



**STAFF REPORT  
ACTION REQUIRED**

**Lawrence Heights Revitalization – Corporate  
Implementation Actions and Social Development Plan**

<b>Date:</b>	June 8, 2010
<b>To:</b>	Community Development and Recreation Committee
<b>From:</b>	Executive Director, Social Development, Finance and Administration Division
<b>Wards:</b>	Ward 15 – Eglinton-Lawrence
<b>Reference Number:</b>	

**SUMMARY**

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To seek authority from City Council to proceed with corporate actions and Social Development Plan required to support Toronto Community Housing Corporation (TCHC) to undertake revitalization in Lawrence Heights.

There is also a companion report at the June North York Community Council from City Planning outlining a Lawrence-Allen Revitalization Plan (LARP) for the larger Lawrence-Allen area as well as recommendations for a Secondary Plan and implementation tools to establish a comprehensive planning framework.

In addition to Toronto’s planning role, City Council has three interests to consider in addressing TCHC’s intention to redevelop Lawrence Heights – that of TCHC shareholder, Service Manager under the Social Housing Reform Act (SHRA) and Municipal Government. This report provides a consolidated set of actions required by the City of Toronto. It also includes an implementation structure to ensure corporate coordination across the City and a coordinated access point for TCHC on this project.

**RECOMMENDATIONS**

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**It is recommended that:**

- 1) City Council, acting as the sole shareholder of Toronto Community Housing Corporation:

- a) Approve in principle the revitalization of Toronto Community Housing Corporation's (TCHC) Lawrence Heights community as required by Section 6.3.1 (c) of the City's Shareholder Direction to TCHC, as requested in the communication from TCHC's Chief Executive Officer dated June 3, 2010 (attached), subject to recommendation 1 d) of this report;
  - b) Approve the sale or lease of land as set out in the communication from TCHC's Chief Executive Officer dated June 3, 2010 as required by Section 6.3.1 (b) of the City's Shareholder Direction to TCHC, provided that a minimum of 1,208 units of rent-geared-to-income (RGI) housing is provided in Lawrence Heights and that any net proceeds from the sale or lease of lands in Lawrence Heights be applied to the revitalization of Lawrence Heights either through the construction of additional housing or the provision of related infrastructure;
  - c) Approve any temporary reduction in the number of RGI units during the revitalization of Lawrence Heights as set out in Section 6.3.1 (c) of the City's Shareholder's Direction to TCHC;
  - d) Request that TCHC submit a Phase One business plan in support of the Lawrence Heights revitalization to the Deputy City Manager and Chief Financial Officer and Deputy City Manager Cluster A for approval; and submit subsequent business plans at each phase of the Revitalization.
- 2) City Council directs that the General Manager of Shelter Support and Housing Administration Division, acting as Service Manager under the SHRA:
- a) Ensure that the revitalization is carried out in compliance with all requirements of the Social Housing Reform Act, 2000 and the Operating Agreement between the City and TCHC, made effective the 1<sup>st</sup> day of May 2002 as amended;
  - b) Ensure that the revitalization be approved by the City of Toronto, as Service Manager, pursuant to Section 95 of the SHRA;
  - c) Seek the required consents from the Ministry of Municipal Affairs and Housing for the revitalization of social housing in accordance with the Lawrence-Allen Revitalization Plan;
  - d) Approve a Tenant Relocation and Assistance Implementation Plan that describes TCHC's obligations regarding tenant relocation to temporary units and the return of tenants to Lawrence Heights for all phases of the redevelopment and to seek updates to the Plan as appropriate;

- e) Approve a construction mitigation and tenant community strategy that will minimize disruption and deal with concerns related to each phase of demolition and construction.
  
