

Toronto
Community
Housing



2025-2029
**STRATEGIC
PLAN**

Strategic Plan:

2025 achievement report



A message from Sean



Sean Baird
President & CEO

In 2025, Toronto Community Housing launched Foundations for the Future, our 2025–2029 Strategic Plan. This plan is the product of extensive consultation with tenants, staff, Board members, City leadership, and community partners—and 2025 was the year we turned that shared vision into action.

This was a foundation-building year. Across all five strategic priorities, we put systems, governance, and capacity in place to support the work ahead. We advanced a new approach to community safety rooted in prevention and partnership. We completed construction of 454 social housing units and spent \$1 million a day in capital to renew our portfolio. We secured \$3.5 million in social procurement contracts, supported 56% of our communities in having tenant-led initiatives underway, and saw more than 2,000 tenants participate in Tenant Circle meetings, demonstrating the strength of tenant leadership at TCHC.

Inside our organization, we invested in the people who make this work possible. We launched staff safety listening tours, trained over 1,900 staff on equity, diversity, and inclusion, initiated a multi-year and multi-pronged approach to invest in and build the leadership pipeline our organization needs for the future. At the same time, we delivered a new data strategy and advanced cybersecurity and data governance. We continued modernizing procurement and began positioning TCHC as a recognized leader in housing innovation and sustainability.

The progress detailed in this report reflects the dedication of TCHC staff, the resilience of our tenant communities, and the strength of our partnerships. Based on year one of the Strategic Plan we are well-positioned for accelerated delivery in 2026 and beyond. I am proud of what we have accomplished and energized by the work still to come.

About the Strategic Plan



Learn more about the Strategic Plan by watching this video: bit.ly/Strat-Plan-Video

Foundations for the Future is Toronto Community Housing's 2025–2029 Strategic Plan, comprised of five strategic priorities and 18 objectives. Throughout 2025, TCHC advanced important initiatives that strengthened tenant communities, improved service delivery, expanded economic opportunities, enhanced housing renewal efforts, and promoted TCHC's role as a leader in social housing.

The accomplishments highlighted in this report demonstrate the organization's commitment to building stronger communities, supporting tenants, improving housing conditions and preparing for long-term growth and sustainability. Across all five strategic priorities, TCHC delivered measurable progress while continuing to serve nearly 95,000 tenants across more than 40,000 units.

Highlights

- Launched new strategies to empower tenants and improve safety in communities, including the new Engage Together tenant engagement model and the Community Safety and Wellbeing strategy
- Continued Clean Building Inspections and started work to improve TCHC's tenant service offices
- 454 units completed and 300 units under construction, and continued advancement of revitalization and housing development projects
- Continued targeting the State of Good Repair (SOGR) backlog to address TCHC's FCI (11.8% in 2024) and the number of units in critical condition (3.7% in 2024)
- Delivered staff safety listening tours, wellbeing initiatives, and equity, diversity and inclusion initiatives with the goal of increasing TCHC employees' experience of safety while at work
- Improved TCHC's industry profile by participating in sector events, securing leadership positions with industry leaders, and actively engaging to improve TCHC's media coverage
- Secured Capital growth funding and balanced operating budget with the City partnership to sustain financial stability
- Developed a data strategy, implemented a Procurement Transformation Strategy and improved cybersecurity and digital resiliency.

Strategic Plan: Priorities

Each strategic priority has several objectives to guide TCHC in operationalizing the Strategic Plan over the next five years.

Strategic 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.
Objectives	Work with the community to improve safety.	Ensure our buildings are in good condition.	Create more mixed income communities where our tenants can thrive.	Prioritize staff health, safety, and wellness.	Raise our profile as a leader in housing and community building.
	Strengthen partnerships to deliver social support for our tenants.	Be responsive to tenants through prompt action, clear communication, and respectful relationships.	Secure the investments necessary to add more rental units and to improve the state of good repair in our existing housing portfolio.	Promote a culture of collaboration where everyone feels valued, accepted and a sense of belonging.	Keep investing in continuous improvement and innovation.
	Empower tenants to lead and shape community initiatives	Make our properties more welcoming and accessible.	Collaborate with others to achieve faster development and lower costs.	Equip staff with knowledge and skills they need to achieve their career potential and deliver exceptional service.	Make better use of technology to improve service delivery, customer experience, and efficiency.
	Listen to tenants to better understand their needs, and take action that addresses their circumstances, including anti-black racism.		Reduce the environmental impact of our housing portfolio.	Continue to recruit, retain, and empower a diverse workforce who are skilled, accountable, and committed to enhancing services for our tenants.	



2025

A look back





Support safe, healthy, and
inclusive tenant
communities.



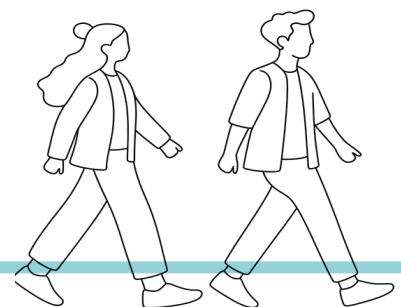


Support safe, healthy, and inclusive tenant communities.

TCHC made significant progress in 2025 towards strengthening tenant engagement, increasing community participation, improving access to social and economic opportunities, and supporting safer and more connected communities.

A significant accomplishment in 2025 was the launch of the **Engage Together** model. This new approach unified multiple engagement initiatives (e.g. Tenant Advisory Committees, Youth Tenant Advisory Committee, elected Tenant Councils and Tenant Circles) under one framework. This model improves collaboration, increases information sharing, and strengthens community leadership across TCHC communities.

2025 also saw the advancement of **social procurement** and **community economic development**, directing approximately \$4 million in contracts to social procurement vendors and securing tenant benefit commitments through developer contracts which supported internships, scholarships, and continuing programs including the Next Surgeon program and 2025's launch of the Next Neuroscientist, a program for high school students to be exposed to career pathways in science and healthcare.



\$336K

invested in scholarships benefiting 95 tenants

2,000

tenants participated in 266 Tenant Circle meetings, and 70% of TCHC communities have had at least one Tenant Circle meeting.

\$3.5M

In social procurement contracts





Support safe, healthy, and inclusive tenant communities.

147%

Increase in tenant-led initiatives (250 in 2024 to 617 in 2025).

\$35K

Invested in Centre Community Funds projects to impact Black tenants and communities

500

tenants engaged in 34 programs to reduce violence in TCHC communities.



The launch of the **Local initiative Funding for Tenants (LIFT)** program in 2025 represents a major investment in community-led programming, with \$597,000 in funding contributing to 45% of TCHC communities having tenant initiatives underway.

TCHC continued its **Confronting Anti-Black Racism Strategy**, embedding an anti-Black racism lens into tenant engagement, revitalization planning, community programming, and investment decisions. The Centre also established an annual celebration of Black tenant talent through the Bloom Where Planted event and partnered with CSU to launch the Cadet program to provide youth living in TCHC with access to employment opportunities in law enforcement.

