

**Item 12**

April 16, 2015

**Building, Investment, Finance
and Audit Committee****Report on TCHC Programs**

To: Building, Investment, Finance and Audit Committee (BIFAC)**Report:** BIFAC:2015-25**From:** Chief Internal Auditor**Date:** March 31, 2015

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**Strategic
Plan Priority:****Vibrant Communities:**

- Neighbourhood Building and Improved Community Safety
- Economic Opportunities
- Strengthening Communities and Resident Leadership

Service Excellence:

- Provide Excellent Customer Service
- Demonstrate Value for Money and Public Accountability

PURPOSE:

To provide the Building Investment, Finance and Audit Committee (the Committee) an outline of Toronto Community Housing Corporation (TCHC) resident programs and seek direction about conducting future Value Audits on some or all of these programs.

RECOMMENDATIONS:

It is recommended that the Committee:

- a) Receive this report for information; and
- b) Provide direction to the Chief Internal Auditor with respect to conducting future Value Audits on all or some of these programs.

REASONS FOR RECOMMENDATIONS:**Background**

As set out in the TCHC 2013 Annual Report, TCHC's mission includes:

Through collaboration and with residents' needs at the forefront, we connect residents to services and opportunities, and help foster great neighbourhoods where people can thrive.

Part of this is accomplished through an extensive series of programs developed and administered by the TCHC Resident and Community Services Department (RCS).

Value Audits

At the February 5, 2015 Committee meeting, the Committee Chair raised the topic of 'Value Audits' of 'TCHC programs'.

By the term 'Value Audit', the Chair indicated these would not be detailed, traditional types of audits but rather they would include the development of 5 to 6 categories of topics that would attempt to measure the performance and possible value of a particular program.

Though the specific categories were not identified during the Committee meeting, the Chair did indicate that through his experience with other advisory boards he would be able to assist in their development and measurement.

List of RCS Programs

Prior to embarking on a Value Audit program, the Chair requested that a list of RCS programs be submitted to the Committee for review. Set out in **Attachment 1** to this report is a list of RCS programs scheduled for 2015. The list sets out:

- The name and a brief description of the program;
- A summary of the program's focus area(s); and
- The projected cost to run the program in 2015.

Current Reporting of RCS Programs to the Board

The RCS Division currently provides quarterly reporting to the Resident Services Committee on status updates of various youth initiatives, among others. **Attachment 2** to this report is the last such reporting made to the Resident Services Committee – covering results from Q4 2014.

IMPLICATIONS AND RISKS:

In providing these programs TCHC seeks to help foster great neighbourhoods and tenants. These programs do not come without cost to TCHC. Ensuring that these costs are effectively incurred in order to meet the programs' goals is part of the accountability requirements of TCHC Management.

"Michael Vear"

Michael Vear, CA, CPA, CPA (Illinois)
Chief Internal Auditor



Resident and Community Services Programs

PROGRAMS	FOCUS AREA	2015 Projected Cost [1]
<p>Anti-Oppression Workshop/ Training Social Enterprise</p> <p>This initiative invites six (6) diverse youth residents from across the City (ages 17-29) to share their experiences and perspectives of discrimination and oppression. The youth train and work together to establish an anti-oppression framework training series that they pilot with community partners.</p> <p>As a follow up, the young people attend a training series on restorative justice with the City of Toronto and deliver training sessions to their peers and City of Toronto staff.</p>	<p>Small Business Development Social Enterprise</p>	\$5,000
<p>Business in The Streets (BITS) Boot Camp</p> <p>Through this program, youth develop a full business plan with support from industry professionals and build their business idea so they can apply for business grants or vendor status at TCHC. These youth entrepreneurs are in need of mentorship and financial assistance which the program provides in addition to a variety of other supports.</p>	<p>Small Business Development Social Enterprise Mentorship</p>	\$3,600
<p>Taking Care of Business</p> <p>TCHC works with residents who have business ideas. If a resident has a registered business or would like to start one, they can participate. TCHC offers a series of workshops and supports for their businesses.</p>	<p>Small Business Development and Social Enterprise:</p>	\$1,000
<p>Diversity Scholarships</p> <p>This joint partnership with Scadding Court Community Centre is going on its 13th year. The Diversity Scholarships offers first year Post Secondary entrance scholarships to TCHC residents as well as to individuals who live in different captive areas of the city under our partners collective. Recipients are awarded \$1,000-\$4,000 towards their tuition with the possibility of receiving future funding. Recipients also receive career and financial coaching from St. Stephens's house.</p>	<p>Education Career Development</p>	\$40,000

