

# transition 250

## Our Community Action Plan

250 Davenport Road Revitalization | Social and Economic Development Plan



# “Nothing About Us Without Us”

## ACKNOWLEDGEMENTS

This document was developed in collaboration with Toronto Community Housing, Transition 250 – the Social Development Plan Working Group, community partners, residents of 250 Davenport and Tony Boston. We would like to acknowledge the contributions from the following community partners to the plan:

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250 Davenport Avenue is a 25-storey Toronto Community Housing (TCH) apartment building located near the intersection of Avenue Road and Davenport Road in downtown Toronto. **Transition 250 – Our Community Action Plan** is the name chosen by residents for the Social Development Plan (SDP). The SDP is a central component of three interconnected streams of Toronto Community Housing’s revitalization process for 250 Davenport Avenue. The three streams are:

- **Market Development** – sale of land to the west of the existing property and new market development;
- **Building Improvements to the TCH Building** – substantial improvements to building infrastructure and common spaces and to the exterior environment of the building including, new windows, air conditioning and heating, elevator upgrades, water and heating systems upgrade and building cladding;
- **Community Development** – at the heart of which lies Social and Economic Development as defined in this plan. This means empowering residents to determine their interests, needs and priorities to enhance their quality of life while working collaboratively with partners to implement action plans to move forward.

**Transition 250** lays out the way forward for social and economic development, with residents of 250 Davenport playing a leading role in partnership with TCH and other stakeholders. It was designed using extensive engagement with residents to define priority themes and recommended actions in each area. The process was steered by a working group that was made up of a majority of residents, with TCH staff and two partner agencies delivering services in the building.

The plan identifies 5 key themes – **Safety; Health and Community Services; Employment, Income and Food Security; Connections/Relationships and Resident Leadership**, and recommends actions for each theme. It also includes 4 recommendations to establish a structure and process for implementing the plan.

The report documents a process that was designed to empower residents of 250 Davenport with opportunities to shape the future of their building. **Transition 250 – Our Community Action Plan** was developed using a model of resident engagement, participation and leadership to guide the future of the building and its residents. It is intended to be used by residents, community agencies and organizations, TCH and its partners as a guide for implementing the plan, and as a tool to support all aspects of the revitalization as the process moves forward.

# Transition 250 – Summary of Recommendations

## 1) Safety

Recommendation	Actions	Lead(s) & Supports
<b>Building Meetings</b>	<ul style="list-style-type: none"> <li>• Safety to be a standing agenda item for building meetings</li> <li>• Meetings to include TCH and other stakeholders as appropriate and requested by residents</li> </ul>	<p><i>Resident Committee, TCH Divisions</i></p> <p><i>Toronto Police Services, Vertical Watch</i></p>
<b>Programming</b>	<ul style="list-style-type: none"> <li>• Develop social, recreational, health &amp; related programs to maximize constructive use of all amenity spaces (community kitchen, recreation room, computer lab, lobby area) to ‘reclaim’ shared spaces for positive, safe community use</li> </ul>	<p><i>Resident Committee, TCH Divisions, Community agencies &amp; organizations</i></p>
<b>Mental Health &amp; Addictions</b>	<ul style="list-style-type: none"> <li>• Continue to develop partnerships with service providers to offer ongoing mental health &amp; addictions supports to residents struggling to maintain their tenancies and/or who are disruptive to others</li> <li>• Maintain ongoing linkages with case management &amp; other support services to ensure coordination of services</li> <li>• Develop supports to residents impacted by disruptive behaviour</li> </ul>	<p><i>TCH Divisions, Resident Committee, Community agencies &amp; organizations</i></p> <p><i>TCH RCS Division, Community agencies</i></p> <p><i>TCH RCS Division, Resident Committee</i></p>
<b>Safety Audit</b>	<ul style="list-style-type: none"> <li>• Conduct a CPTED (Crime Prevention through Environmental Design) audit</li> <li>• CPTED Audit recommendations incorporated into the building improvement process</li> </ul>	<p><i>TCH Divisions, Tenant Representatives, Toronto Police Services</i></p> <p><i>TCH</i></p>
<b>Human Rights &amp; Anti-Discrimination</b>	<ul style="list-style-type: none"> <li>• TCH promotes its Human Rights, Harassment and Fair Access Policy and complaints procedure regarding all forms of discrimination and harassment</li> <li>• TCH posts Human Rights posters &amp; materials and/or develops materials with the Resident Committee</li> <li>• The Office of Diversity, Fairness &amp; Human Rights delivers human rights workshops in the building</li> </ul>	<p><i>TCH</i></p> <p><i>TCH, Greenwin</i></p> <p><i>TCH, Resident Committee</i></p>