Over the past year, the **Violence Reduction Program (VRP)** team delivered 34 programs (10 of which are tenant-led) across the city, engaging with over 500 tenants. Tenants reported a 93 per cent satisfaction rate with programs.

In 2025, TCHC advanced the **Community Safety and Wellbeing Strategy** which will introduce a unified, tenant-focused approach to safety, moving beyond an enforcement-only posture, prioritizing prevention, wellbeing and social development. Core pillars of the strategy will include integrating services to proactively address complex tenancies and strengthening institutional coordination with key external partners.

At the same time, **Community Safety Standards** were developed for communities with gun violence, with a focus on working with Ontario Health through improving safety infrastructure and iHelp Centres which bring together critical health care services for TCHC tenants and area residents with onsite staff offering integrated services including active living, mental health and well-being, employment, health care, violence prevention, education and tenant-led programming.



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





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

The 2025 Tenant Survey identified maintenance, communication and customer service as important areas for ongoing improvement. In 2025, TCHC completed 653 inspections through the **Clean Building Inspection** program; these inspections provide a holistic view of building cleanliness using a standardized rating system. Specifically, 29% of our buildings achieved our standards (score of 96% or more) and 50% require improvement (score of 85% to 96%) to meet our standards threshold.

All TCHC apartment buildings are also subject to the City's RentSafeTO inspections. In 2025, City by-law officers provided an evaluation score out of 100 for all TCHC buildings 3+ storeys and 10+ units. (50 or below would trigger an audit).

TCHC continued to prioritize accessibility improvements that support tenants with diverse needs and abilities. In 2025, TCHC completed 516 in-suite accessibility upgrades and 68 common-area improvements and upgrades. These efforts supported more inclusive and welcoming communities.

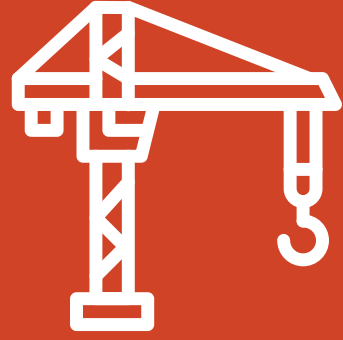
TCHC will continue to work on stronger tenant-centered service delivery through the **Closing the Loop**, a customer service initiative designed to gather tenant feedback after in-suite repairs are completed. Moving forward, TCHC will be exploring how to further improve service delivery using tenant feedback across its portfolio.





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





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TCHC continued to work closely with the City of Toronto through Toronto Builds and the HousingTO 2020-2030 Action Plan, supporting the City's goal of approving 65,000 affordable and rent-controlled homes by 2030. TCHC's 10-year development plan aims to deliver over 9,769 (including market condominium, refurbished, rent-geared-to-income, and affordable) new units by 2035. This includes 1,838 RGI replacement units, the potential for 828 affordable units, and 1,476 net new units with varying affordability levels.

Major accomplishments of 2025 include:

- Advanced multiple revitalization communities and development projects, supporting the long-term delivery of thousands of replacement and new affordable homes. Including continued revitalization work in Regent Park and Alexandra Park, opening of Don Summerville buildings, and progress toward rebuilding Swansea Mews.
- Completed construction of 454 social housing units in 2025, welcoming tenants into new and revitalized communities.
- Following the City's adoption of the Toronto Builds Policy Framework in May 2025, TCHC strengthened our role as a public builder. This includes delivering City led housing projects on City land through advancing with 405 Sherbourne and 150 Queens Wharf, as well as Firgrove, Swansea Mews and Lawrence Heights Phase 2.
- Implemented a portfolio-level prioritization and issue-tracking approach, improving coordination with the City and accelerating readiness for delivery.
- Worked with the City to move forward five new infill and redevelopment sites in response to the City's housing mandate.



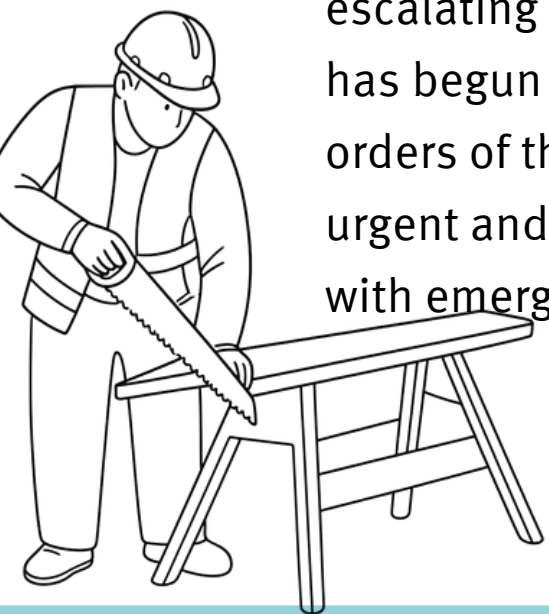


Strengthen TCHC's affordable housing portfolio to deliver critical housing to Torontonians.

In 2025, TCHC continued to invest in capital repair programs to preserve housing assets and maintain buildings in a state of good repair. We delivered major capital investments including 951 in-suite renovations, 158 electrical, mechanical and plumbing upgrades, 119 envelope, window, roof, structural and parking garage restorations, and invested \$42 million in holistic retrofit projects.

TCHC also launched improvements to its capital planning and asset performance reporting, including completing a review of its SOGR program which serves as the foundation for the development of a long-term SOGR strategy.

FCI is expected to rise to 21.34% by 2035, driven by capital needs, escalating costs, and the end of federal funding in 2027. However, TCHC has begun advocacy work in 2025 to secure further funding from other orders of the government, and in the meantime will continue to prioritize urgent and critical repairs while balancing long-term asset sustainability with emerging operational demands.



TCHC also continued efforts to improve energy performance and long-term asset management by supporting decarbonization efforts aligned with TransformTO goals, contributing to the goal to reduce energy consumption by 19% in 2029.

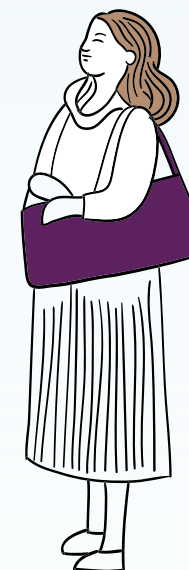
TCHC installed solar panels at 4 buildings, 7,840 households joined the new thermostat program to support more efficient energy use, completed LED lighting retrofits at 23 buildings, and replaced 27 heating and domestic hot water boiler plants.

Torbolton is one of many buildings in TCHC's portfolio that is undergoing or has completed energy retrofits. In November 2025, 50 Torbolton was honoured at the annual Ontario Embodied Carbon Awards. For the second year in a row, TCHC has been named one of Canada's Greenest employers.

TCHC plans to adhere to at least Tier 2 Toronto Green Standards (a higher level of voluntary standards) during the construction of new units, addressing the City of Toronto's environmental priorities.



**Foster a collaborative, diverse,
and thriving workplace.**





Foster a collaborative, diverse, and thriving workplace.

