIGURES ARE SUBJECT TO CHANGE.



ULI TORONTO HOSTING A TOUR OF TAS'S PROJECT AT 2 TECUMSETH STREET AND THE HISTORIC WELLINGTON DESTRUCTOR, ONE OF THE LAST MAJOR REDEVELOPMENT OPPORTUNITIES IN DOWNTOWN TORONTO.

Dear friends & colleagues

I’m proud to share the progress TAS is making on our impact journey. We’ve made great strides and are fulfilling our commitments to our investors and communities.

In our second annual Impact Report, we highlight the progress we have made in the last year and zero-in on the many actions we have taken to achieve our impact goals, and how they measure up against industry standards.

Our impact approach is getting results. We know this because we have defined our objectives and begun to assess the results using our rigorous Impact Measurement System. To date, we have identified our targets and set out a comprehensive plan to achieve them. In this year’s report, we are highlighting key impact indicators and outlining how we are continuing to evolve our approach. We are planning the future while having #realimpactNOW and our investors and communities are telling us it’s working for them.

Commitment to authentic leadership. #TeamTAS continues to learn from international best practices, gaining deeper knowledge and understanding of how our impact approach can help us deliver the best outcomes for our communities. I believe in sharing our successes *and* challenges so others can learn from the TAS model as we influence change across the industry.

TAS is building one of the most comprehensive, rigorous measurement systems in the industry. We are setting targets and prioritizing transparency and accountability. We have an integrated reporting methodology that builds reliable data and tracks our progress on achieving both financial and impact targets. This is a very heavy lift, but our commitment to this work is unwavering. We are pleased to provide an update on our progress and share the approach we are taking as we continue to advance our impact work.

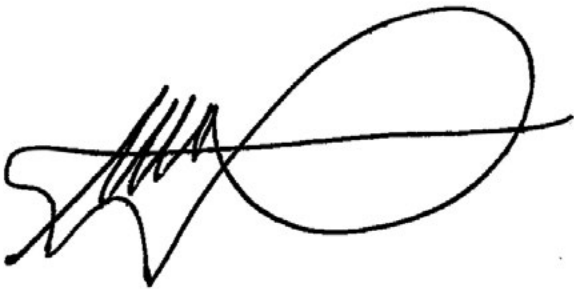
Our impact lens is taking us far. Impact investing allows us to take a broader approach to defining value creation, one that moves beyond a focus on value engineering and trading off social or environmental good for profit. By adopting a longer-term vision, coupled with our impact lens, we are able to pursue and identify opportunities that create significant financial value and drive measurable impact for the communities where we are building. We avoid impact-washing by embedding impact into our strategy and applying this in every step we take, every day, so we can deliver #realimpactNOW.

TAS is delivering profits and purpose, even in the current market context. We believe that change is constant. As an organization that is focused on resilience, our commitment starts from within, with an eye toward the future. This allows us to take an approach that seeks to deliver impact today while we simultaneously develop longer-term initiatives that will create impact for future generations. We are seeing the significant benefits of this strategy as the economic environment continues to change. These shifts also highlight why the work we do is imperative for us as a business (profit) and for our communities (purpose) broadly.

As a company, we have always emphasized innovation and leadership, and we’re excited to see that our emergence as a leader in impact investing is being recognized beyond Canada’s borders. We have travelled the world sharing our vision and our commitment to generating measurable impact and we will continue working with other industry leaders across the globe to amplify and improve our approach.

We are making a difference. We know our investors and communities are seeing the commitment and the benefits of our impact approach as we model and drive real change.

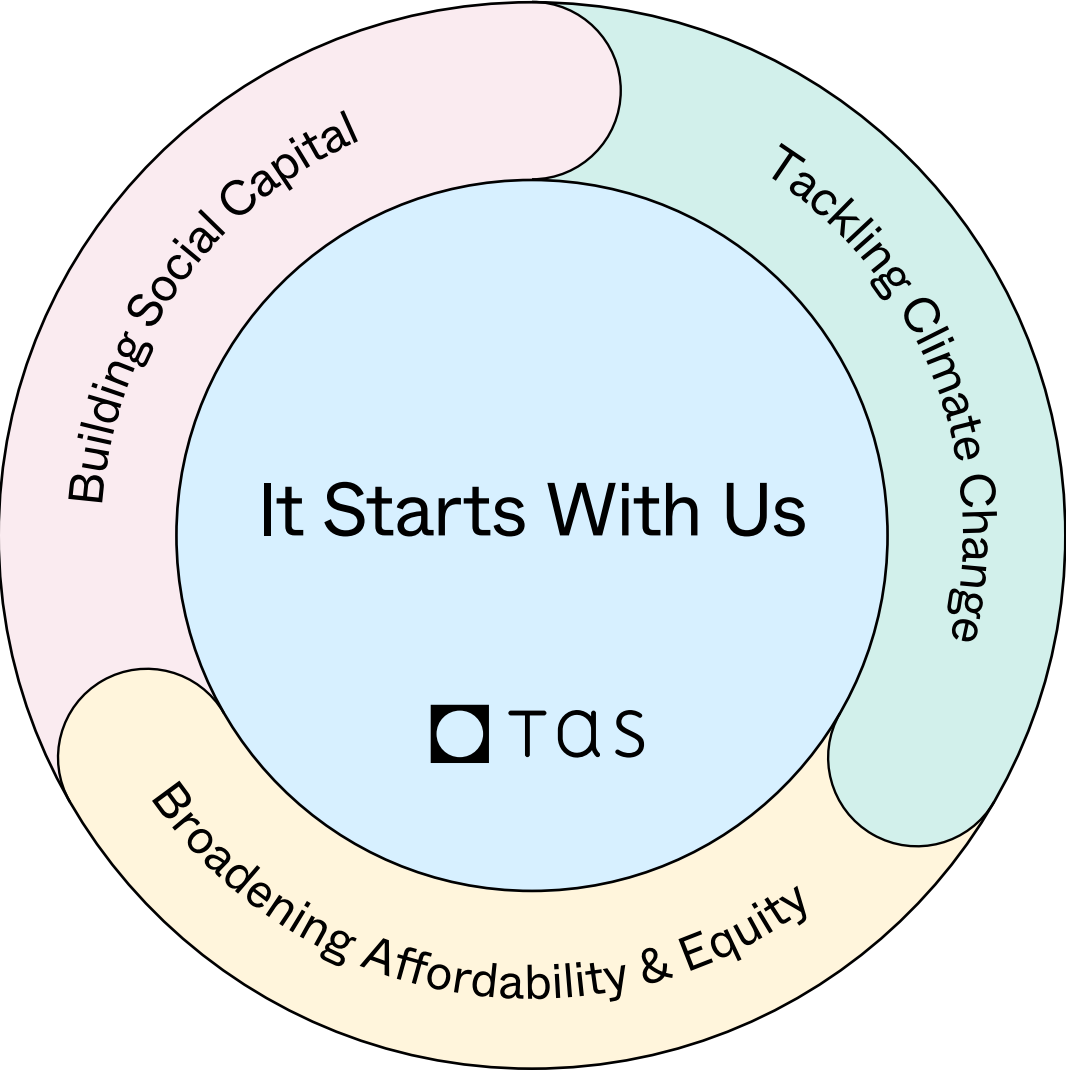
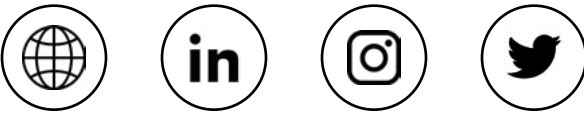
As stewards in building an industry that generates both value and resiliency, TAS is grateful to you for joining us on our impact journey.



Mazyar Mortazavi
President & CEO

About Us

TAS is an unconventional impact company that uses real estate as a tool to drive profit and purpose.



TAS’S IMPACT FRAMEWORK, RELEASED IN JUNE 2021, IS MADE UP OF FOUR COMMITMENTS: IT STARTS WITH US, TACKLING CLIMATE CHANGE, BROADENING AFFORDABILITY & EQUITY AND BUILDING SOCIAL CAPITAL.



#TEAMTAS IN OSHAWA HELPING BUILD STACKED TOWNHOMES WITH HABITAT FOR HUMANITY GTA.

TAS is an industry leader in real estate impact investing, pursuing opportunities that create value for investors while generating positive and measurable social and environmental impact. We are a Certified B Corporation, signatory to the Principles for Responsible Investment (PRI) and member of the Global Impact Investing Network (GIIN).



Our portfolio consists of a mix of ground-up development and income properties totaling over 7 million ft² across 22 projects within the Greater Toronto and Hamilton area (GTHA), and we are expanding nationally. As of April 30, 2023, we’ve raised over \$427 million in equity for our diversified real estate strategies, for which we’ve entitled, developed and completed projects totalling more than \$1 billion in asset value.

#TeamTAS brings a diverse mix of skills and experiences that reflect the communities we serve, with industry leading female and BIPOC (Black, Indigenous and People of Colour) representation across our organization.

TAS’s office and portfolio are situated upon the Traditional Territories of many nations including the Anishinabeg, the Chippewa, the Erie, the Haudenosaunee, the Mississaugas of the Credit, the Neutral and the Wendat peoples – and is now home to many diverse First Nations, Inuit and Métis peoples.

As a real estate company working in a settler colonial country, we recognize that advancing Truth & Reconciliation is a moral imperative for our industry. Over the last year, we have been building relationships and undergoing training to understand how we can best contribute to this important work. You’ll see some of these initiatives mentioned throughout this report.



HONOURING THE LAND AT 2 TECUMSETH STREET WITH A SACRED FIRE AND LAND CEREMONY LED BY PHILIP COTE OF MOOSE DEER POINT FIRST NATION, A YOUNG SPIRITUAL ELDER, INDIGENOUS ARTIST, ANCESTRAL KNOWLEDGE KEEPER AND DESCENDANT OF TECUMSEH.

Key Highlights

What We Did in 2022

Real estate developers play a major role in shaping our communities. We believe we have a responsibility to deliver #realimpactNOW while creating impact for future generations.

Impact is a journey. Here is a summary of the strides we’ve made in measurement and implementation.



OUR TEAM INSIDE THE KEELEY, OUR 13-STOREY PROJECT WITH DOWNSVIEW PARK IN THE FRONT YARD AND MORE THAN 15 KMS OF RAVINE TRAILS IN THE BACK YARD.



Corporate Values

At TAS, we know that true change requires internal alignment. We are proud to share that in our It Starts With Us commitment, we:

- continued to lead the industry in diversity with 53% female and 57% BIPOC team members;
- launched the Social Procurement Program, which leverages our spending power to generate positive outcomes, and in our first year surveyed 59% of our vendors on their value alignment; and
- reorganized our corporate structure to ensure that impact has visibility across the entire organization and in every project.



Measuring and Reducing Whole-Life Carbon

Tackling climate change is one of the most important challenges of our generation and we have made significant progress on our commitment. We:

- began using Life-Cycle Analysis (LCA) software to benchmark embodied carbon across eight ground-up developments;
- developed our Whole-Life Net-Zero Framework and began piloting it at 880 Eastern Avenue; and
- diverted 92.65% of waste (31,892.86 tonnes) from landfill at our 2 Tecumseth Street project.



TAS Impact Measurement System

We have built the most comprehensive measurement system in the industry. To do this, we:

- designed a data system that aligns with Common Approach to Impact Measurement and Impact Frontiers;
- wrote, selected and structured 930 impact indicators that we’re committed to measuring; and
- procured specialized software that enables data collection, validation, analysis and reporting.



Addressing the Affordability Crisis

People and businesses across Canada are being priced out of their own neighbourhoods. As part of our Broadening Affordability & Equity commitment, we:

- finished The Campbell, which delivers 236 new rental units, including 10 rent-geared-to-income affordable homes for women-led households fleeing domestic violence;
- built-out our approach to below-market commercial leasing; and
- acquired two new sites, underwriting 10% affordable in both. This brought us to 8.8% affordable GFA in our development pipeline.



Beginning our Truth & Reconciliation Journey

We have been building relationships, undergoing training, participating in working groups and piloting initiatives to understand how we can best contribute to this important work. We:

- updated our acquisition due diligence process to incorporate a land acknowledgement and land rights overview;
- put time and effort into building long-term trust-based relationships with various Indigenous leaders and organizations; and
- plan to release our Reconciliation Action Plan by the end of 2023.



Scaling our Social Impact

As part of our Building Social Capital commitment, we use our engagement process to integrate social impact into our projects. We:

- were a proud sponsor and contributor to the Toronto Foundation’s 2022 Social Capital Study, which measures how well Torontonians are connected to each other and why that matters;
- advanced a first-of-its-kind partnership with the Toronto Public Library that will see a new branch at The Campbell; and
- delivered engagement or placemaking initiatives at 100% of our projects in the entitlements phase.

It Starts With Us

Our commitments to people and the planet are integrated across our business, from the executive team to coordinators in all departments. Two years after launching our Impact Framework, we’ve aligned our organizational structure to ensure we deliver on our impact commitments, moving beyond good intentions to implementation.

So how does an organization align its operations with its values? We believe it’s one-part intention, and one-part systematic action.

We are focused on governance, ensuring our work aligns with global best practices, and we seek opportunities to capture the positive potential of our spending power.

We also invest in the wellbeing and empowerment of every employee, continuing to cultivate a culture that values equity, diversity and inclusion. Workplaces that commit to diversity have long been known to strengthen culture, attract talent and improve motivation.

STRATEGIC ACTIVITIES:

IMPACT GOVERNANCE	SOCIAL PROCUREMENT
OUR PEOPLE	EQUITY, DIVERSITY & INCLUSION
THOUGHT LEADERSHIP & INDUSTRY PARTICIPATION	



#TEAMTAS GATHERED FOR OUR ANNUAL RETREAT AT MANSFIELD OUTDOOR CENTRE.

STRATEGIC ACTIVITY:

Impact Governance

TAS manages the implementation of the Impact Framework through a strategic focus on measurement paired with an explicit focus on implementation.

Our impact governance practices include making decisions about how we structure and resource #TeamTAS and the external experts we collaborate with. We redesigned our corporate structure to ensure that impact has visibility across the entire organization and is integrated into every project.

