

Review and Identification of Resources for Toronto Strong Neighbourhoods Strategy 2020

Date: October 6, 2017

To: Community Development and Recreation Committee

From: Executive Director, Social Development Finance and Administration

Wards: All

SUMMARY

At its meeting of March 28 and 29, 2017, City Council approved the staff report: Activating People, Resources and Policies: Progress on Toronto Strong Neighbourhoods Strategy (TSNS) 2020 and requested the Executive Director of Social Development, Finance and Administration (SDFA) to report on recommendations for the resourcing of the TSNS 2020 prior to the 2018 budget process.

This report outlines the additional resources required to fully implement the TSNS 2020 strategy, summarizes the City resources that have been allocated to Neighbourhood Improvement Areas (NIAs), identifies neighbourhood planning tables that have economic opportunities as a priority and provides an update on reinvigorating the Emerging Neighbourhoods strategy, including funding opportunities.

RECOMMENDATIONS

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

1. City Council authorize the Executive Director, Social Development, Finance and Administration to enter into a development and construction agreement with the Thorncliffe Park Neighbourhood Office for the construction of community space in the Thorncliffe Park Hub at the East York Town Centre Mall, which agreement shall have terms and conditions acceptable to the Deputy City Manager, Internal Services and be in a form satisfactory to the City Solicitor.

FINANCIAL IMPACT

Funding for activities identified in Table 2 are included in 2017 and previously approved Capital and Operating Budgets for City divisions, with no additional financial impact.

Funding to develop the Thorncliffe Park Hub is included in The Partnership, Opportunities and Legacy (POL) Fund is included in the 2018 Capital Budget Submission for Facilities, Management, Real Estate & Enforcement, for consideration through the 2018 budget process.

Funding for 2 Community Development Officer (CDO) and 1 Community Development Worker (CDW) positions and additional operating resources to provide enhanced community support that totals \$0.226 million is included as an enhancement in the 2018 Operating Budget Submission (as noted in Table 1) . Two additional CDO positions and enhanced community support of \$0.525 million is included in the 2019 Outlook. This enhancement will be considered with other City priorities as part of the 2018 Budget process.

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

DECISION HISTORY

At its meeting of July 16, 17, 18 and 19, 2013, City Council adopted the report titled Toronto Strong Neighbourhoods Strategy 2020 Implementation with amendments. The report provided updates on the process to develop the Neighbourhood Equity Score and establish an evidence-based approach for the designation of Neighbourhood Improvement Areas.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD22.7>

On April 2, 2014, City Council adopted the report titled Toronto Strong Neighbourhoods Strategy 2020-Recommended Neighbourhood Improvement Areas. The report designated 31 neighbourhoods as Neighbourhood Improvement Areas and directed staff to work with partners in the implementation of the TSNS 2020 strategy.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.CD27.5>

As part of its 2014 Capital Budget Process Council approved a total of \$12 M in funding for infrastructure investments in Neighbourhood Improvement Areas. A Total of \$3 M was approved for each of 4 years beginning in 2015. Council also approved \$300,000 per year in Community Funding to support neighbourhoods that were transitioning from the Neighbourhood Improvement Area portfolio.

<http://app.toronto.ca/tmmis/viewPublishedReport.do?function=getCouncilMinutesReport&meetingId=7848>

On March 28, 2017 City Council adopted the staff report titled Activating People, Resources and Policies: Progress on Toronto Strong Neighbourhoods Strategy 2020 and adopted motions that directed the Executive Director of Social Development,

Finance and Administration to report back on the additional resources required to fully implement the TSNS 2020 strategy, summarize the City resources that have been allocated to Neighbourhood Improvement Areas (NIAs), identify neighbourhood planning tables that have economic opportunities as a priority and provide an update on reinvigorating the emerging neighbourhoods strategy, including funding opportunities. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD18.4>

COMMENTS

TSNS implementation has been guided by a resident-led approach that has helped to leverage resources for community infrastructure and programs and influence policy direction and priorities for the City. Activating people, resources and neighbourhood friendly policies are the foundation of the success of TSNS 2020 to date.

Fifteen neighbourhood planning tables across the 31 NIAs consisting of residents, businesses, community agencies, Councillors and City staff meet regularly to identify priorities and actions in support of neighbourhood well-being. Each of the planning tables is supported by a Community Development Officer (CDO) whose role is to connect residents with decision makers so that neighbourhood goals and priorities are addressed through responsive policies and programs, and resident-led initiatives.