In 2025, TCHC prioritized staff health, safety, and wellness through new supports and training, including Fostering a Mentally Healthy Workplace programs for people leaders. At the same time, TCHC delivered extensive Equity, Diversity, and Inclusion (EDI) education, hosting 32 EDI events and training over 1,900 staff across the organization.

Safety Listening Tours were launched in the fourth quarter in partnership with the CEO's office to better understand employee experiences related to workplace safety and violence and to inform future action. Over a 15-week period, 14 sessions were held with more than 240 staff engaging in the sessions, resulting in more than 500 comments collected.

These efforts focused on strengthening organizational capacity to support employee well-being while reinforcing a culture of safety and care across the corporation.

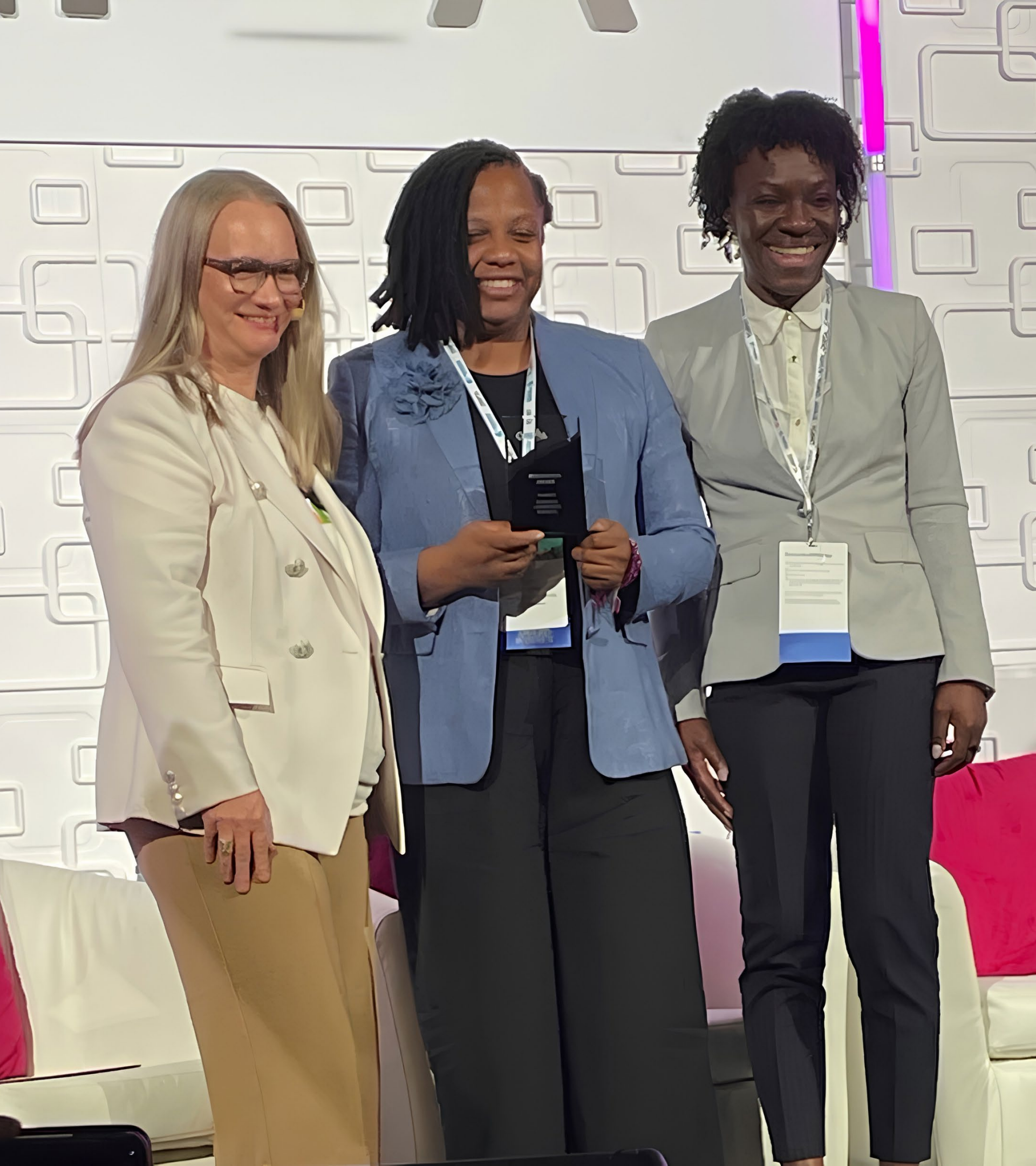


Leadership development was advanced through the introduction of the Leadership Foundations and Seasoned Managers programs, which engaged 86 leaders across TCHC. These initiatives supported people leaders in building skills, fostering collaboration, and leading teams effectively in a complex operating environment.

TCHC also delivered training to 556 staff in the Semi-Skilled Plumbing Training Program, designed to build and sustain in-house plumbing repair capacity among frontline Operations staff.

Employee contributions were recognized through service appreciation and recognition programs, celebrating more than 450 staff. In parallel, collective agreements were successfully negotiated, maintaining labour stability and supporting organizational continuity throughout 2025.

TCHC received the 2026 Greater Toronto Top Employer award for the eighth consecutive year and the 2025 Leading Accessible Employer award.



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





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

In 2025, TCHC raised its profile as a housing and community-building leader by actively participating in more than 25 sector events, research partnerships, and knowledge-sharing opportunities. TCHC made over 160 connections with industry leaders, raising TCHC's profile with key decision-makers.

TCHC's Chief Operating Officer, Nadia Gouveia became a member of the Board of Directors for the Canadian Housing and Renewal Association and Lily Chen, TCHC's Chief Financial Officer, was appointed Treasurer of the Board of Directors for the Ontario non-Profit Housing Association (ONPHA).

These engagements supported collaboration across the housing sector and reinforced TCHC's role in contributing practical insights, shared learning, and evidence-informed approaches to complex housing and community challenges.

Tenant voice continues to inform organizational learning and service design through the completion of the 2025 Tenant Survey. While tenants are satisfied with TCHC overall, areas to focus on include helping tenants feel pride in their community and improving satisfaction among youth.



Internally, TCHC expanded its organizational data and analytics capacity, laying the foundation for improved performance measurement and more consistent use of evidence in decision-making.

In 2025, TCHC's first centralized Data Strategy was developed, and frameworks for artificial intelligence, cybersecurity, and data privacy, supporting responsible innovation while strengthening safeguards as digital tools and data use continue to evolve. Foundational data governance work and initial steps towards a data and analytics operating model were accomplished.

The significant improvement of cyber security resiliency was reflected by the increased closure rate of the City's Chief Information Security Officer (CISO) IT confirmation program and City Auditor General audit action items, enhances governance and security guardrails through strong partnership with CISO.

TCHC launched the Procurement Transformation Plan (PTP) which has identified an estimated \$1.95M in savings from 2023 to 2029. The PTP plan will bolster policy governance, optimize end to end purchasing and contract management, and improve operational efficiency.