## 2) Health & Community Services

Recommendation	Actions	Lead(s) & Supports
<b>Programs &amp; Services</b>	<ul style="list-style-type: none"> <li>TCH works with residents &amp; community agencies to provide programs &amp; services identified as priorities by residents</li> </ul>	<i>Resident Committee, TCH, Community agencies</i>
<b>Primary Health Care</b>	<ul style="list-style-type: none"> <li>Nursing and other primary care services on-site on a regular basis</li> <li>Focus on seniors who do not have a primary care provider</li> <li>Partner with Toronto Public Health to provide workshops and programs on site including peer nutrition, falls prevention, diabetes prevention.</li> </ul>	<i>TCH RCS Division, Community Care Access Centre Toronto, Toronto Public Health</i>
<b>Children, Youth &amp; Families</b>	<ul style="list-style-type: none"> <li>Ensure that families &amp; youth have access &amp; opportunities to participate in TCH children &amp; youth programs such as YouthWorxx, Rookie League, Midnight Basketball</li> <li>Create opportunities for recreational programming in the new amenity spaces and in the neighbourhood</li> </ul>	<i>TCH RCS Division, Resident Committee</i>  <i>TCH, Community agencies &amp; organizations</i>
<b>Mental Health Programs &amp; Services</b>	<ul style="list-style-type: none"> <li>Identify programs, services and activities to support wellness &amp; address isolation</li> <li>Provide workshops and materials about mental health to promote understanding &amp; inclusion</li> <li>Explore interest and opportunity to develop peer programs such as the Wellness Recovery Action Plan (WRAP) and other resident led social programs</li> </ul>	<i>Resident Committee, TCH, Community agencies</i>  <i>TCH, Community agencies, Resident Committee</i>  <i>Resident Committee, TCH, Community agencies</i>

### 3) Employment, Income & Food Security

Recommendation	Actions	Lead(s) & Supports
<b>Leverage Economic Development Opportunities</b>	<ul style="list-style-type: none"> <li>• Community economic development, including through employment, training and scholarship opportunities created for residents through the revitalization process</li> <li>• Employment survey findings be used to match residents with full &amp; part time employment opportunities, internships, mentoring, training, education and volunteer opportunities throughout the revitalization process</li> </ul>	<p><i>TCH, Developer Partners</i></p> <p><i>TCH, Toronto Employment &amp; Social Services, Resident Committee</i></p>
<b>Employment Supports</b>	<ul style="list-style-type: none"> <li>• Explore on-site support services such as job search, resume writing, skills training, upgrading, employment counselling &amp; information &amp; supports for small business</li> </ul>	<p><i>TCH, Resident Committee, Toronto Employment &amp; Social Services</i></p>
<b>Fixed Income Supports</b>	<ul style="list-style-type: none"> <li>• On-site information and advice available to residents in receipt of pensions &amp; other benefits</li> </ul>	<p><i>Toronto Employment &amp; Social Services, Community Legal Clinics, TCH RCS Division</i></p>
<b>Use of Amenity Spaces</b>	<ul style="list-style-type: none"> <li>• Develop use of new amenity spaces including the kitchen, green space, computer lab etc. with opportunities for residents for skills development, economic development initiatives, volunteer and paid employment opportunities</li> <li>• Explore opportunities for “sharing economy” initiatives such as the market dollar program, tool library, repair café, other skills &amp; services exchanges</li> </ul>	<p><i>TCH, Community partners, Resident Committee</i></p> <p><i>Resident Committee</i></p>

3) Employment, Income & Food Security (continue)