- 3) City Council directs the Affordable Housing Office to work with TCHC to identify, support and provide City of Toronto affordable housing rental and ownership financial incentives as part of Phase One of the revitalization and bring forward appropriate recommendations for Council's consideration;
  
- 4) City Council directs the Affordable Housing Office to work with TCHC to secure federal/provincial affordable housing funding for new rental and ownership opportunities upon renewal of the Canada-Ontario Affordable Housing Program, including providing program flexibility to flow funding to assist in the replacement of 233 existing rental homes in Phase One;
  
- 5) City Council directs the Deputy City Manager Cluster A to convene an inter-governmental working group of city, provincial and federal officials to coordinate the roles of the respective governments on the issues arising from the revitalization and providing opportunities for the full range of public investments;
  
- 6) City Council directs the Executive Director, Social Development, Finance and Administration, to develop a Social Development Plan in collaboration with TCHC, Lawrence Heights Inter-Organizational Network (LHION), community partners, residents, and other City Divisions including Toronto Employment and Social Services, and Economic Development and Culture;
  
- 7) City Council directs the General Manager, Toronto Employment and Social Services, as part of the Social Development Plan, to develop an Employment Service Framework to support local employment opportunities for residents as part of the revitalization effort;
  
- 8) City Council directs the Revitalization Secretariat to establish a Lawrence Heights Project Management Team to coordinate efforts, including development of the financial strategy, across the City and in partnership with TCHC, with participation by City Planning, Finance, Technical Services, Transportation Services, Toronto Water, Shelter Support and Housing Administration, Parks, Forestry and Recreation, Children's Services, Employment and Social Services, City Manager's Office, Affordable Housing Office, Economic Development and Culture, Social Development, Finance and Administration Division, Facilities Management Division, and Legal Services.

## **Financial Impact**

There are no direct financial impacts arising from the adoption of this report, however the Lawrence Heights Revitalization project includes significant City contributions for infrastructure components, as detailed in the companion report from City Planning under consideration at North York Community Council in this Council cycle. A preliminary order of magnitude cost estimate of \$240 million, in constant 2010 dollars, for community and hard infrastructure components is required to support the LARP and its implementation over a twenty year period. Yet to be determined are estimates for other related projects in the area, such as major improvements to the Allen Road and TTC transit stations, as well as the cost of acquiring and remediating additional parkland in the area. TCHC has estimated the cost to replace the existing social housing units to be \$350 million, for a total revitalization cost of \$590 million, as currently identified. As per recommendation # 2 in the LARP City Planning Division report, the Deputy City Manager and Chief Financial Officer and Revitalization Secretariat will report back to Council with an overall financial strategy in 2011, in conjunction with the report seeking approval of the Secondary Plan.

The Deputy City Manager and Chief Financial Officer has reviewed this report and concurs with the Financial Impact Statement.

## **Equity Impact Statement**

In October 2005, Council designated Lawrence Heights as one of 13 priority neighbourhoods targeted for infrastructure investment and community service improvement. The revitalization of Lawrence Heights provides a catalytic opportunity for social and economic change in this racialized, economically marginalized TCHC neighbourhood. As part of a larger, comprehensive planning exercise, revitalization will result in improved social housing stock, improved community facilities and municipal infrastructure, employment and economic opportunities for local residents, and the creation of a mixed income community that will be better integrated into the surrounding City fabric.

A Social Development Plan will be developed as part of the revitalization to guide the “planning for people” and to build opportunities for social inclusion. The revitalization of Lawrence Heights meets the City of Toronto’s priorities and TCHC’s objectives for building healthy, liveable communities.

## **DECISION HISTORY**

At its meeting on July 16, 17, 18, and 19, 2007 Council adopted the report titled “Lawrence Heights Revitalization – Initiate Preliminary Planning”  
<http://www.toronto.ca/legdocs/mmis/2007/ex/bgrd/backgroundfile-5028.pdf>

There is a report before June 22, 2010 North York Community Council titled “Lawrence-Allen Revitalization Plan” (<http://www.toronto.ca/legdocs/mmis/2010/ny/bgrd/backgroundfile-30947.pdf>)

## **ISSUE BACKGROUND**

The Toronto Community Housing Corporation (TCHC) community within the Lawrence Heights neighbourhood was built in 1957. There are currently 1,208 RGI units, housing 3,715 tenants on 60.5 hectares of land.