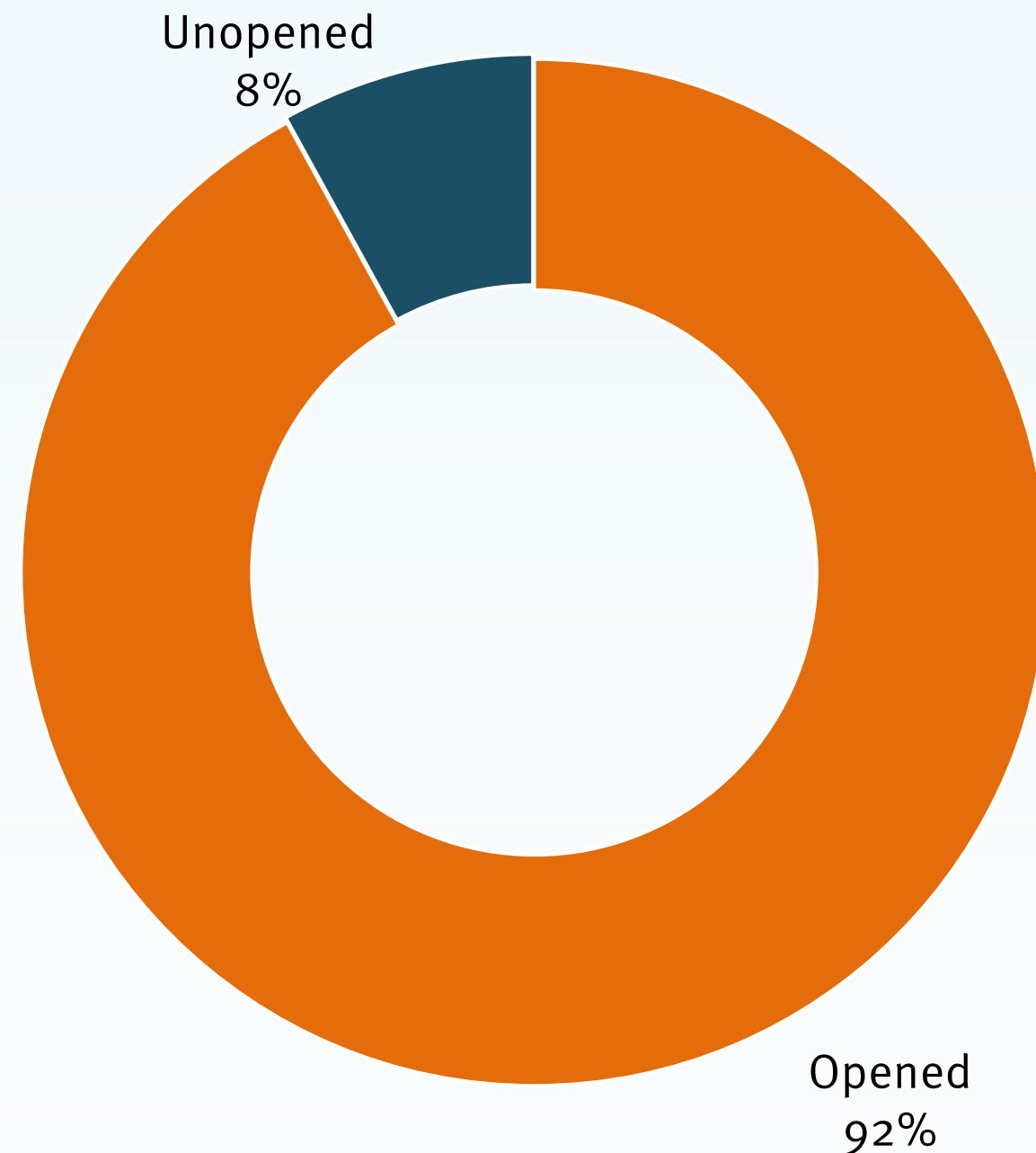
2025

Strategic Plan: Ongoing Engagement



Staff engagement

In 2025, the Strategy team focused on ensuring staff across the organization were aware of, understood, and could connect their work to the new 2025–2029 Strategic Plan. Engagement activities were designed to encourage awareness, reinforce key messages, and create space for discussion, with the goal of embedding the Strategic Plan into ongoing organizational conversations.



92% average open rate on all staff emails.

130 average link clicks across staff emails

6 internal emails promoting the Strategic Plan Launch

Other staff touchpoints in 2025:

- Creation of an inHouse (intranet) page
- Huddle tool (a resource for people leaders to talk to their teams about the Strategic Plan)
- Animated video (featuring Strategic Plan priorities and objectives and voiced by TCHC staff)
- Video with TCHC's CEO, Sean Baird (to introduce the Strategic Plan)
- Pulse survey at the United Way BBQ
- CEO presentation at the Leadership Exchange
- Discussion panel with Executive Leadership Team at the Leadership Exchange

Community engagement

When developing the plan, TCHC engaged with over 1,000 tenants through surveys, consultations, and workshops. This also included focused outreach to youth and seniors, Black tenants and tenants with disabilities. This feedback, along with feedback from TCHC staff and partners, shaped the Strategic Plan.

Last fall, we reconnected with tenants about how we are bringing the new plan to life. In November, we invited tenants who had participated in the 2024 Confronting Anti-Black Racism tenant engagement to an update meeting. The Strategy team and The Centre for Advancing the Interests of Black People (The Centre) shared how this group's input helped shape the Strategic Plan. The Centre also shared their new mandate to achieve a vision of thriving for Black tenants and staff in TCHC communities. We asked tenants to share their ideas of what this could look like.

In December, we also attended two Tenant Community Action Tables. Tenants could stop by our marketplace booth to talk with TCHC's Strategy team. They could also share ideas about what each of TCHC's strategic objectives could look like in their communities.

Strategic Plan-related social media engagement in 2025:

65%	average open rate across four email campaigns
6.6%	average click rate across all tenant emails
15	total direct to tenant touchpoints to launch the Strategic Plan
6,958	impressions across six social media posts
715	engagements across social media posts, that's a nine per cent engagement rate
250+	web page views in the first month of launch





What's next?



Building on the foundation established in 2025, TCHC will continue to strengthen how the Strategic Plan is translated into measurable action across the organization. A key focus will be advancing performance measurement capability, including targeted training for senior leadership and people leaders to build shared understanding of outcomes, indicators, and how performance information supports decision-making.

TCHC will continue developing a structured performance measurement framework to support a clearer line-of-sight between the Strategic Plan, divisional business planning, and reporting, while allowing flexibility as programs mature and capacity increases. As part of this evolution, business units will increasingly articulate how their work advances specific strategic priorities, reinforcing shared ownership of the plan across the organization.

Strategic planning will also be more deliberately integrated with corporate planning and resourcing processes. The Strategic Plan will inform the development of budget proposals and business cases, helping to clarify how investments advance priority outcomes and support longer-term objectives. This integration will strengthen alignment between strategy, funding decisions, and organizational capacity, while improving transparency for leadership and the Board. Learnings from TCHC's 2025 strategic planning process will be developed into a Playbook and Toolkit to support future strategic planning.