Regardless of recent economic headwinds, we remain steadfast in our commitment to driving positive change.

Recognizing that impact intentionality requires strategy and execution, we created two groups dedicated to impact:

- 1

Impact Strategy & Measurement

Reporting to the Chief Financial Officer, who holds joint responsibility for both financial and impact reporting.

Leads the design, governance and management of our Impact Framework and Measurement System, working most closely with:

 - Data Governance & Business Intelligence
 - Investor Relations
 - Brand & Communications
- 2

Impact Implementation & Innovation

Reporting to the Chief Development Officer.

Leads the integration of our impact commitments into all of our projects, taking initiatives from ideation to implementation, working most closely with:

 - Development & Construction
 - Investments
 - Asset & Property Management

Our Industry-Recognized Toolkit

Our governance practices draw on industry principles, recommendations, norms, standards and certifications to ensure we align with global best practices. We have two big updates to share:

- 1

Our B Corporation evolution

In 2023, we are celebrating a decade as a verified B Corporation and we have an active assessment pending to renew our status. We are encouraged to see that taking action on our impact commitments has increased our provisional scores, and we look forward to sharing the results next year.
- 2

Adopting climate-related best practices

We adopted the recommendations of the [Task Force on Climate Related Financial Disclosures \(TCFD\)](#), which helps companies more effectively disclose climate-related risks and opportunities. We began advancing our GHG performance management and reporting capacity, in alignment with its GHG Protocol and the guidance of industry groups like the [UK Green Building Council](#). We will issue our first TCFD-aligned report in 2024.

Impact Measurement System References:



Project Development and Operational References:



Our Commitment to the UN Sustainable Development Goals

Created in 2015, the UN Sustainable Development Goals (SDGs) define global priorities that are essential for humanity to become sustainable, equitable and just.

Cities are home to 56% of the world’s population and are inextricably linked to the achievement of the SDGs. As developers, how we build has a major impact on how we, as a society, are able to reach these important goals. At TAS, our business strategy and practices support the SDG agenda.

We realize that our multifaceted approach to real estate development contributes to almost all of the SDGs. However, we believe in focusing on the most meaningful impacts our work delivers. To avoid the risks of ‘SDG washing,’ we made the decision to refrain from reporting our alignment where we could not exhibit a direct and material impact.

For instance, many of our projects feature amenities and commercial uses that increase access to healthy food. One could argue that such efforts contribute to SDG 2: Zero Hunger. However, we have not included this SDG in our Impact Measurement System because our efforts are primarily focused on building sustainable, resilient communities rather than ending hunger. To reduce ambiguity, we are only reporting our contributions toward the SDGs where beneficiary outcomes can be meaningfully tracked directly back to our initiatives.

Each of our Strategic Activities has been mapped to one SDG, one underlying target and one business indicator as highlighted by the [SDG Compass](#), wherever possible. The SDG Compass indicators are comprised of internationally-accepted standards such as the [Global Reporting Initiative \(GRI\)](#) and [Carbon Disclosure Project \(CDP\)](#) that have been verified to support achievement of the SDGs. [Visit our website to access a table that lists the SDGs, targets and business indicators we’ve mapped to our Strategic Activities.](#)

Building Our Impact Measurement System

Since launching our [Impact Framework](#) in June 2021, TAS has dedicated significant resources to bringing our objectives to life. Beyond achieving [#realimpactNOW](#), we’re focused on building our Impact Measurement System to be able to measure and manage our direct and indirect impacts.

Over the last 2 years, TAS has designed the system to collect, validate, analyze and report data on the impacts that result from our work. The system aligns with the internationally-recognized [Common Impact Data Standard](#) and [Impact Management Norms](#); it also incorporates [IRIS+](#) social and environmental impact metrics managed by the [Global Impact Investing Network](#). Aligning our measurement system to widely-accepted standards lays the foundation for our impact data to be shared and evaluated by others.

We’ve brought our Impact Measurement System from concept to reality, by:

- Identifying 18 Strategic Activities that define what we focus on to achieve our impact commitments;
- Incorporating the six dimensions of impact: How, What, Who, How Much, Contribution and Risk, established by [Impact Frontiers](#) and the [Common Approach to Impact Management](#);
- Ensuring it can account for impacts that materialize over the course of a development’s lifecycle;
- Compiling 930 impact indicators, including both custom-written indicators and those drawn from leading sources, including:
 - the [IRIS+ Catalog of Metrics](#),
 - the [GHG Protocol](#), and
 - the [Circular Buildings Toolkit](#) released by [Arup](#) and the [Ellen MacArthur Foundation](#);
- Setting thresholds to meet leading industry standards and impact targets to achieve stretch goals well beyond the thresholds;
- Procuring ESG software as a service (SaaS) to host our system and serve as a hub for tracking impact performance; and
- Creating Practice Guides for each Strategic Activity, which outline our objectives, approach, performance thresholds, impact targets and key resources available to support implementation.

We’re excited to share what’s under the hood.

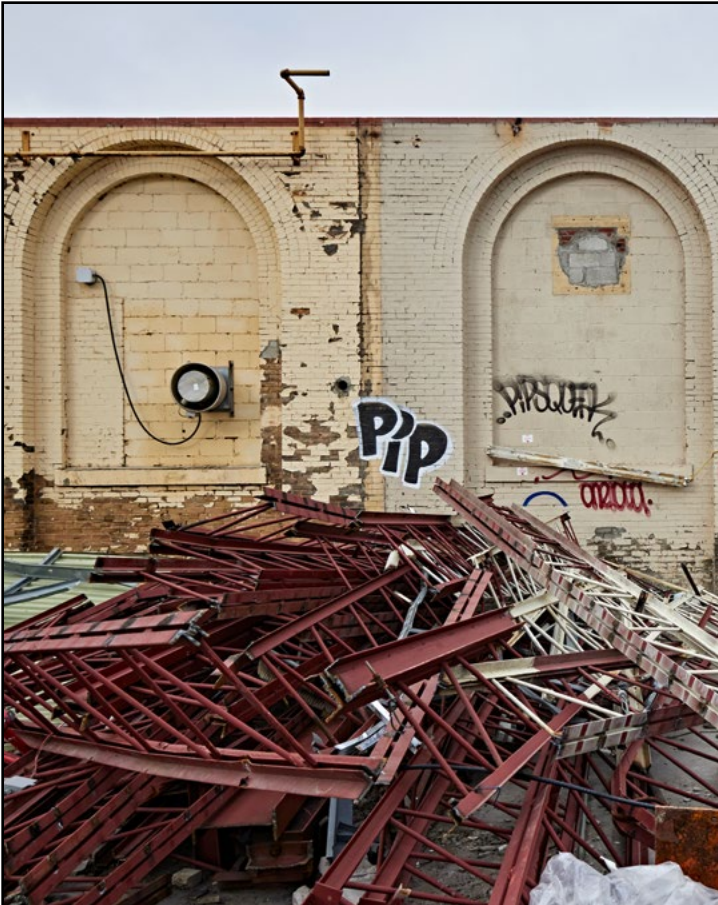
The Building Blocks of Our Impact Measurement System: Strategic Activities

Each of TAS’s four impact commitments is made up of Strategic Activities, which highlight the issues and opportunities we focus on to advance our Impact Framework. The Strategic Activities help us manage, report on and, ultimately, meet the objectives of each commitment.

Our Strategic Activities have minimum performance standards that have been benchmarked to industry best practices, and long-term impact targets that pinpoint what we need to do to eliminate harm or generate positive impact. Refining, adding or removing a Strategic Activity is one way that TAS’s Impact Framework can remain dynamic over time.



It Starts With Us	
IMPACT	GOVERNANCE
SOCIAL	PROCUREMENT
OUR	PEOPLE
EQUITY,	DIVERSITY & INCLUSION
THOUGHT LEADERSHIP & INDUSTRY	PARTICIPATION



Tackling Climate Change	
EMBODIED & OPERATIONAL	GHGs
BUILDING	CIRCULARITY
WASTE	
BUILDING MATERIALS	HARM*
WATER*	
CLIMATE RISK	MANAGEMENT*
SUSTAINABLE	LIVING*



Broadening Affordability & Equity	
AFFORDABLE	RESIDENTIAL
BELOW-MARKET	COMMERCIAL



Building Social Capital	
COMMUNITY	ENGAGEMENT
PLACEMAKING	
COMMUNITY	INFRASTRUCTURE
HEALTHY, SAFE & INCLUSIVE	DESIGN

* Strategic Activities to be reported on in future years

The Building Blocks of Our Impact Measurement System:
Two Perspectives

Each Strategic Activity can be measured and managed by considering two perspectives: TAS Actions and Beneficiary Outcomes.

TAS Actions

We use the theory of change – an industry term that refers to quantifying the process of generating impact – to illustrate and measure how TAS works to advance each Strategic Activity.

Each of the impact indicators in this perspective captures the results within our direct control or influence, and are measurable in the near- to medium-term. TAS has defined 18 impact indicator categories, which together ensure each theory of change is logical and complete. These categories include outputs, context, key performance indicators (KPIs), financial parameters and risk management. For example, our KPIs provide information on:

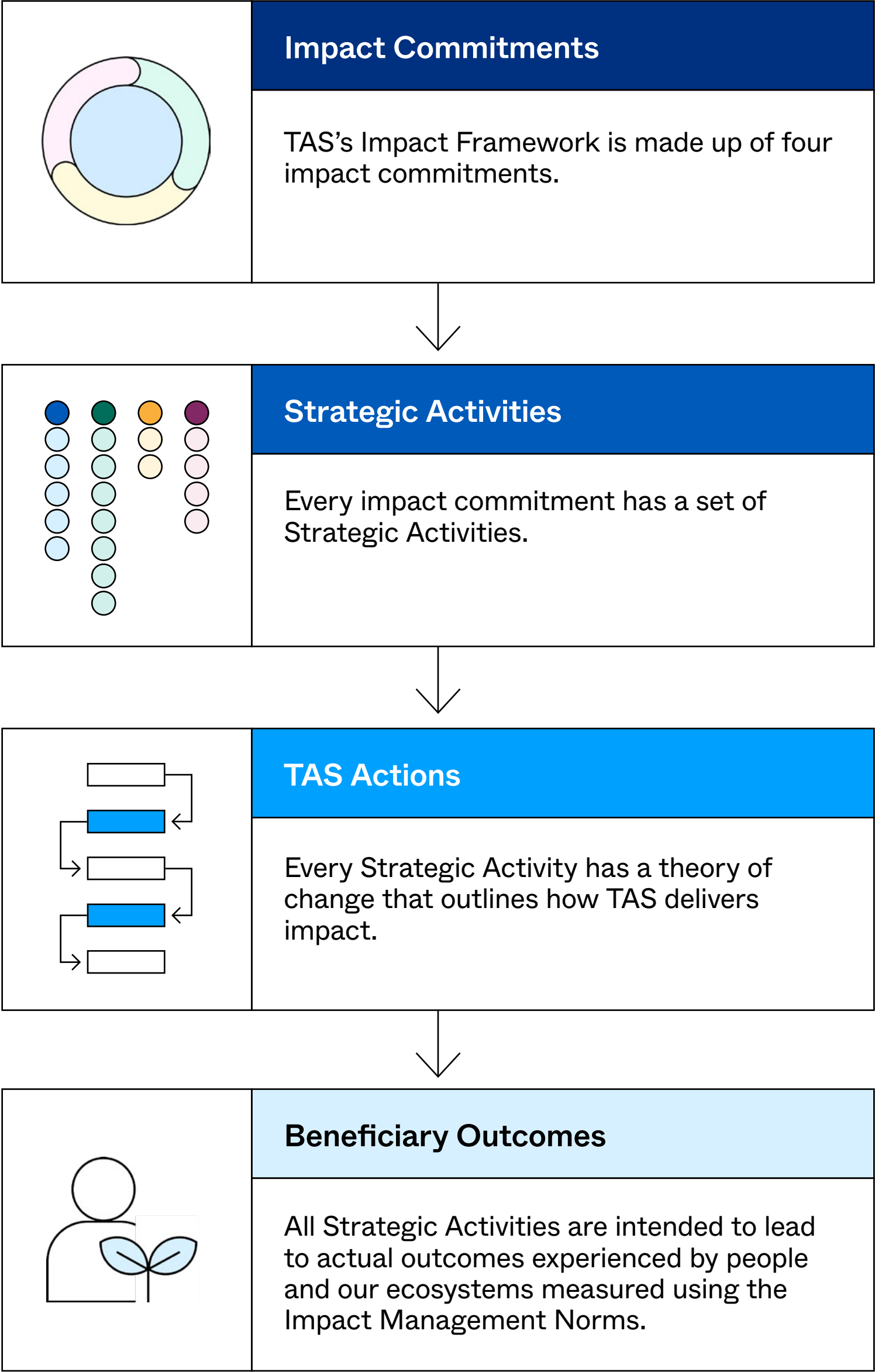
- actual performance in the reporting period;
- thresholds grounded in the best practices required by certification programs such as LEED and the Toronto Green Standard; and
- targets that define break-even points for harm reduction measures and positive social impacts at sufficient scale and depth to make a meaningful difference.

Beneficiary Outcomes

Ultimately, every action we take is intended to foster positive change for people and the planet. Once a project is complete, we measure the actual outcomes of our work for our beneficiaries. These data points are measurable in the medium- to long-term. We follow the guidance of Impact Frontiers to measure the impact of an enterprise. These Impact Management Norms allow us to understand and contextualize the outcomes of our work. By adopting this format, our impact data will be easily recognized and interpreted by impact investors.

Crucially, these data will offer insights to refine our approach and thereby continuously improve the outcomes achieved. We also anticipate conducting further research that will enable beneficiaries to self-define what outcomes they experience. Combined, this research will provide essential community input regarding lived experiences, priorities and aspirations, shaping the way we approach and deliver positive change through our projects.

TAS Impact Measurement System



“ The ambition of TAS’s Impact Framework is the result of a rare combination of intentionality, willpower and resources, aligned to create something truly innovative.

We needed to adapt impact industry best practices to the complexity and scale of a real estate company. The structure we established for our theory of change provides a comprehensive template to measure and manage how businesses create impact; one that we believe will be useful for the real estate sector and beyond.