The housing stock in Lawrence Heights is in poor condition and requires replacement or renewal. The intent of TCHC to redevelop its housing stock was the catalyst for a broader Lawrence-Allen planning study that provides a planning context for the larger area bounded by Lawrence Avenue West, Bathurst Street, Dufferin Street and Highway 401. The Lawrence Heights neighbourhood is the Focus Area that is expected to undergo change. Other land interests located within the Focus Area include the Toronto District School Board (TDSB), the City of Toronto, and Lawrence Square Mall (RioCan) (see Lawrence-Allen Study Area map attached).

Revitalizing Lawrence Heights provides an opportunity for social and economic change in this area. It allows TCHC to leverage its land asset, attract the residential market development to assist in renewing its housing stock, create employment and economic opportunities for local residents, promote sustainability and better integrate the TCHC Lawrence Heights residents into the surrounding fabric of the City.

TCHC Board of Directors received a report submitted in March 2007 that outlined conditions for change in the Lawrence Heights community and identified opportunities for Lawrence Heights to be the next large scale revitalization project.

In response, City Council directed City Planning in July 2007 to begin the development of a vision and planning framework for the revitalization of Lawrence Heights within the broader study area. This report also established a Revitalization Secretariat, resting in the Social Development, Finance and Administration Division, to provide a corporate coordination function for the City in working with TCHC as a partner on large-scale revitalization projects such as Lawrence Heights and Regent Park.

Over the past two years, there has been an extensive community consultation process that has coordinated efforts between the City, TCHC and TDSB to inform the overall plan for this area. The result is the Lawrence-Allen Revitalization Plan (LARP) that is before North York Community Council on June 22, 2010. The LARP is a 20 year plan for the evolution of the Lawrence-Allen area, with the Lawrence Heights neighbourhood at its core. It articulates a vision for the area, lays out a new physical plan and provides a comprehensive planning framework.

## **COMMENTS**

In addition to the City's planning role, City Council has three additional interests to consider in addressing TCHC's intention to redevelop Lawrence Heights – that of TCHC shareholder, Service Manager under the Social Housing Reform Act (SHRA) and Municipal Government.

### **Lawrence Heights Revitalization – TCHC Development Context**

TCHC is committed to delivering quality housing that improves the lives and living conditions of residents and helps to create strong neighbourhoods. Part of this commitment is the revitalization of existing neighbourhoods as outlined in TCHC's Housing Works strategy, including the ongoing revitalization of Regent Park in downtown Toronto. TCHC is continuing these efforts through the planned revitalization of Lawrence Heights.

The revitalization of Lawrence Heights will take approximately 20 years. The project will be phased, with four anticipated phases of five years each. TCHC will replace all 1208 RGI units on the Lawrence Heights lands as well as adding 4,792 market units to the property, for a total of 6,000 units.

TCHC has identified that the replacement cost of the 1208 social housing units within Lawrence Heights is \$350 million. TCHC will approach the financial assessment of the revitalization of Lawrence Heights on a phase by phase basis. TCHC has determined that the replacement of social housing for first phase of the project, as proposed, is financially feasible. TCHC is committed to the project and has invested close to \$2.0 million in the development of the master plan for this area.

TCHC has indicated that their financial strategy addresses how to finance the cost of the replacement housing only. This is primarily accomplished from the sale of public land and profit sharing from the sale of market housing. As in the first phase of Regent Park revitalization, their strategy has the potential to accommodate opportunity for financial support for new and replacement housing through city, provincial and federal affordable housing initiatives. Once replacement housing is built and occupied, TCHC's financial strategy includes the benefit of operating cost savings that result from new energy efficient buildings.

The key outstanding financial challenge is the need for a financial strategy to address the additional community and hard infrastructure required to revitalize the community as outlined in the Lawrence-Allen Revitalization Plan report by City Planning at the June North York Community Council.

TCHC's Board of Directors approved the submission of the Phase One planning application in February 2010. The Phase One application was submitted at the end of March 2010 and covers an area centred on the Yorkdale subway station's Ranee Avenue entrance and extending eastwards (see Phase One map attached). TCHC expects to start

construction late 2011, early 2012. TCHC's objective for Phase One is to construct approximately 1046 market homes and replace 233 social housing units. As a next step, TCHC will engage in a development partner selection process for Phase One. TCHC has considerable experience conducting these processes in recent years and is currently working with five major Toronto-area developers.