Recommendation	Actions	Lead(s) & Supports
<b>Food Security</b>	<ul style="list-style-type: none"> <li>• Develop additional resources to expand the Good Neighbours Market; extend hours, frequency and range of products</li> <li>• Maximize use of new kitchen space; develop programs that assist with budgeting, cooking &amp; nutrition and collective initiatives such as community dinners, soup nights, etc.</li> <li>• Seek out partnerships through existing partners (Food Forward, FoodShare, Church of the Messiah and Toronto Public Health) to support food access &amp; social enterprises. Explore catering collectives, food co-ops, and partners in the area.</li> </ul>	<p><i>Good Neighbours Market Committee, Resident Council</i></p> <p><i>Resident Committee, Community partners</i></p> <p><i>Resident Committee, TCH, Community partners</i></p>
<b>Advocacy</b>	<ul style="list-style-type: none"> <li>• Support advocacy initiatives related to food access &amp; income security</li> </ul>	<p><i>Resident Committee</i></p>





#### 4) Connections/Relationships

Recommendations	Actions	Lead(s) & Supports
<b>Social Activities</b>	<ul style="list-style-type: none"> <li>• Maintain and expand range of social activities within the building to support and sustain a health community</li> </ul>	<i>Resident Committee</i>
<b>Neighbourhood Connections</b>	<ul style="list-style-type: none"> <li>• Develop opportunities to connect building residents with residents &amp; businesses in the surrounding neighbourhood and new market building residents by creating natural points of connections and interaction based on shared interests including:               <ul style="list-style-type: none"> <li>– Children’s playground area</li> <li>– Space for Good Neighbours Market</li> <li>– Community Bicycle Hub</li> <li>– Social &amp; recreational activities like Fun Day, movie nights</li> <li>– Support for the Rainbow Alliance to build links between LGBTQ residents and allies</li> </ul> </li> </ul>	<i>TCH, Developer partners, Resident Committee, City of Toronto Social Development, Finance &amp; Administration Division, Community partners</i>
<b>Reducing Isolation</b>	<ul style="list-style-type: none"> <li>• Linking isolated seniors and other residents with other 250 Davenport residents and the wider community</li> <li>• Explore possible buddy system, wellness checks, intergenerational programs and programs such as container gardening programs with seniors</li> </ul>	<i>TCH, Community partners, Resident Committee</i>
<b>Arts Programs</b>	<ul style="list-style-type: none"> <li>• Develop participatory arts based activities to build community connections; explore community history projects</li> </ul>	<i>TCH, Community Partners, Resident Committee</i>
<b>Resident Led Groups</b>	<ul style="list-style-type: none"> <li>• Support the development of resident groups with shared interests – including social &amp; recreational activities or advocacy in specific areas such as environmental issues.</li> </ul>	<i>Resident Committee, TCH, Community Partners</i>

## 5) Resident Leadership

Recommendations	Actions	Lead(s) & Supports
<b>Community Animator Program</b>	<ul style="list-style-type: none"> <li>Continue with programs that create opportunities for residents to support community engagement and development</li> </ul>	<p><i>TCH, Resident Committee</i></p>
<b>Resident Leadership: Programs &amp; Community Activities</b>	<ul style="list-style-type: none"> <li>Ensure opportunities for residents to develop and run programs &amp; activities in the building and the broader community, in voluntary or paid roles</li> <li>Support residents to participate in animator activities, civic life (Board &amp; Committee members, community consultations)</li> </ul>	<p><i>TCH, Resident Committee</i></p> <p><i>TCH, Resident Committee</i></p>
<b>250 Davenport Governance &amp; Leadership Structures</b>	<ul style="list-style-type: none"> <li>All resident committees and governance structures to be as inclusive as possible (transparency, engaging with all residents, participation and sharing of leadership opportunities for people of all ages, cultures and circumstances)</li> <li>Consideration to limiting terms of office, mentoring, recognizing and incorporating different styles, accommodating work/life issues such as meeting times, child care needs, translation, etc.</li> <li>Ongoing monitoring of building resident demographics to identify who/what groups are not engaged and develop strategies to engage, inform and include</li> </ul>	<p><i>Resident Committee, TCH</i></p>
<b>Building a Foundation of Knowledge</b>	<ul style="list-style-type: none"> <li>Create opportunities for residents to build knowledge of the systems and institutions which impact their lives</li> <li>Explore workshops on TCH decision-making, government and civic participation, conflict resolution, human rights and other areas identified by residents</li> </ul>	<p><i>Resident Committee, TCH</i></p> <p><i>Community Partners</i></p>