One thing we learned is that while strategy is important, real impact is accomplished in the details; the way we collaborate, the tools and processes we create, the targets we set and the accountability we embrace.

– KATE MURRAY, DIRECTOR OF IMPACT STRATEGY & MEASUREMENT, TAS

930

impact indicators in version 1.0 of our Impact Measurement System

250+

impact indicators we collected data for in 2022

50

impact data points reported in this years report

How We Got Here

- In seeking to adopt the Impact Management Norms, we considered these challenges:
- **The development life cycle of real estate is lengthy.** What we could measure in the near-term did not necessarily include beneficiary outcomes, yet there were many critical steps leading to positive impact.
 - **Whole-life carbon.** While GHG accounting has some established precedent, the real estate development industry is only just starting to figure out how to measure complex carbon footprints, like Scope 3 emissions across vast supply chains.
 - **Measuring social impact is complex.** Much like embodied carbon, measuring social impact can feel nascent. How do you measure the impact on someone’s life? Can everything be converted into a dollar value? Should it be? For now, we are measuring social impact in the units in which that impact is experienced. Our Impact Measurement System may one day advance to convert social impact to a common unit of measure. We will continue to pursue advances in this area.

To respond to these challenges, we established the two perspectives (TAS Actions and Beneficiary Outcomes) that delineated our efforts and the outcomes achieved. Then we established a system that sets thresholds, defines targets and captures our results as we work to eliminate harm and generate meaningful positive benefits for the communities where we work.

We collaborated with Sorenson Impact Center (the Center) as thought partners and peer reviewers in the development of our Impact Measurement System. The Center helps organizations achieve their impact commitments. It also shares our vision of an equitable and thriving world where everyone is valued, where inclusive communities and the measured impact of our actions guide decision-making. Utilizing world-class data science and people-centred storytelling as key tools, the Center advances impact by connecting capital to social and environmental solutions, helping organizations measure and improve impact, and advocating for data-driven decision-making.

The Center conducted a literature review of our approach to each Strategic Activity that provided evidence to support how the TAS Actions we have documented will lead to the outcomes we are targeting.

Where We’re Going

- Our next steps are to:
- program the indicators into our SaaS;
 - refine protocols for data collection;
 - develop impact performance dashboards;
 - finish the additional Strategic Activities currently under development; and
 - build our social capital research program.
- We look forward to sharing our progress again next year!

“ TAS’s Impact Measurement System represents a promising new approach in impact management practice for the real estate industry. This comprehensive approach is forward-thinking in how it captures impact across the broad spectrum of issues the sector touches. We are particularly excited about the potential of these data to improve outcomes on the ground and to shift capital to verifiable impact investments.

– ALAN LO, MANAGER OF IMPACT FINANCE, SORENSON IMPACT CENTER



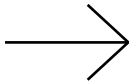
DIRECTOR OF IMPACT STRATEGY & MEASUREMENT KATE MURRAY LEADS AN IMPACT MEASUREMENT BRAINSTORMING SESSION.

The Impact Measurement System in Action

The following is a selection of 139 indicators for the Affordable Residential Strategic Activity in our Impact Measurement System.

TAS ACTIONS

Impact Indicator Category	Impact
HOW	
Output	Name of affordable residential delivery partner
Count	Number of affordable housing units - rental
Depth of change	Number of affordable housing units - net new rental Number of affordable housing units - replacement rental
KPI, in period	Percentage GFA of affordable housing units - net new rental (IRIS+ Catalogue #PD5833)
KPI, target	10% GFA of affordable housing units - net new rental
Lifespan	Length of affordability guaranteed in agreements for affordable housing units - rental, in number of years
Significance	Difference between GFA affordable housing units delivered and inclusionary zoning requirements
Financial	Total value of difference between market rate and affordable rate offered by TAS - rental, in CAD per annum
Alignment risk	Low, medium or high risk



BENEFICIARY OUTCOMES

Impact Indicator Category	Impact
WHAT	
Outcome level in period	Stakeholder Satisfaction Ratio (IRIS+ Catalogue #PI7163)
Outcome threshold	Minimum Stakeholder Satisfaction Ratio (IRIS+ Catalogue #PI7163)
Importance of the outcome to beneficiary	Thinking about your life overall, how important is access to this affordable residence to your quality of life?
SDG target or other global goal	Goal 11, Target 11.1
WHO	
Beneficiary	Households
Geographical boundary	Target Stakeholder Setting (IRIS+ Catalogue #PD6384)
Outcome level at baseline	Baseline Stakeholder Satisfaction Ratio (IRIS+ Catalogue #PI7163)
Beneficiary characteristics	Demographic information
HOW MUCH	
Scale	Total number of individuals in Affordable Residential units (IRIS+ Catalogue #PI2640)
Depth	Change in Stakeholder Satisfaction Ratio (IRIS+ Catalogue #PI7163)
Duration	Average tenure of households in affordable residential units
CONTRIBUTION	
Depth and duration of counterfactual	Evaluated based on stakeholder feedback
RISK	
Drop-off risk	Low, medium or high risk
External risk	Low, medium or high risk
Unexpected impact risk	Low, medium or high risk



STRATEGIC ACTIVITY:

Social Procurement

We launched our Social Procurement Program in 2022 to gain insight into how we can leverage our spending power to generate positive outcomes.

Objectives

We have three social procurement objectives, to:

- 1

Support diverse suppliers, social enterprises and businesses that intentionally seek to improve their social and environmental performance;
- 2

Create workforce development opportunities for marginalized groups; and
- 3

Stimulate local economic development, particularly in the neighbourhoods where our projects are located.



THE MAKING OF THE CAMPBELL'S LOBBY MURAL BY TORONTO-ARTIST JASON ZANTE.

Our Approach

Our social procurement work to date has included:

- 1

Defining criteria

We conducted research to understand best practices across the public and private sectors, and developed a set of social procurement criteria that define the types of vendors we aim to support with our spending power.
- 2

Determining our scope

We reviewed the categories of spending across our corporate and project delivery functions to determine the biggest areas of potential impact and influence.
- 3

Collecting data

We sent a questionnaire to all our current in-scope vendors to determine how they meet each of our social procurement criteria. The information will be used to establish our baseline.
- 4

Updating our proposals and onboarding processes

We updated our Request for Proposals and vendor onboarding processes to collect social procurement data for all confirmed and prospective vendors.
- 5

Strengthening contract language

We drafted new language for our Construction Manager contracts to ensure their work is aligned with our social procurement and inclusive workforce objectives.
- 6

Building relationships

We proactively reached out to social procurement membership groups, social enterprises, Indigenous owned-and-operated businesses and community-based contractors to understand their operations, enhance our internal knowledge and create pathways for future collaboration.

What's next:

- 1

Developing specific targets

Once we have gathered and analyzed a full year of social procurement data, we'll use our baseline to develop specific social procurement targets.
- 2

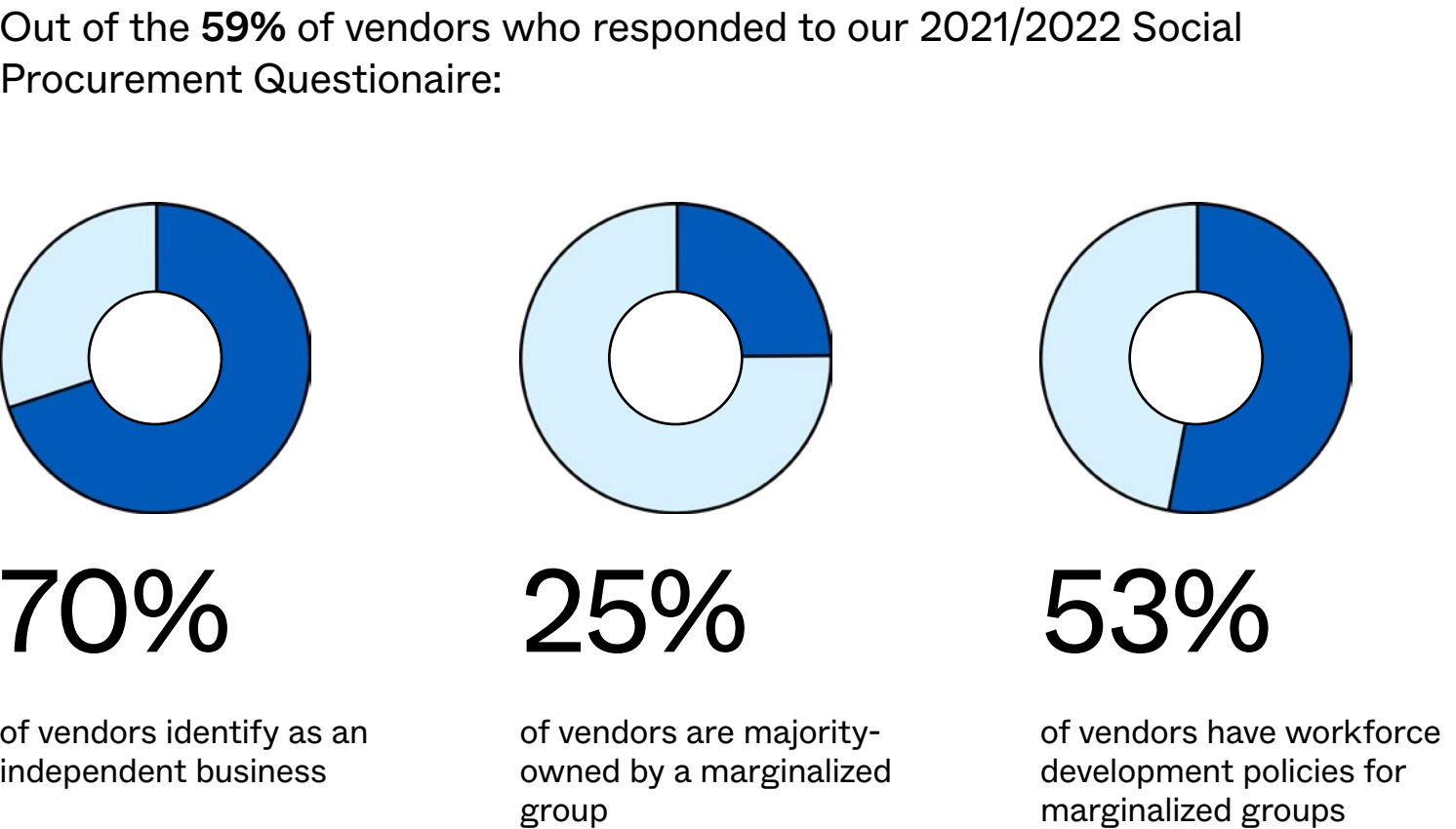
Establishing a bid evaluation approach

We will determine exactly how social procurement criteria will influence how we select vendors, evaluate bids and award contracts.
- 3

Reporting on how well we “walk the talk”

More than a gesture, we will be accountable for continuing the work of removing barriers, shifting capital and, ultimately, helping to dismantle deep systemic inequities.

2022 Impact Data



STRATEGIC ACTIVITY:

Our People

We know that #TeamTAS is our greatest asset, made up of positive, creative and motivated individuals who believe in making a difference in the communities we serve.

Taking care of our team is not just the right thing to do, but it’s also good for business. We offer a variety of initiatives and incentives, including competitive compensation and benefits, opportunities for professional development and volunteering, work-life balance and workplace flexibility, team events and our very popular wellness program. Team members also participate in our real estate funds through our long-term incentive program. We are proud to share financial benefits with those who help create it – starting from inside our own organization. Other popular perks include TAS Days, an additional eight days off each year for extra-long, long weekends all summer as well as the last week of the year off.

A core tenet of how we work together is to be authentic and honest with one another. We don’t always get everything right the first time. When we launched our new parental-leave policy, it fell short of employee expectations. When concerns were raised, we revisited the policy to ensure it was in line with what our employees needed.



#TEAMTAS KEPT THINGS LIGHT DURING THE COMPETITIVE TAS OLYMPICS AT OUR COMPANY RETREAT.

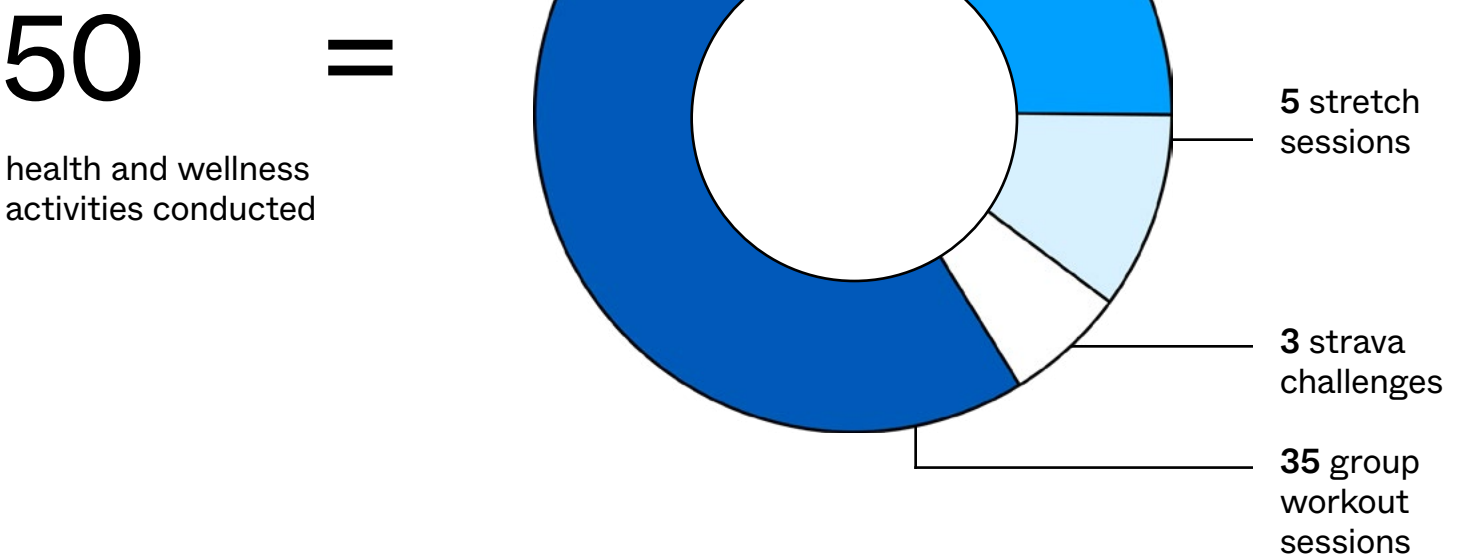
2022 Impact Data

85%

of staff participated in a personal training session

1,187

personal training sessions held



Our wellness program is a favourite among staff. It includes an on-site gym, fitness programs and an in-house health and wellness coach.

