



Toronto
Community
Housing



Foundations for the Future



2025-2029
**STRATEGIC
PLAN**

Land Acknowledgement

We acknowledge that Toronto Community Housing is on the traditional territory of many Nations, including the Mississaugas of the Credit, the Anishnaabeg, the Chippewa, the Haudenosaunee, and the Wendat and is now home to many diverse First Nations, Inuit, and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.

We are all a Treaty people.

African Ancestral Acknowledgement

Toronto Community Housing acknowledges all Treaty peoples—including those who came here as settlers—as migrants either in this generation or in generations past—and those of us who came here involuntarily, particularly those brought to these lands as a result of the Trans-Atlantic Slave Trade and Slavery. We pay tribute to those ancestors of African origin and descent.

Introducing our Strategic Plan



I'm very proud to introduce Foundations for the Future, Toronto Community Housing Corporation's (TCHC) 2025-2029 Strategic Plan. At a time when there is urgent need for housing in our city, TCHC is ready and willing to step up and make sure as many Torontonians as possible have a safe, affordable place they can call home. We want to be the housing provider of choice—for the City of Toronto, for tenants, and for the talented and skilled professionals who choose to work at TCHC.

This Plan sets important goals. We will need to engage the City of Toronto, agency partners, tenants and other stakeholders to make them a reality. My fellow Board members and I are committed to working closely with TCHC staff and leadership to demonstrate that we are making meaningful progress towards these goals. TCHC housing is a critical public asset and a vital investment in the future of our city. We look forward to continuing to support the City in its efforts to make Toronto a thriving and safe place to live.

Adele Imrie – TCHC Board Chair



The next five years are an exciting time for TCHC. Since I joined the organization as President and Chief Executive Officer, I have witnessed firsthand the vital role that TCHC plays in providing housing and building communities. I've heard loud and clear that our tenants want to be involved in making decisions and are invested in making our buildings and our neighbourhoods a great place to live.

I have also been impressed by the energy, enthusiasm, and skill that our staff bring to their work every day. This Strategic Plan is about building on those strengths to grow our impact and improve quality.

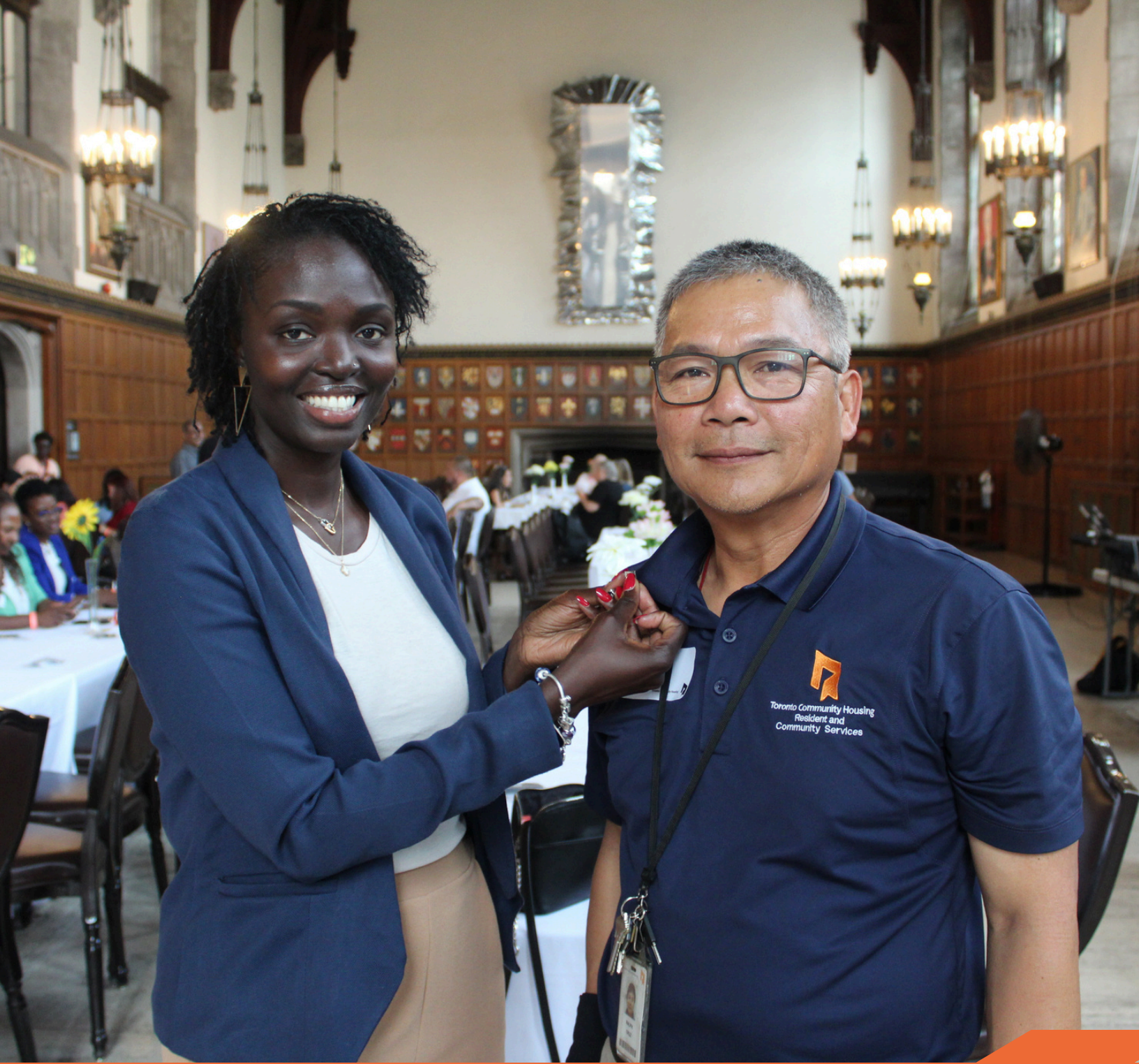
I am deeply thankful for all the feedback, insights, and creativity that went into building this Plan. We heard from more than 1,000 of our tenants, as well as from the City of Toronto, staff in all parts of our organization, and many of our closest partners in the broader community. Our path for the next five years has been shaped by the voices of the Torontonians we serve and those who work hand in hand with us to meet housing needs. Our communities have told us we have a great opportunity to provide the right supports and investments so that each tenant is able to truly call TCHC home.

