

BudgetTO

Toronto Community Housing Corporation

January 14, 2026



Vision Statement: Toronto Community Housing Corporation

Our Vision

Quality homes in vibrant communities where people are proud to live and work.

Our Mission

To provide clean, safe, well-maintained, affordable homes for residents. Through collaboration and with residents' needs at the forefront, TCHC connects residents to services and opportunities, and help foster great neighbourhoods where people can thrive.



Toronto Community Housing Services

Deeply Affordable Housing



- TCHC plays a critical role in the housing continuum, providing deeply affordable housing
- TCHC provides tenants with core housing management services including tenancy management and rent collection, building and property maintenance, janitorial and building cleanliness, and community safety
- TCHC houses 94,000 people with 85% of households benefiting from the Rent-Geared-to-Income (RGI) program

Supporting Tenant Needs & Enabling Vibrant Communities



- TCHC serves a population with complex care needs and chronic vulnerabilities that require a wide range of supports to help them have successful tenancies
- TCHC delivers various programs and connects residents to services and organizations to support their needs and overall well-being

Long-Term Stewardship of a Public Asset



- TCHC manages and maintains 1,300 buildings, including buildings operated by TSHC, worth over \$20.5B
- TCHC's capital repair programs are focused on ensuring that these public assets are in good condition now and for the future
- TCHC leads the housing sector in modernizing buildings through innovative energy solutions, green initiatives and conservation efforts

Toronto Builds



- TCHC is one of the largest developers of RGI, affordable, and market housing in Toronto and Canada having constructed 10,000+ units since the beginning of the revitalization program
- Under the Toronto Builds framework, the City updated TCHC's mandate as public developer expanding its role to support the building of more affordable housing

Services and Outcomes

Strategic Outcomes

Quality Homes in Vibrant Communities

Every tenant has **reasonable enjoyment of their home**.

Tenants' homes will be **well-maintained and made accessible** by TCHC.

Tenants **feel safe, secure and supported** and are **connected to the services** they need.

Corporate Outcomes

Organizational Excellence & Financial Sustainability

High performing teams that bring to life a **culture of tenant service**.

Utilize **business intelligence tools** and data systems to bring **greater insights** to the organization and **improved decision-making**.

Culture of Tenant Service

Frontline leadership and employees are empowered to **make tenant-focused decisions locally**.

Services are delivered **effectively and efficiently** through **skilled and compassionate staff teams** who work in the communities **where tenants live**.

Effective and efficient **tenant service processes, systems and tools** that enable timely decision making and identify tenant service success measures.

Modernize technology systems that are focused on cybersecurity resiliency.

TCHC's **funding reflects the organizations mandate**, operational environment and evolving tenant needs.

2026 Budget Overview

(in \$ Millions)	Operating Budget				OUTLOOK		
	2025 Budget	2025 Projection*	2026 Budget	Change from 2025 Budget	2027	2028	
					\$	%	
Revenues	\$656.3	\$654.6	\$666.2	\$9.9	1.5%	\$664.5	\$669.2
Gross Expenditures	\$656.3	\$649.1	\$666.2	\$9.9	1.5%	\$688.2	\$710.5
Net Expenditures	0.0	(\$5.6)	(\$0.0)	(\$0.0)	N/A	\$23.7	\$41.4
Approved Positions**	2,386.0	N/A	2,427.0	41.0	1.7%	2,427.0	2,427.0

*Projection based on 9-Month Variance

**Year-over-year comparison based on approved positions

10-Year Capital Budget and Plan			
(in \$ Millions)	2026	2027-2035	Total
Gross Expenditures	\$524.3	\$2,423.3	\$2,947.6
City Funding	\$293.3	\$1,747.5	\$2,040.8
Note: Excludes 2025 carry forward funding			

2026 Key Risks and Challenges



Financial Stability and Sustainability

- Need for reliable capital and operating funding to maintain our assets over the long term and maintain service levels
- Economic challenges for tenants leading to lower rents collected making it impossible for TCHC to self-fund through rent