Planning tables vary in size and scope with some tables focussing on one NIA while other tables cover multiple NIAs. Allocating additional resources to the implementation of TSNS will allow for more NIAs to have their own dedicated tables and support a more in depth and focussed approach to community work at the neighbourhood level.

Resident engagement through the planning tables has strengthened relationships between residents, City staff and community stakeholders. The TSNS 2020 implementation plan, developed in partnership with residents, community agencies, funders, and Toronto Public Library (TPL), Toronto Public Health (TPH), Toronto Community Housing Corporation (TCHC), and City divisions has three key objectives:

- Activating People
- Activating Resources
- Activating Neighbourhood-Friendly Policies

In March 2017, City Council directed the Executive Director of SDFCA to identify resources necessary to fully implement the TSNS 2020, identify City resources currently supporting the implementation of the strategy, identify neighbourhood planning tables that have Economic Opportunities themed actions as a priority and provide an update on reinvigorating the emerging neighbourhoods' strategy, including funding opportunities.

Resources Required to Fully Implement TSNS

TSNS 2020 is implemented across 31 NIAs by a staff team of 8 CDOs with each CDO responsible for 3 to 4 neighbourhoods with an average of 75,000 residents per staff.

Table 1 below identifies additional SDFA program and staffing resources necessary to fully implement TSNS 2020 from 2018 until 2020.

Table 1	
Resources Required	Annualized Resources Identified for 2018 and future years
Additional 4 Community Development Officers and 1 Community Development Worker to enhance local resident engagement and community planning, partnerships with service agencies and business groups.	\$551,000 (5 positions); comprised of 3 positions in 2018 and 2 positions in the 2019 Outlook for consideration in the 2018 Operating Budget review.
Additional program operating resources required to enhance resident leadership opportunities, train the trainer and employment skills based certifications, and support increased participation of residents to neighbourhood planning tables.	\$200,000 (approx. \$6,000 per NIA) commencing in 2018, and included in the 2019 Outlook for consideration with the 2018 Operating Budget review
TOTAL Resources Identified	\$ 751,000

Currently SDFA engages 10,000 Residents per year. The investment of these additional resources will result in increased resident engagement, particularly by residents who face multiple barriers to civic participation.

The proposal to add 4 new Community Development Officers and 1 Community Development Worker will increase staffs' capacity to support a more robust implementation of TSNS at the local level by reducing the number of NIAs per staff to 2-3 and increasing the depth of work at each planning table. The Community Development Worker will support the work of resident bodies such as the Resident Advisory Committee and Toronto Seniors Forum.

The total programming resources required for ongoing implementation of TSNS Actions is \$200,000 with \$75,000 (\$5,000 per planning table) to support 32 engagement opportunities for residents at the planning tables and \$125,000 to support the implementation of 40 employment training workshops to serve 1200 residents including 700 residents engaged in food security activities and 4 District Civic Education initiatives.

City Resources Allocated to TSNS 2020

Since the inception of TSNS, a total of \$62.5M in additional resources have been allocated by seven City Divisions and Agencies, including Parks, Forestry and

Recreation (PFR), Municipal Licensing and Standards (MLS), Children's Services (CS), Toronto Public Library (TPL), Toronto Public Health (TPH), and SDFa to enhance services aligned with TSNS 2020. Table 2 below provides a summary of the additional City investments allocated to NIAs:

Table 2					
Division / Agency	Description	New and Enhanced in Year 2015	Incremental in Year 2016 vs 2015	Incremental in Year 2017 vs 2016	Total 2015 to 2017
SDFa	POL Fund	\$3,504,000	\$3,000,000	\$3,000,000	\$9,504,000
PFR	Park repairs and enhancements	\$9,833,414	\$10,710,121	\$11,157,168	\$31,700,703
MLS	Audits of property and maintenance standards within multi-residential rental properties are maintained in accordance with the City Property Standards across the city including NIAs.	\$484,870	\$21,330	\$94,520	\$600,720
TPL	1. Access to Wi-Fi lending program 2. Youth Hub 3. Full year Sunday hours 4. Renovation and furniture upgrade 5. Purchase and installation of telepresence technology	\$3,816,662	\$10,551,443	\$3,079,441	\$17,447,546
TPH	1. Extend Student Nutrition Programs 2. Student Nutrition Program strengthening including cost of food increase	\$911,477	\$598,850	\$431,315	\$1,941,642
CS	New child care centre for infants, toddler and preschool children - 54 children	\$0	\$0	\$1,333,000	\$1,333,000
	TOTAL	\$18,550,422	\$24,881,744	\$19,095,444	\$62,527,611