Sean Baird – President and Chief Executive Officer

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Who we are

Foundations for the Future

Toronto Community Housing Corporation (TCHC) 2025-2029 Strategic Plan

Who we are

Vision Quality homes in healthy communities where people are proud to live, work, and play.

Mission We provide clean, safe, affordable homes and put our tenants first. We engage with tenants and partners to create great communities.



Values

We strive every day to live up to these values:

Respect

We respect people as individuals and create environments where fairness, trust and equitable treatment are the hallmarks of how we work.

Accountability

We are accountable for our actions, accept responsibility for our performance, and share the results of our work in an open, honest, and transparent manner.

Integrity

We perform our duties with the utmost regard to the high standards expected of a corporation established to deliver social housing.

Accessibility for persons with disabilities

We are committed to providing accessible service. This includes meeting our duty to accommodate disabilities under the Ontario Human Rights Code, and the standards set out in the Accessibility for Ontarians with Disabilities Act.





Where we are today

Foundations for the Future

Toronto Community Housing Corporation (TCHC) 2025-2029 Strategic Plan

Where we are today

As we look ahead to the next five years, we know our plan must address some important challenges and opportunities:

- The need for affordable rental housing in Toronto is acute. We know that there are more people struggling to make ends meet and to find a safe place to live, and that housing affordability is a big challenge. As the largest social housing provider in Canada, we are seeing demand increase.
- With a portfolio of over 1,300 buildings, we are stewards of a public asset worth almost \$13 billion. The ability to maintain a state of good repair for the homes of nearly 90,000 tenants requires reliable, ongoing investment from all levels of government. The reality is that today, 69 per cent of our units are in poor or critical condition. In order to improve the condition of these homes and protect the value of these assets, stable funding is needed to resolve the backlog of repairs and to address the ongoing needs of an aging portfolio.





- Between 2008-2024, TCHC completed nine revitalization projects with a further four projects underway. Collectively, we have delivered, with the City of Toronto and in partnership with developers, more than 10,000 completed housing units (market, rent-geared-to-income, and affordable). We are working to complete more than 5,800 additional units within a 10-year capital plan. We are a vital part of making the City of Toronto’s 2020-2030 HousingTO Action Plan a reality.
- Our housing portfolio has a large environmental impact. Responsible development and management of these public assets means working to lower emissions and pursue net-zero goals.

- We are not just a landlord, but a vital part of the network of housing and social services in Toronto. Housing is the foundation that enables the success of other supports and interventions for the city’s most vulnerable citizens. We have established partnerships with agencies that provide food security, mental health support, youth programming, and other programs and services directly in TCHC communities. We know we can do more to foster these important connections in more of our communities to facilitate access to the services and supports tenants tell us they need.

Together with the City of Toronto we help make it possible for nearly 100,000 low-income and equity-deserving Torontonians to live in affordable homes.

- We acknowledge that there is more to be done, with many individuals and families on a wait list for affordable housing. Most of our tenants live in “rent-g geared-to-income” units. The average household income for these tenants is just over \$19,000 per year, and average rent is \$448 per month.





- We are seeing increasing vulnerabilities and more complex needs among our tenants. Mental health challenges, violence, and anti-social behaviours are on the rise because of the pressures that people and systems are under. Community safety is a significant concern for our tenants and staff.
- There is a critical shortage of supportive housing in Toronto. As a result, TCHC is housing individuals in need of a greater range of supports and services to achieve housing stability and prevent a return to homelessness than we are mandated to provide. We can do more to collaborate and build partnerships to address this situation.

It is more important than ever that we are leading the charge to invest in affordable housing. There has been a lot of recent attention on the housing crisis in Canada, and some encouraging action by all orders of government to tackle the complex issue.

- We have an opportunity to build on this positive momentum. Our social housing portfolio represents the most cost-effective way to provide homes to Torontonians who are the most in need.

- We serve a diverse tenant population, and we can do more to support accessibility and inclusion for all. Many cultures, languages, and backgrounds are represented in our buildings:

37% of our tenant households speak a language other than English.

53% of our tenant households are female-led.