Capital Funding and Sustaining our Assets

- Aging infrastructure, climate risks and rising construction costs create significant challenges for TCHC to preserve and maintain Canada's largest portfolio of deeply affordable housing
- CMHC National Co-Investment Fund ends in 2027, creating a significant State of Good Repair capital funding shortfall



Ability to Meet a Reasonable Standards of Service

- Continued need to drive operational improvements including in cybersecurity, corporate compliance, and risk management while ensuring responsiveness to tenants needs
- An increase in tenant vulnerabilities driven by complex needs related to poverty, health and community safety is placing greater pressure on TCHC to meet our standards of service



Community Safety and Security

- TCHC communities, tenants and staff continue to face community safety challenges caused by chronic violence and gun-related incidents, as well as disruptive behaviour related to vulnerabilities such as substance use, trauma and mental health

2026 Priority Actions

1

Support Safe, Healthy and Inclusive Tenant Communities

- Champion a community-based approach to safety, working with tenants, police, local safety organizations and collaborating with a range of service and program delivery partners to help plan, design and implement safety initiatives

2

Improve the Cleanliness Maintenance and Accessibility of Buildings

- Improve the cleanliness, maintenance and accessibility of our buildings and establish clear service delivery standards, show the impact of a good standard of maintenance
- Prioritize repairs and upgrades that improve accessibility, improve the readiness of homes to support tenants with different abilities

3

Strengthening TCHC's affordable housing portfolio to deliver critical housing to Torontonians

- TCHC will continue to be a key player in the Toronto Builds strategy to accelerate the delivery of new affordable and mixed-income housing

4

Fostering a collaborative, diverse, and thriving workplace

- Make resources and training available for mental health and wellbeing, provide resources, skills and systems to create a safer and more supportive work environment, with a focus on customer service, cultural sensitivity, anti-Black racism, and trauma-informed care

5

Improving TCHC's ability to lead, learn, and innovate

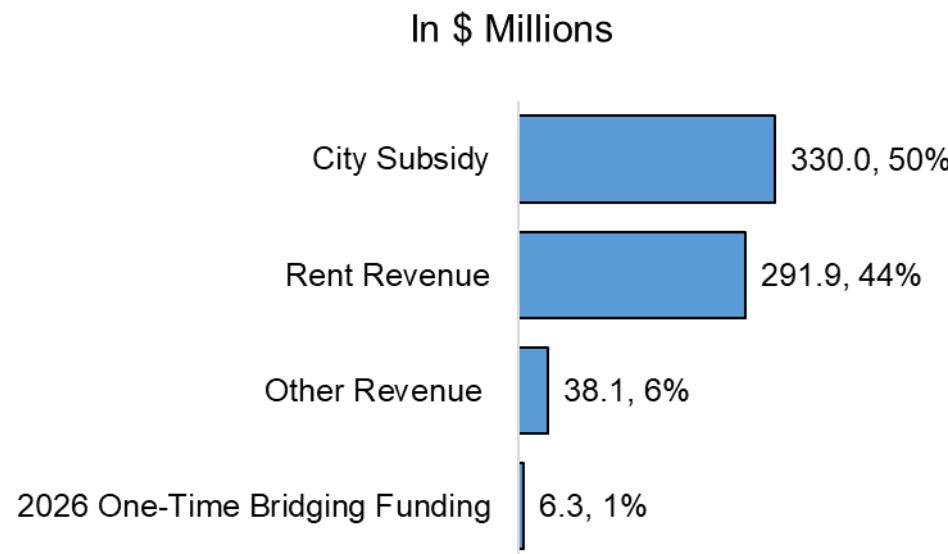
- Apply expertise and expand leadership and advocacy in housing, influencing policy and funding decisions
- Expand data and analytics and evidence-based decision-making, data governance, better tracking of tenant demographics, support needs and building-level issues and impact reporting