PROGRAMS (cont'd)	FOCUS AREA	2015 Projected Cost [1]
<p>HERstory</p> <p>HERstory is a one-day conference where girls come together to learn, share, be inspired, feel empowered, and have fun. HERstory is a leadership campaign for girls ages 13 to 16 years. Working with the Youth Multi-media team we will launch a Girls Empowerment campaign featuring local female mentors and role models as well as the stories of some young women living in Toronto Community Housing. The campaign promotes sisterhood, and explores female identity and positive self-image.</p>	Mentorship	\$8,000
<p>HIStory</p> <p>HIStory is a male empowerment conference that is geared to male youth and young men ages 16-24 in celebration of International Men’s Day. It provides a safe space for young men to share and speak to issues that were most relevant to them. Through a series of workshops led by mentors, young men are challenged to step out of themselves and celebrate the gifts that they each bring. HIStory is the idea of young men recognizing their personal strengths and looking at how they each have a personal responsibility for self-development and collective wholeness.</p>	Mentorship	\$4,000
<p>If I Ruled T.O.</p> <p>In partnership with the City of Toronto and many community partners, <i>If I Ruled T.O.</i> is a 1-day ‘Think Tank’ youth summit and conference held annually for youth to address issues impacting their lives. The overall goal is to create dialogue where youth and people in decision making positions could have a frank and open discussion about policies, barriers and opportunities youth face in various aspects of their lives. The goal of the discussions is to come up with tangible actions/next steps that can be put in place to ensure that the issues raised can be addressed. These include action steps to be implemented by all participants including the youth.</p> <p>The main <i>If I Ruled T.O.</i> event will be preceded by three local events across the TCHC communities to build capacity, gain momentum and connect young people to local resources leading up to the larger event.</p>	Mentorship Youth Initiatives Leadership & Personal Development Active Living Economic Development Education Safety	\$84,500
<p>Journeys to Success - Men</p> <p>This event and follow up series, including 6 - 8 sessions, focuses on empowering young men to be more economically secure and broaden the choices available to them around economic opportunities. Topics covered range from financial literacy, to job development and attainment, and entrepreneurship. A Father’s Day event is held to encourage men to start to talk about their finances and how to improve their lives. A series of financial literacy workshops follow along with a male specific, business start-up training series through Business in the Streets.</p>	Mentorship	\$7,500

PROGRAMS (cont'd)	FOCUS AREA	2015 Projected Cost [1]
<p>Journeys to Success - Women</p> <p>A series of six (6) financial literacy workshops will be held for women across the city culminating in the Journeys to Success day where they will be connected to partners and support services. Journeys to Success is an event aimed at celebrating and recognizing the accomplishments of women in non-traditional jobs. The goal of this event is to inspire participants by providing them with positive female role models who they can look to as mentors by providing them with concrete examples of residents and women who are successful.</p>	Mentorship	\$9,000
<p>Strengthening Communities Youth Leadership Project</p> <p>This project was created to strengthen partnerships with existing community partners, as well as to support resident/youth-led initiatives. The program offers small grants to residents/youth to support community initiatives that improve the quality of life for residents. It provides an opportunity to build new relationships. The ultimate outcome is to foster conditions for more cohesive, integrated communities where youth are connected to neighbours and community members.</p>	Mentorship Youth Initiatives Leadership & Personal Development Active Living Economic Development Education Safety	\$50,000
<p>Youth Action Grant</p> <p>The Youth Action Grant (YAG) provides grants to youth to allow opportunities to provide programs, workshops or plan community events that can showcase what they would do to make their communities better. This stream comes with an incentive—outstanding leadership and project awards. As a lead up to the annual youth summit, <i>If I Ruled T.O.</i> recipients of the YAG are eligible for an award to continue their work in their communities.</p>	Mentorship Youth Initiatives Leadership & Personal Development Active Living Economic Development Education Safety	\$50,000