22% are youth age 13 to 24. A similar proportion (22%) are seniors (age 59+). Another 13% of our tenants are children age 12 and under.

53% of our tenant households include someone with a disability. This includes 22% of our tenant households with a mental health disability.

Source: TCHC's 2023 Tenant Survey





- To meet the expectations of the City and of Torontonians, we must pursue higher standards for service, maintenance, and safety. Past funding deficits have meant that some of our properties do not yet meet these standards. Our role is to work with the City and other partners to address gaps and tenant needs.
- TCHC has had a mixed reputation in the past, and we are working hard to improve it. We want to be viewed as a leader in housing that delivers critical social housing to Torontonians.




Building the Strategic Plan

Foundations for the Future

Toronto Community Housing Corporation (TCHC) 2025-2029 Strategic Plan

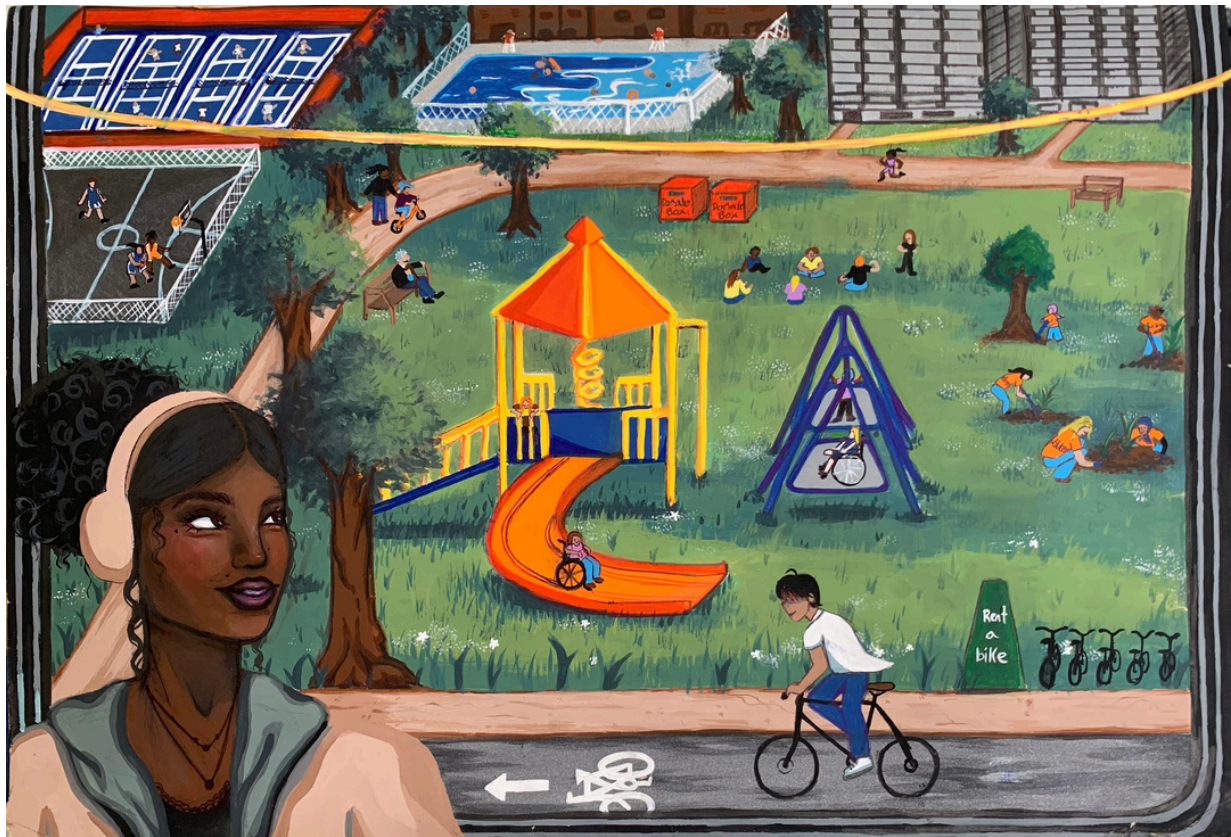
Voices from our communities



What does a thriving and supportive community look, feel, or sound like to you?

To develop our Strategic Plan, we asked youth living in TCHC communities to share their vision for the future. Through an art contest, we invited youth to submit an art piece that answered the question above.

Their entries appear throughout this report, bringing to life their experiences, reflections, and ideas.



Ashfi

I aimed to capture a thriving and supportive community through the lens of the everyday life of an individual. Ultimately, what truly defines this community is its people. Supportive neighbours foster relationships that make everyone feel valued and included. This blend of sustainability, inclusivity, and connection embodies the spirit of a vibrant, thriving community where everyone can flourish together.

Building the Strategic Plan

We acknowledge and appreciate the time and effort of tenants, staff, stakeholders, and partners who shared their ideas and experiences with us as this Plan came together. We set out to hear many different perspectives to help understand what is possible over the next five years. We heard many ideas from the hundreds of people who participated in engagements.

We would also like to acknowledge TCHC's Board of Directors for their leadership, involvement, and input throughout the process of developing this Plan. We value their commitment to this Plan and their collective vision for the success of the organization.



Thank you to every participant and contributor—your feedback will help to shape our future. Below we have summarized who participated in the process.