2026 Operating Budget Submission

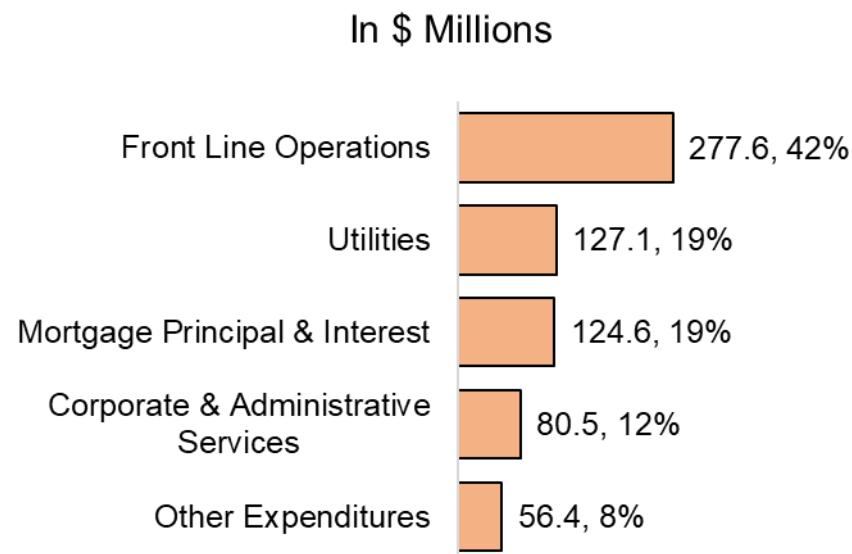
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How the 2026 Operating Budget is Funded and Where the Money Goes

Where the Money Comes From (\$666.2 Million)



Where the Money Goes (\$666.2 Million)



2026 Net Operating Budget

(In \$Millions)	2025 Budget	2025 Projection*	2026 Base Budget	2026 New/ Enhanced	2026 Budget	Change vs. 2025 Budget	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
City Subsidy	327.5	325.0	330.0		330.0	2.5	0.8%
Residential Rent - RGI	195.2	201.7	201.8		201.8	6.6	3.4%
Residential Rent - Market	88.3	91.4	90.1		90.1	1.7	1.9%
Other Revenue	39.8	36.5	38.1		38.1	(1.7)	(4.3%)
2026 One-Time Bridging Funding	5.5		6.3		6.3	0.8	14.7%
Total Revenues	656.3	654.6	666.2		666.2	9.9	1.5%
Gross Expenditures							
Utilities	132.8	127.4	127.1		127.1	(5.7)	(4.3%)
Mortgage Principal & Interest	121.8	118.0	124.6		124.6	2.8	2.3%
Front Line Operations	267.6	268.8	277.6		277.6	10.0	3.7%
Corporate & Administrative Services	77.2	74.5	80.5		80.5	3.4	4.4%
Other	57.0	60.3	56.4		56.4	(0.5)	(0.9%)
Total Gross Expenditures	656.3	649.1	666.2		666.2	9.9	1.5%
Net Expenditures	(0.0)	(5.6)	0.0		0.0	0.0	0.0