Finally, TCHC will continue to embed learning, innovation, and tenant voice into strategic advancement. Ongoing use of tenant insights, sector collaboration, digital modernization, and strengthened governance for data, artificial intelligence, and privacy will support more informed planning and responsible innovation. Together, these next steps position TCHC to move from establishing a strategic foundations in 2025 to deepening execution, accountability, and impact over the coming years.

Toronto
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2025-2029
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Thank you!





Appendix



Objective: Work with the Community to Improve Safety

Community Safety and Wellbeing Strategy

The Community Safety and Wellbeing Strategy (2026-2030) marked a shift away from solely enforcement-led responses toward a more holistic, prevention-focused model aligned with the City of Toronto's SafeTO framework. This work was informed by the City's 2024 independent review of the Community Safety Unit and the Centre's Black Employee Lifecycle Review, which together identified opportunities to strengthen operations, deepen community impact, and better align services with the needs and experiences of communities. Future work will focus on pilots across 10+ high-vulnerability buildings, and launching a tenant-led dispute resolution model.

Communities Experiencing Violence

During 2025, TCHC led a targeted strategy for communities experiencing chronic gun violence, opening ten new or renovated iHelp Centres and youth programming spaces. Crime Prevention Through Environmental Design (CPTED) audits were completed in seven communities. TCHC will expand this safety approach to all buildings experiencing chronic gun violence and complete Infrastructure of Safety capital investments, including cameras, lighting, and wayfinding, in at least four additional communities experiencing violence. Standardized post-incident response protocols will also be established.



Objective: Strengthen our partnerships to provide social support for our tenants

Strategic Partnerships

TCHC continues to advance integrated housing stabilization strategies that address the intersection of homelessness, tenant wellbeing & health outcomes as well as community safety. Through the High-Needs strategy, dedicated operational, safety and health partnerships are being mobilized across priority communities experiencing chronic vulnerabilities, which includes established coordinated referral pathways, integrated communities of practice and expanded community-based health supports & care.

In addition, Rapid Rehousing has evolved from an emergency pandemic response into a mature long-term housing stabilization strategy, having successfully housed 3,116 individuals transitioning from chronic housing precarity. Through the structured 12-month tenant support model, tenants receive coordinated support from leasing, operational, and agency partners to promote successful housing outcomes.

The Complex Tenancies team was proud to host 21 agencies and 51 attendees earlier this year to introduce this new integrative model as well as walk our agency-partners through the collaborative role & function that TCHC and its partners play in supporting thriving tenancies which reinvigorated trust, clarity in roles and excitement to collaboration from attendees. Together, these initiatives reflect Programs and Partnerships continued shift toward preventative, partnership-driven service delivery that improves housing stability while addressing complex community needs. The Anchor Agency Services and Support Pilot funding has been extended into 2028.



Objective: Empower Tenants to Lead and Shape Community Initiatives

Local Initiative Funding for Tenants (LIFT)

In mid-2025, TCHC launched the Local Initiative Funding for Tenants (LIFT) program, enabling tenants to work with their neighbors to plan and lead projects that strengthen community connection. By the end of the year, 56 per cent of TCHC communities had tenant empowerment initiatives underway, supported by a total of \$597,000 in funding, reinforcing tenant leadership and local decision-making.

Building on early momentum, TCHC plans to expand the reach of LIFT funding to at least 85 per cent of communities. This expansion is intended to further support tenant-led initiatives, foster community resilience, and increase opportunities for local participation and leadership.

Social Procurement

In 2025, TCHC advanced social procurement by developing a social procurement strategy and recruiting vendors for \$3.5 million in social procurement contracts. This work aimed to leverage purchasing power to support social and economic outcomes, including opportunities for tenant-owned businesses and vendors who support these goals.

TCHC plans to scale tenant empowerment and economic investment by growing social procurement contracts to an expected \$5 million in 2026. This expansion is expected to strengthen the role of procurement in advancing economic inclusion and community benefits across the organization's operations.



Objective: Empower Tenants to Lead and Shape Community Initiatives

Community Economic Development

TCHC strengthened its external partnerships and corporate relationships which resulted in funding for several tenant programs. These partnerships supported the continuation of the Next Surgeon program, which connects TCHC high school students to careers in medicine and surgery. The success of the program enabled its expansion through a pilot that opened access to all high school students, leading to the launch of Next Neuroscientist, further broadening exposure to career pathways in science and healthcare.

Below are some examples of community economic development that were secured through tenant benefit commitments from developer contracts.

Don Summerville

Developer partner Context Development ran a scholarship program for displaced tenants during construction. Over \$80,000 has been awarded to date. The project was framed not just as a housing rebuild but as an economic opportunity generator for the community.

Regent Park

The Community Benefits Agreement (CBA) vote was a major milestone, over 1,000 residents voted on how Tridel's \$26.8 million in community benefits would be allocated. Package 2 won with 56.6% support, prioritizing educational scholarships, wages and employment support, new community spaces, community initiatives, and local business development. The scholarship program entered its second year, awarding \$91,000 to 26 tenants, bringing the two-year total to \$141,000 across 41 tenants.

Alexandra Park

The scholarship program is in its third year, with 15 scholarships awarded in 2025 and over \$80,000 distributed to more than 25 tenants since launch. It is described as a key component of the revitalization's social and economic development plans.



Objective: Empower Tenants to Lead and Shape Community Initiatives

Pre-Apprenticeship Program

This is the most directly connected employment program to TCHC's development work. Over three cohorts, 151 youth were trained with hands-on placements within TCHC communities and privately owned properties across the GTA. 105 of those were TCHC tenants. 14 TCHC youth were retained as TCHC employees and others found work with private construction companies. Given TCHC's active build pipeline, this program creates a direct pipeline from tenant communities into the trades workforce driving revitalization.

Trades in the 6ix

Run in partnership with the City of Toronto and Tropicana Community Services, this fair connected tenants ages 16 to 35 with trades professionals, industry unions, and educational institutions. It is not tied to a specific revitalization site but feeds into the same construction and trades workforce that TCHC's development program relies on.

Internship and Returnship Programs

The 2025 Summer Internship Program placed 15 youth tenants in full-time, paid 13-week roles across TCHC business units, while the fall Returnship Program graduated 13 adult tenants aged 35 and older through a 12-week program spanning divisions including Data intelligence, Communications, IT, Operations, and Finance. Now in its second year, the Returnship is designed to support tenants re-entering the workforce or pursuing new career paths.



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

The Centre for Advancing the Interests of Black Peoples (Centre)

In 2025, TCHC advanced initiatives through the Confronting Anti Black Racism Strategy that strengthened investment in Black tenant communities, amplified tenant leadership, and expanded access to opportunities for youth. A total of \$35,000 was invested across seven Centre Community Funds projects focused on delivering meaningful impact for Black tenants and communities. The Centre also established an annual celebration of Black tenant talent through the Bloom Where Planted event which engaged 59 tenants and created a targeted space to showcase tenant leadership, strengthen connection, and support community wellbeing.