Over 1,000 TCHC tenants, including:



850+ completed tenant survey responses



150+ youth engaged through a youth survey



40+ seniors engaged through a seniors' survey

- Workshops through TCHC’s Tenant Community Action Tables (Central, West and East region)
- A workshop discussion with the Tenant Advisory Committee
- A workshop discussion with Responsible Personal Accessibility in Toronto Housing Committee (R-PATH Committee)
- A tenant workshop discussion focused on anti-Black racism.

- **600+** TCHC staff and management, including:
 - A staff survey with **480+** surveys completed
 - Over **160** staff engaged through workshop discussions
- **15** interviews with City of Toronto leadership & elected officials
- **30+** external partners, including community agencies and the Office of the Commissioner of Housing Equity





Strategic priorities

Foundations for the Future

Toronto Community Housing Corporation (TCHC) 2025-2029 Strategic Plan

Strategic priorities

Over next five years, TCHC will focus on five priorities:



Support safe, healthy, and inclusive tenant communities.



Improve the cleanliness, maintenance, and accessibility of our buildings.



Strengthen TCHC's affordable housing portfolio to deliver critical housing to Torontonians.



Foster a collaborative, diverse, and thriving workplace.



Improve TCHC's ability to lead, learn, and innovate.

Support safe, healthy, and inclusive tenant communities.



OBJECTIVES

1. Work with community to improve safety.

We will champion a community-based approach to safety, working with tenants, police, local safety organizations, and partners. When it comes to safety, we need a coordinated response, collaborating with a range of service and program delivery partners including Toronto Police Services, Toronto Fire Services, the Community Outreach and Response Engagement team and the City of Toronto so we can identify issues and address concerns before they become serious.

We will employ a community development approach to engage tenants to help plan, design, and implement safety initiatives. Tenants will have more opportunities to learn about safety and actions they can take.

There are also actions we as an organization can take. Our tenants are impacted by anti-social behaviour and criminal activity that create ongoing issues within their communities. We will communicate clear, consistent expectations for behaviours that impact the entire tenant community, and improve our response when issues arise.





2. Strengthen partnerships to deliver social support for our tenants.

Our tenants need more supports to succeed and thrive in housing. We will play an active role in facilitating access to the services they need.

TCHC will actively communicate the need for funding and will facilitate partnerships that increase tenant access to social supports in our neighbourhoods and our buildings. We will define the service gaps that require assistance from the City of Toronto and other partners. Our efforts will focus on supports and services in high demand from our tenants.

3. Empower tenants to lead and shape community initiatives.

TCHC will continue to expand the range of social and economic opportunities for tenants to get involved, with a goal of strengthening their communities, and to create meaningful connections.

We will increase our investment in tenant leadership and empowerment to build on past success. We will also support tenants to shape local events and community development actions.

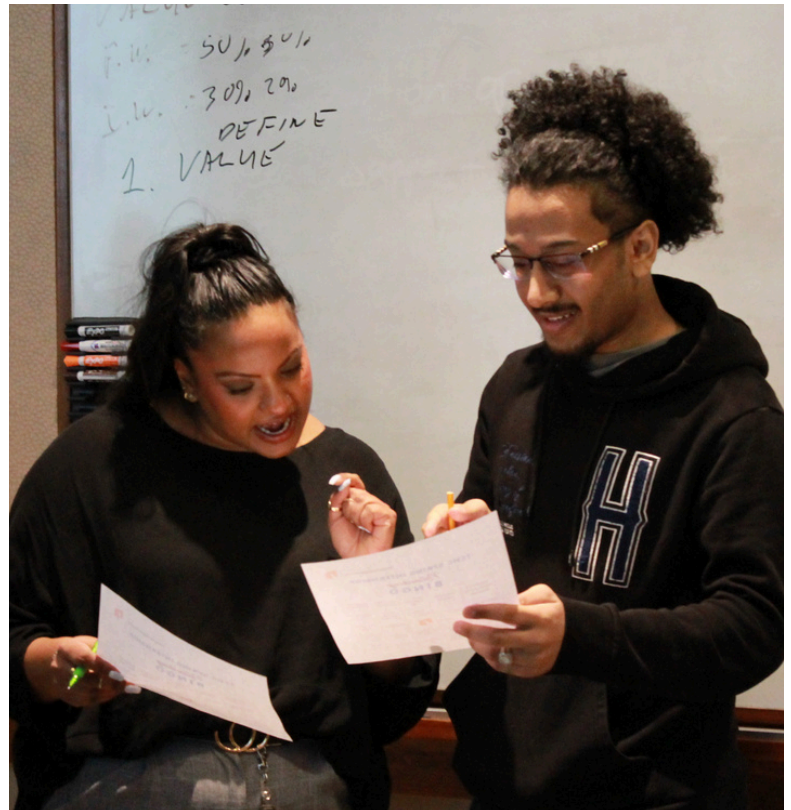




4. Listen to tenants to better understand their needs and to tailor the programs and services we offer, including applying an anti-Black racism lens.

Our tenant population is highly diverse and TCHC must be able to respond to the different needs and perspectives of each community. Tailoring our tenant engagement approach means listening, collecting data, and responding to what tenants are telling us. At the same time, we will improve how we gather feedback and take action on it. We will act faster on trends or issues that we can identify or forecast.