*Projection based on 9-Month Variance

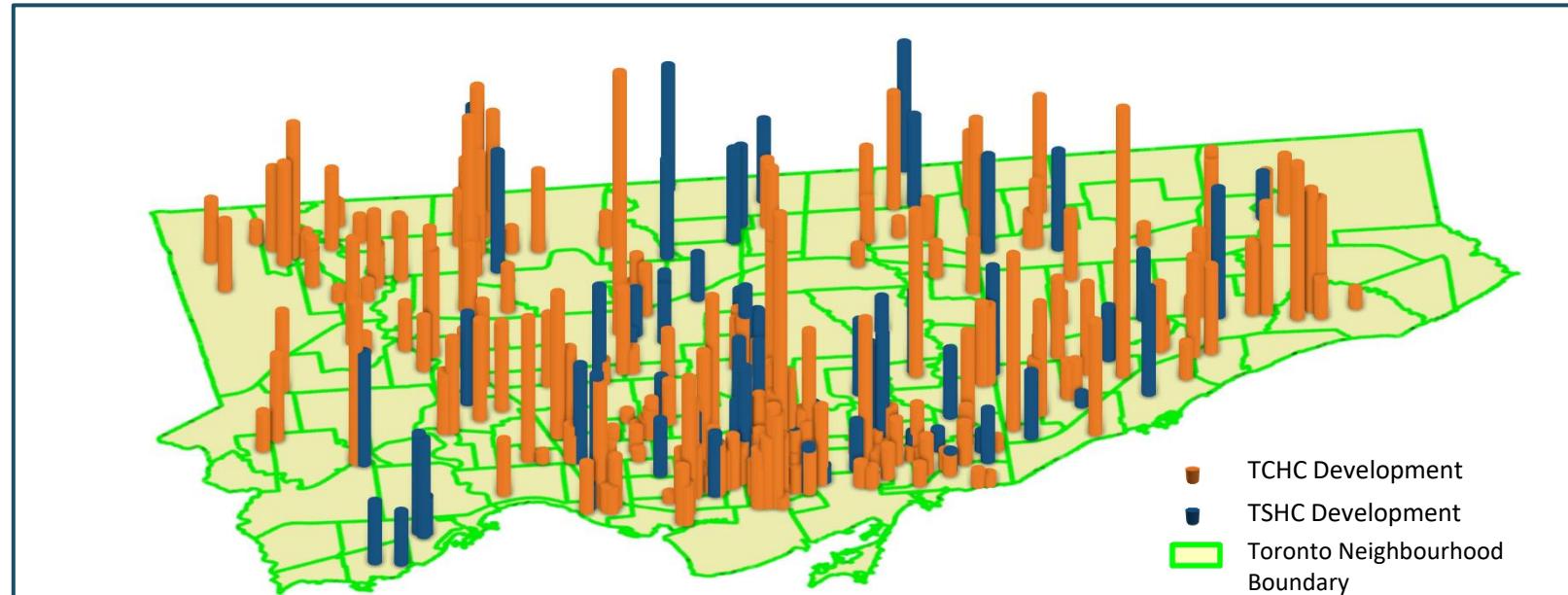
2026-2035 Capital Budget and Plan Submission

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Capital Assets to Deliver Services - \$20.5 Billion

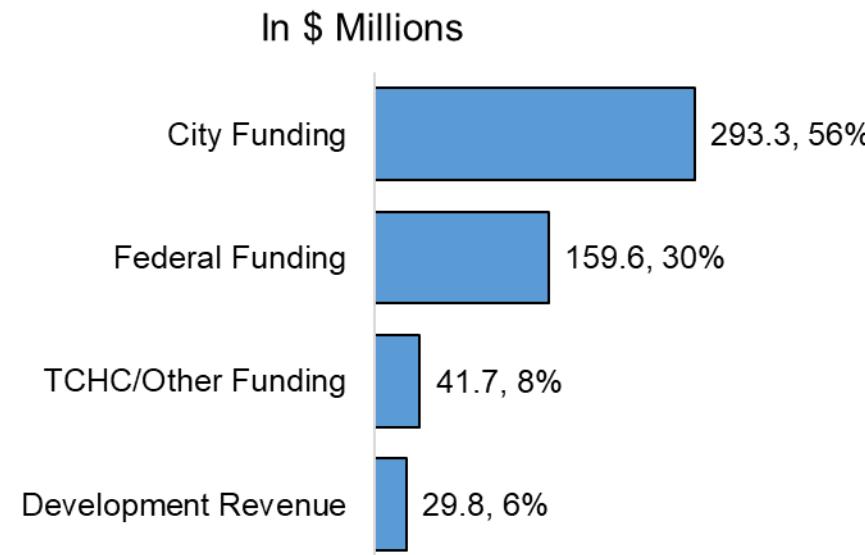
\$20.5B	Asset value
~ 56,000	Public housing units
1,300	Public housing buildings
<i>This includes both TCHC and TSHC buildings</i>	
1,217	TCHC operated buildings
	83 TSHC operated buildings
50+ yrs	Avg building age
	2/3 of Toronto's total social housing stock

Map of Units Owned by TCHC (including TSHC Developments)

