

Strategic priorities

Over the 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.

Work with the community to improve safety.

We will champion a community-based approach to safety by working with tenants, police, local safety organizations, and partners. We will engage tenants to help plan, design, and implement safety initiatives.

Strengthen our partnerships to provide social support for our tenants.

We will identify supports and services that our tenants need to succeed and thrive in housing. We will work with partners to meet these needs.

Empower tenants to lead and shape community initiatives.

We will continue to expand social and economic opportunities for tenants. We will invest more in tenant leadership and support tenants to shape local events and community development actions.

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

We must be able to respond to the different needs and perspectives of our tenants. We will listen, collect data, gather feedback, and take action on it. We will also 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.
- More tenants will participate in existing events and there will be more opportunities to participate in programs and initiatives.
- We will proactively respond to the unique needs of our tenant communities.

Longer term

- There will be fewer critical safety incidents, making tenants feel safer.
- More programs and services will be available to tenants to support the needs of their communities.
- Buildings will be cleaner, better lit, and better maintained, reducing safety risks.
- We will improve tenant experience through actions to help address anti-Black racism.
- We will improve overall tenant satisfaction and well-being.
- We will develop a way to collect tenant feedback on an ongoing basis to inform our day-to-day work.



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

Improve the condition of our buildings.

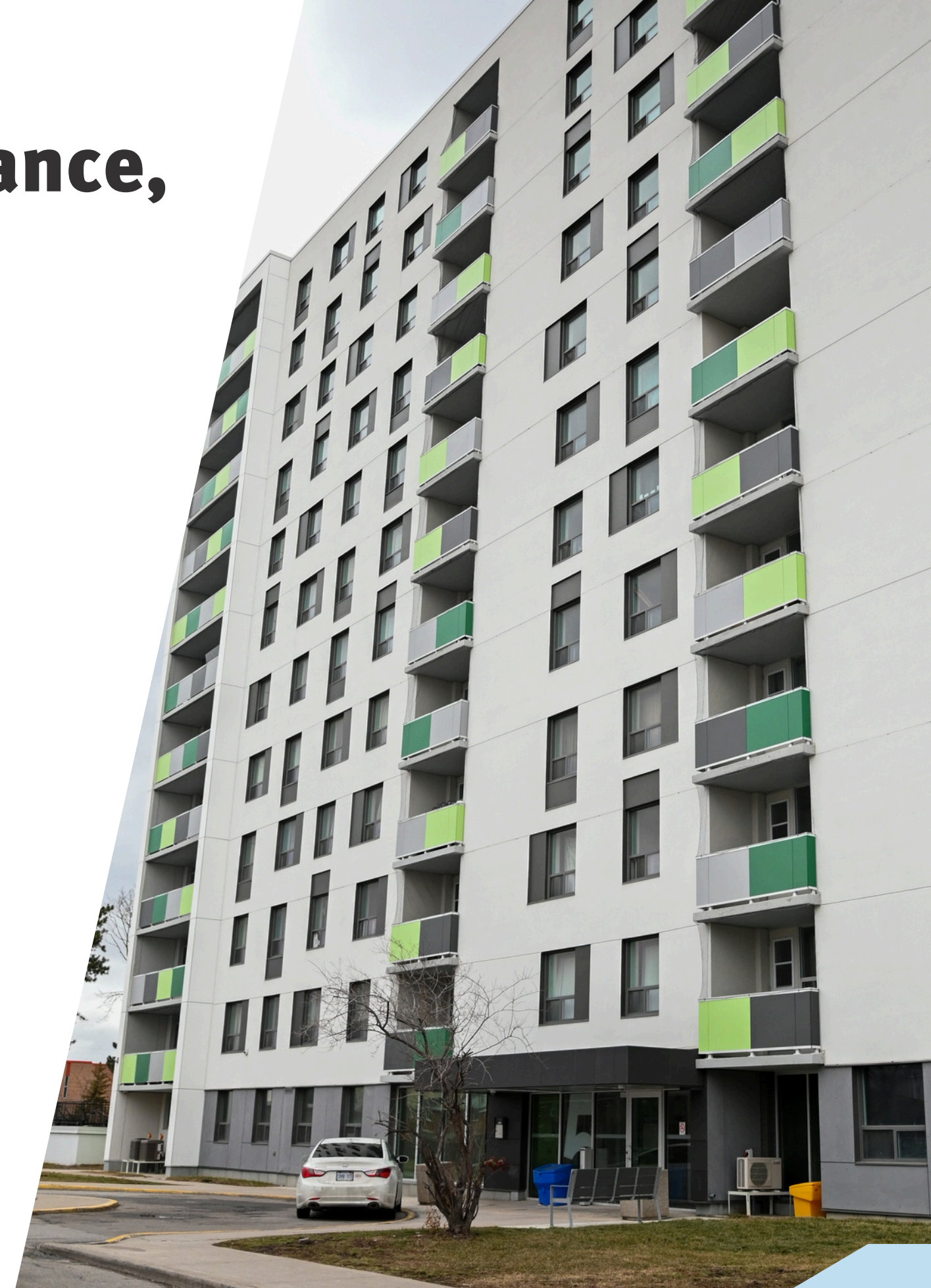
Quality, maintenance, and cleanliness of our buildings are some of the things that matter most to tenants. We will put in place a consistent, measurable standard of service delivery. We will work to get funding to help us maintain our buildings. We will provide more oversight to our vendors to make sure we get the highest quality work possible.