TCHC will continue to create an open dialogue about anti-Black racism in our communities, and we will work with tenants and partners to deliver on the Confronting Anti-Black Racism Strategy.





OUTCOMES

Short term

- More tenants will have a strong voice in leading and shaping community initiatives.
- Increased tenant participation in existing events and opportunities to participate in programs and initiatives.
- Proactively responding to the unique needs of our tenant communities.



Longer term

- Fewer critical safety incidents, making tenants feel safer.
- More programs and services available to tenants and tailored to the needs of their communities.
- Buildings are cleaner, better lit and better maintained, so that risks to safety are reduced.
- Improved tenant experience through actions to help address anti-Black racism.
- Improved overall tenant satisfaction and well-being.
- Infrastructure is in place for collecting tenant feedback on an ongoing basis to inform the work being done day-to-day.



Reezy Nuako

Where I lived, I have seen a lot of conflicts; these issues have a huge effect on the people in the community, especially young people. The area in Jane & Finch I lived in is known as “Connections” because all the buildings are attached. Their name symbolizes the attachment of each building to be together as it was structured, but it also symbolizes the connections between the individuals who live on even after they passed away, which makes us stick together and help each other grow.

Improve the cleanliness, maintenance, and accessibility of our buildings.



OBJECTIVES

1. Improve the condition of our buildings.

Quality, maintenance, and cleanliness of our buildings are some of the things that matter most to tenants. We will put in place a consistent, measurable standard of service delivery that tenants can expect. This will mean working to secure funding and to show the impact of ensuring a good standard of maintenance. In addition, we will provide more oversight to our vendors to get the highest quality work possible from our investments in buildings.

2. Increase our responsiveness to tenants through prompt action, clear communication, and respectful relationships.

We will prioritize a positive tenant experience. This means working towards a culture of communication, respect, and empathy from our staff. We will also make relationships with tenants better by reducing administration and making information more readily available to tenants through in-person and online service delivery channels.

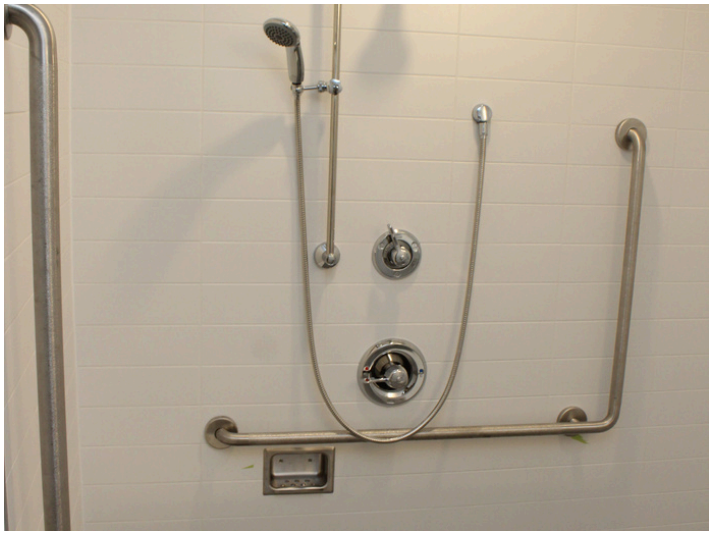
To accomplish this, we will improve how we communicate with tenants, especially those with different abilities or needs. We will also train staff to be more responsive to the unique needs and experiences of our diverse tenant population.



3. Make our properties more welcoming and accessible.

TCHC is committed to building communities where everyone feels welcome and can fully participate. We will prioritize repairs and upgrades that improve accessibility. In addition, we will improve the readiness of homes to support tenants with different abilities, and match people faster with units that meet their needs.

Community amenities are highly valued by our tenants. We will do more to make sure everyone can access and enjoy these shared spaces.





OUTCOMES

Short term

- Develop clear standards for building maintenance, cleaning, and community supports.
- Vendor service teams complete work orders in a timely manner, to a level of quality our tenants expect.
- Tenants will notice improvements to their buildings and community spaces.

Longer term

- Tenants can more easily access and enjoy community amenities and shared spaces within TCHC buildings.
- Better communication with tenants about maintenance and repair issues, including improved vendor responsiveness.
- Tenants will be more satisfied with communication, customer service, and the condition of their buildings.
- Improvements towards timely, efficient, and reliable delivery of maintenance and improvement services.
- Repairs and renovations that improve building conditions and help maintain a state of good repair.





Ezaam



To me, a thriving and supportive community is one where people actively uplift each other. It's a place with vibrant, well-maintained public spaces and accessible resources. The atmosphere is warm and inclusive, with a strong sense of belonging and trust. Challenges are met with collective problem-solving and optimism, creating a place where everyone, even those facing difficulties, can find opportunities to thrive and feel valued.

Strengthen TCHC's affordable housing portfolio to deliver critical housing to Torontonians.