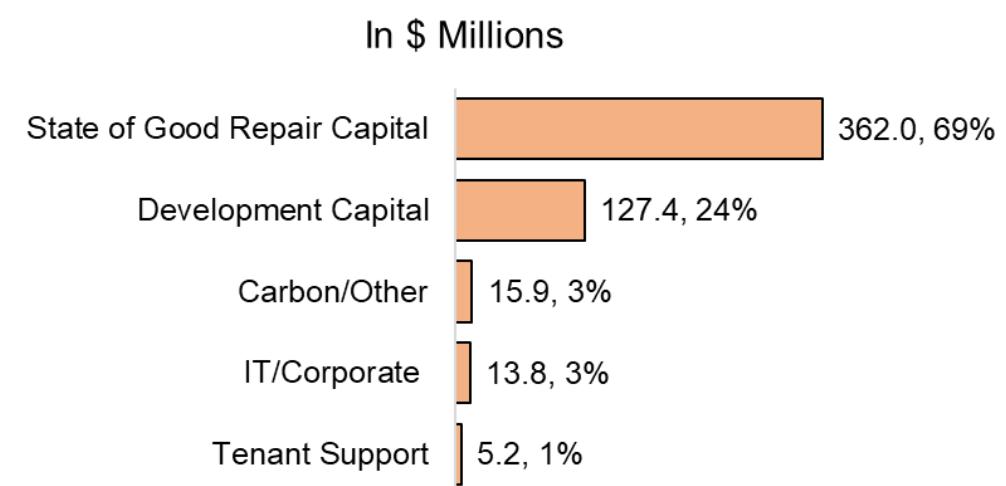


2026 Capital Budget Breakdown

Where the Money Comes From (\$524.3 Million)*



Where the Money Goes (\$524.3 Million)*



*Excludes carry forward funding from 2025 and prior years

Numbers may not add up due to rounding

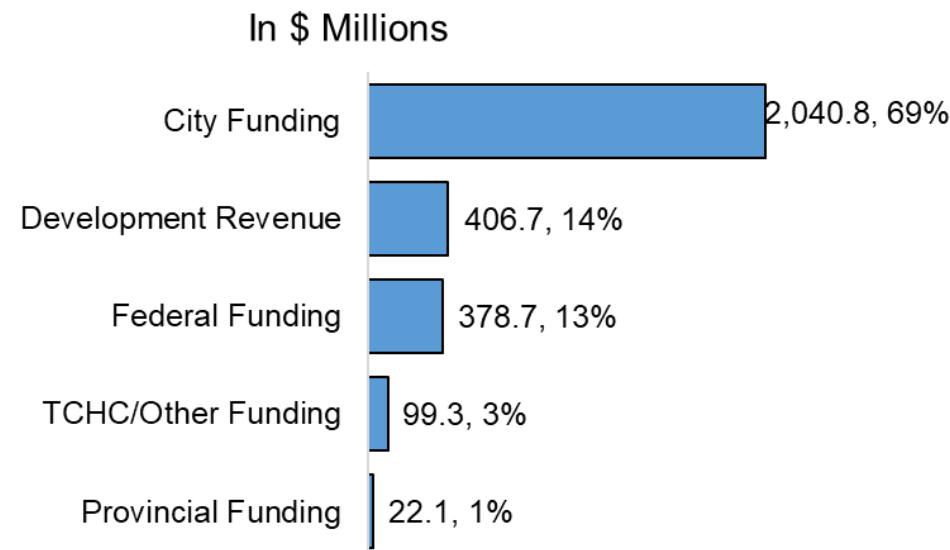
\$2,947.6 Million 10-Year Gross Capital Program

 ✓	 ✓	 ✓	 ✓	
State of Good Repair	Development Capital	IT/Corporate	Energy Programs	Community & Tenant Support
\$2,148.5 M 72.9%	\$698.8 M 23.7%	\$25.8M 0.9%	\$62.1 M 2.1%	\$12.4 M 0.4%
<p>Health and safety and rehabilitation of aging infrastructure and facilities, including the following:</p> <ul style="list-style-type: none"> • Structural, envelop and grounds • HVAC, electrical, plumbing, and roofing • Life safety systems • Energy retrofits • Accessibility upgrades • Equipment and appliances repairs • Building condition assessment 	<ul style="list-style-type: none"> • In flight development projects • New development projects 	<ul style="list-style-type: none"> • Cybersecurity & Integrity of Critical Systems • Renovation and modernization of office space • Facility upgrades for commercial spaces 	<ul style="list-style-type: none"> • Building deep retrofits • Energy initiatives and retrofits • Water conservation 	<ul style="list-style-type: none"> • Community Safety & Security capital needs