Select Indicators from our Measurement System

→	Average employee Net Promoter score (employee satisfaction)
→	Percentage of staff who received a regular performance and career development review (sourced from IRIS+ O10112)
→	Change in average tenure of TAS employees



HEALTH AND WELLNESS COACH ROB FARQUHARSON LEADS FITNESS, SPORTS AND OTHER ACTIVITIES FOR #TEAMTAS.

STRATEGIC ACTIVITY:

Equity, Diversity & Inclusion

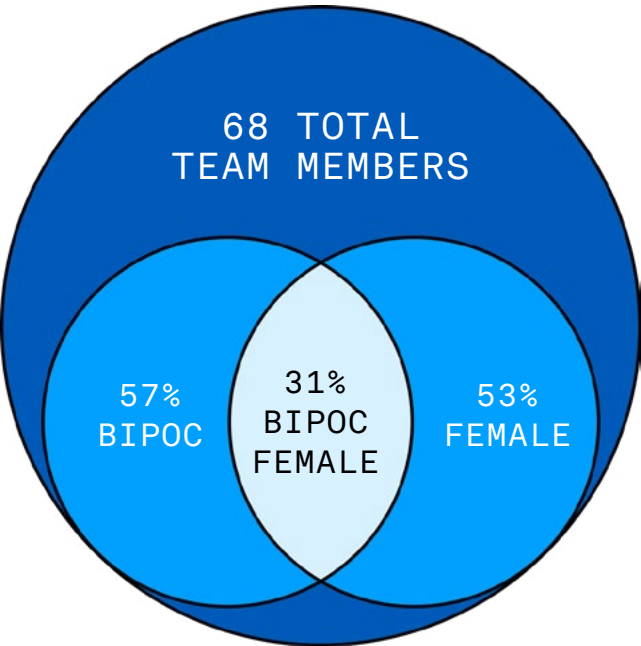
At TAS, we believe the diverse communities we serve should be reflected across our team. This is a core part of our organizational culture and it’s a valuable perspective that we bring to all of our projects.

We are proud industry leaders when it comes to female and BIPOC representation. The intentionality of women in leadership at TAS is essential to our success, and we work hard to ensure we have a path to leadership for all talented team members.

We have also started offering training to ensure everyone is equipped with the knowledge, skills and approaches needed to foster inclusive environments. These programs included a company-wide anti-racism workshop and Truth & Reconciliation training for #TeamTAS, including our entire Leadership Team. Over the course of the next year, all staff will also be participating in Indigenous cultural competency training.

2022 Impact Data

TEAM MEMBER DIVERSITY



ON THE LEADERSHIP TEAM
10 LEADERSHIP TEAM MEMBERS

50%

of the Leadership Team are BIPOC

40%

of the Leadership Team identify as female

20%

of the Leadership Team are BIPOC female

Select Indicators from our Measurement System

	Average tenure of TAS employee by diversity status
	Percentage of employees receiving promotions, by diversity status



STRATEGIC ACTIVITY:

Thought Leadership & Industry Participation

Working in an industry that can catalyze change through innovation is an opportunity, and at TAS, we recognize the incredible work being done by others in our field. That’s why we’ve dedicated more time and resources over the past year to learning from and contributing to discussions about driving change.

This effort included attending and speaking on many panels across North America and Europe. We spoke about the future of our industry, emerging trends in impact investing, transit-oriented communities and transforming investor viewpoints, to name a few.

Beyond conferences and panels, we’ve shared our learnings through international articles and podcasts. In January, our CEO began writing quarterly op-eds about impact investing for Forbes Business Council.

We don’t achieve anything in silos. Knowledge sharing is paramount in solving some of society’s greatest issues, and we approach learning through this lens.

2022 Impact Data

26

panels, speaking engagements and conferences we participated in

47

earned media mentions

26

boards and committees that #TeamTAS are members of

Tackling Climate Change

Building more while polluting less is among the greatest challenges of our generation. Every new building emits greenhouse gases (GHGs), and Toronto needs to build housing for 3 million new residents by the same year it is scheduled to become net-zero. Today, buildings in the Toronto region account for almost 45% of all carbon emissions. As developers, we need to make radical changes to how we build, operate and retrofit projects to prevent climate-related catastrophes.

TAS is committed to reaching net-zero carbon by 2045. We define net-zero as preventing the emission of all feasibly avoided embodied and operational GHGs across our development and asset management portfolios, before purchasing vetted, high-quality carbon offsets or removal credits for emissions that cannot be avoided.

We’re making significant progress toward measuring and reducing embodied carbon in our ground-up development projects. We’re determining our baseline, figuring out the steps we need to take to improve and implementing those measures across our portfolio.

STRATEGIC ACTIVITIES:

EMBODIED & OPERATIONAL GHGs	BUILDING CIRCULARITY
WASTE	BUILDING MATERIALS HARM*
WATER*	CLIMATE RISK MANAGEMENT*
SUSTAINABLE LIVING*	* Strategic Activities to be reported on in future years



TAS’S SALVAGING EFFORTS AT 2 TECUMSETH STREET.

STRATEGIC ACTIVITY:

Embodied & Operational GHGs

The reduction of GHG emissions can be divided into two main parts:

- 1

Embodied: the emissions caused by the extraction and production of all materials that go into a building, the transportation of those goods to site, fuels used to power construction and site equipment, and construction waste.
- 2

Operational: the emissions from the production of energy used to power, heat and cool a building. These emissions are influenced by the amount of energy a building needs to function, the type of fuel source required for climate control, GHG intensity of the local energy grid and the amount of renewable energy produced on site.

Along with end-of-life emissions from demolition or deconstruction, embodied and operational emissions make up a building’s “whole-life” carbon.



Our Approach

We measure our buildings’ embodied and operational carbon emissions and work to reduce their energy use by:

- setting embodied and operational GHG targets;
- implementing low-carbon design and material procurement guidelines;
- underwriting the cost of carbon removal credits; and
- lowering and ultimately eliminating reliance on carbon-intensive energy sources.

As a developer and asset manager, TAS creates new buildings and manages existing ones. We can measure the operational carbon emissions of our existing buildings and work to reduce them through the replacement of inefficient or fossil fuel-based energy systems. For our ground-up developments, it’s up to us to lower and eliminate reliance on carbon-intensive energy sources before occupancy.

Unless it’s made of natural materials sourced from the site itself, it is impossible to develop a building without releasing some emissions into the atmosphere. Every material that makes up a development project was extracted from the earth using machines that pollute; sent to a factory that’s powered by energy; and taken by transport vehicle to the building’s site. At TAS, we designed our procurement approach to select materials that have the lowest embodied carbon and demonstrate market-demand for decarbonization.

Waiting for the materials market to decarbonize is not sufficient alone, so we are reducing embodied emissions as much as we feasibly can and purchasing carbon offsets to get us the rest of the way to net-zero. We’re currently building our purchasing methodology to ensure that we select offsets that are unique, measurable, permanent, additional and verified.

We know that properties built with sustainability at their core retain their financial value longer. Environmental features like geothermal energy production and stormwater recycling ensure our buildings are resilient against the impacts of climate change. Futureproofed buildings enhance livability and reduce risk and costs.

We’re committed to measuring and reducing our full Scope 1, 2 and 3 GHG emissions. We have conducted a materiality assessment of Scope 3 emissions, in accordance with industry guidance, and have developed our GHG accounting system to capture all relevant categories that cover whole-life GHG accounting for our buildings.

Select Indicators from our Measurement System:

Embodied Carbon

→	Total GHG emissions reduced due to TAS action(s) ¹
→	Total GHG Scope 3 emissions Categories 1 - 5 + 12 ²
→	Embodied carbon intensity (i.e., tCO ₂ e/ft ²) of a building ³

Operational Carbon

→	Total Scope 1, 2 + 3 Category 13 Downstream Leased Assets’ GHG emissions ⁴
→	Total Scope 3 Category 11: Use of Products Sold
→	Energy use intensity, electricity (kWh/sq.ft/yr) and gas (m3/sq.ft/yr)
→	Percentage of renewable energy as a proportion of a building’s total energy use

¹ By design choices, low-carbon materials, use of existing re-purposed/recycled materials, salvaged materials, diverted materials, carbon removal credits and carbon offset credits

² Purchased Goods and Services; Capital Goods; Fuel and Energy Related Activities; Upstream Transportation and Distribution; Waste; and End-of-Life Treatment of Sold Products

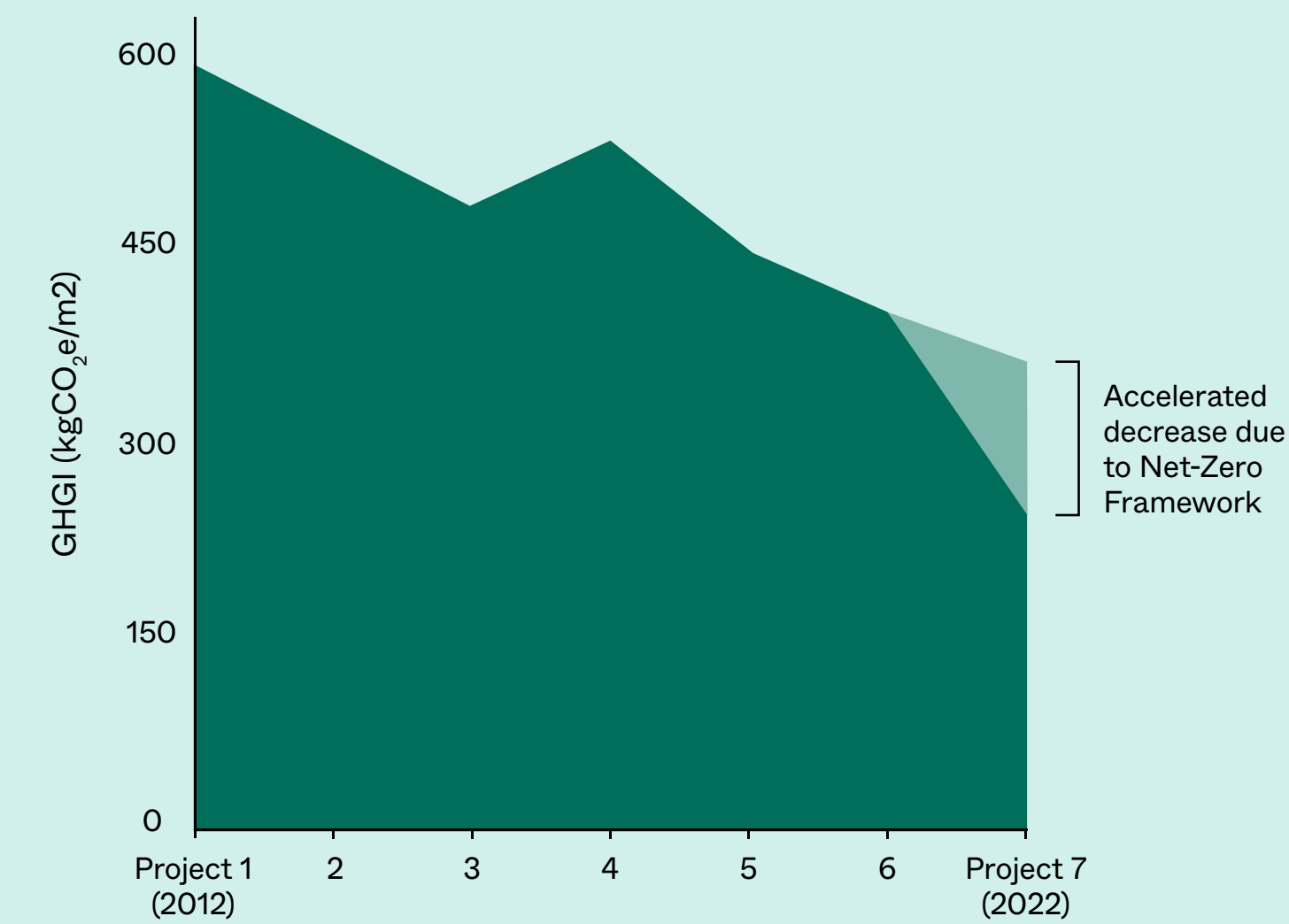
³ By substructure and superstructure

⁴ Includes emissions associated with operating our buildings; electricity, natural gas and refrigerant emissions

Benchmarking Our Portfolio

To know where to go, we need to know where we are.

In 2022, we benchmarked the embodied GHG emissions of our development pipeline and outline portfolio-wide decarbonization methods. The benchmarking project used LCA software to analyze the impact of every phase of construction. We then estimated the projected embodied carbon of eight projects in various stages of the development process. By conducting an inventory of material emissions, our LCA work allowed us to quantify our embodied carbon emissions to date, identify the remaining distance to our net-zero goal and determine the most effective path forward.



