



Revitalization Long-Term Economic & Employment Benefits

Item 5

September 14, 2021

Tenant Services Committee

Report: TSC:2021-57

To: Tenant Services Committee (“TSC”)

From: Chief Development Officer

Date: August 31, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an overview of long-term tenant economic benefits and employment opportunities generated across the revitalization sites.

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information.

REASONS FOR RECOMMENDATIONS:

Decision History

At its May 4, 2021 meeting, the TSC requested that Management provide, where possible, the long-term economic benefits and long-term stable employment opportunities that have been generated across Toronto Community Housing’s (“TCHC”) sites.

<https://www.torontohousing.ca/events/Documents/TSC/2021%20TSC/TSC%20May%204%202021/Item%206%20-%20LH%20Phase%202-3%20Tenant%20Benefit%20w%20attachments.pdf>

This report will also address the June 15, 2021 motion at the Board of Directors' meeting to refer the Goal and Objective regarding 'Secure Opportunities for Tenants' of the Corporate Goals for Revitalization report (TCHC:2021-40) back to the TSC for further discussion.

<https://www.torontohousing.ca/events/Documents/Board/2021%20Board%20Meetings/June%2015%202021/Item%207C%20-%20Corporate%20Goals%20for%20Revitalization%20Initiatives%20FINAL.pdf>

BACKGROUND

Creating tenant focused economic and employment opportunities is vital to the success of the social transformation of communities and revitalization.

Within the revitalization context, through partnerships and procurement processes, a variety of employment, business, training, and educational opportunities are made accessible for tenants. We recognize these opportunities help tenants to achieve economic and housing stability.

Tenant opportunities are created by TCHC staff working with developers, consultants, trades, and other vendors to create and secure employment placements within their project teams, affiliated companies, and networks. These opportunities are shared with tenants who apply for positions they are interested in.

How Tenants Are Connected to Opportunities

Staff conduct outreach within the revitalization communities and throughout the TCHC portfolio to connect tenants with various opportunities.

Opportunities are promoted through engagement outreach that is conducted in-person, over the phone, email, and through social media. In addition, opportunities are posted on websites, printed on posters, and included in printed mail outs. When a tenant is interested in an opportunity, staff conduct an intake and make referrals based on a tenant's interest and self-identified level of job readiness. Once an intake is initiated, tenants are supported by agencies who specialize in employment services, the developer, and TCHC staff throughout the application process for jobs, training, and/or scholarship opportunities.

1. OVERVIEW OF TENANT ECONOMIC & EMPLOYMENT OPPORTUNITIES GENERATED THROUGH REVITALIZATION

1.1 Tenant Employment

Through developer agreements which include commitments to generating community economic development (CED), TCHC has created and connected tenants to a variety of jobs. Some examples of employment opportunities which have been secured by tenants are included below.

Employment within the Trades and Apprenticeships	<ul style="list-style-type: none"> • Carpentry • Concrete Forming • Electrical • General Labour and Construction Craft • Hoist Operator • Plumbing • Drywall and Taping • Abatement Service Technician
Construction Industry Related Employment	<ul style="list-style-type: none"> • Engineering • Designers • Planning • Sales and marketing • Office administration • Customer Relations • Project Management • Construction Site Coordination • Site Security • Property Management • Communications
Non-Construction Related Employment	<ul style="list-style-type: none"> • Social Enterprise Businesses • Personal Support Workers • Catering • Summer Internships • Human Resources • Retail

1.2 Contracts for Social Enterprises

In addition to securing direct employment opportunities, TCHC has awarded contracts to social enterprises which employ tenants. Over \$0.4M has been awarded to social enterprises to carry out work in the revitalization sites. Examples of social contracts that have been awarded within the revitalization sites are listed below.

- Catering
- Painting
- Construction hoarding
- Unit Cleaning
- Moving Support
- Landscaping

1.3 Training and Capacity Building

TCHC revitalization teams work closely with tenants, community partners, the developer, and the City of Toronto to build training and employment pathways for tenant access to sustainable employment. TCHC has partnered and supported several pre-apprentice programs to help tenants become job ready and enter the trades. Some of the construction trades related pre-apprenticeship programs include Building UP, Creating Real Apprenticeships for Toronto (CRAFT) and Central Ontario Building Trades' Hammerheads. Other skill building programs which are non-construction related include Moving Towards Opportunity (MTO), community animation, 37 Kids, internships, and job shadowing. In addition, tenants have completed single trainings in food handlers, office administration, CPR & first aid, meeting facilitation, conflict mediation, and much more. These formal training opportunities and programs help tenants build their skills and reduce barriers to securing job opportunities.