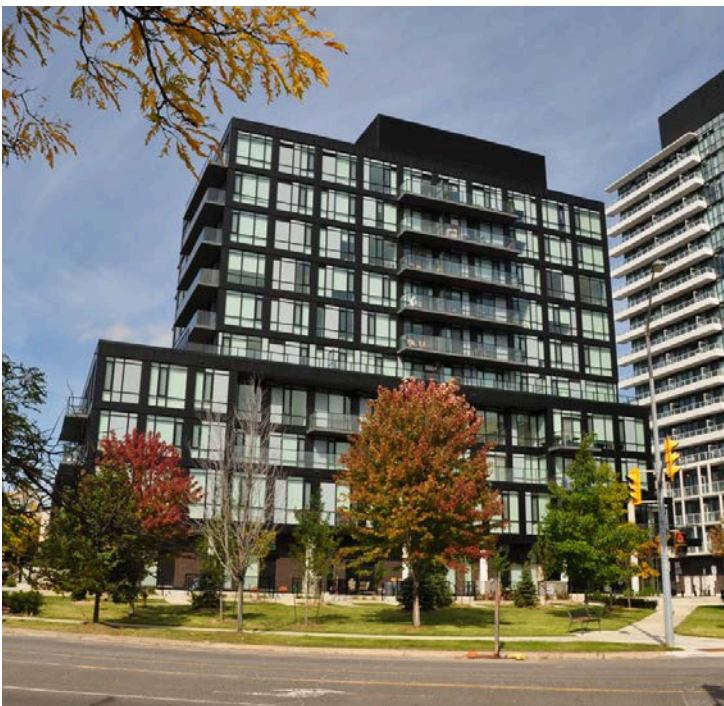


OBJECTIVES

1. Create more mixed income communities where our tenants can thrive.

Mixed income communities are an opportunity to build strong and diverse neighbourhoods. New development and redevelopment will maintain a strong focus on providing rent-geared-to-income (RGI) units. We will also look to improve the balance of these RGI units with new affordable and market options over time.

This balanced approach to development will create a more financially sustainable housing portfolio. It is critical that we are better able to manage the costs of keeping buildings in good repair and supporting tenants. It will be important to work closely with the City to ensure the full cost of housing and meeting our mandate can be addressed.





2. Secure the investments necessary to add more rental units and to improve the state of good repair in our existing housing portfolio.

Coordinated and sustained funding from multiple levels of government is required to address the current housing affordability crisis.

Securing funding and creating a sustainable financial model is essential. We need a firm financial foundation to meet the existing and growing need for affordable housing.

In partnership with the City, we will seek to redevelop ageing buildings and develop new sites for affordable units. This will require new revenue sources, progressive financing solutions, and partnerships to add units while maintaining affordability. Getting there will mean more emphasis on getting projects planned and ready so that our investment needs are clear.





3. Collaborate with others to accelerate development to deliver more cost-effective housing.

We will work with the City, public entities, and private and community groups to accelerate development, while making the best use of limited resources to pursue shared goals. Collaboration like this will also help to deliver more cost-effective services to tenants.

We will focus on development priorities that are forward-looking and fully aligned with the City's broader housing strategy.

4. Reduce the environmental impact of our housing portfolio.

We will secure new funding to make environmental upgrades to buildings. This includes energy-efficient investments that reduce long-term costs. We will also engage tenants in sustainability and conservation initiatives to better understand their perspectives and empower them to take action.

With appropriate and sustainable funding, we are committed to supporting the City's progress towards net-zero environmental goals. This includes adopting green building standards in new developments and when retrofitting existing properties.





OUTCOMES

Short term

- Identify and initiate new development projects in alignment with the City's housing priorities.

Longer term

- Shovel-ready development projects are prioritized to strategically expand and rebalance TCHC's portfolio.
- In collaboration with the City, secure funding commitments for new development projects, with new potential projects identified in a pipeline.
- TCHC offers more housing options for tenants looking to transition out of social housing.
- Reduced environmental footprint by operating more efficient buildings.
- Establish additional mixed income communities in the portfolio.



Foster a collaborative, diverse, and thriving workplace.



OBJECTIVES

1. Prioritize staff health, safety, and wellness.

We remain committed to the health, safety, and wellness of all our staff, including our tenant-facing staff, and will continue to take action to address the specific challenges they face. This includes resources for stress management and mental health.

We will also make backfill, debriefing, and other supports available for staff dealing with a crisis at work. By providing access to resources, skill development, and support systems, we will create a safer and more supportive work environment for all staff. Better wellbeing will enable staff to be their best at work.





2. Promote a culture of collaboration where everyone feels valued, accepted, and a sense of belonging.

We will continue to invest in staff training and supports, including a focus on core skill development. TCHC will ensure ongoing training and development opportunities with a focus on customer service, cultural sensitivity, anti-Black racism, and trauma-informed care. Training on how to address racism and trauma will improve overall customer service and experience. Collectively, these supports and resources will improve staff engagement and workplace culture.

In addition, we will be intentional about breaking down organizational silos and reviewing workload distribution, so that staff feel empowered and can be more efficient and effective with their time. We will equip corporate staff to understand their impact on tenant experience and to act on opportunities to improve customer service.

3. Equip staff with knowledge and skills they need to achieve their career potential and deliver exceptional service.

We want to retain talented staff and have them grow with us. We will make sure our staff feel supported to grow, innovate, and develop in their roles.

It is important that we identify and support talented staff to build career pathways to advance their career ambitions.

We are committed to providing our leaders with the autonomy, tools, and support necessary for success. A strong organization helps us to deliver exceptional work and be accountable to our teams, tenants, and the communities we serve.