Consistent with this planning application, TCHC has also provided the attached June 3, 2010 communication to the City Manager, seeking sole shareholder permission to proceed and seeking consent for the sale and lease of land.

### **City as Sole Shareholder**

Toronto Community Housing Corporation (TCHC) is an arms-length corporation established by the City under the Ontario Business Corporations Act. The City is the sole shareholder of TCHC. At its meeting held on October 2, 3 and 4, 2001, City Council adopted a shareholder direction to TCHC defining the parameters of its corporate relationship with the City, including its mandate, powers and responsibilities, the accountability measures by which it will report to the City, and matters which the City must approve prior to action by TCHC.

The City as the sole shareholder, pursuant to section 6.3.1, must approve the principle of redevelopment before it can proceed. Shareholder approval is also required for the sale or lease of TCHC land. TCHC also requires the consent of the Ministry of Municipal Affairs and Housing (MMAH) to proceed with redevelopment of social housing, including the sale and/or lease of land pursuant to the SHRA. These approvals must be sought by the social housing Service Manager (Shelter Support and Housing Administration Division) and are discussed in more detail below.

Finally, City Council, acting as TCHC's sole shareholder, is required to approve the impact of the revitalization of Lawrence Heights on TCHC's finances and specifically any impact on TCHC's ability to fund any additional debt incurred for the project as indicated in a revitalization business plan.

This report recommends that the City, as sole shareholder, approve in principle TCHC's revitalization of Lawrence Heights and that TCHC submit a business plan and overall revitalization projection in support of Phase One revitalization to the DCM and Chief Financial Officer and DCM Cluster A. The approved business plan will be a key element in the financial strategy for the overall LARP. This report also recommends that TCHC submit subsequent business plans and an overall revitalization projection update at each phase of the revitalization of Lawrence Heights.

### **Service Manager**

TCHC is one of over 250 social housing providers in the City operating under the Social Housing Reform Act (SHRA). The Shelter, Support and Housing Administration Division acts as the Service Manager under the SHRA for the funding and administration

of social housing programs and has a key role to play with respect to sale/lease of land, operating agreements, replacement of units and relocation of tenants.

In order to proceed with the redevelopment of social housing, including the sale and/or lease of lands, TCHC requires the consent of the Ministry of Municipal Affairs and Housing (MMAH). Ministerial guidelines require the City, as Service Manager, to submit a business case and to seek consent from the Minister on behalf of TCHC.

There is an Operating Agreement between the City and TCHC to maintain service level standards (number of RGI and modified units within its portfolio). TCHC has stated that it will replace all the existing RGI units in Lawrence Heights. The Service Manager is responsible to ensure TCHC compliance with this requirement.

No additional funding is expected to be paid by the City to TCHC for the redevelopment of existing RGI units. Similar to Regent Park, there are no direct financial implications expected for the City of Toronto, as Service Manager, with respect to the proposed sale or lease of all or a portion of the site.

The City's supply of social housing in Lawrence Heights must be replenished and maintained as part of the revitalization of the area. Both City Planning and the Shelter Support and Housing Administration Division have a role to play in monitoring the replacement of social housing units. Approvals will include requirements pertaining to the full replacement of the social housing units and the RGI subsidies, ensuring a similar mix of sizes and unit types as the units being demolished, and that there will be no displacement of tenants from Lawrence Heights.

The Housing Issues Update is a report that will be required prior to each phase of redevelopment to report on the housing proposed, and in particular to monitor and ensure the replacement of social housing units and RGI subsidies in accordance with Official Plan policies and legal agreements.

The revitalization of Lawrence Heights will necessitate the relocation of existing tenants temporarily and this process will be managed in a manner that minimizes disruption to their lives. As was the case in Regent Park, TCHC and the City will need to ensure that the major components of the social housing replacement and tenant relocation plan are incorporated into appropriate legal agreements that will be coordinated with the various planning approvals. The work done in Regent Park on relocation will serve as a template to build on in Lawrence Heights.

