

Toronto Community
Housing Corporation
931 Yonge Street
Toronto, ON
M4W 2H2



April 17, 2009

Joe Pennachetti
City Manager
City of Toronto
100 Queen Street West
Toronto ON, M5H 2N2

Dear Mr. Pennachetti:

Enclosed you will find Toronto Community Housing's 2009-2011 Community Management Plan.

2009-2011 Community Management Plan

The Community Management Plan is presented annually to the City of Toronto as Shareholder for Toronto Community Housing. The plan is Toronto Community Housing's three-year strategic plan. It is updated on an annual basis through a comprehensive engagement process with the Board of Directors, tenants, staff and stakeholders.

In 2007, after five years of operation, Toronto Community Housing launched an organizational review to assess whether the organization was meeting the Community Management Plan's outcomes and what kind of influence the organizational structure had on achieving them. While the organizational review confirmed that outcomes were being achieved in most areas, it found that changes to the organizational structure were required to better meet them. The organizational review findings were used as the starting point for the 2009-2011 Community Management Plan. Toronto Community Housing's Board of Directors, staff, tenants, and labour leaders were also consulted on the development of the plan.

Key themes that emerged during the consultation included:

- Satisfaction with building and unit repairs that have taken place and the need for continued focus on repair backlog;
- Need to improve cleaning and maintenance services;
- Support for services targeting youth and senior tenants;
- Support for more action on sustainability or "green" initiatives particularly in the area of tenant education;
- Need for a mental health strategy to assist staff and connect tenants with community services; and
- Need for more communication between staff and tenants.

The 2009-2011 Community Management Plan builds on the areas where Toronto Community Housing stands out as an innovator and leader – developing mixed-income communities, greening the housing stock, and reducing green house gas emissions, engaging tenants and being a great place to work. The plan also focuses on applying the same kind of innovation and leadership to tackle challenges including addressing the housing repair backlog, creating economic opportunities for tenants - particularly young people - and building a workforce that reflects the diversity of the communities it serves.

This year's plan is organized around five strategic priorities:

1. Sustaining and Maintaining Assets
2. Investing in Tenants and Communities
3. Quality Housing Service
4. Strong Business and Operational Performance
5. Effective Organization

The 2009-2011 Community Management Plan sets out key objectives in each of these areas, describes outcomes, and measures that can be used to monitor progress. Attached to the Community Management Plan is the 2009 implementation plan.

If requested, I would be pleased to attend an upcoming meeting of the City's Executive Committee to answer questions the 2009-2011 Community Management Plan.

Yours sincerely,

Derek Ballantyne
Chief Executive Officer

Encl. (1)