



26 - 28 FMTA Strategic Plan

Building Tenant Power for 50 Years
Strengthening Sustainability, Service & Tenant Power

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FEDERATION OF
METRO TENANTS'
ASSOCIATIONS

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Executive Director Address

This year at FMTA has been a year of transition and transformation for the Federation of Metro Tenants Associations (FMTA). After many years, we're happy and proud to present the membership with our Strategic Plan for 2026 - 2028 with a vision of how we want to build this organization for the future we seek to achieve. One that not only sees Housing as a Human Right, but one where this vision is implemented in practice in this City and everywhere across this territory.

Among the highlights in the vision we've laid out includes not only building more tenant power and enhancing services we already provide to tenants across the city on a daily basis, but also going beyond this and dreaming big. This means organizing our communities so that every block is organized and every tenants' association has a neighborhood committee to share and organize with across the City of Toronto. As we say in Spanish, "En cada cuadra un comité, en cada barrio, organización." (In every block a committee, in every neighbourhood, organization).

Our dream is to build that popular power from the bottom up so that we can build the future we deserve: Housing as a Human Right, Dignity for Our Communities, and Building Tenant Power. We hope that in the next few years, together with our allies, we'll be able to build the stepping stones to make this future a reality.

On behalf of FMTA, I'd like to thank the Board of Directors, our dedicated staff and FMTA members that made this envisioning happen: thank you for all your tireless work and dedication. Thanks to organizational allies who dream big with us. A big thank you to Dr. Winnie Ng who helped facilitate our first strategic planning session in many years, bringing all parts of the organization together. We would not have been able to envision this work without her great input. Finally, special thanks to our funders, the City of Toronto and the Maytree Foundation, who make our daily work possible. Together, we can build a better future for everyone.

In solidarity,

Yaroslava Avila Montenegro
Executive Director, FMTA



Our Core Vision:



2026 is a landmark year for us and the broader tenant movement as a whole. Founded in 1976, FMTA is proudly celebrating its 50 years of tenant advocacy, achievements and movement building.

Over the 5 decades, FMTA has remained a powerful advocate for tenant rights and protection amidst operating in a context of increasing housing precarity, rising tenant demand, and limited resources. We are recognized by the City and other partners as a major player in tenant protection and entrusted by the tenant community.

As a community-based frontline organization for tenants and their families across the City, our work is guided by the following **3 core values**:

Housing is a Human Right!

**Dignity through
Affordable Housing
Enabling Thriving
Communities**

**Build Tenant
Power Through
Collective Action**

Current Organizing

Context and Challenges

The current housing crisis is compounded by a number of broader political and systemic factors that leave tenants who are predominately in precarious employment and low wage sectors feeling even more vulnerable and housing insecure.

Tenants continue to face the challenges of a brutal housing market, including:

Skyrocketing Rents

Long Waitlist for Rent-Geared-to-Income (RGI) social housing units

Threat of eviction, and/or Above Guideline Increases (AGIs)

Increasing corporatization and financialization of housing

Rent Control Exemption for post-November 15, 2018 units

Lack of monitoring and enforcement

Discrimination and targeting in the housing market



Strategic Priorities

Objectives

Over the next 3 years, we will build on our past achievements and continue to support tenants, advocate for change and build a strong tenant movement.

FMTA's efforts will concentrate on **five priority areas**:

- **Raise public awareness and advocate for strong tenant rights and protections**
- **Strengthen direct services and support for tenants in need**
- **Strengthen working class community organizing and build tenant power**
- **Expand and empower diverse tenant leadership**
- **Strengthen organizational capacity and long-term sustainability**

Strategic Initiatives

Raise Public Awareness and Advocate Strong Tenant Rights & Protections

1 Maximize the impact of 50th anniversary events to raise public awareness on the urgent need for tenant protections.

This will also be an opportunity to raise the FMTA profile.

2 Develop a pro-active and comprehensive public communication system that will include launching a new website and strengthening its digital media capacity.

4 Develop a comprehensive outreach strategy to student renters in college and university campuses.

3 Design more attractive and accessible newsletters that will reach tenants of diverse backgrounds to reach out to a broader orbit of tenants and supporters.

5 Collaborating with other housing advocacy partners and the labour movement on broader and innovative housing solutions that matter to tenants.

Strategic Initiatives

Strengthen Direct Services & Support for Tenants in Need

- 1 Commit resources to expand staff capacity to better serve members of Indigenous communities, tenants with disabilities, newcomers of diverse language and cultural backgrounds. Include tenants who face all forms of intersecting discrimination in housing.
- 2 Strengthen and deliver more effective hotline services by allocating adequate staffing level at peak intake hours and upgrading the current system
- 3 Look into creating materials in plain language for newcomers and people with intellectual/developmental disabilities
- 4 Create Data infrastructure system for better environment scan and service projection
- 5 Develop a stronger presence of legal support Services within FMTA

Strengthen Working Class Organizing and Build Tenant Power

- 1 Deepen the efforts of organizing and empowering Independent Tenant Associations (TAs)
- 2 Initiate neighbourhood organizing by pulling the individual building TAs within the same geographical area together for sharing, strategizing and solidarity
- 3 Strengthen the capacity and reach of our Tenant Action Committee (TAC) and transform TAC meetings into open forums for all interested tenants to participate
- 4 Expand Outreach and Organizing TAs in the non-profit housing sector

Expand Tenant Activists and Empower Diverse Tenant Leadership

- 1 Continue to organize advocacy skills workshops and tenant schools, enabling tenants to gain knowledge, skills and confidence
- 2 Create a holistic tenant leadership pathway and develop a systematic, multi-level leadership training and mentoring program that will better prepare tenant members to get more involved and be part of the board leadership
- 3 Train a group of tenant activists from diverse language backgrounds for non-English media interviews

Strengthen Organizational Capacity and Long-Term Sustainability

- 1 Strengthen Board recruitment and governance by formalizing committee structure to ensure an equitable sharing of responsibilities
- 2 Utilize TAC regular meetings as a potential open forum for representatives of different TAs and other interested tenants to get involved and share strategies
- 3 Diversify and expand the funding base for sustainability and independence to align with different goals in order to respond more effectively to unmet and urgent needs of tenants
- 4 Restructure TAC as a key tenant advocacy committee where it will be chaired by a designated Board member and the organizing work of the committee will be the responsibility of the Outreach and Organizing staff team
- 5 Use the 50th anniversary as an opportunity to launch a fundraising appeal for the future sustainability of FMTA and consider the possibility of an annual fundraising campaign to coincide with National Housing Day at the end of November
- 6 Continue to strengthen the internal communications system and build a cohesive team

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