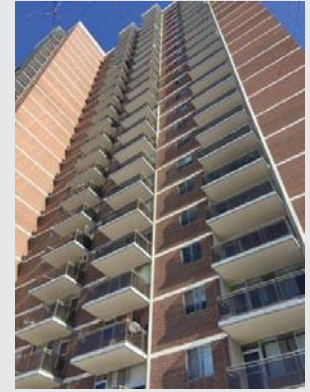
# Making the Plan Happen



Four key recommendations will ensure that **Transition 250** has the resources and a structure needed to implement the actions recommended for the 5 themes identified by residents. **Transition 250** is designed to be a connected process that requires action in all 6 areas – core recommendations and all themes – in order to be successful.

Recommendation	Actions	Lead(s) & Supports
<p><b>1. Resident Committee</b></p>	<p>Develop &amp; implement a governance/Resident Committee Structure to share planning &amp; decision making for 250 Davenport</p> <p>The Committee (to be named as part of the process) will:</p> <ul style="list-style-type: none"> <li>a) Guide implementation of Transition 250</li> <li>b) Take action on new issues &amp; ideas brought forward by residents on an ongoing basis</li> <li>c) Develop Terms of Reference that ensure accountability, effective consultation &amp; inclusion, transparency, support leadership development &amp; lay out timelines for regular building meetings</li> </ul>	<p><i>TCH, Transition 250 Working Group</i></p>

Recommendation	Actions	Lead(s) & Supports
<p><b>2. Building Meetings</b></p>	<p>Regular building meetings for all residents that will:</p> <ul style="list-style-type: none"> <li>a) Update residents on the progress of Transition 250</li> <li>b) Address safety issues &amp; concerns</li> <li>c) Explore solutions to resident raised issues</li> <li>d) Consult with residents as part of decision making</li> <li>e) Provide relevant information at meetings by posting &amp; distributing notices and minutes</li> </ul>	<p><i>TCH, Resident Committee</i></p>
<p><b>3. Staff Position</b></p>	<p>Secure funds for a part-time position for a minimum of 3 years to support resident initiatives and develop the use of amenity spaces in the building. The position will:</p> <ul style="list-style-type: none"> <li>a) Work with residents to build partnerships &amp; secure resources to bring sustainable programs &amp; services to the building</li> <li>b) In collaboration with residents, develop and coordinate workshops, programs, training, economic development initiatives and resident led groups &amp; activities</li> <li>c) Support leadership &amp; personal development opportunities for residents</li> </ul>	<p><i>TCH, Developer &amp; Community Partners</i></p>
<p><b>4. Diversity &amp; Inclusion</b></p>	<p>All recommendations in Transition 250 should be applied to the diversity of 250 Davenport residents and address any barriers to participation including:</p> <ul style="list-style-type: none"> <li>a) Translation &amp; interpretation</li> <li>b) Child care needs</li> <li>c) Meetings &amp; programs targeted to specific groups to address cultural, faith, safety and related barriers e.g. women, LGBTQ and persons with disabilities</li> </ul> <p>Continuous monitoring of resident demographics to ensure appropriate engagement activities.</p>	<p><i>Resident Committee, TCH</i></p>



Davenport is a 25-storey high-rise building with 460 bachelor, 1-bedroom and 2-bedroom units and eleven (11) 2-storey town homes, located near the intersection of Avenue Road and Davenport Road in downtown Toronto. It was built in 1968 on 2.63 acres of city-owned land, with the original intention of building a second high-rise on the westerly portion of the site. This second building was never developed, leaving green space that has been used by residents as a recreational area, with a wide range of uses. This space now provides the opportunity for redevelopment and revitalization.