1.4 Scholarships and Learning Grants

To support tenants in achieving their economic and educational goals, scholarship programs have been implemented and funded by developer partners. These programs help reduce the financial barriers for tenants to start and complete post-secondary and certification programs hosted by colleges, universities, and formal training institutes. Scholarships and bursaries have been awarded to tenants to enter into and complete a wide range of programs.

2. Outputs and Long-Term Outcomes

As tenants secure various CED opportunities, TCHC, our developers, and employment partners have conducted short-term follow-up and tracking. Through the collective data reporting from the developers and Toronto Employment & Social Services (TESS), the following outputs can be reported on as of December 31, 2020.

2.1 Employment

Employment				
Number of Jobs	Tenants Employed	Total Months of Employment	Full-Time Jobs ¹	Part-Time & Short-Term Contract Jobs ²
455	318	3155	181	274

In addition to the above, through reporting by TESS, 290 jobs were secured by Regent Park residents from 2009 to 2013. Starting in 2014 TESS started collecting data on full-time and part-time jobs. Between 2014 and 2020, 294 jobs were secured of which 34 were full-time and 260 part-time. In total, 584 jobs were secured by people living in Regent Park as reported by TESS.³ For phases 4 and 5 of the Regent Park revitalization employment tracking will be conducted through TCHC and developer.

All Jobs Duration						
Total Number of Jobs	Summer Jobs Between June - September	0-3 Months	3-6 Months	6-12 Months	12-24 Months	More than 2 years
455	158	120	61	36	34	46
	35%	26%	13%	8%	7%	10%

¹ Full-time jobs are defined as working a minimum of 35 hours in one week

² Part-time and short-term contracts are defined as work which less than 35 per week

³ <http://www.toronto.ca/legdocs/mmis/2019/cc/bgrd/backgroundfile-139392.pdf>

Non-Construction Jobs Duration						
Number of Non-Construction Jobs	Summer Jobs Between June-September	0-3 Months	3-6 Months	6-12 Months	12-24 Months	More than 2 years
272	134	50	45	17	14	12
	49%	18%	17%	6%	5%	4%
Construction Related Jobs Duration						
Number of Construction Jobs	Summer Jobs Between June-September	0-3 Months	3-6 Months	6-12 Months	12-24 Months	More than 2 years
183	12	83	15	19	20	34
	4%	45%	8%	10%	11%	19%

2.2 Training and Scholarships

Training	
Number of Distinct Tenants Trained	Minimum Value of Training
409	\$0.68M

The above information includes formal training programs such as CRAFT, MTO and ad hoc training based on tenant identified needs. Other pre-apprentice programs such as Building UP and Hammerheads are not included in the above table because TCHC and our developer partners are not directly involved in the creation or implementation of these programs. TCHC and its partners do support these programs by conducting outreach to tenants and making referrals to these third party organizations. Information on TCHC tenant participation in Building UP was provided to the TSC during its July 5, 2021 meeting⁴.

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<https://www.torontohousing.ca/events/Documents/TSC/2021%20TSC/TSC%20July%205%202021/Item%203%20-%20BN%20re%20Action%20Item%205%20-%20Employment%20Opportunities%20for%20Tenants%20FINAL.pdf>

Scholarships		
Amount Committed By Developers	Number of Tenant Recipients	Total Value of Scholarships and Bursaries Awarded
\$1.27M	224	\$0.66M

2.3 Outcomes

CED opportunities act as a stepping stone for tenants to achieve their economic goals. Some tenants have secured multiple opportunities which creates better access to different and more advanced jobs and outcomes as they enhance their skills and experience. Other tenants have been able to secure and sustain their employment for a longer duration which has created some substantive outcomes. For example, some tenants who secured employment placements have moved out social housing⁵. In a few instances tenants have been fortunate enough to purchase their own home. For tenants who have joined the trades, some have completed or are on route to completing their apprenticeship to become a licensed tradesperson.

TCHC and our developer partners track benefits provided to tenants which are presented above. However output tracking does not extend beyond the initial job placement and staff do not track the educational outcomes beyond awarding scholarships. Referrals made to local employment service providers where training and/or job placement is secured by a tenants is not included in this report. Staff are working to update information sharing agreements with partners so aggregate data can be collected and reported in an effort enhance reporting on tenant CED progress.

SIGNATURE:

"Kelly Skeith"

Kelly Skeith
Chief Development Officer (Acting)

⁵ <https://www.thestar.com/news/gta/2020/12/21/jobs-training-scholarships-are-all-part-of-alexandra-park-rebuild.html>

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