TCHC will be required to submit a Tenant Relocation and Assistance Plan for approval by the General Manager, Shelter, Support and Housing Administration acting as Service Manager to address:

- a) A process by which replacement units will be offered to eligible tenants, with accommodation of special needs as required



- b) Protection of tenants' right to return to a replacement unit within a reasonable time frame
- c) Details on the level of assistance to be provided to moving tenants, including alternative accommodation with subsidies for all eligible households and financial and other assistance (moving costs, utility deposits, redirecting mail etc.)
- d) Replacement requirements for social housing with respect to overall number of units, their location, size, bedroom type and category in consultation with the Chief Planner and Executive Director of City Planning
- e) A communication strategy that includes appropriate notice periods and updates
- f) A comprehensive tenant agreement to be developed by TCHC in consultation with Lawrence Heights residents and other key stakeholders.

TCHC will be required to submit a construction mitigation and tenant communication strategy for approval by the General Manager, Shelter, Support and Housing Administration acting as Service Manger to address:

- a) Due notice to affected tenants when access to services or facilities is disrupted with information about the replacement of such services or facilities on a temporary basis, where applicable
- b) Measures to mitigate the potential negative impacts (noise, dust etc.) of demolition and construction
- c) Supplying tenants with an emergency contact number for construction related complaints
- d) A communication strategy that includes updates and advance notice, where possible, of construction related issues.

## **Broader Municipal Interests**

As the Municipal Government, there are several issues, opportunities and processes the City has to consider in implementing the revitalization of Lawrence Heights. Starting early at the application stage for Phase One will allow time to carefully work through issues both inter-divisionally within the city and with partners to establish the best path forward. This includes the development of a financial strategy, coordinating inter-governmental cooperation, affordable housing investment, a Social Development Plan and an implementation structure that ensures coordination across Divisions and an access point for TCHC on this project.

## **Financial Strategy**

The report from City Planning provides a preliminary order of magnitude cost estimate of \$240 million for community and hard infrastructure components required to support the Lawrence-Allen Revitalization Plan (LARP) and its implementation over a twenty year period. Yet to be determined are estimates for other related projects in the area, such as major improvements to the Allen Road and TTC transit stations, as well as the cost of acquiring and remediating additional parkland in the area. TCHC has a preliminary order

of magnitude cost estimate of \$350 million for the replacement of the existing RGI units in Lawrence Heights for a total cost of \$590 million, as currently identified.

A key learning from the experience with Regent Park implementation was the importance of partnerships, coordination of contributions from a variety of sources, and the need for the Revitalization Secretariat to bring the pieces together in an overall funding strategy.

As the first large scale TCHC revitalization project, key learnings emerged regarding the approach of TCHC as developer of the City's social housing stock. In TCHC community revitalization projects, the profit from building market housing has to be directed towards the cost of replacing the existing social housing. There may also be the opportunity to direct city, provincial and federal affordable housing funding support to this effort. However, from the onset, the City was made aware that there would be a gap in funding for the hard and community infrastructure components.

In a traditional scenario, the private developer funds the hard infrastructure and some portion of community infrastructure. This traditional approach does not work when the developer is TCHC, a sole shareholder corporation of the City providing social housing. In Regent Park, the City assumed the entire community infrastructure costs such as parks, and community facilities. A cost sharing approach in this instance was feasible for the hard infrastructure costs as the land values and intensification opportunities allowed TCHC to contribute forty per cent.

In some respects, the proposal to revitalize Lawrence Heights is more complex than Regent Park – it spans a larger area with multiple landowners both public and private and the land value is lower, with less opportunity for intensification. TCHC's financial strategy addresses how to finance the cost of the replacement housing only and does not address the costs associated with additional community and hard infrastructure required to reshape the overall community as envisioned in the LARP.