TCHC further expanded pathways for youth engagement and employment through targeted partnerships. In collaboration with the Community Safety Unit, the Cadet program was launched to provide youth living in TCHC with access to employment opportunities in law enforcement. The Centre also partnered with the City of Toronto to establish CityServe: Neptune, engaging six youth in intensive paid programming, mentorship, community placements, and life-stabilization supports that promote positive pathways and inclusion.



Objective: Improve the Condition of Our Buildings

Clean Building Inspections

TCHC continues to conduct systematic inspections to assess building cleanliness and identify improvement opportunities across the portfolio. Clean Building Scores require a score of 96 per cent+ to meet standards. A total of 653 inspections were completed during the year, with 29 per cent meeting standard, 50 per cent requiring improvement, and 22 per cent failing inspection. To place in context, the following is the scoring criteria for the Clean Building inspections: Meets Standards (96% or higher), Requiring Improvement (84%-95%), Failing Inspections (83% or below).

Inspection results showed improvement over time, with average inspection ratings increasing from 89 per cent in Q2 2025 to 90 per cent in both Q3 and Q4, providing clearer visibility into building conditions and supporting more targeted follow-up.

RentSafeTO

In 2025, all TCHC buildings subject to the City's RentSafeTO program were evaluated in accordance with City requirements, which mandates inspections every two years. Audits by the City include an inspection of common areas, hallways, stairwells, underground elements, and exterior grounds. Over 95 per cent of our buildings received a score of 70 or higher.



Objective: Increase the responsiveness to tenants through prompt action, clear communication, and respectful relationships.

Closing the Loop

In 2025, TCHC continued with the implementation of the Closing the Loop pilot program to gather tenant feedback on in-suite repair services delivered by vendors. At the same time, work began to explore other ways to capture tenant sentiment to support a stronger feedback loop between tenants, service delivery, and performance monitoring.

Tenant Service Offices

In 2025, TCHC conducted an internal review of tenant service delivery and staffing levels across hub offices. This review included tenant consultation and feedback which informed a plan to realign the existing Hub model into a redesigned Tenant Service Office (TSO) network. This model is intended to provide a more consistent, accessible, and sustainable tenant-facing service delivery approach through a consolidated network of fully staffed service offices.



Objective: Make our properties more welcoming and accessible

Accessible Units

Accessibility was a key focus in 2025, with TCHC completing 516 in-suite accessibility modifications to better meet tenants' needs, along with targeted upgrades to shared spaces. This tenant-centered approach helped create more inclusive communities by improving access to units and building facilities for tenants with diverse needs.

Planned work includes evaluating the feasibility of incorporating accessibility modifications into unit turnover renovations, implementing an enhanced staffing model for reactive accessibility requests, and maintaining the target of 20 per cent of units meeting Canada Mortgage and Housing Corporation (CMHC) accessibility standards.



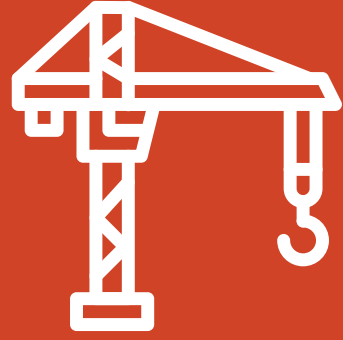
Objective: Create more mixed income communities where our tenants can thrive

Accelerate New Affordable and Mixed-Income Housing Delivery

Across the portfolio in 2025, 300 units were under construction and 454 units were completed, reflecting steady delivery momentum despite a constrained construction environment characterized by escalating costs and market pressures. Development activity remained aligned with the City of Toronto's Toronto Builds pipeline, reinforcing collaboration with municipal partners to increase housing supply city-wide.

Construction and completions advanced across several large-scale revitalization projects. At Regent Park, TCHC continued delivery across Phases 4 and 5, including the start of construction on Building 4A, the first TCHC-owned affordable rental building in these phases, which will deliver 271 new and replacement affordable rental homes.

At Alexandra Park, construction was completed on a new TCHC building comprising 99 RGI units and 4 affordable units, marking the newest addition to TCHC's portfolio. At Don Summerville, completion of a major phase delivered 120 replacement RGI units, along with 100 new affordable rental units, 183 market rental units, and 367 condominium units, supporting both tenant return and mixed-income community objectives. Planning and early development work also continued at Swansea Mews and Lawrence Heights Phase 2, positioning the sites for a significant increase in affordable and mixed-income housing in future phases.



Objective: Create more mixed income communities where our tenants can thrive

Improve Capital Planning and Oversight of Asset Health and Performance

In 2025, TCHC strengthened capital planning and oversight by enhancing planning, reporting and oversight processes. Key initiatives included the completion of a comprehensive review of the SOGR Program and improvements to FCI and asset performance reporting.

The SOGR Program and Process Review established the foundation for a long-term SOGR strategy by assessing planning, prioritization, governance and reporting practices. TCHC also refreshed FCI and asset performance reporting to provide better visibility into portfolio condition, capital needs and investment priorities.



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

State of Good Repair Investments

In 2025, TCHC continued to invest in capital repair and renewal programs to improve housing quality, preserve building conditions and support long-term sustainability. Capital investments included 1,164 renovated units, 516 in-suite accessibility upgrades, 68 common area improvements, 158 electrical, mechanical and plumbing updates, and 119 envelope, window, roof, structural and parking garage restorations.

TCHC delivered 91 per cent of its approved capital budget and invested \$42 million in holistic retrofit and deep energy retrofit projects that coordinated building system renewals and energy upgrades to improve building performance, reduce future repair needs and extend the useful life of housing assets.

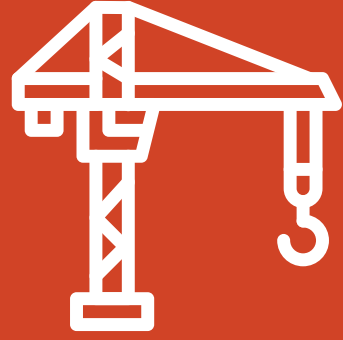
Across various retrofit and renewal projects, 20,000 tenants were engaged throughout project planning and delivery to support implementation and help ensure projects reflected tenant needs and priorities.

Final 2025 year-end Facility Condition Index (FCI) results and updated long-term portfolio condition projections will be presented in Q3 2026 as part of annual asset performance reporting.

Project Spotlight – 2 Brahams

In 2025, TCHC completed a deep energy retrofit project that improved building performance, reduced annual energy costs by an estimated 44% and extended the lifecycle of major building systems reducing the building's FCI from 20.4% to 9.6%. By coordinating building envelope, mechanical and electrical upgrades through a single integrated project, TCHC improved overall building condition and reduced future repair needs.

In partnership with the University of Toronto, the project is also helping TCHC better understand the impacts of deep retrofits on energy performance, tenant comfort, and building operations, generating insights for future projects.