PROGRAMS (cont'd)	FOCUS AREA	2015 Projected Cost [1]
<p>United Parcel Services (UPS) Job Fair</p> <p>In partnership with UPS, TCHC hosts an annual UPS Job Fair. The Fair features seasonal employment opportunities at UPS; interviews and screening are done on the spot.</p>	Employment Opportunities	\$500
<p>Rookie League</p> <p>A joint partnership with Toronto Blue Jays Care Foundation going on its 28th year. This initiative offers free summer day camp to 1,250 TCHC residents aged 6-12 in 50 TCHC communities. Each participant is supplied with baseball equipment, as well as lunch on major event days. There are 150 youth front-line staff, of which 80% are TCHC residents.</p> <p>Note: Jays Care Foundation: \$70,000.00 and Baseball Tomorrow: \$5,000.00 Total: \$75,000.00</p>	Active Living	\$233,100
<p>KickStart</p> <p>A joint partnership with the MSLE foundation, going on its 4th year. This initiative includes 15 TCHC communities, and offers free after school soccer programming 3 times a week to a total of 375 TCHC residents aged 6-12. Each participant receives a full soccer kit including a soccer ball. Lunch is provided on Soccer Saturdays. The program employs 45 youth front line staff. 80% of the staff are residents.</p> <p>Note: MLSE Funding \$100,000.00</p>	Youth Employment	\$875,100
<p>Midnight Madness Basketball</p> <p>Midnight Madness is going on its third year. This joint partnership program with University of Toronto Scarborough provides 6 at risk priority neighbourhoods from across the city with traditional programming at a non-traditional time. Every Friday the communities are transported from their community via school bus to UTS. Each community is then treated to a hot meal and asked to participate in life skills workshop before they get on the court. Each community plays 3 games per night, refereed by Toronto Board referees.</p>	Active Living	\$48,495
<p>Swimming Pools</p> <p>TCHC has opened its pools to our residents for recreation and leisure swim requiring lifeguards. Pools are operated and facilitated by Superior pools with standard programming and safety procedures.</p>	Youth Employment	\$79,632
	Active Living	\$63,675
	Youth Employment	\$28,675
	Active Living	\$452,000



Youth Initiatives Quarterly Report (Q4-2014)

Item 7
March 5, 2015
Resident Services Committee

To: Resident Services Committee

Report: RSC:2015-03

From: Interim President and Chief Executive Officer

Date: February 18, 2015

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Strategic Plan **Vibrant Communities**

Priority:

- Strengthening Communities and Resident Leadership
- Economic Opportunities

PURPOSE:

To provide the Resident Services Committee with a quarterly update of the Youth Initiatives activities.

RECOMMENDATIONS:

It is recommended that the Resident Services Committee receive this report for information.

REASONS FOR RECOMMENDATIONS:

BACKGROUND:

Toronto Community Housing (TCHC) invests in strategies for capacity building and engaging youth in positive activities that foster personal growth and community development in four key areas: Leadership and Engagement, Safety, Economic Development and Active Living/Recreation. These four pillars offer a broad range of entry points, thereby ensuring that the programs are accessible to many young people living in TCHC communities.

This report provides a quarterly update to the Resident Services Committee on programs and activities of the Youth Initiatives. In addition, this report provides an opportunity to showcase the achievements of youth who participate in the programs and bring critical feedback to the organization to support innovation and the development of strategies and policies relating to youth focused programming.

Q4 PROGRAMING REPORT:

1. LEADERSHIP AND ENGAGEMENT

Through community partnerships, one-on-one support, training and workshops, the leadership and engagement programs focus on advancing the capacity of youth living in TCHC communities.

1.1 HIStory

HIStory is a male empowerment conference geared to young men ages 16-24 in celebration of International Men's Day. It provided a safe space for young men to share and speak to issues that were most relevant to them. Through a series of workshops led by mentors, young men were challenged to step out of themselves and celebrate their gifts.

Q4 Progress Update:

On November 19, 2014, 73 young men, ages 14-18 from across the city gathered at Seneca College for the 2nd annual HIStory conference. Students from local schools in the Scarlet Wood, Scarlet Manor, Sparroways and Villoways communities were recruited from local high schools with Boys to Men programs, community partners and Malvern Neighbourhood Action Partnership (MNAP).

The City of Toronto and Toronto Community Housing Corporation in partnership with Agincourt Community Services Association (TAGGS) came together and facilitated dialogue on topics such as violence and being a role model. The concept of masculinity was also explored.