As a key step in moving forward with the revitalization of Lawrence Heights, there is a need to develop a multifaceted, workable financial strategy to support the LARP. This financial strategy will recognize that the LARP will be phased in over a 20 year period, with several phases of development. This will allow the City to develop a comprehensive long term financial strategy in coordination with TCHC and other orders of government.

The financial strategy will identify and explore a number of funding sources including development related funding, assistance from other orders of government, partnership with TCHC and opportunities within the City's current 10 year Capital Plan. There is a clear and pressing imperative to keep the debt costs to a minimum. The strategy will also firm up detailed cost estimates and associated phasing, and promote capital budget coordination across Divisions for City infrastructure work.

The Deputy City Manager and Chief Financial Officer and Revitalization Secretariat will report back on a LARP financial strategy to support the area's revitalization, at the same

time as the Chief Planner brings forward a report seeking approval of a new Secondary Plan for the Lawrence-Allen area.

## **Coordinating Inter-governmental Cooperation and Funding**

The revitalization of Lawrence Heights is a very significant undertaking for TCHC, the City of Toronto, the community and all orders of government.

An effort this extensive touches on the full range of inter-governmental relationships, policies, programs and opportunities. There are also important inter-governmental financial considerations to ensure the success of the first and subsequent phases of revitalization.

The City of Toronto has a central role to play in coordinating the engagement of other governments in the revitalization effort. This includes involvement in such matters as employment, housing, community services, transportation, education and infrastructure.

To formalize and enhance the partnership with other governments, it is recommended that the Deputy City Manager, Cluster A convene a working group of city, provincial and federal officials to coordinate, with TCHC, the roles of the respective governments on issues arising from the revitalization. Furthermore, there should be regular briefings of senior provincial and federal officials on the status of the revitalization.

## **Affordable Housing Investment Opportunities**

The revitalization of the existing social housing community in Lawrence Heights provides opportunities to work in partnership with the federal and provincial governments to invest in new affordable rental and ownership housing. These investments are consistent with the City's Housing Opportunities Toronto: An Affordable Housing Action Plan 2010-2020. The experience and success of the initial Regent Park revitalization will serve as a model.

In the course of the revitalization of Phase One of Lawrence Heights, the City's Affordable Housing Office (AHO) will work with federal and provincial partners to access new Affordable Housing Program (AHP) funding. A range of city incentives will be used to replace existing social housing and provide new affordable rental and ownership opportunities, according to existing policy.

As approved by City Council in Housing Opportunities Toronto, the AHO would prioritize "program ready" affordable housing investments in Lawrence Heights. This could include requesting AHP Program funding of up to \$35 million to support the replacement of 233 rental homes in Phase One of the revitalization and support additional affordable housing rental and ownership opportunities.

City financial incentives for non-profit affordable rental housing include the waiver of development charges, building permit fees and property taxes. In the case of private rental housing, incentives include waiver of development charges and property taxes.

Incentives for non-profit affordable ownership housing include access to the City's new assisted ownership program, which provides an average grant of \$10,000 per household to help defray the cost of City fees and charges.

Over the course of the next six months it is anticipated that the federal/provincial governments will reach an agreement to extend the current Canada-Ontario Affordable Housing Program - providing funding for new affordable rental and ownership housing from April 2011 to March 2014.

It also is anticipated that new ownership funding could be available through a renewed Affordable Housing Program. The AHO will liaise with TCHC to determine the interest and feasibility of providing new affordable ownership and rental housing within the market housing component of Phase One.

## **Social Development Plan**

Community revitalization is about more than planning for the physical environment of an area, it is about planning for people. In Regent Park, Council required the City to work with TCHC, community partners and residents on the creation of a Social Development Plan (SDP) for this local area, to help guide change and build opportunities for social inclusion. This was the City's first local based SDP and provides a useful template for other community revitalization processes.

Lawrence Heights will also undergo significant change. The revitalization initiative will provide better quality housing and living environments, community facilities, employment and economic opportunities and commercial spaces. Revitalization will also mean significant transition for residents including the need to relocate from their homes and the social transformation of the area from an exclusively low-income, social housing neighbourhood to a mixed use, mixed income community.

