

APPENDIX 6: Decentralization Pilots

Decentralization (Local Service Model) Pilots

Background

The Mayor's Task Force and Tenants First recommended that Toronto Community Housing move to a more decentralized operational structure. Key components of a decentralized service model include moving to a flatter management structure, more localized decision making at the Operating Unit level, closer contact between managers, front-line staff and tenants and a more responsive and accountable forum to address tenant issues.

Toronto Community Housing staff, in collaboration with City staff are developing three pilot projects, outlined below, to focus on decentralizing property/housing management services and exploring innovative approaches to tenant engagement and community development, including strengthening partnerships and local community action plan models.

The three pilots will be undertaken for a one year period, commencing in January 2018. Key performance indicators will measure performance standards, assess impacts on services to tenants and evaluate partnership development and local action plan outcomes.

Implementation

A City/TCHC staff working group will meet regularly to plan implementation and delivery, track progress, evaluate outcomes and recommend directions and further actions for implementation.

Pilot # 1: Property Management Focus

Proposed Area: Operating Unit C (Weston Rexdale)

This pilot proposes to explore and assess responsiveness and effectiveness of moving selected property management services which are currently centralized to the Operating Unit level.

TCHC has conducted a comprehensive assessment of current centralized property management functions, including risks and benefits of decentralization. The assessment includes factors such as tenant service benefit, cost management autonomy, compliance requirements, business process requirements and ease of implementation. The pilot will focus on areas such including property/tenancy management functions, customer service, maintenance and tenant engagement. Staff training and an integrated team approach will support implementation, delivery and evaluation of the pilot.

Pilot # 2: Youth Service Focus

Proposed Area: Operating Unit C (North Etobicoke)

Drawing on the recommendations and actions in the City's Youth Equity Strategy, this pilot proposes to explore opportunities for TCHC, the City and community partners to develop an

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innovative service delivery model and new partnerships to support marginalized youth, including youth facing mental health and addictions issues. The pilot proposes to provide inclusive opportunities for youth to work with staff in developing, implementing and evaluating the pilot.

Pilot # 3: Community Action Planning

Proposed Area: Operating Unit H: Scarborough

This pilot proposes to explore a tenant centered approach to community development, drawing on successful models of local Social Development planning in TCH's revitalization communities. TCHC and City staff will work with tenants and community agency partners to develop a neighbourhood specific local action plan through a process of tenant participation and leadership to define priorities and identify actions to address community priorities. Area of focus for consideration include community safety, food security, economic development and partnerships with local organizations. The pilot will explore opportunities to align systems and explore strategic partnerships to connect TCHC communities to their surrounding neighbourhoods.