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

Make our properties more welcoming and accessible.

We are committed to building communities where everyone feels welcome and can fully participate. We will prioritize repairs and upgrades that improve accessibility. We will also improve the readiness of homes to support tenants with different abilities. We will work to match people faster with units that meet their needs. We will do more to make sure everyone can access and enjoy shared spaces and amenities.





Outcomes

Short term

- We will develop clear standards for building maintenance, cleaning, and community supports.
- Vendors will 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 will more easily access and enjoy community amenities and shared spaces in TCHC buildings.
- We will have better communication with tenants about maintenance and repair issues. Vendors will be more responsive.
- Tenants will be more satisfied with communication, customer service, and the condition of their buildings.
- Maintenance and improvement services will be more timely, efficient, and reliable.
- We will focus on repairs and renovations that improve building conditions and help maintain a state of good repair.



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

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

Mixed-income communities are an opportunity to build strong and diverse neighbourhoods. We will continue to focus on providing rent-geared-to-income (RGI) units in our new development and redevelopment projects. We will also look to improve the balance of these RGI units with new affordable and market options over time. This will create a more financially sustainable housing portfolio.

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

In partnership with the City, we will seek to redevelop ageing buildings and develop new sites for affordable units. We will look to create more partnerships and funding solutions to make this possible.

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

We will work with the City, public organizations, and private and community groups to build faster. Collaboration will also help us deliver more cost-effective services to tenants. We will focus on development priorities that are fully aligned with the City's broader housing strategy.

Reduce the environmental impact of our housing portfolio.

We will secure new funding to make environmental upgrades to buildings. We will engage tenants in sustainability and conservation initiatives. With the needed funding, we will support the City's progress towards net-zero environmental goals.





Outcomes

Short term

- We will identify and initiate new development projects that are aligned with the City's housing priorities.

Longer term

- We will prioritize shovel-ready development projects to strategically expand and rebalance TCHC's portfolio.
- In collaboration with the City, we will secure funding commitments for new development projects, with new potential projects identified in a pipeline.
- We will offer more housing options for tenants looking to transition out of social housing.
- We will reduce environmental footprint by operating more efficient buildings.
- We will establish more mixed income communities in the portfolio.



Foster a collaborative, diverse, and thriving workplace.

Prioritize staff health, safety, and wellness

We will continue to address the specific challenges our staff face, including providing resources for stress management and mental health. We will make more supports available for staff dealing with a crisis at work. We will create a safer and more supportive work environment for all staff.

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. This includes opportunities focused on customer service, cultural sensitivity, anti-Black racism, and trauma-informed care.

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

We will make sure our staff feel supported to grow, innovate, and develop in their roles.

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

We will focus on passion, desired skills, capabilities and lived experience in our recruitment. We will recognize staff for success. We will establish and meet higher standards of service to our tenants.





Outcomes

Short term

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

Longer term

- TCHC will have a diverse, healthy, and stable workforce that is more representative of the City of Toronto.
- We will improve employee satisfaction and engagement.
- We will reduce preventable workplace safety incidents.
- TCHC will be viewed as an employer of choice by potential employees and independent third-party organizations.



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

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

We will apply our expertise in social housing 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.

Keep investing in continuous improvement and innovation.

We will expand our use of data and analytics to support a culture of measurement and evidence-based decision-making. We will draw upon the ideas and experience of our staff and tenants to identify and try new ways of doing things.

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 efficiently. This means creating better systems to address maintenance and repairs, vacancies, and complaints. We will enhance online resources for tenants. This will make it easier to access services, track the status of requests, and give feedback about their experiences with vendors.





Outcomes

Short term

- TCHC will have a higher profile for its subject matter expertise and thought leadership.
- We will improve data security and data governance.
- We will create an organizational data strategy that emphasizes data quality, security, and governance.
- New channels for trying new improvements to service delivery will be available, including the use of Artificial Intelligence to support innovation in the organization.

Longer term

- TCHC will be recognized as a leader in housing, bringing together other providers to influence the future of the sector.
- We will use business intelligence and analytics to predict trends and find improvement opportunities.
- Data will directly inform continuous improvement.
- TCHC will have an open-minded, thoughtful culture that enables innovation, with a willingness to try new things.



Toronto
Community
Housing



Thank you!

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