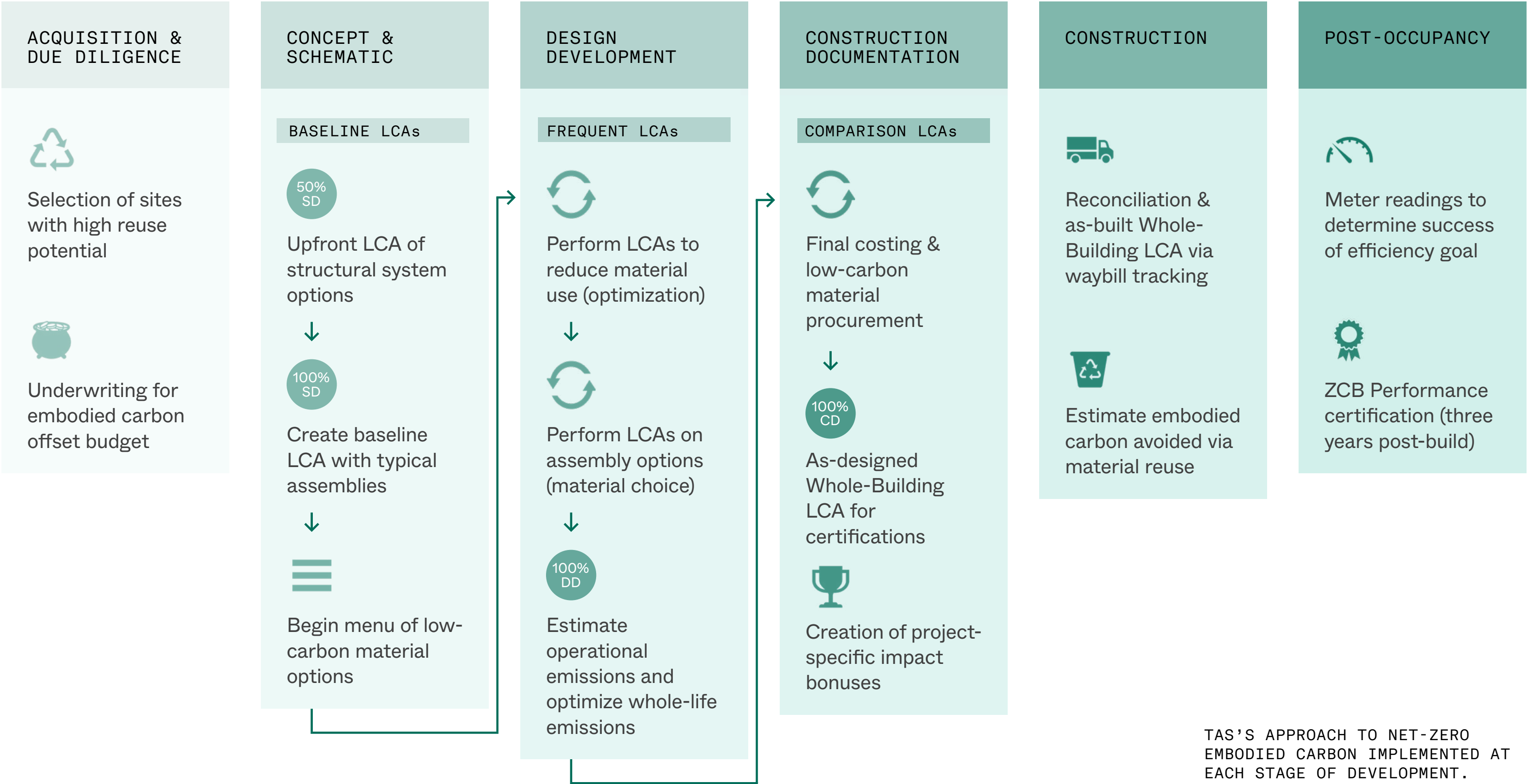
OUR BENCHMARKING STUDY REVEALED A GENERAL REDUCTION IN EMBODIED CARBON ACROSS OUR PORTFOLIOS FROM 2012 TO THE PRESENT, PRIMARILY DUE TO REDUCED LOCAL PARKING REQUIREMENTS AND AN INDUSTRY SHIFT TO REDUCED SUBSTRUCTURE. WITH THE IMPLEMENTATION OF OUR NET-ZERO FRAMEWORK IN 2022, WE PROJECT TO SIGNIFICANTLY ACCELERATE OUR GREENHOUSE GAS INTENSITY (GHGI) REDUCTION WORK MORE INTENTIONALLY.

Our Net-Zero Framework

We developed an extensive Net-Zero Framework in partnership with our architectural, engineering and construction consultants to examine every aspect of the development process and determine the tools available to shape a net-zero world. This includes underwriting a carbon budget into our pro formas during acquisition that our design and engineering consultants can use to reduce the whole-life carbon emissions and optimize embodied/operational carbon trade-offs.

For instance, triple-pane windows are assumed to be more sustainable as they leak less. However, if a building’s energy system is sufficiently low-carbon, double-pane windows can yield lower whole-life carbon value than triple-pane, because a building system often needs decades to offset the embodied carbon of the extra pane of glass.

We believe that national climate commitments can only be met if sustainability efforts and capital budgets are aligned. Therefore, we’re incentivizing innovation and our continued impact investment strategy by mandating all new developments be net-zero. By being proactive, we’re working toward a sustainable future while creating value for our investors and future occupants.



TAS'S APPROACH TO NET-ZERO EMBODIED CARBON IMPLEMENTED AT EACH STAGE OF DEVELOPMENT.

Our 5-Step Net-Zero Framework

- 1

Define net-zero

 - What is the scope?
 - What materials are included or excluded from the LCA?
 - Which green building standards are we targeting?
- 2

Create a baseline

 - What is the carbon intensity of our initial schematic design?
 - All future reductions will be benchmarked against this baseline.
- 3

Embodied carbon reduction

How do we build:

 - efficiently (using less material);
 - cleanly (using low-carbon materials); and
 - less (reusing as much material as possible)?
- 4

Operational energy reduction and whole-life carbon optimization

 - How do we optimize the balance of emissions between building envelope and mechanical systems to achieve the lowest whole-life carbon?
 - This can involve choosing materials and equipment that may have higher embodied GHGs if it allows for significant reductions in operational GHG emissions.
- 5

Offset remaining GHG emissions

 - How do we address the remaining GHG emissions using high-quality offset or removal credits that are unique, measurable, permanent, additional and verified?

Net-Zero by Design at 880 Eastern Avenue

We’re excited to pilot our Net-Zero Framework at 880 Eastern Avenue, our midrise project in Leslieville. Working with our project team, we’re targeting it to be the first net-zero midrise residential building in Toronto.

Upon acquisition, we underwrote a carbon budget directly into the project’s pro forma based on the cost of carbon removal. Before offsetting the building, we invest in sustainable materials and systems. To determine where best to allocate capital, our efforts include:

- Measuring the embodied carbon within the structure and working to reduce it.**

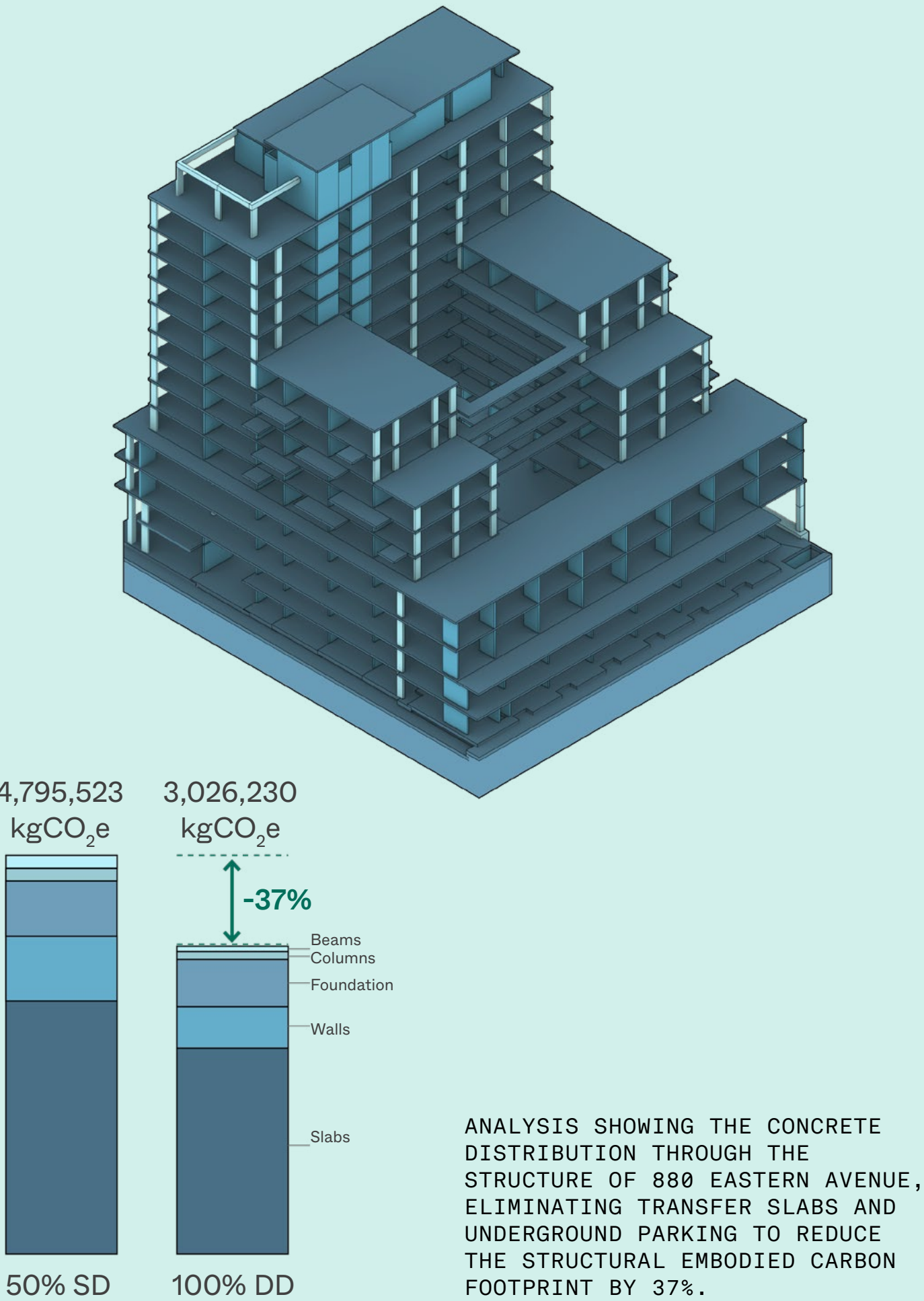
We removed a level of underground parking and rearranged the grid system of the building to eliminate several thick concrete transfer slabs. This saw a 37% reduction in embodied carbon in the building’s structure simply through massing and programming adjustments.
- Measuring the embodied carbon of the materials and assemblies and working to spec low-carbon alternatives.**

The project team completed a series of studies on different cladding materials and envelope systems to see where our capital has the greatest environmental impact.
- Estimating the projected operational energy requirements and proposing better systems.**

The project team collaborated on a series of energy use intensity (EUI), thermal energy demand (TED), and GHGI studies to determine the impact of different ventilation, domestic hot water, renewable energy and HVAC systems. The building will be conditioned with a geothermal system to reduce reliance on the power grid.
- Comparing the embodied and operational carbon footprints and optimizing tradeoffs to reach the lowest whole-life carbon.**

Once the embodied and operational analyses were complete, we compared how envelopes with different levels of embodied carbon would impact building energy use, and what the lowest carbon options are over a 60-year period.

TAS and our consultants are currently analyzing the associated costs of the embodied and operational trade-offs. We project **an additional reduction of up to 29%** beyond our initial 37% reduction.



STRATEGIC ACTIVITY:

Building Circularity

We believe it is critical that city builders embrace a circular economy and promote a culture of material reuse to function within the carrying capacity of the Earth. As a society, we’re accustomed to discarding entire buildings when we no longer deem them useful, demolishing structures full of salvageable materials, only to recreate and purchase them again for installation in new developments. Instead, we can be circular by:

- adaptively reusing the old building for a new purpose, and
- deconstructing the old building, and salvaging, sorting and adaptively reusing its materials.

Recently, TAS became a signatory to the [Dutch Canadian Circular Alliance](#) to learn about best practices and methods from those who are doing this work on a much larger scale.

Our Approach

Material reuse requires upfront planning, storage space and collaboration with engineering, design, demolition and construction consultants. By quantifying materials in the existing buildings, landscape elements and fixtures before starting the design process, we can reduce cost, waste and carbon emissions on new materials.

Our process begins at acquisition. We determine if a building can be adaptively reused, as we are doing with our [Commercial Community Hubs](#). Where we must demolish a building, we focus on:

- onboarding our demolition consultants early to take inventory of on-site materials and determine which can be reused;
- finding creative ways of reintegrating existing material into our new projects and quantifying the embodied carbon savings;
- carefully deconstructing as much of the existing structures as possible to maintain salvageability;
- sorting similar materials into piles on site and cataloguing them; and
- diverting remaining salvaged materials from landfill.

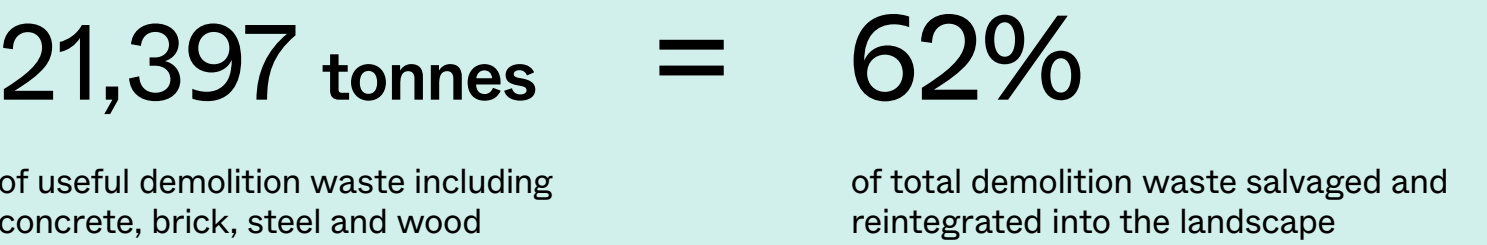
Material Reuse at 2 Tecumseth Street

TAS is piloting the material reuse process at [2 Tecumseth Street](#), our 5-acre master-planned community in downtown Toronto. The site includes a former municipal abattoir that was set to be demolished and sent to landfill.

We collaborated with the design team to inspect the existing site and earmark potential materials for reuse in sitework, berm walls, installations and public spaces. Using LCA software, we estimated the embodied carbon footprint of each new element if we had made them with virgin materials. Then, we worked with our demolition consultants to gauge the feasibility of cleanly extracting each component.

