



**STAFF REPORT  
ACTION REQUIRED**

**Shaping our Community Together: A Social Development and Employment Service Plan for Lawrence-Allen**

<b>Date:</b>	June 12, 2012
<b>To:</b>	Community Development and Recreation Committee
<b>From:</b>	Executive Director, Social Development, Finance and Administration
<b>Wards:</b>	Ward 15 -- Eglinton-Lawrence
<b>Reference Number:</b>	15936

**SUMMARY**

---

In July 2010, City Council directed the Executive Director, Social Development, Finance and Administration to develop a Social Development Plan in collaboration with several stakeholders and City Divisions, including Toronto Employment and Social Services (TESS), and its agency, Toronto Community Housing Corporation (TCH). Council also directed 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.

This report highlights the resident process that created the Social Development Plan (SDP) and Employment Service Plan, and seeks Council's endorsement of the Lawrence-Allen SDP and the Employment Service Plan. The recommendations also direct the Executive Director of Social Development, Finance and Administration to continue supporting the SDP, along with TCH, several City divisions and community partners; for the General Manager of Toronto Employment and Social Services to oversee the planning, management and delivery of the Employment Service Plan; and to forward the Employment Service Plan to the Economic Development Committee for information.

## RECOMMENDATIONS

---

The Executive Director of Social Development, Finance and Administration recommends that:

1. City Council endorse in principle the two plans: *Shaping our Community Together: Our Social Development and Action Plan for Lawrence Heights*, and *Developing Opportunities: An Employment Service Plan for the Revitalization of Lawrence-Allen*;
2. City Council direct the Executive Director of Social Development, Finance and Administration to collaborate with Toronto Community Housing, the Lawrence Heights Inter-Organization Network (LHION), community partners and other City Divisions, to identify the appropriate mechanism(s) to implement the vision of *Shaping our Community Together: Our Social Development and Action Plan for Lawrence Heights*;
3. City Council direct the General Manager of Toronto Employment and Social Services to continue to oversee and implement *Developing Opportunities: An Employment Service Plan for the Revitalization of Lawrence-Allen*; and
4. *Developing Opportunities: An Employment Service Plan for the Revitalization of Lawrence-Allen* be forwarded to Economic Development Committee for information.

### Financial Impact

There is no financial impact associated with this report.

The Deputy City Manager and Chief Financial Officer have reviewed this report and agree with the financial impact information.

### DECISION HISTORY

At its meeting on July 6, 7 and 8, 2010, City Council adopted the following recommendations:

1. City Council direct the Executive Director, Social Development, Finance and Administration, to develop a Social Development Plan in collaboration with TCH, Lawrence Heights Inter-Organizational Network (LHION), community partners, residents, and other City Divisions including Toronto Employment and Social Services, and Economic Development and Culture.
2. City Council direct 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.

## ISSUE BACKGROUND

The City recognizes that the type of physical redevelopment that will result from the Lawrence-Allen Revitalization will have multiple impacts on the existing community and its residents. The intent of a Social Development Plan (SDP) is to maximize the social and economic benefits resulting from the revitalization of the built-form neighbourhood, and to minimize the challenges of such a significant change on area residents. The SDP is based on the key concept of "planning with the people" and is a resident-led process.

Employment is a key area within the SDP, reflecting the community's desire to maximize local jobs, training, and other community economic development opportunities resulting from the revitalization. Residents view revitalization as an opportunity to enhance their employability. In collaboration with its partners, TESS will lead the planning, management and delivery of the Employment Service Plan. The Plan responds to the employment needs articulated in the SDP with customized workforce development strategies for both employers and local job seekers. It is about putting in place a coordinated approach to identifying opportunities and connecting those opportunities to the community.

City Council's endorsement in principle of the Social Development Plan and the Employment Service Plan is an important step in this civic engagement process that will honour the leadership and vision of Lawrence-Allen residents, supported by City Divisions and Agencies.

## COMMENTS

These two important documents reflect different development processes while both striving for the same purpose – to maximize the community benefits of the Lawrence-Allen Revitalization Plan for existing and new residents. The two documents can be found in:

1. Appendix A: *Shaping our Community Together: Our Social Development & Action Plan for Lawrence Heights*, and
2. Appendix B: *Developing Opportunities: An Employment Service Plan for the Revitalization of Lawrence-Allen*.

Staff of TCH and various City Divisions, including Toronto Public Health and Parks Forestry and Recreation, worked with LHION on the SDP development process. LHION is the local community based partnership composed of community agencies, City divisions and local residents that regularly meet and collaborate on integrated community service planning. The start of the SDP work entailed building awareness of the concept and determining how the community could be part of the process. During the summer of 2010, City and TCH staff met with all LHION workgroups and other community groups to learn what the community hoped revitalization will bring. The SDP was continuously discussed at LHION general meetings, the community Friday Night Cafe, and City Planning public events.

A Community Steering Committee (CSC) was established to build local capacity and ensure the SDP was led by residents. For the past two years, the CSC, composed of 10 to 20 resident members of Lawrence Heights and adjacent neighbourhoods, has met regularly to develop the document. The CSC meetings included City staff to support aid a collaborative process and to make certain accurate current information was available.