4. Continue to recruit, retain, and empower a diverse workforce that is skilled, accountable, and committed to enhancing services for our tenants.

Our teams are passionate about serving tenant communities. We will take an approach to recruitment that brings together this passion with desired skills, capabilities and lived experience.

It is important that we work to make sure staff are recognized for success and are also held accountable to meet clear expectations for service to our tenants. We want to establish and meet higher standards, and it takes great people to do this. We will improve communication channels to ensure challenges experienced by staff are understood at all levels. From there, we will implement cross-functional training initiatives, so staff can work better together in support of tenants.





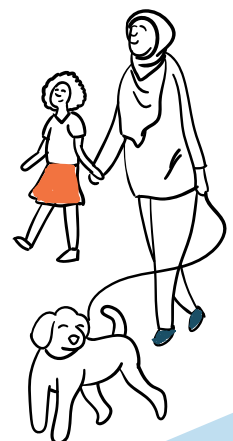
OUTCOMES

Short term

- More training available to staff to support skill development, working effectively with tenants, and understanding equity, diversity, and inclusion.
- Staff feel more connected to the mission, vision, and values of the organization.
- Improved staff safety and wellness, with greater access to mental health and other supports.
- A more engaged workforce where high performance and high-performing staff are celebrated.
- Better communication between staff and with tenants.

Longer term

- A diverse, healthy, and stable workforce that is more representative of the City of Toronto.
- Improved employee satisfaction and engagement.
- Reduction in preventable workplace safety incidents.
- TCHC is viewed as an employer of choice by prospective employees and independent third-party organizations.





Desirae



These words describe how I view my community.

Clean: the residents try to keep our community clean and livable. Happiness: we always have celebrations. Care: it takes a community to grow a child, and this is what parents in my community do. Love: our celebrations are inclusive and welcome all with love. Share: each one, teach one equals a healthy community.

This is my vision of a thriving and supportive community.

Improve TCHC's ability to lead, learn, and innovate.



OBJECTIVES

1. Raise our profile as a leader in housing and community building.

We have deep expertise in social housing. There are opportunities to apply this expertise and expand our leadership and advocacy in housing. In this way, we can help influence policy and funding decisions that will impact our work and our tenants.

TCHC will collaborate closely with the City to deliver their housing strategy, and with other affordable housing providers to share expertise, data, and resources.





2. Keep investing in continuous improvement and innovation.

We will build internal capacity to improve the foundation for our work, and to innovate where needed. This includes expanding our use of data and analytics to support a culture of measurement and evidence-based decision-making. Innovation and better use of data will increase our impact and efficiency. We will have better tracking of vulnerability and support needs, building-level issues, and demographic changes.

To build a culture of innovation we will draw upon the ideas and experience of our staff and tenants to identify and try new ways of doing things.

We will put in place regular, transparent reporting on the impact of our services. TCHC will more effectively use data to make informed decisions about tenant and building needs. Additionally, we will strengthen data governance to ensure that tenant data continues to be managed securely and responsibly.

3. Make better use of technology to improve service delivery, customer experience, and efficiency.

We will work to improve our digital systems so we can manage services more effectively and generate financial efficiencies. This means better systems to address maintenance and repairs, vacancies, and complaints. It also includes using automation to free up staff time, while providing tenants with more timely information and responses.

We will enhance online resources for tenants, making engagement opportunities and services easier to access. This includes the ability for tenants to track the status of their requests and to provide feedback about their experiences with vendor service.



OUTCOMES

Short term

- TCHC has a higher profile for its subject matter expertise and thought leadership.
- Improved data security and data governance.
- An organizational data strategy that emphasizes data quality, security, and governance.
- New channels for trying new improvements to service delivery are available, including the use of AI to support innovation in the organization.

Longer term

- TCHC is recognized as a leader in housing, bringing together other providers to influence the future of the sector.
- Business intelligence and analytics are used to predict trends and generate improvement opportunities.
- Continuous improvement initiatives are directly informed by data.
- An open-minded, thoughtful culture that enables innovation, with a willingness to try new things.





Janessa

Community, to me, feels like laughter and warmth all around. It smells like food being shared, fresh grass, and summer air. It looks like people coming together—playing music, painting faces, and enjoying each other's company. It's where you feel at home, connected, and a part of something bigger."



