



2025-2029 Strategic Plan Update

Item 8

January 30, 2025

Governance, Communications and Human Resources Committee

Report: GCHRC:2025-03

To: Governance, Communications and Human Resources Committee (“GCHRC”)

From: Acting Vice President, Strategic Planning and Communications

Date: January 13, 2025

PURPOSE:

The purpose of this report is to provide the GCHRC with an update on the development of the 2025-2029 Strategic Plan for Toronto Community Housing Corporation (“TCHC”).

RECOMMENDATION:

It is recommended that the GCHRC receive this report for information.

REASONS FOR RECOMMENDATIONS:

Background

The development of the 2025-2029 Strategic Plan is a multi-phase process that began with foundational research, stakeholder engagement, and strategic analysis. TCHC has worked closely with KPMG to ensure a robust and inclusive approach. The draft plan incorporates feedback gathered from key stakeholders, including tenants, staff, the Board, the City and community partners to ensure it reflects a shared path forward for the organization’s future.

Building on themes identified in previous phases, the plan focuses on strengthening tenant services, enhancing operational excellence, fostering

vibrant and inclusive communities, and ensuring financial and organizational sustainability.

Current status

The Strategic Plan is nearing completion, with significant progress made in several key areas:

- **Stakeholder Engagement:** The stakeholder engagement phase, which concluded last year, provided critical insights into the needs and expectations of TCHC's diverse stakeholders.
- **Drafting and Refinement:** The plan is currently being refined to ensure it is actionable and measurable.
- **Preparation for Implementation:** Early efforts are underway to design a reporting and monitoring framework that will support transparency and accountability throughout the plan's lifecycle. A communications plan to support implementation has been drafted.

The Strategic Plan's framework emphasizes collaboration, innovation, and a commitment to addressing the unique challenges faced by tenants and the broader community.

Conclusion

In the coming weeks, the following activities will take place:

- Finalizing the draft Strategic Plan for presentation and approval by the Board in February 2025.
- Establishing a reporting and monitoring framework to track progress against strategic objectives. This framework will ensure measurable outcomes and provide regular updates to the Board.
- Finalizing the communication plan to share the plan with internal and external audiences once approved.

These efforts will ensure the 2025-2029 Strategic Plan becomes a living document that drives meaningful improvements for tenants, strengthens TCHC's communities, and supports the organization's overall mission.

SIGNATURE:

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