Young men were able to spend time together, being supported by community networks that provided supports to them. They were also able to meet and share experiences with mentors and positive role models, and reflect upon what it meant to be and to have a role model.

TCHC Program Cost: \$1500¹

1.2. Youth Action Grants

The Youth Action Grant (YAG) allows youth to provide programs, workshops or plan community events that can showcase what they would do to make their communities better. The grant also comes with an incentive: outstanding leadership and project awards. As a tie-in/lead up to the annual youth summit, If I Ruled T.O., recipients of the YAG are eligible for an award to continue their work in their communities.

Q4 Progress Update:

In Q4, all of the 20 selected projects in Q3 were implemented and completed their activities. Of the 20 YAG recipients, 5 projects received an additional \$5000 award to

¹ Program costs do not include salary costs.

continue their promising project (*CARDED Youth and Policing, Youth Meeting Seniors, Urban Me Book Club, Young Father's Program, and Sew it Up!*). As a result of the successful implementation of the projects, some groups have also secured commitments for further funding and in-kind donations to continue their activities.

Based on report backs from all 20 project beneficiaries, about 700 youth participated in Youth Action Grant activities in the following communities: Danzig, Simcoe/St. Patrick, Kennedy-Eglinton East, Don Mills-Willowdale, Malvern, Mornelle, Rexdale, Jane-Finch, Neptune, Lawrence Heights, 250 Davenport, Weston Mount Dennis, Jane-Woolner, Humber Blvd., Jane-Trethewey, and The East Mall. Seventy-six (76) volunteers/mentors (youth and adults) supported a total of 170 workshops and 46 community events/seminars/series/trips. Young people benefited from this program by developing skills related to program development, planning and facilitation, grant writing, artistic expression, food security, advocacy and economic development. Through this financial resource, youth were able to create projects and hence opportunities for their peers in their own communities, thereby increasing access to community development, education and economic development.

The following is a testimonial from a project participant, which highlights the project's success:

"The women have expressed that they are appreciative of having a safe space to enter and to discuss their experiences. Some were experiencing isolation and now have an avenue for connecting with other women." - Project Lead R.E.E.S. (Together Reaching for Empowerment, Experience and Success)

TCHC Program Cost: \$77,528

1.3. Strengthening Communities Youth Leadership Project (SCYLP)

SCYLP was created as a way to strengthen partnerships with existing community partners, as well as a way to support resident/youth-led initiatives. It also provides an opportunity to build new relationships. The ultimate outcome is to foster conditions for more cohesive, integrated communities where youth are connected to neighbours and community members. 2014 SCYLP recipient themes are consistent with those of the Youth Action Grant (YAG) program. Similar to the YAG, a joint staff and resident project review committee was established to select applications.

Q4 Progress Update:

Q4 focused on supporting the recipients in completing their projects and supporting the trustees in providing complete documentation.

In 2014, a total of 300 youth residents participated in the 15 SCYLP projects awarded to groups from the following communities: Don Mills-Willowdale, Bay Mills/Steeles-L'Amoreaux, Kennedy-Eglinton East, Orton Park/Lawrence, St. Jamestown, Jane-Finch, Pelham Park, Regent Park, Moss Park, Scarletwoods, Humber, Parkdale, Malvern, and Rexdale. Eight (8) of the SCYLP projects were youth led/resident led groups with a

community partner agency serving as a trustee. Projects ran for roughly 8 – 12 weeks with programming taking place twice a week. Forty (40) mentors supported the 88 workshops, one graduation event, one retreat, ten community events, and three community service projects (60 hours) were implemented as part of the program.

Youth focussed on building resident businesses, teaching communities how to start their own gardens, learning how governance structures work, and how to create programming for different audiences. Through this process, the youth were able to develop an understanding of how to access different resources to support project development. Some groups have acquired additional funding for their projects, and the community agencies who initially acted as trustees have continued to support their ongoing development. Two completed projects include: the development of a youth led community action council; and, 2) a resident led group recruited youth members to sit on their community council and advocate for the interests of their respective communities.