A Social Development Plan will be developed for Lawrence Heights to guide a process to determine ongoing community and social service needs, program delivery, engagement processes and the development of resident capacity in the revitalized community. This work will support existing integrated service planning efforts and work with existing community based structures like the Lawrence Heights Inter-Organizational Network (LHION). The SDP will support the community services and facilities strategy that will accompany the future Secondary Plan and provide the framework for social infrastructure delivery which may include a recreation centre, aquatics centre, parks system, child care centres, and community space.

The SDP development will be led by the Social Development, Finance and Administration Division and will work in partnership with TCHC, the LHION,

community partners and residents and will integrate efforts of many city divisions such as Economic Development and Culture, and Toronto Employment and Social Services.

## **Employment**

Employment is a key factor in improving the quality of life for residents and should be a central component in the delivery of the Social Development Plan for Lawrence Heights.

Toronto Employment and Social Services (TESS) and TCHC have been working to engage residents, community employment service providers and employers on employment opportunities for the current and future community.

Revitalization provides new opportunity for this area of the city and it also provides new opportunities for local residents. There will be some direct employment opportunities created as a result of the construction activity, retail and business sector, the City of Toronto and other employers. At this early stage in the process, TESS will be working closely with TCHC and other partners to identify and plan for these opportunities in advance.

The broader opportunity is to utilize revitalization as a driver to identify gaps in service, enhance service coordination, and bring employment services into the community. This will improve access to skills and training opportunities, help employers and connect local residents to employment opportunities both locally, across the City and GTA. This is the basis for an Employment Service Framework for the area.

## **City Implementation Structure – Working Inter-divisionally**

Community revitalization is a significant corporate undertaking. Regent Park experience pointed to the need for a corporate coordinating body to ensure focus on the project – across city functions including planning and hard infrastructure, financing and capital coordination, social housing, community services and facilities planning, and linkage to the community sector. The Revitalization Secretariat was established to provide an access point to TCHC and helps to navigate through the City of Toronto structure.

The Regent Park Project Management Team meets monthly with TCHC and City Divisions. It is action focused and identifies key pieces of work, creates “made in Regent Park” solutions to problems, ensures work is carried out in a timely manner to enable TCHC to move forward and has helped create a team approach between City and TCHC on this project. It is chaired by a Director Champion and connects to a Senior TCHC/City Table that ensures alignment for all Revitalization projects including both Regent Park and Lawrence Heights.

A Lawrence Heights Project Management Team will be established to develop the financial strategy as well as oversee the implementation and provide focused attention on this important city building project.

## **Conclusion/Next Steps**

The revitalization of TCHC lands is an important city-building priority for the City of Toronto. This work is about more than the replacement of social housing – it is about people and integrating the physical, social economic and environmental needs and priorities of the area to create liveable, healthy neighbourhoods.

This is a companion report to the Lawrence-Allen Revitalization Plan report by City Planning and responds to TCHC's intention to revitalize Lawrence Heights. This report seeks authorities on a number of corporate actions corresponding to shareholder, Service Manager and municipal government roles.

The Revitalization Secretariat and Finance will report back in 2011 on a financial strategy to support the overall LARP, in conjunction with the Secondary Plan. This will also provide an opportunity to report back on any implementation issues that require further direction from Council.

## **CONTACT**

Cheryl MacDonald  
Tel. No. (416) 397-4494  
Fax No. (416) 392-8492  
Email: [cmacdon2@toronto.ca](mailto:cmacdon2@toronto.ca)

## **SIGNATURE**

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Lydia Fitchko  
A/Executive Director  
Social Development, Finance and Administration Division

## **ATTACHMENTS**

- Letter from TCHC
- Lawrence-Allen Study Area Map
- TCHC Phase 1 Map

For more information on Lawrence Heights Revitalization, please see the following websites:  
[www.toronto.ca/lawrenceallen.htm](http://www.toronto.ca/lawrenceallen.htm)  
[www.torontohousing.ca/investing\\_buildings/lawrence\\_heights\\_revitalization](http://www.torontohousing.ca/investing_buildings/lawrence_heights_revitalization)