The building has a diverse population. It houses single individuals and families with a broad range of age and ethno cultural status. As of January 2015, approximately 80% of the building's population lived alone and 30% of the building's population were over 55 years of age. The average age of residents was 45, with only 18% of the population under the age of 18. There is broad ethnocultural diversity with no significant concentration of any single ethnocultural group. 32% of residents were in receipt of disability benefits as their primary source of income, and 30% reported employment as their primary source of income.

The building is located in the Yorkville neighbourhood, which mostly consists of higher-end retail and commercial businesses. While there is economic diversity in the resident population of the area, with students and other renters, some non-profit housing and domestic workers, the neighbourhood predominantly consists of home-owners and its economy is focused on this local demographic and on drawing clientele to the concentration of high-end businesses in the immediate area.

The neighbourhood lacks a network of affordable and accessible amenities and services to meet the needs of the residents of 250 Davenport. For example, there is no affordable grocery store, no local neighbourhood or recreation centres, community health centre, legal clinic or settlement services in the immediate area. While there are service providers on-site in the building, there is limited access to the range of health, social, recreational, employment services that would be helpful to the residents of 250 Davenport, and limited opportunities for residents to be included in the social, economic and recreational life of the neighbourhood.

The building is also characterized by its tired physical appearance. Like many of the older properties in the TCH portfolio, 250 Davenport has significant challenges in its physical condition, and a lack of resources to address these problems.

Despite the various challenges, there are strong social networks at 250 Davenport, many residents feel a strong sense of community and attachment, and there is a range of grass roots, formal and informal resident led community initiatives, events, programs and activities.



## Come out and enjoy Friday A day of fun in the sun!

Date: Saturday, August 29, 2015  
Time: 11:00 am to 4:00 pm  
Location: On the lawn on the west side of the building

This annual event brings together residents of 250 Davenport and our neighbours for a day of fun, food and entertainment.

Residents of 250 Davenport have partnered with Whole Foods to offer a BBQ. There will be meat and veggie burgers and hot dog choices, and a variety of salads and drinks.

At this year's event you'll once again enjoy the many activities we've offered in the past, like the Bouncy Castle, children's games, live performances, music.

Connect with some of our community partners to see what services they offer.



Learn about our new Rainbow Alliance (LGBT) group, promoting LGBT rights and awareness in the building and surrounding neighbourhood.

### Meet our City Councillor, Joe Cressy

This year we offer a **Bicycle Repair Clinic**. Professional bicycle technicians will be there to check out your bike and teach you how to do basic bike repairs.

## Everyone is welcome!

## THE SOCIAL DEVELOPMENT PLANNING PROCESS



Early in the revitalization process, TCH worked with residents to develop a set of Guiding Principles for the 250 Davenport Revitalization. Key areas of the revitalization principles are: (Appendix 1, page 28)

- Good Quality Housing & Improvements to the Existing Building;
- Social Development Planning;
- Engaging Residents in the Process;
- Improved Safety & Security;
- Creating a Green & Sustainable Community
- Strengthening Community Connections
- Minimizing Impacts on Residents

**Transition 250** explores social and economic opportunities directly linked to the revitalization process and beyond, and describes what else needs to be in place to work towards **social equity** for the residents of 250 Davenport.

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*Social equity implies fair access to livelihood, education and resources; full participation in the political and cultural life of the community; and self-determination in meeting fundamental needs.* [www.reliableprosperity.net/social\\_equity.html](http://www.reliableprosperity.net/social_equity.html)

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**Revitalization Launch:** The SDP process was built on the foundation of resident engagement that started at 250 Davenport in February of 2013. Throughout that year meetings were held with members of the 250 Davenport Visioning Committee, TCH Staff, representatives from the developers (Diamond Corp., Metropia) and the City Councillor. The official revitalization project launch with the building's residents took place in November of 2013.



**Community Animators:** In early 2014 TCH hired a team of resident community animators to connect with fellow residents in the engagement process and to provide leadership in community-building activities. The animators conducted surveys to identify resident priorities and did outreach for building meetings and activities. They organized social events, including community clean ups and Fun Day in the summer. They were actively engaged in the Community Food Space visioning process that explored potential uses and partners for a food hub in the building. They also worked with TCH to identify services and programs needed in the building to improve community health.