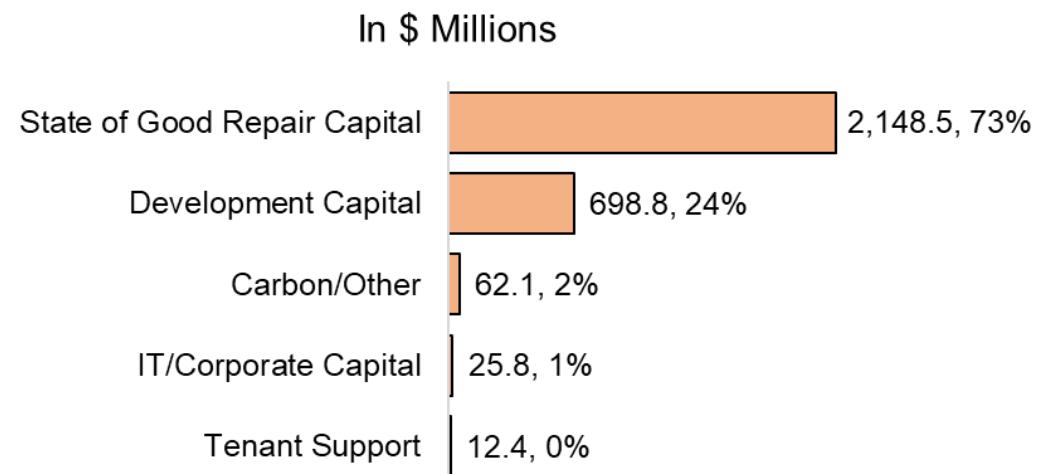
✓ - Project supports Climate Resiliency and/or Greenhouse Gas (GHG) Reduction