United Way of Toronto and York Region

The United Way of Toronto and York Region (UWTYR) is a significant partner in the delivery of the TSNS 2020. UWTYR's Building Strong Neighbourhoods Strategy is

aligned with TSNS 2020 to improve the wellbeing of residents across identified neighbourhoods. Since 2015, the UWTYR has invested a total of \$37.5M in NIAs. Investments have focused on the Action for Neighbourhood Change (ANC) initiative, an investment in resident capacity building, and Community Hub development. Table 3 below details the capital and operating resource investment in NIAs by UWTYR from 2015 to 2017.

Table 3	Additional Capital and Operating Resources allocated to Neighbourhood Improvement Areas		
	April 1 - March 31		
	2015	2016	2017
UWTYR	\$12,711,710	\$12,890,750	\$11,840,694

Actions Identified at Neighbourhood Planning Tables

The TSNS 2020 planning table approach brings together residents and other stakeholders to work collaboratively to improve the wellbeing of neighbourhoods. To date approximately 24,000 residents have been engaged through actions identified by the neighbourhood planning tables. In addition, 1,700 stakeholders are regularly engaged in coordinated service planning and delivery through the planning tables.

Currently 13 of the 15 planning tables have identified 214 actions that strengthen the TSNS Urban Heart domains of economic opportunities; healthy lives; social development; participation in decision making and physical surroundings. These actions are aligned with the TSNS Action Catalogue that was developed in 2015 through residents and stakeholder engagement. The cost to implement all actions is \$26M and is dependent on collaboration with all levels of government and funders.

Summary of TSNS 2020 Actions

Table 4 below identifies the Neighbourhood Planning Table priority actions by the Urban Heart Domain areas of TSNS 2020.

TABLE 4: TSNS IMPLEMENTATION ACTIONS		
TSNS Urban Heart Domain	Description of Priority Actions from Neighbourhood Planning Tables	# of times Priority Actions are Identified in Plans
Economic Opportunities	First Aid and CPR, Food handling, Smart Service and Coaching certification programs, Job fairs, Employment forums, Financial Literacy	42

Healthy Lives	Mental Health Forums, Nutritional Workshops, Seniors Health, Fitness Workshops, Healthy Living Symposium	35
Social Development	Science and Technology Programs, Youth Mentorship, Media Leadership, Youth Forums, Youth Council, Literacy Programs	38
Participation in Civic Decision Making	Community Animator Programs, Civic Engagement Workshops, Community Safety Protocols, Funding Workshops	38
Physical Surroundings	Mural Project, Media Centres, Splash Pads, Playground Revitalizations, Community Kitchens, Hub Development, Participatory Budget Pilot	61

TSNS 2020 Actions represent a variety of projects, initiatives, ongoing programming and one-time events. Each action falls within one of the five TSNS domains but many actions have impact on several domain areas. City staff work with local partners to identify action strategies, lead organizations, resources necessary to complete the action and number of residents engaged. Parkdale Community Economic Development Project (PCED) in South Parkdale and the Social Development Plan (SDP) Stakeholders Table in Regent Park are in the process of identifying and prioritizing their TSNS actions.

The complete updated neighbourhood plans are contained in the attached Appendix 1: TSNS 2020: Neighbourhood Action Plans.

Neighbourhood Planning Tables with Economic Opportunities

Table 5 below lists the Economic Opportunities action priorities by Neighbourhood Planning Table. In this table the Neighbourhood Planning Table is presented alongside the priority economic opportunities actions and the TSNS Action Catalogue number and description. Forty two (42) economic opportunities actions have been identified from 11 Neighbourhood Action Plans. Of the actions identified in the table below, 22 actions have been completed, 11 actions are in progress and 9 are in the planning stage. The actions appearing most frequently in local plans focus on training residents for quality jobs that include Food Handler training, CPR and First Aid certifications, Smart Serve training and Financial Literacy training.