Due to the size of the site and its phasing, our demolition team was able to store thousands of cubic metres of material directly on site. Through planning and thoughtful design, we were able to reintegrate over 62% of all demolition waste directly into 2 Tecumseth Street’s landscape, without leaving the site at all. This process avoided hundreds of tonnes of GHG emissions from the creation of new materials and unnecessary vehicle emissions from transporting the old material to waste processing plants or landfills.

We recognize that this is our first attempt at material reuse in a project, and we are committed to testing this process and learning from our efforts.



STRATEGIC ACTIVITY:

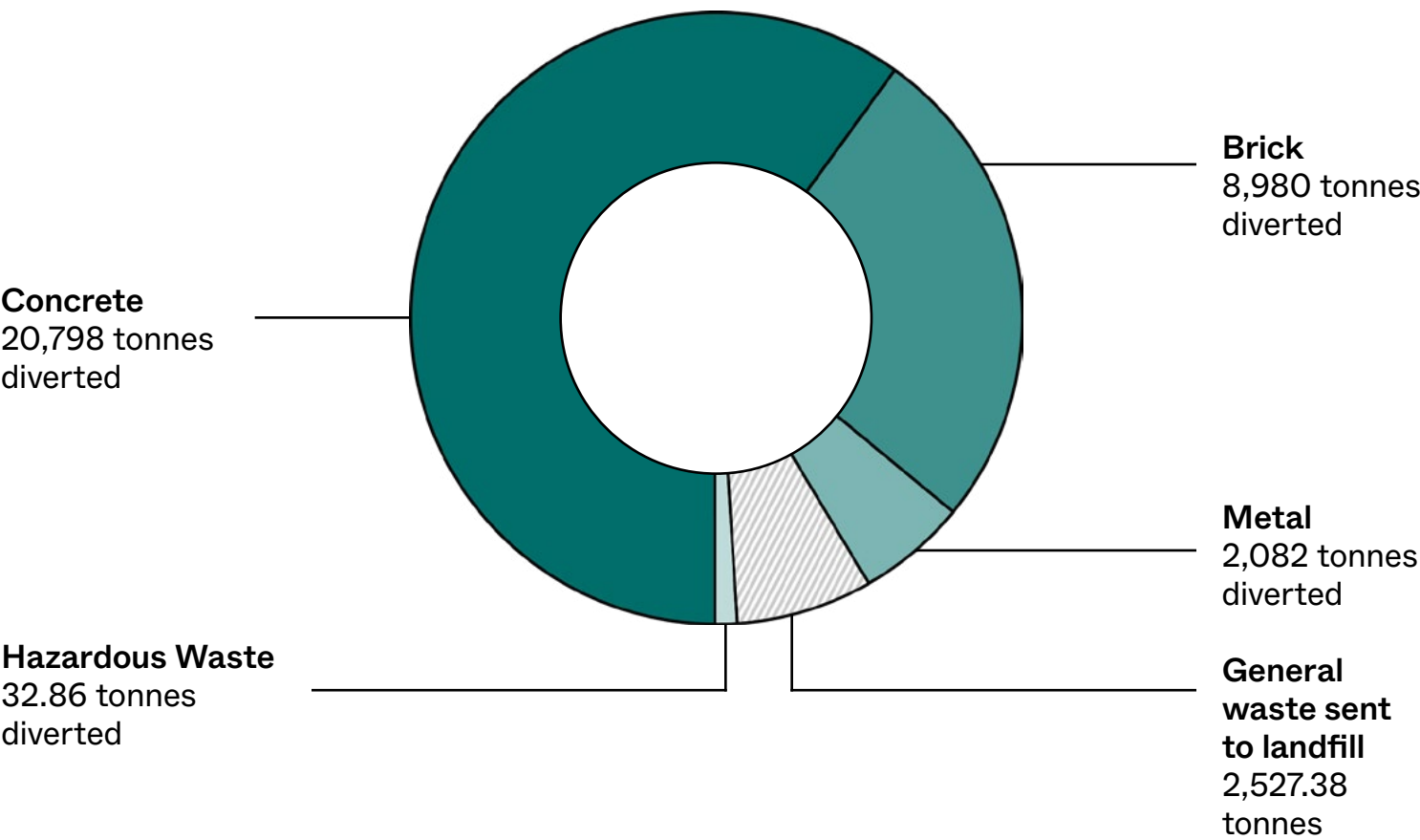
Waste

Our Waste and Building Circularity Strategic Activities go hand-in-hand but have distinct environmental outcomes. While recycling demolition waste or unused construction materials avoids the unnecessary production of new materials, it also reduces the amount of waste sent to landfill, where it can take centuries to break down while releasing GHGs.

Total Demolition Waste at 2 Tecumseth Street

31,892.86 tonnes

of waste diverted from the landfill



DEMOLITION WASTE DIVERSION RATE

75%

minimum diversion rate, based on [Toronto Green Standard Version 4 High Performance Checklist](#)

80%

target diversion rate, based on [Living Building Challenge 4.0 Net Positive Waste](#)

92.65%

actual demolition waste diversion rate at 2 Tecumseth Street

Our Approach

Waste recycling and salvage at TAS means establishing:

- Waste management plans to reduce or divert waste from landfill during retrofits and renovations;
- Specific targets for metal, paper and cardboard, soil and biomass, rigid foam, carpet and insulation waste, and other forms of waste; and
- Material evaluations to consider ingredient transparency reports (Health Product Declarations, Declare Labels, Cradle to Cradle certified) or Environmental Product Declarations.

Operationally, we focus on:

- Providing designated areas for the collection and separation of waste to maximize diversion from landfill;
- Green leases with operational waste management strategies, including dedicated locations for recycling and hazardous waste (e.g., e-waste, asbestos, mercury-containing lamps, batteries); and
- Regular performance of waste audits, including waste tracking requirements in tenant lease agreements.

Select Indicators from our Measurement System:

	Total demolition and construction waste diverted as a percentage of total waste
	Demolition waste diverted as percentage of total waste



THESE BRICKS WERE ORIGINALLY MADE IN TORONTO AT THE DON VALLEY BRICK WORKS (NOW EVERGREEN BRICK WORKS) MANY DECADES AGO.

Broadening Affordability & Equity

Our target is that by 2030, no less than 10% of our residential portfolio will be affordable or equity-building and 10% of our commercial portfolio will be below-market.

Since making this commitment in the launch of our Impact Framework in 2021, we have started underwriting new purpose-built rental projects with 10% affordable housing wherever possible. On some projects, we’re even exceeding that target.

We are also committed to providing below-market commercial spaces for impact-driven organizations. Our unique approach is helping to incubate values-aligned small businesses and social enterprises. It is also enabling non-profit organizations, charities and community groups to expand their operations and impact.

STRATEGIC ACTIVITIES:

AFFORDABLE RESIDENTIAL	BELOW-MARKET COMMERCIAL
------------------------	-------------------------



STRATEGIC ACTIVITY:

Affordable Residential

Everyone should have access to a home that meets their needs and financial capacity. Stable and suitable housing is one of the most important factors to a person’s overall mental and physical wellbeing. Beyond individual benefits, society as a whole is stronger, more resilient and prosperous when everyone has access to housing. Yet the supply of homes that are affordable to low- and middle-income households continues to decline across Canada. As real estate developers, we have a huge role to play in tackling this challenge.

Our Approach

TAS’s affordable housing pipeline has grown to five mixed-income projects across the GTHA – from Cooksville, Mississauga, to downtown Toronto, to Scarborough’s Golden Mile. We continue to work towards our target of 10% affordable housing across our portfolio by 2030. As our pipeline expands, our team’s experience and dedication to contributing to a healthier housing ecosystem grows alongside it.

We take a partnership-based approach to projects with affordable housing and typically use our community engagement process to find the right delivery partner. Our partners know their clients best and can provide insight into the appropriate unit mix, design, accessibility considerations and supportive services. Depending on the project and context, we agree to either sign a head lease or a referral agreement and keep the partners involved throughout the project lifecycle.

By leveraging federal, provincial and municipal programs and subsidies, we will always seek to increase the depth of affordability as much as we can – with the ultimate goal of providing rent-geared-to-income homes wherever possible.

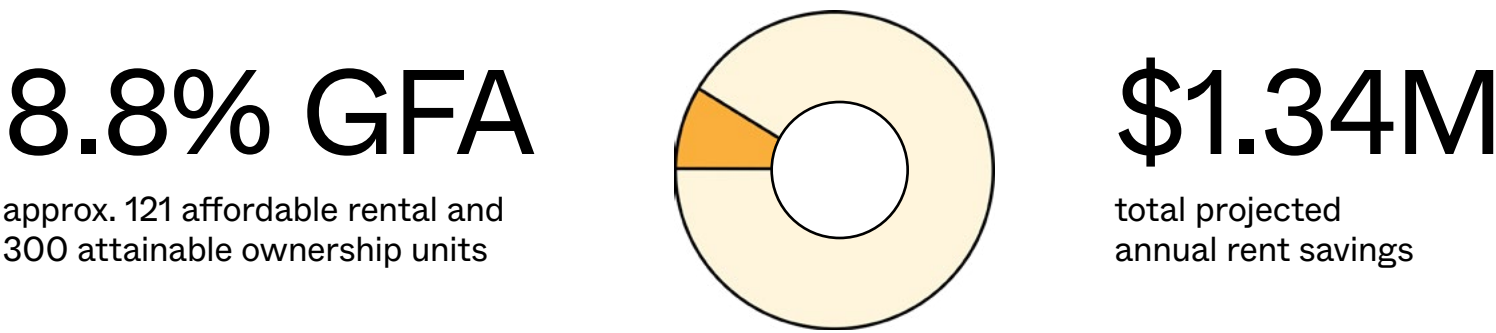
Target: 10% of our residential GFA is affordable or equity-building

Depth: The lesser of 100% AMR or 30% of the before-tax monthly income of renter households in the local municipality¹

Length: 40-year or 99-year affordability guarantee periods for rental housing units ²

2022 Impact Data

PROJECTED AFFORDABLE RENTAL AND ATTAINABLE OWNERSHIP UNITS IN OUR RESIDENTIAL PIPELINE



Impact in Action: The Campbell

TAS and BentallGreenOak recently completed The Campbell, a purpose-built rental building in Toronto’s Junction Triangle. This project adds 236 new rental units to the neighbourhood, including 10 affordable homes for women-led households fleeing domestic violence.



¹ Depth is aligned with affordability definitions provided by the local municipality. This depth of affordability is aligned with the City of Toronto’s current affordable rental housing definition.

² Length is aligned with affordable housing programs offered by local municipalities and depends on the program being applied to the project.

Affordable Housing Lessons from The Campbell

Our approach to affordable housing on this project demonstrates several scalable lessons.

- 1

Affordable homes can be integrated at any stage.

TAS and BentallGreenOak did not initially plan for or underwrite affordable housing units for this project. However, as it was nearing completion, we reached out to two local shelters to understand how we could best support them. Just over a year later, 10 families will be moving out of those shelters and into their long-term affordable homes.
- 2

Deeply affordable homes can be financially viable.

The Campbell offers not just affordable housing, but deeply affordable housing, through government incentives and rent-geared-to-income subsidies. We applied for Toronto’s Open Door Program incentives and received property tax exemptions on the affordable units. To be eligible, the units had to be offered at 100% AMR or less. While this is far below market rate for the building, we recognized that these rents would still be out of reach for many households. In response, we secured rent-geared-to-income subsidies from the City so these families pay no more than 30% of their monthly income on rent.
- 3

It’s important to build trust-based relationships.

An important factor in the success of this project was our partnership with the local shelters. We spent significant time developing trust-based relationships with each to be able to understand their clients’ needs and how we could best help tenants thrive in their new homes.

SCALE

10

1- and 2-bedroom homes

DEPTH

Rent-geared-to-income

families pay no more than 30% of their monthly income on rent

LENGTH

40-year

affordability guarantee period

STRATEGIC ACTIVITY:

Below-Market Commercial

At TAS, we want to build on the vibrancy of the neighbourhoods we work in. Our commercial spaces should not only be accessible to big box stores, but also allow small businesses, social enterprises and non-profits to thrive. Our ecosystem-based approach sees commercial affordability as an integral part of community resilience because it fosters local economic development.

Objectives

Build social capital

Commercial spaces are critical components of neighbourhood vibrancy and identity – the spaces where neighbours build trust, connectedness and familiarity. The local coffee shop, barber shop, grocer, restaurant or corner store are essential community spaces where residents gather and interact.

Balance residents’ needs

As neighbourhoods are redeveloped, it is critical to balance the needs of new residents with those of the existing community, particularly in lower-income areas. Below-market commercial spaces allow all local residents to access the goods and services they rely on, even as their neighbourhood changes over time.

Support impact-aligned organizations

Many non-profits, charities and community groups struggle to pay rent in Canada’s major cities. Below-market commercial spaces allow these organizations to continue the great work they are doing to support their communities.

Incubate great businesses

Providing below-market commercial space helps great start-up businesses or organizations get established and scale up their work. This is our version of providing seed funding for initiatives with missions that align with our own.

Our Approach

Our below-market commercial work supports start-ups, small businesses, social enterprises, non-profit organizations, charities and community groups that meet one or more of the following criteria:

- 1

Are majority-owned or operated by marginalized groups;
- 2

Have missions that align with TAS’s impact objectives: to tackle climate change, broaden affordability and equity and build social capital; or
- 3

Support and serve local communities, particularly those experiencing marginalization.