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

Accelerate Development Timelines

TCHC is working with the City to standardize an accelerated approvals process for TCHC projects. Standardized and accelerated approval processes will help to unlock historic limitations on funding and financing approvals. In 2025, TCHC began these discussions with the City of Toronto on its expanded Priority Development Review Stream and further engagement with the new Housing Development Office.



Objective: Reduce the environmental impact of our housing portfolio

Improve Conservation and Energy Efficiency

In 2025, TCHC continued large-scale building retrofit programs to reduce environmental impact, improve energy and water efficiency, and enhance tenant comfort, while lowering utility costs and greenhouse gas emissions. Major investments were made across the portfolio through renewable energy installations, mechanical and electrical upgrades, building recommissioning, and water conservation measures. Solar panels were installed at 6 Henry Street, 2 Lambertlodge Avenue, and 75 Tandridge Road, contributing to cleaner energy generation on-site. Energy conservation initiatives reached 7,976 units, while 7,840 households joined the new thermostat program to support more efficient energy use.

LED lighting retrofits—including garage lighting sensors—were completed at 23 buildings; Variable Frequency Drive (VFD) booster pumps were installed at 15 buildings; and 27 heating and domestic hot water boiler plants were replaced. Ventilation systems were upgraded at nine buildings, including make-up air unit replacement and heat recovery, while recommissioning programs modernized mechanical, electrical, and building automation systems at ten buildings. Water efficiency retrofits were completed at 39 buildings, and the Energy Squad Program conducted plug-load audits and plumbing inspections in approximately 3,302 units across 93 locations. These efforts were supported by workforce development, with 561 staff trained to improve building mechanical systems and more than 250 staff completing Green Office Sustainability Training.

Looking ahead, TCHC will continue advancing environmental sustainability by developing a Toronto Green Standards (TGS) Tier 2 implementation roadmap for all developments starting between 2026 and 2029. Green Building and Energy Retrofit Programs will remain central to this work, with a target of achieving 19 per cent energy savings and 50 per cent greenhouse gas reductions across the deep retrofit portfolio. In support of these goals, 160 additional sites are scheduled for building evaluations in 2026, enabling TCHC to prioritize further retrofit opportunities, reduce emissions, and strengthen long-term asset sustainability while aligning with City climate objectives.



Objective: Prioritize staff health, safety, and wellness

Improve Staff Supports for Mental Health, Violence Prevention, and Safety

In the fourth quarter of 2025, The CEO's Office launched a series of Staff Safety Listening Tours to better understand employee experiences related to workplace safety and violence and to inform future action. Over a 15-week period, 14 sessions were held with more than 1,460 staff invited to participate across role-based and identity-based groups, resulting in direct engagement with 240 staff and more than 500 comments collected.

TCHC strengthened its focus on staff wellness through expanded programming and targeted leadership training aimed at supporting both physical and psychological wellbeing. Staff engagement increased across a range of wellness initiatives, including wellness challenges, stretch and education sessions, and seminars focused on personal wellness, injury prevention, and fitness. TCHC also launched Fostering a Mentally Healthy Workplace training, a new program for people leaders designed to build practical strategies that protect and promote mental health while supporting stronger, more resilient teams. Together, these initiatives reflected a more intentional and proactive approach to supporting staff wellness across the organization.

In parallel, TCHC reviewed workplace violence and safety incidents, supported safety planning for staff experiencing threats or incidents, and prioritized workplace violence risk assessments at worksites. Safety performance data showed improvement over time, with lost time frequency declining across periods and reaching its lowest level in Q4 2025, signaling progress in injury prevention and safety management.

TCHC will continue to embed staff wellness as a core organizational priority by sustaining and evolving wellness programming and expanding mental health supports for leaders and teams.



Objective: Promote a culture of collaboration where everyone feels valued, accepted, and a sense of belonging

Equity, Diversity and Inclusion (EDI) Program

In 2025, TCHC continued to advance its internal Equity, Diversity and Inclusion (EDI) Strategy, strengthening how equity, inclusion, and belonging are embedded across the organization. Progress was measured using the Global Diversity, Equity and Inclusion Benchmarks, with continued advancement within the maturity model, especially within inclusive recruitment, learning, and workplace experiences.

TCHC sustained four Employee Networks that foster an inclusive, supportive, and connected workplace culture: the Women's Inclusion Network, Pride Network, Filipino Kababayan Network, and the Black Staff Caucus.

Combined efforts were reflected in employee perceptions of belonging through the Workplace Diversity Census and Inclusion Survey, with a majority of staff reporting positive experiences across key drivers such as inclusion and belonging (74%), respect and civility (72%), and representation in the workplace (65%). Together, these results indicate steady progress in strengthening an inclusive workplace culture, while also highlighting areas for continued focus and improvement.

TCHC's New Intranet: InHouse

In 2025, TCHC launched inHouse, a new intranet site designed to modernize how staff access information, connect with one another, and engage with organizational priorities. The new platform improved access to corporate resources, policies, and tools, while providing a more consistent and user-friendly experience for staff across diverse roles and locations. inHouse supported clearer internal communications by centralizing key updates, leadership messages, and organizational initiatives, helping staff stay informed about changes underway across the corporation. The launch of inHouse also represented a broader shift toward digital enablement and operational efficiency, reducing reliance on fragmented communication channels and outdated systems.

Future enhancements are expected to further integrate business tools, improve employee engagement through recognition widgets and gamification, and strengthen alignment with other digital modernization initiatives, including data, analytics, and service transformation work. As TCHC advances its strategic priorities, the intranet will play an increasingly important role in supporting informed, connected, and engaged staff across the organization.



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

Semi-Skilled Plumbing Training Program

The Semi-Skilled Plumbing Training Program is a multi-phase workforce capability initiative designed to build and sustain in-house plumbing repair capacity among frontline Operations staff. The program enables employees to complete common plumbing repairs safely and consistently, supporting service continuity, operational resilience on external vendors, and long-term cost containment. Training was delivered 556 of 616 assigned staff (91% compliance) across 58 cohorts, with over 90% of participants reported the training would improve job performance and would recommend the program. Targeted refresher training was also completed for 124 of 142 staff.

Early operational analysis shows staff absorbed approximately two-thirds of increased plumbing demand in-house, with vendor work orders growing at a slower rate than overall demand.



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

Leadership Development

In 2025, TCHC advanced staff development through the launch of two leadership development programs designed to support both new and experienced managers in building high-performing teams aligned with strategic priorities and the TCHC culture model.

The Leadership Foundations Program (LFP) provided supervisors and new managers with core leadership skills to build adaptable, resilient, and engaging teams, engaging 43 participants, with 92 per cent reporting improved performance. In parallel, the Seasoned Managers Program (SMP) supported experienced leaders in strengthening their ability to lead healthy, high-performing teams, with 43 participants and 87 per cent reporting improved performance. Together, these programs emphasized emotional intelligence, equity, diversity and inclusion principles, coaching and development, and data-driven decision-making, reinforcing leadership behaviors that support tenant-focused service delivery.

