



REPORT FOR INFORMATION

Supplementary report - Impact of Tenants First pilots

Date: July 8, 2019

To: City Council

From: Executive Director, Social Development, Finance and Administration

Wards: Ward(s) affected or All

SUMMARY

The Tenants First Phase 1 Implementation Plan approved by City Council in July 2017 directed City staff to work with Toronto Community Housing to develop and implement three pilot projects. The purpose of these pilots was to inform the work of Tenants First in developing new tenant-focussed service delivery models, and a new mandate for Toronto Community Housing, including a strengthened system of tenant engagement.

FINANCIAL IMPACT

There are no financial impacts arising from the information provided in this report.

DECISION HISTORY

In July 2017, City Council adopted EX.26.2 "Tenants First - Phase 1 Implementation Plan" and directed the Deputy City Manager, Cluster A to report to Committee and Council on a local service model pilot program at Toronto Community Housing Corporation to focus on decentralizing property/housing management services and innovative approaches to community development, including local action plans.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX26.2>

COMMENTS

Overview of pilots

Three pilots were designed to test innovations in local action planning, engaging and supporting youth living in Toronto Community Housing communities, and decentralization.

Through these three pilots:

- Toronto Community Housing tested an approach to engaging youth through community priority-setting, developing local action plans, and developing a Youth Action Plan for the West. Toronto Community Housing also tested new staff positions focussed on connecting youth to employment opportunities and referring youth to supports. This pilot was successful in engaging and supporting youth and required significant dedicated resources.
- Toronto Community Housing and City staff worked together to design a pilot to bring together residents from Toronto Community Housing with residents from private rental and condominium buildings to develop a shared vision for their community. This vision was documented in a Local Action Plan which outlines priorities identified by residents and recommends collective actions for residents, Toronto Community Housing, the City, and community organisations. The draft Local Action Plan has not yet been finalized.
- Toronto Community Housing trialled operational changes to shift decision-making to the Operating Unit level and front-line staff, including increasing local staff resources. This pilot illustrated that it is difficult for Toronto Community Housing to decentralize services with their current management structure and IT systems but front-line staff believe decentralization would make their work more effective.

An evaluation has been substantially completed for the three pilots (see Attachment 1). Preliminary results from the pilots, relevant to a new mandate for Toronto Community Housing, were included in Section 3.3 of Attachment 3 of EX7.1 "Implementing Tenants First: A new Seniors Housing Corporation and Proposed Changes to Toronto Community Housing Corporation's Governance".

An evaluation survey will be undertaken with communities involved in the Local Action Plan and Youth pilot in summer 2019. This report will remain draft until these evaluation surveys have been undertaken with residents and the results incorporated into the evaluation report.

Impact of the pilots on future work

The results of the decentralization pilot will help to inform work on innovative service delivery models across the municipally-owned housing portfolio, including the Integrated Service Model for seniors housing, specific strategies for high-needs communities, and tenant-focussed service delivery models.

The results of the youth and local action planning pilots will also contribute to work to define the core mandate by documenting the roles that Toronto Community Housing and the City play in community development. The results are relevant to the focus areas identified in the main report for further work by the City and Toronto Community Housing, specifically: youth development; community safety and wellbeing; affordable access to community space; eviction prevention; and tenant participation.

CONTACT

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SIGNATURE

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ATTACHMENTS

Attachment One: Tenants First: Trialling Innovations in Service Models and Community Development