One of the first actions of the CSC was a full day facilitated planning session which helped establish the key themes of the SDP – these themes have shaped the attached document:

1. Building a Village within our City – Our Community's Connections;
2. Building a Strong Community – Our Community's Services;
3. Step up! We're all part of the solution – Our Community's Safety;
4. Beyond Bricks and Mortar – Building Bridges and Making Connections – Our Housing;
5. Building a Healthy Community – Our Green Spaces and Physical Infrastructure;
- and
6. Maximizing Opportunities for Success – Our Employment Needs.

The CSC also created the following principle statement to guide the purpose of the Social Development Plan: "Build a Healthy community that offers all residents Equal opportunity, Respect, and Empowerment."

The CSC members and local residents became conduits for information sharing. The CSC members used their networks to share the SDP process and bring back residents' voices to the meetings. They conducted a resident-to-resident survey of the draft SDP to share the information and gain feedback to inform the final document. The most recent draft SDP was shared with the community at the May 25, 2012, Friday Night Café. Members of the broader community, including agencies and other stakeholders, were pleased to see their SDP presented and looked forward to Council's recognition of their work and involvement.

In addition to CSC resident contributions, further community engagement has taken place to ensure that the Employment Service Plan is truly reflective of the needs and priorities of the community. Examples include a large-scale employment-related survey completed by over 450 residents, employment-related focus groups, and a number employment information and outreach events.

## **Social Development Plan**

*"Shaping our Community Together: Our Social Development & Action Plan for Lawrence Heights"* is a locally-developed plan that documents the goals, concerns, and aspirations for the existing and new community in a revitalized neighbourhood. The document aligns the relevant pieces of the revitalization process into a human services planning framework that emphasizes the goal of maximizing opportunities, minimizing negative impacts, and creating a socially inclusive community for existing and new

residents as they work, live, learn and play in a redeveloped mixed-income, mixed-used neighbourhood.

The SDP is a comprehensive document which highlights the work in the community that is currently underway, already planned, and/or is an objective expressed by the residents for future action. It is developed from the community's perspectives and focuses on their interests.

The document was developed through a resident-led process guided by a Community Steering Committee (CSC) with resident membership from the local and adjacent neighbourhoods, as well as community agencies. City and TCH staff supported the engagement process. This community leadership gives the SDP its strength and ensures that the on-going focus of local capacity building and resident engagement remains a central principle in the Lawrence-Allen revitalization process.

City Council's endorsement in principle of the Social Development Plan honours and acknowledges the community's investment into their own future.

### **Employment Service Plan**

Responding to Council direction to develop an Employment Services Framework, Toronto Employment and Social Services has developed an Employment Services Plan to support the revitalization's local workforce development efforts, titled, "*Developing Opportunities: An Employment Service Plan for the Revitalization of Lawrence-Allen.*"

The Employment Service Plan is part of the City's broader efforts to support the Council approved workforce development strategy, "*Working as One: A Workforce Development Strategy for Toronto.*" Within the context of revitalization and informed by experience gained from the revitalization of Regent Park, the Employment Service Plan furthers the goals and objectives set out in *Working as One* and serves as basis for working more effectively with employers and job seekers in other communities across the City.

The Employment Service Plan recognizes the unique opportunity that the revitalization provides to improving the economic and social stability of the Lawrence-Allen community. Capitalizing on the opportunities that revitalization presents, the Employment Service Plan is an approach to local workforce development that recognizes both the needs of employers and job seekers in an integrated way. The ultimate aim of the Employment Service Plan is to work with TCH and employers throughout the phases of revitalization to identify opportunities and connect them to local job seekers. This includes preparing and connecting residents for employment, training, and other community economic development opportunities. Through a dual customer-driven approach, the Employment Service Plan is purposefully designed to promote linkages between the demand and supply side of the labour market: connecting employers to residents, and residents to employers.

Developing an integrated and coordinated approach to planning and delivering employment services requires working collaboratively across orders of government and

with community and private sector partners. The development and implementation of the Employment Service Plan continues to be informed by residents and community organizations. It is through the power of strong partnerships that the goals of the Employment Service Plan will be achieved.

The Employment Service Plan is an on-going, evolving approach to workforce development. It recognizes that changes will occur as the phases of revitalization progress. The strategies set out in the Employment Service Plan are flexible in order to adapt to potential changing circumstances. Service responses for employers and residents will be developed based on the scale and scope of the revitalization, as well as the types of opportunities that arise. TESS, in collaboration with partners, will document and track the range of opportunities, the employers involved in local hiring and the number of residents connected to opportunities.

The creation of the SDP and the Employment Service Plan has been a process that supports a collective community vision of the possibilities that emerge as a result of the revitalization, and identifies strategies to accomplish local goals, including social cohesion, economic and employment development, and embracing diversities. An important next step is for City staff to provide continued support, in collaboration with Toronto Community Housing, LHION, and community partners to identify and implement the appropriate mechanism(s) to advance the vision of the SDP.

## **CONTACT**

Denise Andrea Campbell  
Director, Community Resources  
Social Development, Finance and Admin.  
E: dcampbe6@toronto.ca  
T: 416-392-8608

Ted Lis  
Director, Employment and Social Service  
Employment & Social Services Division  
E: tlis@toronto.ca  
T: 416-392-8258

## **SIGNATURE**

---

Chris Brillinger  
Executive Director  
Social Development, Finance and Administration

## **ATTACHMENTS**

*Appendix A: Shaping our Community Together: Our Social Development & Action Plan for Lawrence Heights*

*Appendix B: Developing Opportunities: An Employment Service Plan for the Revitalization of Lawrence-Allen*