Our impact

Foundations for the Future

Toronto Community Housing Corporation (TCHC) 2025-2029 Strategic Plan

Our impact

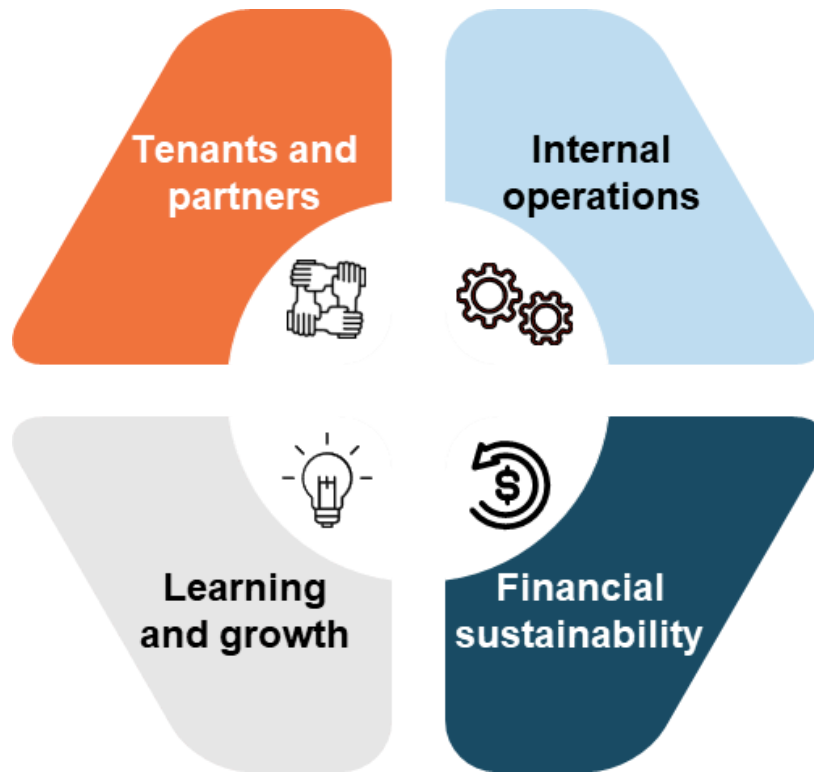
Our five strategic priorities are all about making an impact in our communities. Delivering on our Strategic Plan will have a range of positive impacts that can be measured and reported on.

This Strategic Plan outlines some of the important outcomes that we are working toward, along with examples of how we'll know we are making progress. Over the next five years, we will regularly report on these outcomes to the Board of Directors, the City, and to communities, outlining where progress has been made, emerging gaps, and corrective actions required.

As part of implementing this Plan, we need to put in place tools and measures that will help us to track progress and identify how we can adjust or improve our efforts. This will be a focus for us in early 2025. To start, we will establish a measurement framework that outlines how we will assess and report our progress on the Plan each year. In this way, we can consider performance measures and data collection needs as we plan each year's actions under the Strategic Plan.



Measuring success



We will be taking a “balanced scorecard” approach to measuring against outcomes. This means considering not only overall outcomes, but also how internal and organizational changes can drive a better experience for those we serve. We will measure impacts as they relate to our tenants and partners, but also how our Strategic Plan strengthens internal operations, fosters learning and growth, and supports financial sustainability.

Using the balanced scorecard approach, we will put in place measures and actions each year that help us focus on achieving our priorities.

A positive impact in our city and our communities

Our efforts are an important contribution to broader City of Toronto goals and strategies. Our work will align with City efforts and initiatives as described below:

TCHC Strategic Priorities							
Priority / Plan	Related City Strategies						
City of Toronto Strategic Priorities	"Maintain and create housing that's affordable."	HousingTO	✓	✓	✓	✓	✓
		Housing Now	✓	✓	✓		
		RentsafeTO	✓	✓	✓	✓	
		Tenants First	✓	✓	✓		
	"Invest in people and neighbourhoods."	HousingTO	✓	✓	✓	✓	✓
		Poverty Reduction Strategy	✓	✓	✓	✓	✓
		Resilience Strategy	✓	✓	✓		✓
		Toronto Strong Neighbourhoods	✓	✓	✓		
	"Tackle climate change and build resilience."	Circular Economy		✓	✓		
		City Asset Management		✓	✓		✓
		Long-Term Waste Management Strategy		✓	✓		
		TransformTO		✓	✓		✓
Other Plans / Initiatives	"Our Health, Our City" Plan	Homelessness Solutions Service Plan	✓	✓	✓		✓
		Housing Action Plan	✓	✓	✓	✓	✓
		HousingTO	✓	✓	✓	✓	✓
		SafeTO	✓				
		Tenants First	✓	✓	✓		✓
		Poverty Reduction Strategy	✓	✓	✓	✓	✓
		Toronto Newcomer Strategy	✓	✓	✓		
		Toronto Seniors Strategy	✓	✓	✓		
		Toronto Strong Neighbourhoods	✓	✓	✓		✓
		Toronto Action Plan to Confront Anti-Black Racism	✓			✓	



Nisreen

I made an artwork of our community. It shows our community to be a safe, respectful, and multicultural community space. I drew a recycling bin, which shows our community's dedication and respect for our environment. The boy playing in the park shows how safe and enjoyable our community is. The CN tower lets everyone and anyone know that our city is called Toronto, the best city in the world, showing how beautifully designed it is and the amazing community it holds.



Strategic Planning Leadership team

Foundations for the Future

Toronto Community Housing Corporation (TCHC) 2025-2029 Strategic Plan

Strategic Planning Leadership Team

TCHC BOARD MEMBERS

- Adele Imrie (Chair)
- John F. Campbell (Tenant Services Committee Chair)
- Debbie Douglas (Governance, Communications and Human Resources Committee Vice-Chair)
- Nick Macrae (Building Investment, Finance and Audit Committee Chair)
- Parthi Kandavel (Councillor)
- Gord Perks (Mayor's Designate, Councillor)
- Anthony Perruzza (Councillor)
- Marcel Francis Charlebois (Tenant Director)
- Ubah Farah (Tenant Director)
- Lakeisha Ziva Ferreira (Tenant Director)
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