



STAFF REPORT ACTION REQUIRED

Improved Management of the 1652 Keele Street Community Hub

Date:	March 30, 2016
To:	Community Development and Recreation Committee
From:	Executive Director, Social Development, Finance and Administration
Wards:	Ward 12 –York South-Weston
Reference Number:	AFS# 22911

SUMMARY

The purpose of this report is to seek approval to allocate funds from the Community Partnership Investment Program (CPIP) to operate 1652 Keele Street as a City Community Hub commencing fall 2016 and onward.

The Community Hub would be managed by a staff from Social Development, Finance and Administration who would be responsible for ensuring the facility is operated in a safe manner and programs and services are better coordinated to serve residents.

1652 Keele Street is located in a Neighbourhood Improvement Area and is a City Below Market Rent (BMR) facility with five tenants including Community Action Resource Centre, For Youth Initiative, Social Planning Toronto, Woman Abuse Council of Toronto and York Hispanic Centre. All tenants are not for profit organizations who receive funding from various sources, including the City of Toronto, for specific programs and administration services. None of the tenants receive funding to manage the building and coordinate service delivery in a hub model.

Tenants experience difficulty resolving issues of safety and security, property management and service coordination and they repeatedly turn to the City for additional supports that require a permanent solution so that they can focus on service provision to residents in this Neighbourhood Improvement Area.

RECOMMENDATIONS

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

1. City Council approve the operation of 1652 Keele Street as a Community Hub beginning in the fall of 2016 and onwards.
2. City Council direct that up to \$110,000 be allocated from Community Partnership Investment Program for 2016 to operate 1652 Keele Street as a Community Hub.
3. City Council direct that the staff complement in the Social Development, Finance and Administration Division be increased by 1 permanent position so that Social Development, Finance and Administration staff can anchor the facility, along with tenants, in accordance with the Council Approved Below Market Rent Policy.

Financial Impact

There is no financial implication arising from this report beyond what has been included in the 2016 Approved Operating Budget for Social Development Finance and Administration.

The funding allocation referred to in this report includes utilizing \$110,000 from the Community Partnership Investment Program to create 1 permanent position as part of the staff complement for Social Development, Finance and Administration in order to operate a community hub at 1652 Keele Street.

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

Equity Impact

1652 Keele Street is located in a Toronto Strong Neighbourhoods Strategy Neighbourhood Improvement Area (NIA). The Toronto Strong Neighbourhoods Strategy is an equity-focused strategy. Its goal is to advance equitable outcomes for all neighbourhoods and ensure equitable opportunities for all residents irrespective of where they live. Many of the programs and services offered at 1652 Keele Street are aligned with the City's Poverty Reduction Strategy.

DECISION HISTORY

On November 5, 2012, City Council adopted the *Update on the Policy for City-Owned Space at Below-Market Rent* (BMR Policy). The Policy provides Council and staff with a

process for leasing City space at less than market rents to non-profit organizations that deliver community and cultural services to residents and further the City's strategic goals. <http://www.toronto.ca/legdocs/mmis/2012/ex/bgrd/backgroundfile-51781.pdf>

On April 2, 2014, City Council adopted the *Toronto Strong Neighbourhood Strategy 2020 – Recommended Neighbourhood Improvement Areas* that designated 31 neighbourhoods as Neighbourhood Improvement Areas. These neighbourhoods have the lowest overall Neighbourhood Equity Scores, a measure that signals that the overall burden of inequities faced by a neighbourhood requires action. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.CD27.5>

ISSUE BACKGROUND

In 2005, the City moved six organizations (Community Action Resource Centre, For Youth Initiative, Social Planning Toronto, Somali Immigrant Aid Organization, Woman Abuse Council of Toronto and York Hispanic Centre) into 1652 Keele Street from other Below Market Rent spaces.

In 2008 the tenants submitted a grant proposal to the Youth Challenge Fund resulting in approximately \$1.4 million in capital funds, along with contributing funding from the City's Partnership Opportunity Legacy fund. A new youth program space was created in the basement that is now part of For Youth Initiative leased space. Another new program space for Community Action Resource Centre was renovated on the top floor in 2015 with capital funding from Ontario Trillium Foundation.

In 2013, the tenants made a complaint to the City Ombudsman about difficult experiences with the management of the building that culminated in an official Ombudsman 80-page report entitled "*Promises Made, Promises Broken: An Investigation Into the City's Below Market Rent Program*", resulting in improved communication and regularly scheduled meetings with senior Real Estate and other City staff.

In 2015, the City implemented a new requirement for a co-location agreement for Below Market Rent spaces that included multiple tenants. In January 2016, four of the five tenants signed their first co-location agreement that has laid the basis for a community hub model.

Concerns regarding continued criminal activity in and around the facility have resulted in additional pressures on the tenants to manage the building. City staff are working with tenants, ward Councillor and staff from the local high school, library and Police Division to address issues of safety and security.

The lack of a permanent staff dedicated to coordinating the facility activities and ensuring proper procedures and protocols are in place in order to provide excellent customer service to residents has resulted in frustration among tenants and a sense of fear among some patrons.

COMMENTS

1652 Keele Street is a 22,653 square foot, multi service City owned facility located in a Neighbourhood Improvement Area. Currently 5 organizations occupy the facility under the Below Market Rent Policy including Community Action Resource Centre, For Youth Initiative, Social Planning Toronto, Woman Abuse Council of Toronto and Hispanic Centre.

In 2015 the City funded 4 of the 5 organizations for the following programs:

Organization	Program	Amount
For Youth Initiative	Building the Legacy	\$26,715
	Youth and Community Development	\$67,395
	Core Program Administration	\$22,150
Woman Abuse Council of Toronto	Community Planning to End Women Abuse Program	\$43,780
	Core Program Administration	\$13,825
Community Action Resource Centre	Children's Program	\$35,820
	Client Support services	\$57,590
	Community Development	\$32,260
	Core Program Administration	\$30,750
Social Planning Toronto	Part Time Hub Coordinator	\$40,000
	Community Development	\$50,000
	TOTAL	\$420,285

In addition to City funding, tenants receive funding from other sources, including foundations, sponsors and other levels of government. Collectively the tenants receive over \$2.3M annually for programs and services such as newcomer and settlement services, woman abuse counselling, child care registry and early years programs, family support, clothing bank, youth justice, youth leadership, Centre for Organized Resilience, translation and legal advice.

If operated as an appropriately resourced community hub, 1652 Keele Street will be able to provide high quality services and opportunities for children and families from early childhood through to adulthood, including young people and elders through an integrated and holistic service delivery model. None of the tenants receive funding to manage the building and coordinate service delivery in a hub model. The tenants have neither the expertise nor resources to respond appropriately to facility management issues and repeatedly turn to the City for support.

Concerns regarding criminal activity in and around the building have resulted in the City providing funding through Social Development Investment Program for a temporary part time receptionist and more recently, the services of a temporary security guard were provided through Corporate Security. However, a permanent solution is needed and experience from successful hub models indicate that a dedicated hub coordinator is required to ensure the effective operation of facilities that host multiple service providers in one location.

The City staff managing the hub would be responsible for ensuring development of policies and procedures relating to building management, adherence to the Occupational Health & Safety Act, creation of a safe and welcoming environment, coordinated service planning and delivery, collaboration among the tenants and stakeholders, compliance with City leases and agreements, completion of work orders and service contracts, allocation of common spaces and meeting rooms, identification of potential tenants for vacant spaces; and engagement of community stakeholders and residents in support of the hub.

CONTACT

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SIGNATURE

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