

## Service Pilot Summary

---

### 1. Decentralization Pilot

Council previously approved in Tenants First – A Way Forward for TCHC, July 12, 2016 a management model that actively engages with tenants and innovates in response to tenant feedback. A decentralized property management model was also suggested by the Mayor's Task Force, specifically, that TCHC shift its current operational structure to a decentralized model, with more localized decision-making in order to ensure closer contact with frontline workers and tenants, make more effective use of local partnerships and staff at all levels. (MTF Recommendation 15)

The current Decentralization Pilot will test an operational change resulting in more decisions made at the front-line and Operating Unit level, and in some cases, reallocation of staff. The empowerment of building staff will allow for tenants' needs to be more readily met and improved communications. Performance indicators are being established that include such items as:

- speed of routine maintenance work orders being completed
- speed of emergency work orders being completed
- cleaning routines completed at standard
- number of vacant units
- number of days to re-occupy a unit

Recent tenant surveys show that there is a very strong relationship between building condition, timeliness of unit repairs, and overall satisfaction. This pilot presents the opportunity to examine areas where local decision making can be supported by systems and processes that improves responsiveness, cost efficiencies and tenant satisfaction and will run through 2018.

### 2. Youth Services Focus pilot

This pilot will take place in Operating Unit C (Weston-Rexdale). This pilot is being developed through a working group including TCHC staff from Strategic Planning and Stakeholder Relations, and Resident and Community Services, and City staff involved in the Toronto Youth Equity Strategy, Stronger Neighbourhoods Strategy, Youth Violence Prevention program, and Toronto Youth Partnerships and Employment program.

The key messages from the working group are that the Youth Service Focus pilot should:

- Build on existing work including youth engagement.
- Engage youth in developing and implementing the pilot.
- Create change in how youth engage with decision-making, and how services are delivered to youth, rather than delivering a program.
- Be durable, rather than disappear after a year.
- Be sufficiently resourced to support collaboration.

This pilot will inform ongoing work to better define TCHC's mandate by clarifying the role that TCHC should play in engaging with youth and fostering youth leadership, connecting youth to employment and other services, as well as testing the staffing model or other structural changes required to support this role.

Engagement with the Tenants Council and youth leaders in Operating Unit C will begin in early 2018.

### **3. Community Action Planning pilot**

This pilot will take place in Operating Units H (Scarborough) and I (Scarborough Southwest). This pilot is being developed through a working group of TCHC and City staff from the Stronger Neighbourhoods Strategy, Tower and Neighbourhood Revitalization, and Community Crisis Response program, as well as input from organisations active in the local community including Agincourt Community Services Association and United Way.

The working group identified lessons from existing community planning exercises, including the importance of:

- Engaging early with communities
- Focussing on community strengths
- Projects and networks which endure, rather than ending after a limited time
- Strengthening connections between people and organisations; and
- Being accountable to the local community.

Experience in TCHC revitalization and renewal projects shows that successfully engaging tenants is critical to creating community spaces and programs which meet the needs of the community. This pilot aims to build on the success of Social Development Plans developed as part of TCHC revitalization projects. This pilot will inform the creation of a tenant engagement model that is tenant-led and aligned to specific communities' identified needs.

This pilot will inform ongoing work to better define TCHC's mandate by clarifying the role that TCHC should play in connecting residents to the surrounding community, and in building partnerships with other anchor institutions such as schools and universities. It will also test the conditions required to design and program community space in TCHC buildings to effectively provide services and activities to TCHC residents and the wider community.

Engagement with communities in Operating Units H and I will begin in early 2018.