The following is a testimonial from a project participant, which highlights the event's success:

“By hearing testimonials of current/former TCHC residents that have made a better life by completing their education, participants know that they can achieve success, as long as they put their mind to it. While not everyone is meant to attend college/university they learned about apprenticeships, volunteering and just working is good instead of collecting social assistance. We know we made a difference because participants had a wide array of careers that they wanted to obtain.” - Youth on the Move Project Participant

TCHC Program Cost: \$87,972

1.4. If I Ruled T.O.

In Q3, we reported on the local events that led up to this summit. In total, 450 youth participated in the lead up events in the East, West and Central directorates.

Q4 Progress Update:

On November 29, 2014, youth from across the city came together to address issues impacting their lives at the third annual, If I Ruled T.O. Youth Summit. Youth were invited to present their thoughts and opinions regarding matters such as education, jobs and the economy, police relations, space development, politics and housing. Toronto Community Housing Corporation (TCHC), Resident and Community Services Division (RCS) in partnership with the City of Toronto, Social Development and Finance Division and various community partners held the one-day ‘Think Tank’ and conference with over 400 youth. The event was supported by 61 RCS staff, 60 agency partners, and 10 youth volunteers.

The overall goal was to create dialogue where youth and people in decision-making positions could have a frank and open discussion about policies, barriers and opportunities youth face in various aspects of their lives. The goal of the discussions was to come up

with tangible actions/next steps that can be put in place to ensure that the issues raised can be addressed. These include action steps to be implemented by all participants including the youth.

Moving forward in 2015, agency partners have committed to working with TCHC and interested youth on actions that have come from the dialogue on bringing change to their communities. Action items for change may include planning local events, creating youth working groups, delivering a series of information sessions, town hall meetings or community consultations. Youth and agency leads will be able to access TCHC's Youth Action Grant or Strengthening Communities Youth Leadership Project to financially support their initiatives. Quarterly meetings for status updates on actions leading up to the 2015 youth summit will be held.

The following is a testimonial from a project participant, which highlights the program's success:

"I felt an impact being involved in the discussions. I was able to speak freely about the concerns in my community"- Youth Participant

TCHC Program Cost: \$103,581

2. SAFETY

TCHC is committed to supporting initiatives that engage youth to promote active participation in developing prevention and intervention based solutions and programs that enhance community safety. Encouraging youth to take a leadership role in developing and implementing practical "tools" to address safety issues in their communities, helps create a shared understanding of what safe communities are and should look like. Each Directorate responds to community needs differently and therefore the programs are slightly different in each area.

2.1 Youth Safety Ambassadors Program

West Directorate

2.1.1. Lawrence Heights and Jane Sheppard Safety Ambassadors Program

The communities of Lawrence Heights & Jane Sheppard have been unfortunate victims of gun violence over the course of the past few years. The residents have been deeply affected by the murders that occurred in these communities. Staff and residents have also expressed concerns for the mental well-being of the youth and families affected by these tragedies. In 2014, TCHC partnered with One Step Method for a third consecutive year to deliver an 8 week program to engage criminalized youth, especially those who have been recently released from prison. The 2014 Safety Ambassadors Program combined a metabolic martial art fitness program, where participants gained strength, physically and mentally as well as a stronger motivation and improved self-esteem, with weekly workshops and learning opportunities offered by other community partners like OJEN. The

programs taught team work, discipline, increasing self-esteem and achievement. This year, youth from communities who do not mix or have tension (Lawrence Heights, Sheppard Yatecastle, and Sheppard Magellan), successfully participated in this program. In addition, families and parents were engaged in discussions about intergenerational issues and how best to support young people. OneStep has offered this program to TCHC youth at a discounted cost because many of the instructors are from the affected communities and use their own personal stories to inspire young people and give back to their communities.

The following is a testimonial from a project participant which showcases the transformation possible through such a partnership:

“My Time in the One Step Method program is great. It's now been a year and a half that I'm a part of one step and the improvements I am seeing in myself are awesome. I am mentally and physically in the best shape of my life. I am now much stronger, flexible and better conditioned. One Step helped me realize that anything is possible and that there are no limitations. One Step has greatly changed my perspective, as I now find martial arts very fascinating. Also, I now know how important it is to take care of my mind and body. Also, One Step has given me great motivation and confidence which has helped me take my education and sports to the next level.”