Table 5: ECONOMIC OPPORTUNITIES		
Neighbourhood Planning Tables	Local Actions and (Status)	TSNS Action Catalogue Number and Description
Rexdale	Jamestown Town Hall for residents to provide input and feedback on employment issues and opportunities (Completed)	Action Catalogue #2 Use social media and social networks to advertise City/community job opportunities and volunteer positions to residents
South East Scarborough	Employment support for internationally experienced professionals to obtain employment (Completed)	Action Catalogue #3 Support foreign-trained newcomers to access professional jobs.
Rexdale	Job fair for residents with employers to hire participants on the spot (Completed)	Action Catalogue #5 Support local employers and businesses to hire residents for local jobs.
South East Scarborough	Recruitment and screening to prepare participants for a job interview with Canada Goose (Completed) Partnership with businesses and services to stimulate economic opportunities in West Hill (In Progress)	
Downsview Roding	Community Speak organized by residents (Completed)	Action Catalogue #7 Provide employment services and supports at community events.
Rustic Community Network	Employment services, support and opportunities for youth through information sharing. (Completed)	Action Catalogue #10 Improve career opportunities for youth through City and private sector collaborations
Weston Pelham	Food service and employment skills training for youth (Planned)	
York South Weston	Employment support and training for youth seeking employment in the food service sector (Completed) Conference to support resident access to employment/self-employment information (In Progress)	

Table 5: ECONOMIC OPPORTUNITIES		
Don Valley NIAs	Employment service providers supporting employment, training, and education opportunities (In Progress)	Action Catalogue #11 Strengthen employment programs in NIAs (eg. job fairs, training programs)
York South Weston	Youth Conference focused on economic development (Planned)	
Taylor Massey Oakridge	Social enterprise development with local resident groups (Planned)	Action Catalogue # 14 Provide small business training at Toronto Employment and Social Services offices and Toronto Public Libraries
Southeast Scarborough	User Education programs related to job search for youth and adults (In Progress)	
Kingsview Village	March Break Summer Job Program for Youth (Completed)	Action Catalogue #15 Provide job readiness training for youth who have not been employed before.
	CPR, First Alert, Food Handling, High Five and Resume Writing for Youth (In Progress)	
Downsview Roding	First Aid/CPR, Hi-Five and Food Handling for youth (Completed)	
Kennedy Eglinton	Literacy and Numeracy training to increase employment opportunities (Planned)	
	Driver simulation machine for training to assist obtaining G Licence(In Progress)	
Taylor Massey/Oakridge	Financial literacy training for marginalized youth (Completed)	
	Employment training program in hairstyling with combined training in life skill development (Completed)	
Rexdale	Introduce youth to careers in Science, Technology, Engineering, and Mathematics (Completed)	
South East Scarborough	Food Handling and Food Skills Program focused on youth with complex needs (Completed)	

Table 5: ECONOMIC OPPORTUNITIES

<p>Rexdale</p>	<p>Food Handling certification workshop for residents (In Progress)</p> <p>Skill-building First-Aid and CPR certification workshop for residents (Completed)</p> <p>Coaching Certification workshop to open up employment opportunities (Planned)</p> <p>Skill-building First-Aid and CPR certification workshop for residents of Humber Summit (Completed)</p> <p>Skill-building First-Aid and CPR certification workshop for residents of Jamestown (Completed)</p> <p>A program to provide food preparation skills, employment supports, and education (Planned)</p>	<p>Action Catalogue #16 Provide Training and certifications in job skills that employers actually need</p>
<p>Don Valley</p>	<p>Workshops and certification to support Grade 9 students (Completed)</p> <p>Employment certification workshops and skill building sessions for residents (Completed)</p>	
<p>Jane Finch Task Force and Black Creek/Glenfield Heights</p>	<p>Canada Post grant to train youth in First Aid/CPR, Hi- Five, Food Handling, and Customer Service (In Progress)</p>	
<p>Kennedy Eglinton</p>	<p>Smart Serve certificate training for underemployed residents (Planned)</p> <p>Skill-building certification workshops to increase employment prospects for residents (In Progress)</p>	
<p>Downsview Roding</p>	<p>Training for youth in Food Handling (Completed)</p>	<p>Action Catalogue # 17 Provide Food Handler Training for youth and job seekers</p>
<p>Kennedy Eglinton</p>	<p>Food Handling certification training for residents (Completed)</p>	