We have two different methods of providing below-market commercial spaces:

- 1

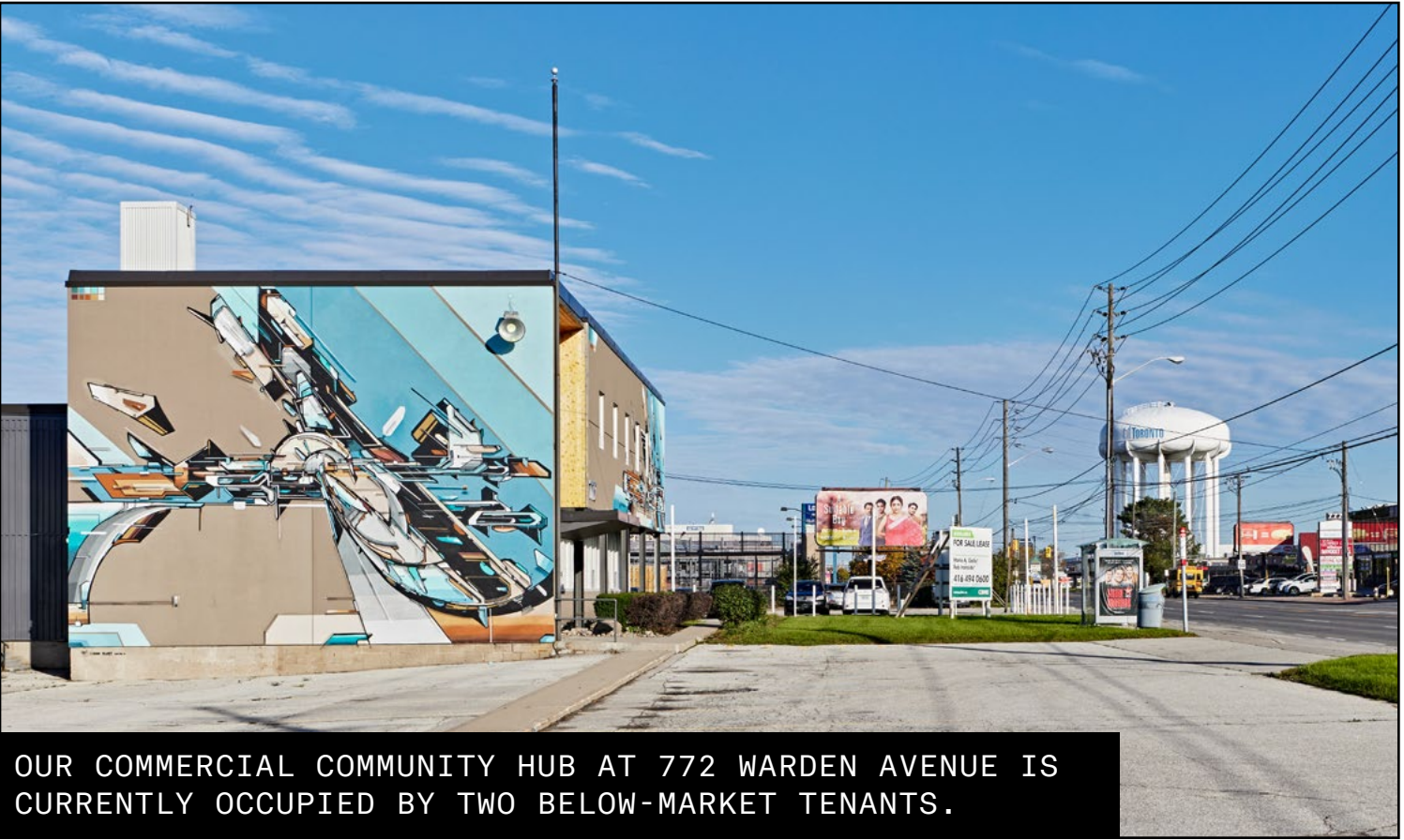
Short-term special leases:

For project sites awaiting redevelopment or repositioning, TAS enters into special lease agreements that are based on the future tenant’s financial capacity or ideal rent-to-revenue ratio. These leases can include a combination of rent discounts, rent concessions and in-kind contributions and are determined on a case-by-case basis in negotiations with the tenant.
- 2

Regular below-market leases:

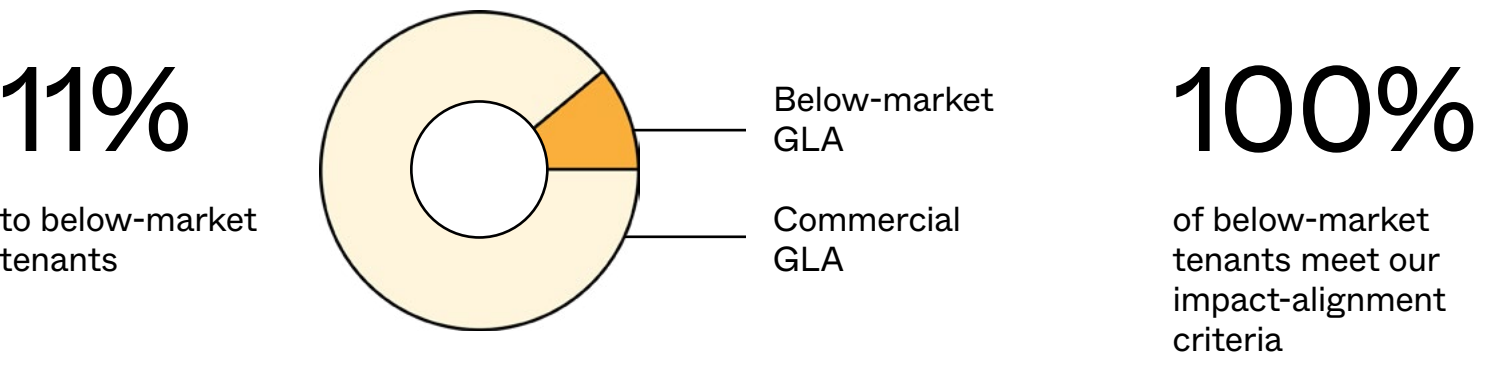
For new, ground-up developments and repositioned Commercial Community Hubs, we underwrite a portion of leases at below-market commercial rates that are, at minimum, 20% below market rates for comparable commercial spaces in the same building or neighbourhood.

We currently have several below-market commercial tenants, and each lease is customized to maximize benefits for the tenant, the building, the community and TAS. Achieving these leases requires a great deal of innovation, creativity and collaboration.



2022 Impact Data

PROJECTED BELOW-MARKET GLA IN OUR COMMERCIAL PIPELINE



Select Indicators from our Measurement System:

➔	Number of below-market commercial tenants with in-kind lease agreements to lower actual rent payments
➔	Target Stakeholder Satisfaction Ratio (IRIS+ Catalogue #PI7163)
➔	Length of tenancy for each below-market commercial tenant, in number of months

Business Accelerator: Just Be Woodsy

When a tree comes down in Toronto, it’s usually turned into wood chips for landscaping mulch.

In 2016, Robert Jarvis and Sinéad Wills saw the opportunity to both reduce the CO₂ emissions of that process and celebrate the beauty of urban trees by transforming them into functional furniture and artistic objects.

The duo won a City of Toronto bid to salvage trees downtown, but they needed a workshop and storage space. TAS recognized the potential of their business model and provided them with space at 2 Tecumseth Street in exchange for in-kind contributions of handmade wood furniture.

“ Our rent structure was absolutely instrumental to our success. We were able to grow our social environmental start-up into a more established business. We were so grateful for our time at 2 Tecumseth Street and we did our best to honour the space by making use of the old infrastructure, salvaging useful resources and re-animating it for the community.

– ROBERT JARVIS, CO-FOUNDER, JUST BE WOODSY

For five years, the Just Be Woodsy team milled, kiln-dried and handcrafted felled trees at what was once the city abattoir. Their furniture can be found throughout the city, through major contracts at the 1 Hotel and the University of Toronto. A signature of their work is the engraved coordinates of the tree’s place of origin, connecting buyers to the urban forest around us.

In July 2022, as 2 Tecumseth Street was being prepared for demolition, TAS helped Just Be Woodsy move to 772 Warden Avenue, a large industrial building in our Commercial Community Hub portfolio, so the team could continue their work. This is an example of TAS supporting and helping to incubate a great impact-aligned business.

18,000 ft² 1m+

of below-market GLA for Just Be Woodsy at 772 Warden Avenue

kilograms of CO₂ prevented from entering the atmosphere by Just Be Woodsy giving fallen trees a second life

RENT STRUCTURE

IN-KIND FURNITURE

+

BELOW-MARKET RENT



JUST BE WOODSY TEAM MEMBER ON TOP OF THE CITY OF TORONTO’S WOODPILE, SALVAGING LOGS FROM THE DOWNTOWN REMOVAL OPERATIONS.



THE BUFCO TEAM WORKING INSIDE THEIR NEW GREENHOUSE AT OUR 10 NORTH QUEEN STREET SITE.

Community Gardens at 10 North Queen

The Backyard Urban Farm Company (BUFCO) is a local business that designs, builds, installs and maintains organic vegetable garden landscapes for homes, schools and corporate spaces. Its mission is to inspire, educate and empower urbanites to grow their own food and help reconnect them with nature.

BUFCO’s founders worked out of their home for over a decade but had dreams to grow the business and lease space for a greenhouse and offices. The challenge was securing something affordable.

After meeting the founders, TAS worked to find a mutually beneficial solution. In March 2022, BUFCO moved into 10 North Queen Street, an industrial building that is part of TAS’s and LaSalle’s Commercial Community Hub portfolio. This below market lease is comprised of both monetary and in-kind contributions – BUFCO will help TAS build community gardens across our hub portfolio.

“ **What it means in practical terms is that we can lay down roots for the long term. We moved into the building and have built our own hoophouse, established a woodworking shop and set up portable offices and storage where we can serve our clients with greater ease and efficiency.**

– ARLENE HAZZAN GREEN, CEO, BUFCO

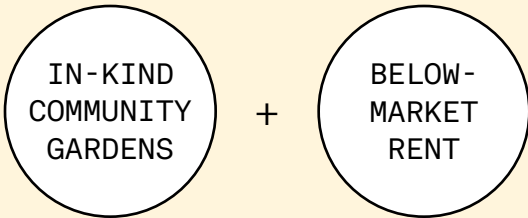
The positive impact that BUFCO brings to the Etobicoke Lakeshore neighbourhood is tremendous. Team members are active in the community, hosting events and workshops. BUFCO also donates fresh produce each week to groups such as Black Food Toronto, North York Harvest Food Bank of York Region and Community Fridges.

TAS won the 2023 CoStar Impact Award: Lease of the Year for this special lease agreement with BUFCO. This is a model we want to replicate with other impact-aligned organizations, bringing value and building community to the once-vacant warehouses of our community hubs.

7,000 ft²
of below-market GLA for BUFCO at 10 North Queen Street

2,125
pounds of produce and seedlings donated to organizations in need

RENT STRUCTURE



Building Social Capital

TAS defines social capital as the value created when people experience safety, trust and inclusion in their community, and can build connection with others. It’s the social glue that allows communities to work together toward shared goals, and it’s a critical element of resilience, health and wellbeing.

At TAS, we recognize the importance of social capital in creating strong, connected neighbourhoods. We embed this work into every stage of our projects through our in-depth community engagement efforts, our placemaking and site activations, and the community infrastructure that we integrate into our projects. By offering the platforms and places for community members to connect, we can have long-lasting impacts on the social fabric of a neighbourhood.

The actual outcomes of this work can sometimes feel intangible and hard to capture. That’s why we created a measurement system and started testing the supporting tools to track the effectiveness of our initiatives in building social capital. This will help us continuously improve our efforts and confirm that we’re making a meaningful difference.

Our work continues to build on the learnings of the [2022 Social Capital Study](#) that we partnered on with the Toronto Foundation. The results of the study provided valuable data to help inform how and where we invest our resources.

STRATEGIC ACTIVITIES:

COMMUNITY ENGAGEMENT	PLACEMAKING
COMMUNITY INFRASTRUCTURE	HEALTHY, SAFE & INCLUSIVE DESIGN



STRATEGIC ACTIVITY:

Community Engagement

At TAS, we put people first. We aim to craft responsive places that embed local voices, prioritize neighbourhood needs and connect community members. We don't get to know our neighbours to check a box – we invest time and resources to build relationships with people and learn from them. These efforts start from the moment we acquire a property and continue throughout a project's lifecycle.

Our community engagement efforts offer meaningful, accessible opportunities for diverse community members to help shape our projects. This work builds social capital by:

- developing relationships of trust and reciprocity between ourselves and community members in the neighbourhoods where we work;
- ensuring our projects build on existing social networks and align with community values; and
- creating opportunities for residents to form and strengthen relationships.

Our Approach

TAS is setting a new standard for proactive developer-led engagement. We have established our own guiding principles based on industry best practices and our own experiences. We embed these principles in our engagement plans and then track our progress by surveying the people we engage.

- We listen first.
- We are genuine and honest about what is open for influence.
- We engage earnestly and authentically.
- We prioritize equity and reaching a diversity of voices.
- We strive to be transparent, welcoming and approachable.
- We care about local communities and our tenants and partners.

From a business perspective, putting the time and effort into understanding the needs of the neighbourhood helps garner genuine community support for our projects, leading to a smoother development process.

2022 Impact Data

28

total engagements, including public meetings, neighbour outreach, surveys, interviews, workshops and more

100%

of ground-up development projects identify community needs through engagement

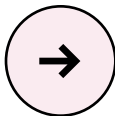
1,102

individuals engaged

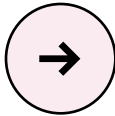
65

organizations engaged

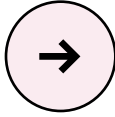
Select Indicators from our Measurement System:



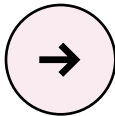
Percentage of survey respondents who agree that they felt their views were heard during the engagement process



Percentage of respondents who rate their satisfaction as 8, 9 or 10/10 regarding the development plans TAS has proposed



Percentage of participants indicating positive sentiments regarding TAS, in the reporting period



Change in percentage of respondents who rate their satisfaction as 8, 9 or 10/10 regarding the development plans TAS has proposed



Discovering lonview: Engagement at 2347 Eglinton Avenue East

The Greater Golden Mile community is undergoing a major transformation, and while many neighbours welcome development, they want to be included in the process to ensure there are community benefits and that any new project is inclusive.

When we acquired [this site](#), we knew there was an existing network of organizations and active community members dedicated to ensuring development prioritized community needs and opportunities.

Our engagement process to date has invited input on several key areas of the project: ground floor uses, site activations, community and affordable housing partners, and public realm improvements. So far, this work has involved:

- 274 doors knocked and 52 intercept interviews to introduce ourselves to neighbours;
- 5 interviews with organizations to better understand local issues and opportunities;
- a roundtable with representatives from key community organizations; and
- 350+ flyers distributed to homes, residents, businesses and passersby to learn about gaps, priorities and opportunities through a public survey.