2026-2035 Capital Budget Breakdown

Where the Money Comes From (\$2,947.6 Million)*

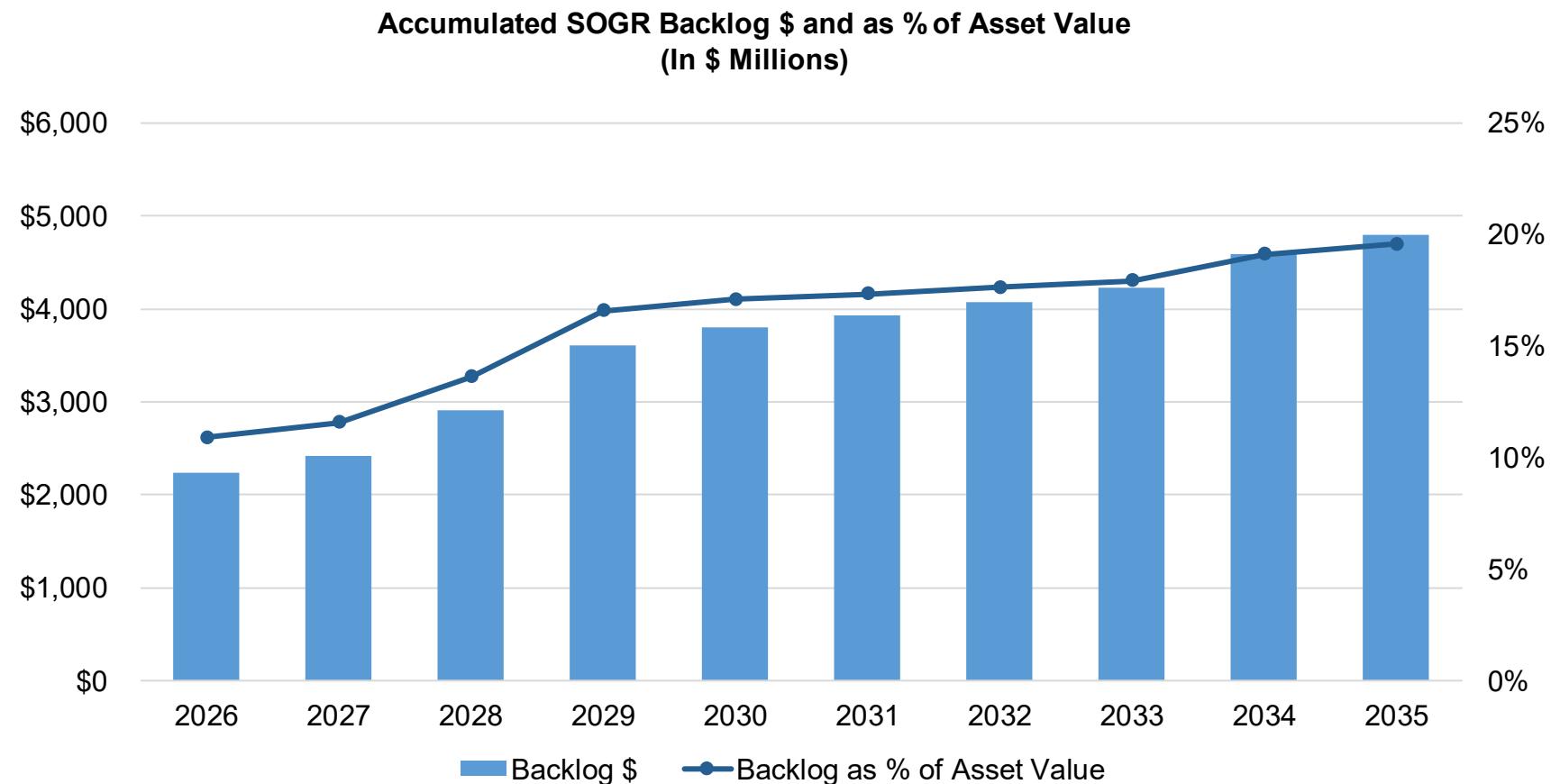


Where the Money Goes (\$2,947.6 Million)*



**Excludes carry forward funding from 2025 and prior years*

State of Good Repair (SOGR) Backlog

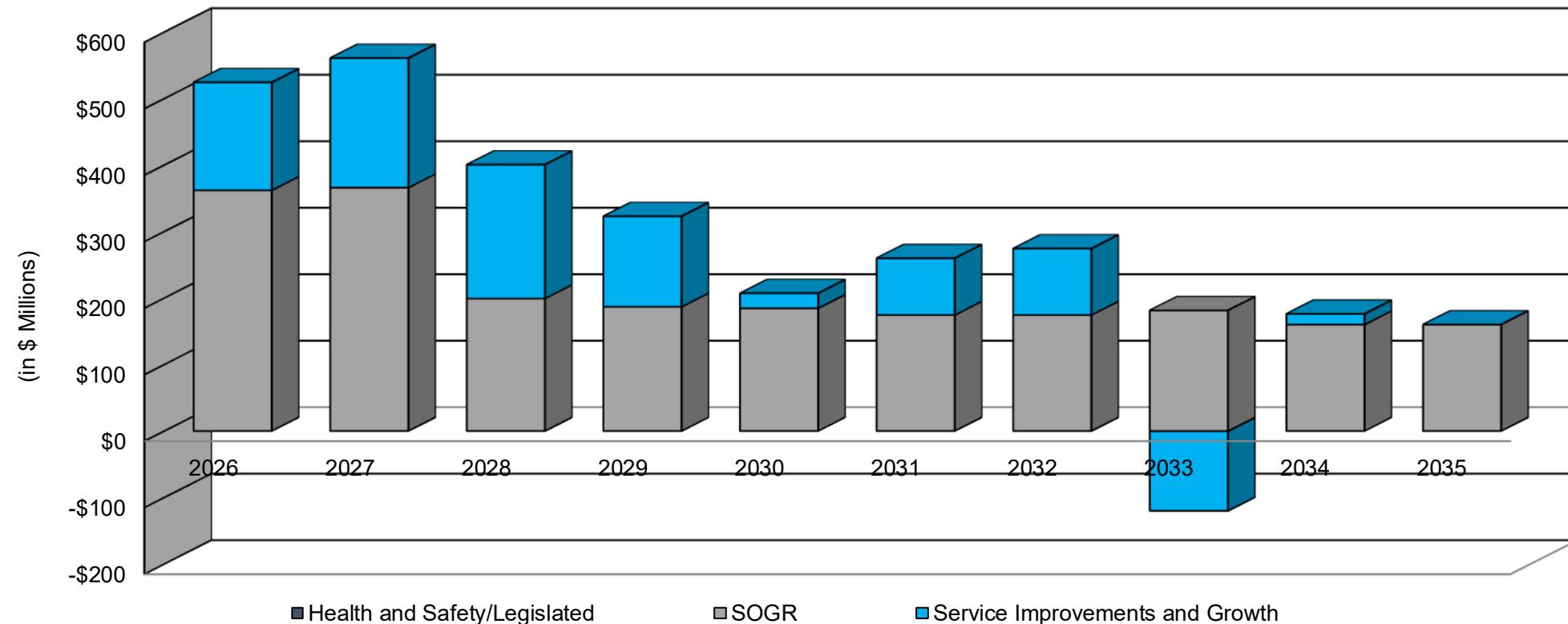


(in \$ Millions)	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Backlog \$	\$2,230	\$2,422	\$2,909	\$3,613	\$3,798	\$3,928	\$4,073	\$4,223	\$4,596	\$4,799
Backlog as % of Asset Value	10.9%	11.6%	13.6%	16.6%	17.1%	17.3%	17.6%	17.9%	19.1%	19.6%

Appendices

2026-2035 Capital Budget and Plan by Project Category

2026-2035 Tabled Capital Budget and Plan by Category



2026-2035 Tabled Capital Budget and Plan by Category										
(in \$ Millions)	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Health and Safety/Legislated										
SOGR	362.0	365.9	199.2	186.7	184.6	174.4	174.4	181.4	160.0	2,148.5
Service Improvements and Growth	162.3	194.8	201.3	136.2	22.6	85.4	100.1	(119.8)	16.1	799.1
Total	524.3	560.7	400.5	322.9	207.2	259.8	274.4	61.6	176.1	2,947.6

Capital Delivery Constraints - \$7,383.3 Million

Project Name	Total Project Cost	Cash Flow (In \$ Millions)									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Service Improvement											
Infrastructure of Safety (IOS)	117.6				26.9	14.3	14.4	14.6	14.8	14.9	17.6