Table 5: ECONOMIC OPPORTUNITIES		
Kennedy Eglinton	A series of financial literacy programs for residents (Completed)	Action Catalogue #18 Provide literacy and ESL training to job seekers
Weston Pelham	Resident workshops to learn computer and internet skills (Planned)	Action Catalogue #23 Train entrepreneurs and job seekers to use new and emerging technologies and train residents in financial, digital and print literacy
Rexdale	Micro Loans initiative focused on developing local businesses (Completed)	Action Catalogue #25 Create loans and provide supports for local businesses adversely affected by construction delays and disruptions
Kennedy Eglinton	Local resident vendors participating in Canada Day Festival (In Progress)	Action Catalogue #29 Create low-cost pop-up sites for small businesses.
Rexdale	Revitalization of store at 4000 Lawrence Avenue East, to be a profitable food retail space (In Progress)	Action Catalogue #44 Provide coordinated, wrap-around support services for families who rely on Ontario Works, including financial, social, recreational and health services such as Investing in Families programs
Southeast Scarborough	Information sessions and training opportunities for single parent families as home childcare providers (Completed)	

The actions identified are the first step in many neighbourhoods to begin to tackle economic opportunities issues. Residents, agencies and City staff at the local planning tables are working to implement these actions. Some actions and programs are currently in place, such as training for entrepreneurs by TESS and TPL, but need to be expanded to other neighbourhoods; other programs require additional resources and participation by other levels of government. Work plans are underway in each of the neighbourhoods to achieve economic opportunities in their communities.

Support for Emerging Neighbourhoods

TSNS provides strategic support of Emerging Neighbourhoods through the Emerging Neighbourhood Fund, additional funding opportunities and participation in the TSNS Resident Advisory Committee.

A) Emerging Neighbourhood Fund

As part of the 2014 Operating Budget process, Council approved \$300,000 in grants each year over two years to support eight neighbourhoods (combined into four) that were transitioning out of the NIA designation called Emerging Neighbourhoods. Four projects were approved for two-year funding beginning in 2014. This targeted funding commitment of \$600,000 concluded in 2015, with the projects completed in 2016.

The goal of the fund provide seed funding to enable agencies to become sustainable networks. Discussions with the agencies in the Emerging Neighbourhoods highlight the need for ongoing funding for staffing that cannot be met with project funding. Staff have recommended an additional one-time funding of \$100,000 in 2017 to support a transition plan and capacity building needs identified by area agencies that would empower residents to play a more active role in the area networks, thereby building a pipeline for resident leaders for community agencies.

B) Additional Funding Opportunities

All agencies and grass roots groups from Emerging Neighbourhoods are eligible to apply to the Community Investment Funding programs. Table 6 below identifies 2016 total of \$1.6 million in funding supported agencies to deliver 34 programs, services and projects for residents in Emerging Neighbourhoods.

Table 6: ECONOMIC OPPORTUNITIES			
Ward	Emerging Neighbourhood	Number of Funding Occurrences	Allocation Amount
10	Bathurst Finch (Westminster-Branson 35)	3	\$222,290.00
15	Lawrence Heights (Yorkdale-Glen Park 31, Englemount-Lawrence 32)	14	\$650,735.00
37	Dorset Park(126)	5	\$79,111.00
39	Steeles(116)-L'Amoreaux(117)	3	\$180,950.00
40	Steeles(116)-L'Amoreaux(117), Dorset Park(126)	2	\$101,415.00
42	Malvern (132)	7	\$382,049.00
Total		34	\$1,616,550.00

Additional funding opportunities targeted to resident groups and agencies from Emerging Neighbourhoods include:

- 1) Neighbourhood Grants Program: Neighbourhood Grants provide \$1,000 grants to resident-led groups to implement neighbourhood events. Resident-led groups living in the Emerging Neighbourhoods were targeted for this grant opportunity. Resident-led groups in each Emerging Neighbourhood can access a total pool of \$5,000. An investment of \$40,000 in grants is committed to Emerging Neighbourhoods through this program.
- 2) Local Champions Pilot: The Local Champions Pilot goal is to build resident leadership through a “train the trainer” capacity development certification/college credit pilot program that targeting residents living in NIAs and Emerging Neighbourhoods. This pilot increases the opportunity for residents, to increase skills, awareness and participation in decision making and leadership in delivery of identified local actions. A total of 22 of residents were successful candidates in the first of cohort of the pilot program.
- 3) Crisis Response Fund: The Crisis Response Fund offers a one-time grant of \$3,000 to initiatives or activities that address a specific critical violent incident/crisis in a community. The purpose is to build community capacity and/or deliver community healing activity in order to improve community safety, well-being and resiliency.

C) TSNS Resident Advisory Committee Participation

The TSNS 2020 Resident Advisory Committee was implemented in 2015 as an ongoing regular opportunity for residents in Neighbourhood Improvement Areas and Emerging Neighbourhoods to provide feedback about the implementation of the strategy. The advisory includes resident leaders who also participate in neighbourhood planning table activities. The Advisory allows residents from Emerging Neighbourhoods to provide equitable input into TSNS activities including the Local Champions Pilot and the Neighbourhood Grants program. Residents are also given the opportunity to provide feedback on City programs related to civic engagement including the Community Engagement Office and Clerks Office. Support for residents and community groups from Emerging Neighbourhoods to engage in meaningful roles and equitable outcomes further aligns these communities with the goals of TSNS 2020.

Partnership Opportunities Legacy (POL) Fund

As part of its 2014 Capital Budget process, Council approved a total of \$12M in funding for infrastructure investments in NIAs. To date \$8.148 million has been allocated to 23 projects. Projects funded include playground upgrades, recreation and community hub space development, community gardens, outdoor splash pads and water play areas.

One of the projects approved in the 2017 Capital Budget process was the allocation of \$1M toward the development of a community hub in the Thorncliffe Park NIA. The goal

is to create an accessible, integrated, health and community service hub with a range of anchor and itinerant services and flexible use community space in Thorncliffe Park.

Thorncliffe Park in Don Valley West has long been recognized as unique in both its physical design and its demographics. It has one of the highest concentrations of newcomers and longer term immigrants in the Province, a high proportion of children 0-14 and older youth in what is a dense, high rise, market rental community of low income households. Despite the rich social capital that the diversity of Thorncliffe Park brings, it is home to significant economic, social and health needs and inequities. This has been compounded by a lack of space both to locate services and for community use.

Over the past 18 months, several partners including the City, UWTYR, Toronto Central LHIN, Thorncliffe Neighbourhood Office (TNO), Health Access Thorncliffe Park (HAPT) and Toronto Healthcare Centre (THC) have been working to create a community hub in this NIA. Negotiations are underway with Property Revenue (Morguard) to lease 77,000 sq. ft. comprising of the second floor of the East York Town Centre Mall. It is anticipated that there will be 3 leaseholders which include TNO, HAPT and THC.

In addition to the three leaseholders, other community organizations are exploring sub-leasing as hub partners. This is a core principle of community hubs, single point of access settings offering a range of linked, complementary service with the flexibility to adapt to changing needs, demographics and opportunities. Initial sub-leasing agreements are being explored with Flemingdon Community Legal Services, Community Living Toronto, and the Midwives Clinic of East York/Don Mills. Toronto Public Health will be providing its free dental program out of HATP leased space.

The hub design will also allow for additional service providers to use flexible office and program space, and there will be program/meeting rooms and a community kitchen available for community groups to book and utilize. Engagement to date has resulted in over 30 community groups and small agencies interested in coming into the Hub. These organizations do not have funds for rent but provide key community services.

The UWTYR has committed \$2M toward the creation of community space. This report recommends allocating the approved \$1M in POL funds to TNO for the construction of community space in the hub that will be made available to the City, residents and not for profit organizations free of charge for the duration of the lease. Details on the size and scope of the community space will be dependent on construction costs to a total of \$1M and to the satisfaction of the Executive Director of SDFA.

The UWTYR, TNO and the City will work together to develop the policy and protocols for the allocation of community space in the Thorncliffe Park Hub.

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ATTACHMENTS

Appendix 1: Toronto Strong Neighbourhoods Strategy 2020: Neighbourhood Action Plans