We've learned a lot about the community through this work, but this is just the beginning. As the project progresses, we'll continue to get to know the lonview community and integrate what we learn into our project plans.

STRATEGIC ACTIVITY:

Placemaking

Placemaking provides a platform for people to come together, socialize and exchange ideas that can strengthen neighbourhoods. It helps to build a stronger sense of community identity and provides opportunities for us to cultivate reciprocity with our neighbours.

Placemaking is a holistic approach to transforming spaces that seeks to strengthen the connections between people and the places where they live. At its heart is an understanding that community participation, and the unique qualities of a place, are the starting point for inclusive public spaces. That’s why at TAS, we see placemaking as a natural extension of our community engagement work. It gives us an opportunity to take what we learned from the community and integrate it into the built environment.

There are economic benefits to this work as well. It can help to create a high-quality public realm and vibrant local culture. This effort can significantly improve the livability of an area, which has been shown to attract private investment, new businesses and skilled workers.

Our Approach

Many of our placemaking projects are temporary site activations. At TAS, we hate to see sites sit vacant for years as a project makes its way through the municipal approvals process. Placemaking in the time between acquisition and demolition allows us to:

- test fun design or programming ideas that might be incorporated into the new development;
- meet neighbours we may not have met through a more typical engagement process;
- provide a platform for neighbours to meet one another and build social connections.

In the past, we’ve installed temporary art murals, set up an urban container garden, hosted an urban beekeeping project and held public markets.

On a more permanent basis, we incorporate the principles of place and human scale into each of our projects. We take insights from our community engagement work and our temporary site activations and ensure they are reflected in the design and programming of our projects. This can include:

- art installations that honour local stories, community figures or neighbourhood values;
- landscape design, architecture and materials that reflect the place’s unique qualities;
- project naming that reflects the place’s unique history; or
- other initiatives based on community-identified priorities.

2022 Impact Data

8

total placemaking initiatives

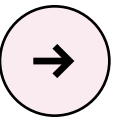
7

placemaking partners

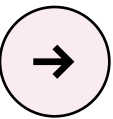
75%

of our projects in the entitlements phase incorporated placemaking initiatives

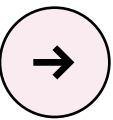
Select Indicators from our Measurement System:



Percentage of community members who agree that the project has a strong sense of place



Percentage of community members who agree that the project strongly reflects neighbourhood history



Percentage of community members who agree that the project embodies the neighbourhood cultural context





THIS STUNNING EXHIBITION, ‘JON BLAK: SANCTUARY DOORS’, FEATURES THREE INTIMATE PORTRAITS INSTALLED ON THE DOORS OF THE WALMER ROAD BAPTIST CHURCH. YOU CAN SEE THE BOWERY PROJECT’S 500-CRATE-FARM ON THE STEPS BELOW.

Placemaking at 38 Walmer Road

As part of our redevelopment process for the [Walmer Road Baptist Church](#), we conducted an extensive engagement process. We took a listen-first approach, unearthing fascinating histories and stories about the local community.

In 2022, we began testing and implementing what we heard. Our goal was to create a welcoming, inclusive place and provide opportunities for people to gather and engage with each other – because that is how we envision the future of this site.

Here are some highlights:

- **Sanctuary Doors:** As part of the [Scotiabank CONTACT Photography Festival](#), [Wedge Curatorial Projects](#) presented their inaugural public art installation on the sanctuary doors featuring photographs from Toronto-based photographer [Jon Blak](#). His work redefines inclusive spaces to celebrate merging identities and styles that reflect the multiplicity of Toronto’s Black community. This installation reflects what we heard from the community about the need for diverse stories and perspectives to be represented on this site.
- **Urban Crate Farm:** We partnered with the [Bowery Project](#) to set up a 500-crate urban farm to grow vegetables, herbs and medicinal plants. The Annex community pitched in to water and harvest the crops, and over 60 pounds of produce was donated to the Native Canadian Centre of Toronto.
- **Fall Festival:** We organized a neighbourhood event in response to a community-identified priority for more social gatherings and public spaces. We provided food, live music and arts and crafts for everyone to enjoy.
- **Community Fridge:** In partnership with [Community Fridges Toronto](#), we installed a community fridge that provides 24/7 access to free food for community members facing food insecurity.

At TAS, we understand that every neighbourhood is unique, and so how and what we design, program and build also needs to be bespoke every time. That’s why we invested time listening, learning and exchanging ideas with the people who live, work or spend time in the Annex neighbourhood.

THE BOWERY PROJECTS 2022 IMPACT CONTRIBUTION

60

pounds of produce donated to the Native Canadian Centre of Toronto

8

neighbours regularly watered and harvested herbs and produce

STRATEGIC ACTIVITY:

Community Infrastructure

Community infrastructure includes the facilities, amenities and public spaces that we integrate into our projects. For TAS, it can fall under two broad categories:

- 1

Shared spaces for building residents or commercial tenants, such as an interior courtyard, shared kitchen, community room, gym or kids’ playroom
- 2

Facilities and services for the public such as a library branch, childcare centre, community hub or cultural space

More than just bricks and mortar — community infrastructure is the foundation of our neighbourhoods, providing the space for people to gather, foster friendships and create memories. We want to provide the spaces and services that will allow everyone to thrive and get connected. From tots to seniors, everyone will feel included.

Our Approach

For each project, we use our community engagement process to uncover local needs, priorities and potential partners for delivering infrastructure that serves the community.

There are three main ways that we deliver community infrastructure:

- 1

We build new community facilities into our projects, often in partnership with local governments or organizations.
- 2

We build new or improve existing public spaces that are on or that surround our properties.
- 3

We develop and design amenity spaces within our developments to cultivate social capital.

2022 Impact Data

6

community facilities in our ground-up development pipeline

3.67 acres

of projected public realm

254,074 ft²

of planned indoor public amenities in our development pipeline

Select Indicators from our Measurement System:

→	Walk Score for TAS site - confirmed, post-construction
→	Number of healthy food and community facilities within 800m of project site, at time of TAS acquisition
→	Number of healthy food and community facilities within 800m of project site, post-construction
→	Absolute change in community facilities within 800m of project site





THE NEWEST BRANCH OF THE TORONTO PUBLIC LIBRARY SET TO OPEN AT THE BASE OF THE CAMPBELL.

A First-of-its-Kind Partnership

The Junction Triangle’s newest Toronto Public Library (TPL) branch will open at the base of The Campbell, our newly constructed purpose-built rental project created in partnership with BentallGreenOak.

This state-of-the-art, 10,000 ft² library was TPL’s first partnership with a private real estate developer.

“

The new library at The Campbell will better serve the changing needs of the Perth/Dupont community with a much larger, light-filled welcoming and inclusive space and expanded programs and services. We’re pleased to partner with TAS and BentallGreenOak and appreciate their support on this project that has allowed for much need library space for the community.

– MOE HOSSEINI-ARA, DIRECTOR, BRANCH OPERATIONS & CUSTOMER EXPERIENCE, TORONTO PUBLIC LIBRARY

The new library is a direct result of our community engagement process. We discovered the existing 3,000 ft² local branch was not able to meet community demand and that upgrades and expansion were overdue. We worked alongside the local city councillor on an unprecedented partnership with TPL to create a modern and vibrant space that is over three times the size of the former branch. This initiative helped us build a relationship of trust and reciprocity with the City.

We supported the TPL with their own engagement process to ensure the new space was intentionally designed to meet the needs of the Junction Triangle neighbourhood. Now, this community will have a library branch that neighbours can truly call their own.

Libraries are exactly the type of community infrastructure we aim to integrate into our projects. They reduce social isolation and provide a positive place for neighbourhood residents across demographic groups to gather and interact. Public libraries have also been proven to increase community involvement, connect people to resources, and help patrons gain new skills. In short, they build social capital.

Our approach set a new precedent for public-private partnerships in the City of Toronto. TPL has begun replicating the model in other developments across the city.

STRATEGIC ACTIVITY:

Healthy, Safe & Inclusive Design

At TAS, we recognize that those who shape our built environment play a huge role in determining who actively and comfortably participates in society, and who faces exclusion. We want to design projects and build neighbourhoods that are accessible and support everyone’s mental and physical health. But it’s not simply about removing or alleviating barriers – it’s also about prioritizing safety, health and wellbeing, providing opportunities for social connection and making sure everyone feels welcome.

As part of our commitment, TAS is a founding member of Urban Land Institute Toronto’s Accelerating Accessibility Coalition. The coalition is a community of residential real estate development and accessibility leaders that aims to create a more accessible Canada. As a first step, we are planning a series of training sessions for our staff to ensure accessibility and universal design are embedded in our projects.

These are industry standards we are working toward:



OUR LANDSCAPE PLANS AT 2 TECUMSETH STREET PRIORITIZE WELLNESS AND LIVABILITY.



GETTING TO KNOW OUR FUTURE NEIGHBOURS BY BRINGING COOKSVILLE RESIDENTS TOGETHER FOR A MEAL ON OUR SITE.

Our Approach

We are in the process of preparing our Healthy, Safe and Inclusive Design Framework in partnership with Human Space and plan on piloting the framework at one of our sites. Human Space takes a holistic approach, one that recognizes that inclusion and wellbeing are broad concepts and must consider people with physical, sensory, cognitive and invisible disabilities, including:

- people who are deaf or hard of hearing;
- people with low vision or who are blind;
- people with limited strength and dexterity;
- people of short stature; and
- people who use a wide range of assistive mobility devices.

We are also aligned in the need to think beyond disability alone and understand how topics of gender expression, race, place of origin, sexual orientation and other aspects of human intersectionality and experience are considered and expressed in the built environment.

We are listening, learning and taking action as we develop indicators to measure our progress

Prioritizing Resident Health and Livability at 880 Eastern Avenue

Our project at 880 Eastern Avenue in Toronto’s Leslieville neighbourhood is about recognizing the needs of people and the environment to build better, more resilient homes and communities.

We’re developing a purpose-driven, people-centred building. Here, we’re taking a different approach than we’re used to seeing in Toronto. We’re using sustainable design, construction and development practices to reduce the building’s impact on the environment.

The building’s unique design is centred on a public courtyard that will provide high levels of natural light, easy access to outdoors and cross ventilation for greater resident health and livability. We have considered how residents will move through different life stages and incorporated elements that support people aging in place. These features, along with a mix of unit types, are intended to welcome a diversity of residents varying in age, income, family size and ability.

We believe in the value of community, and we designed this building to foster the social capital that will make it feel like home to many new residents.



880 EASTERN AVENUE, HOUSING DESIGNED FOR PEOPLE AND THE PLANET.

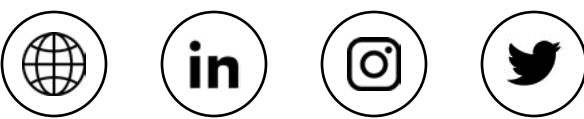
Let's Work Together

Join us and our growing network of impact-aligned partners as we build neighbourhoods — and ultimately cities — where people thrive and belong.

We have set ambitious goals and recognize we can't achieve them alone. Our progress so far is the result of work with diverse collaborators from across sectors, and we're thankful for everyone who has joined us.

Let's keep the momentum going. Here's a snapshot of some of the initiatives we're working on:

- Building out the next phases of our **Impact Measurement System**. In next year's report, you can expect to see more data tracking our progress.
- Creating specific **social procurement** targets based on a full year of baseline data and implementing the tools and processes to reach them.
- Offering training to help #TeamTAS deliver equitable and inclusive projects, including **accessibility** and **Indigenous cultural competency training**.
- Releasing our **Reconciliation Action Plan**.
- Finalizing our **Healthy, Safe and Inclusive Design Framework**.
- Continuing to implement at the project-level initiatives that deliver on our commitments to **Tackling Climate Change**, **Broadening Affordability & Equity** and **Building Social Capital**.



Visit tasimpact.ca and follow our journey on [LinkedIn](#), [Instagram](#) and [Twitter](#).

Have a question, great partnership idea or just want to keep in touch? Reach out to our impact teams at impact@tasimpact.ca.



#TEAMTAS, THE BOWERY PROJECT AND A GROUP OF VOLUNTEERS PLANTING THE 500-CRATE URBAN FARM AT OUR 38 WALMER ROAD PROJECT. IN THE SUMMER OF 2023, WE'RE LAUNCHING A LEGACY SPACE ON SITE AND AS PART OF THIS PARTNERSHIP, THE GARDEN IS INCORPORATING INDIGENOUS HERBS AND MEDICINAL PLANTS LIKE SWEETGRASS, TOBACCO AND SAGE. WE'RE EXCITED TO SHARE MORE ABOUT THIS INITIATIVE IN NEXT YEAR'S IMPACT REPORT.

Disclaimer

Statements in this document that are not historical facts are based on expectations, estimates, projections, opinions and beliefs, and are subject to change. Such statements are subject to known and unknown risks, uncertainties and other factors. Moreover, this document contains statements, estimates and projections as well as certain forward-looking statements, which can be identified by the use of forward-looking terminology such as “may”, “can”, “will”, “would”, “should”, “could”, “expect”, “anticipate”, “project”, “estimate”, “seek”, “intend”, “target” or “believe” or the negatives thereof or other variations thereon or comparable terminology. Due to various risks, uncertainties and assumptions, actual events, results or outcomes may differ materially from those reflected in or contemplated by such forward-looking statements, and undue reliance should not be placed thereon. The market analysis presented in this document represents the subjective views of TAS as of the time this report was released.

Neither TAS nor any of its affiliates make any representation or warranty, express or implied, as to the accuracy or completeness of the information contained herein, and nothing should be relied upon as a promise or representation as to the past or future performance of any TAS fund or other investment entity.

Nothing in this presentation should be deemed to be an offering of, or a solicitation of offers to buy, any securities or any investment in any TAS fund or other investment entity.

503-491 Eglinton Avenue West
Toronto, Ontario, Canada
M5N 1A8

tasimpact.ca