Holistic Building Retrofit Program	171.5		25.3	35.7	40.8	35.1	34.6				
Tenant Services Delivery Strategy	5.6	0.4	2.2	3.1							
Corporate Capital (Commercial)	1.0	1.0									
SOGR Unmet Needs	4,799.0	2,229.5	192.6	486.7	704.1	184.9	130.3	144.8	149.7	373.1	203.3
Service Improvement - Carbon											
Building Deep Retrofit and Decarbonization	66.0	1.0	15.0	20.0	30.0						
Energy-Efficient Building Upgrades (Heat Pumps, Solar PV, and Retrocommissioning)	25.7	3.7	6.0	6.0	4.5	5.5					
RPEI District Energy - Wastewater Energy Trender new energy system to supply final Phases 4 & 5	200.0			50.0	50.0	50.0	50.0				
RPEI District Energy - Decarbonization to serve existing buildings in Phases 1 to 3	60.0				20.0	20.0	20.0				
Growth Related - Development											
Development In-Flight projects	68.4										68.4
Pre-Development Requirements	34.4	15.0	12.5	4.4	2.4						
Firgrove	351.7		82.1	81.0	61.2	51.3	42.7	31.3	2.1		
Lawrence Heights Phase 2 & 3	356.8	1.0	22.3	33.4	59.9	37.5	33.6	63.2	36.7	34.6	34.6
Alexandra Park Phase 2	194.4	0.0	9.0	9.0	9.0	9.0		37.8	37.8	37.8	45.0
Swansea Mews	444.7	0.2	4.9	219.8	219.8						
Regent Park Phase 4 & 5	486.4	0.4	0.4	0.5	1.0	7.5	17.6	88.1	136.0	175.0	60.0
Total Delivery Constraints (Not Included)	7,383.3	2,252.2	372.3	949.6	1,229.7	415.2	343.3	379.8	376.9	635.5	428.8

Thank you

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