Staff Recognition

In 2025, TCHC continued to recognize and celebrate employee contributions through formal recognition programs and external awards. More than 450 staff were recognized for reaching significant career milestones through the Service Appreciation Awards, with 248 attendees at the event and 99 special awards presented to employees with more than 15 years of service.

At the final quarter of 2025, TCHC launched the Culture Model Spotlight Series reward program to give staff the opportunity to recognize their peers for upholding TCHC's values and demonstrating culture competencies.

During Safety and Health Week, TCHC also recognized members of the Joint Health and Safety Committee (JHSC) and the Psychological Health and Safety Advisory Group who were nominated by their peers for outstanding contributions to workplace safety.



Objective: Raise our profile as a leader in housing and community building

Media Profile

In 2025, 28 per cent of media impressions were positive, particularly in coverage related to revitalization, energy efficiency, sector leadership, and partnerships with other orders of government. Multiple stories (e.g. Sparroway or collaboration with The Atmospheric Fund) highlighted TCHC as a leader in large-scale building retrofits and climate action, emphasizing tangible benefits for tenants such as improved comfort, lower energy use, and reduced emissions.

National and regional outlets covered TCHC's participation in the federal government's launch of Build Canada Homes, highlighting leadership engagement, revitalization experience, and the organization's role as Canada's most prolific builder of social housing in recent history.

At the same time, some media coverage in late 2025 reflected more critical attention, particularly related to workplace safety and labour relations. Stories reporting on strike mandates and union concerns highlighted staff experiences of workplace violence and safety risks. While these articles were critical in tone, they also frequently acknowledged the scale and complexity of TCHC's operations, the essential services it provides, and ongoing negotiations aimed at avoiding disruption for tenants.

Thought Leadership and Sector Participation

In 2025, TCHC strengthened its role as a sector leader through active participation in national and provincial housing organizations. Nadia Gouveia, Chief Operating Officer, was appointed as a member of the Board of Directors of the Canadian Housing Renewal Association (CHRA), supporting pan-Canadian collaboration and knowledge sharing on community housing renewal. In addition, Lily Chen, Chief Financial Officer, was appointed Treasurer of the Board of Directors of the Ontario Non-Profit Housing Association (ONPHA), contributing financial leadership and sector expertise to Ontario's non-profit housing system. These roles reflect TCHC's growing influence and leadership within the housing sector and support alignment between operational experience and sector-wide policy and practice discussions.

TCHC will continue to leverage leadership participation in sector organizations to contribute to policy dialogue, research, and system improvement at the local, provincial, and national levels. Through these roles, TCHC aims to share lessons learned, support collective problem-solving, and strengthen sector capacity to respond to evolving housing and community needs.



Objective: Raise our profile as a leader in housing and community building

Research

In 2025, TCHC strengthened its research partnerships with the University of Toronto's School of Cities. Two applied research studies were completed to inform housing policy, community development, and performance measurement. The first, Best Practices to Inform a Mixed-Income Public Housing Future in Toronto (December 2025), examined international and Canadian models of mixed-income public housing and identified lessons to support financial sustainability, social integration, and community viability within Toronto Community Housing communities. The second, Well-Being Indicators for Toronto Community Housing (December 2025), developed a set of wellbeing indicators for vulnerable communities to support more consistent measurement of tenant wellbeing outcomes, grounded in research and community-informed approaches. Together, these studies provide a stronger research foundation to support future planning, revitalization, and performance measurement efforts across the organization.



Objective: Keep investing in continuous improvement and innovation

Data Strategy

In 2025, TCHC delivered its first Data Strategy, marking an important step in strengthening how data is generated, managed, and used across the organization. The Data Strategy, approved by the Executive Leadership Team (ELT) on July 31, 2025, establishes a long-term vision supported by a two-year implementation roadmap. It signals a shift from historically siloed and informal data practices toward a more structured, organization-wide approach to data management.

As part of this work, TCHC also began its journey toward formal data governance by establishing the Records and Data Steering Committee (RDSC) to guide the organization's approach to data, artificial intelligence, and records management. At the start of 2026, TCHC established a Data Governance Council to strengthen oversight, accountability, and cross-organizational coordination for data-related decisions. This governance structure will support consistent application of standards, clearer ownership, and improved data quality management across the data lifecycle. In parallel, TCHC will design an analytics operating model that enables improved collaboration and coordination around how data and analysis is prioritized and delivered across the organization.

Cybersecurity and Digital Resilience

In 2025, TCHC advanced its Cyber Security Plan, strengthening organizational resilience and enhancing the protection of information assets, infrastructure, and critical services. This work is supported by a structured approach to governance, risk management, and compliance aligned with recognized industry practices and evolving threat conditions.

The organization continued to build enterprise cybersecurity capability through targeted investments, modernization of foundational technologies, and the proactive management of technology debt to reduce risk and improve long-term system resilience. These efforts are integrated into broader IT and capital planning processes to support sustainable and secure service delivery.

TCHC further strengthened its cybersecurity posture through an expanded partnership with the City of Toronto, advancing the integration of key security capabilities. This collaboration enhances monitoring, coordination, and incident response alignment across organizations, reinforcing overall resilience and shared accountability.

TCHC remains focused on maintaining a strong control environment and continuously improving its cybersecurity maturity to support the secure and reliable delivery of services and the long-term resilience of the organization.



Objective: Keep investing in continuous improvement and innovation

Procurement Transformation Plan

In 2025, TCHC advanced its Procurement Transformation Plan through the implementation of Ernst and Young (EY) recommendations focused on strengthening the procurement operating model and identifying strategic value creation opportunities. As part of this work, EY developed a future state framework spanning strategy, governance, people, process, and technology, supported by action plans and sequencing to guide implementation across five workstreams.

The work includes value creation initiatives identified through the EY assessment, with estimated benefits ranging from \$16.9 million to \$35.7 million. A key milestone in 2025 was the launch of TCHC's new Procurement Policy, establishing stronger governance, shared standards, and a consistent foundation to support the broader transformation. Building on the updated Procurement Policy and the PTP implementation roadmaps, TCHC is entering the next phase of the transformation by operationalizing the policy and embedding recommended process improvements into day-to-day procurement activities.



Objective: Make better use of technology to improve service delivery, customer experience, and efficiency

Operational Technology

Tenant-facing digital tools also continued to evolve through pilot initiatives such as tenant portals and upgrading digital communication tools. As digital modernization continues, TCHC is expected to incrementally enhance tenant-facing tools, balancing innovation with accessibility, privacy, and organizational capacity to ensure technology investments deliver clear benefits for tenants, staff, and the long-term sustainability of the housing portfolio.

TCHC operates over 18,000 residential security cameras across the portfolio, supporting tenant and staff safety while enabling more effective incident response and investigation, and governed through TCHC's updated and reaffirmed Security Video Surveillance Policy (October 2024).

Operationally, the expansion of data and analytics capabilities—including business intelligence dashboards and standardized data practices—strengthened TCHC's ability to monitor performance across buildings and services, supporting more informed and timely decision-making.