2.1.2. Women's Safety Ambassadors Program

In October and November 2014, TCHC in collaboration with the City of Toronto Public Health, Toronto Police Service and community agency partners, delivered a 6 week Women's Safety Ambassadors Program in the Islington Manor and Rowntree Manor communities. The objective of the initiative was to identify young women leaders who are passionate about issues related to gender and violence. Ten young women were trained in facilitation practices so that they could educate community members about issues related to domestic violence. On International Day for Elimination of Violence against Women Day, these women facilitated a forum with 30 community members in attendance.

TCHC Program Cost: \$19,737.00

Central Directorate

2.1.3. Safety Ambassadors Program

In 2014, TCHC in partnership with the City of Toronto and community agencies, offered a 10 week Safety Ambassadors program to youth living in the central directorate communities. Fourteen (14) young people, aged 14-24 participated in a series of 10 workshops on various topics surrounding safety. Two additional weekend workshops for Food Handler Certification and Standard First Aid were open to the participants. The workshops were designed to give participants current, relevant, and up-to-date information on a variety of safety issues that impact communities. The Safety Ambassadors learned how to take the information they learned and turn it into action. Participants planned and implemented a local community safety event.

TCHC Program Cost \$20,000

East Directorate

2.1.4. Safety Ambassadors Program

The Safety Ambassador Program commenced in Q4. Staff conducted outreach and have made connections with local residents. The implementation has been put on hold until after the 2015 tenant representative elections so that staff can provide the required support to develop the program to its capacity.

Projected TCHC Program Cost: \$2,500

3. ECONOMIC DEVELOPMENT

The mission of the RCS Economic Development Strategy is to promote economic independence as a means of breaking the cycle of poverty by offering a range of entry points and programs to residents. TCHC supports holistic initiatives that address all individuals in all stages of life. To this end, support for stay-in-school programs, initiatives that provide access to education, programs that support transition to employment and access to self-employment are all significant in contributing to the creation of healthy and economically sustainable communities. TCHC connects residents to economic opportunities and employment support by offering a number of initiatives including: Small Business Development, Employment opportunities, Employment Readiness, Education opportunities and Mentorship.

3.1 BUSINESS DEVELOPMENT

3.1.1. Employment Partners Forum

TCHC in partnership with TESS, and the City of Toronto Youth Equity Strategy team hosted a Partners Forum/ Discussion on December 8, 2014 on barriers to employment for youth, particularly those facing multiple barriers to employment. The focus was on best practices, service integration and reviewing our services to best support youth with barriers to employment. With over 100 participants from local employment agencies in attendance the event was a great success and will be built on in 2015.

TCHC Program Cost: \$3000

3.2. EMPLOYMENT OPPORTUNITIES

3.2.1. Journeys to Success

A series of financial literacy workshops were held for women across the city: two in the east with a total of 20 women, three in the west with a total of 55 women, and two in Central with 14 residents. The sessions culminated in the Journeys to Success gala held on October 25, 2014, where women of all ages were connected to partners and support services. Journeys to Success is an event aimed at celebrating and recognizing the accomplishments of women in non-traditional jobs, 130 women were in attendance at the final event. The goal of the event was to inspire participants by providing them with positive female role models who they can look to as mentors by providing them with concrete examples of residents and women who are successful. The panel included the Honourable Jean Augustine, as well as women from various sectors. So inspired by the event, a group

of women from Scarborough created a similar event in Scarborough held in December with 40 women in attendance.

TCHC Program Cost: \$4939

3.2.2. UPS (United Parcel Services) Job Fair

On October 28, 2014, TCHC in partnership with UPS, hosted the annual UPS job fair. It featured seasonal employment opportunities at the partnering company. The interviews and screening were conducted on the spot. As a results of this initiative, 42 people attended the job fair, 39 people were interviewed and 37 residents were offered employment.

TCHC Program Cost: \$395

IMPLICATIONS AND RISKS

There is a high demand from TCHC residents for the programming outlined in this report. However, TCHC is not specifically funded for these activities. These programs are provided with the support of TCHC financial resources and corporate donations.

In providing programs directly to youth, there are risks to TCHC while the youth are under TCHC supervision. TCHC mitigates these risks by employing staff who are responsible for overseeing the youth, setting out behavioral expectations and taking appropriate action when breaches occur.

“Greg Spearn”

Greg Spearn
Interim President and Chief Executive Officer

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