**SDP Process Launch:** The SDP process began in January of 2015. A meeting was held with the animators to ensure that they played a key role in the design of the process. The group explored such topics as “Why do we need a social development plan?” “How can we make sure it doesn’t sit on a shelf?” and “Who are the people we have to find new ways to reach?” At this meeting the animators also developed a list of priority areas including Economic Opportunities, Food Security, Health and Community Services and Connections. This list was used as the starting point in developing the themes for the SDP.

A building wide meeting was held on February 10, 2015 to introduce the SDP process and to further develop the priority themes. This meeting also promoted the recruitment process for the Social Development Plan Working Group.

**SDP Working Group:** Working Group members included 6 residents, 2 agency partners active in the building, TCH staff and the SDP facilitator. The group was designed to have a majority of residents so that residents had a leadership role. The group developed a Terms of Reference (Appendix 4, page 33), reviewed the process to date and developed an engagement strategy that would guide the development of the Plan.

**Engagement:** Strong efforts were made to identify and engage with the full diversity of residents. The Working Group used a variety of ways to engage with residents and other key stakeholders, including:

- **Newsletters:** to update and invite participation;
- **Surveys:** Members conducted surveys exploring likes and dislikes about living at 250 Davenport, ideas for programs and services, and ideas for a community garden and balcony container gardening programs. The SDP survey generated valuable learning about the key themes and potential strategies – just under 50% of the 108 households that responded had not participated in any of the building meetings to date, so the process proved effective in building the reach of engagement. Service providers assisted in interviewing clients in the building in order to ensure/ maximize resident participation (Appendix 5, page 34). A survey was designed to explore employment experience, skills and interests, to determine residents’ skills and their interest in employment, education and training and to support creating Community Economic Development opportunities.

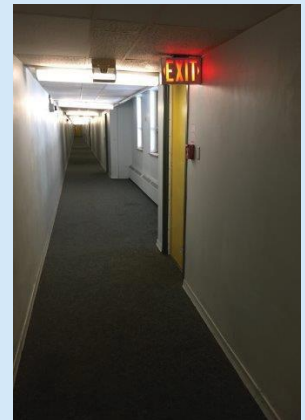


- **Discussion Circles:** The group met with seniors, parents, children and youth, LGBTQ residents and Native Canadian residents.
- **Demographic Information:** Available data was used to develop a profile of the population to identify service priorities and to determine engagement plans.
- **Community Updates:** 3 building-wide meetings were held to update resident and seek input on the SDP.

#### **From Themes to Recommendations:**

Initial themes were refined to five areas and explored at two building wide meetings. Draft recommendations were developed, “signed off” by the working group, and presented at a full building meeting. Participants provided input on the five themes and this input helped refine the recommendations. Final drafts of the report outline and recommendations were presented to the working group on June 22, 2015 for review.





## Safety

The Working Group chose to look at safety not only as being about doors and locks, screens, cameras or security staff but also as an essential building block of a safe and supportive environment. Safety and security were also seen as being about how people *feel* about their safety – in their homes, in the building, in the neighbourhood and beyond. Without that sense of safety, people may not want to leave their apartment and they may isolate themselves from others; they may not feel able to participate in the building or in the broader community because of their fear of or experience of discrimination related to their address or their accent or other aspects of their identity.

The engagement process explored this broader understanding of safety to identify and attempt to reach individuals and groups who might not be able or feel safe enough to participate in larger building meetings.

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*THE VISION: 250 Davenport is a building where everyone feels safe in his or her own home, in the building, and in the neighbourhood.*

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## Moving Forward

Recommendation	Actions	Lead(s) & Supports
<b>Building Meetings</b>	<ul style="list-style-type: none"> <li>• Safety to be a standing agenda item for building meetings</li> <li>• Meetings to include TCH and other stakeholders as appropriate and requested by residents</li> </ul>	<p><i>Resident Committee, TCH Divisions</i></p> <p><i>Toronto Police Services, Vertical Watch</i></p>
<b>Programming</b>	<ul style="list-style-type: none"> <li>• Develop social, recreational, health &amp; related programs to maximize constructive use of all amenity spaces (community kitchen, recreation room, computer lab, lobby area) to ‘reclaim’ shared spaces for positive, safe community use</li> </ul>	<p><i>Resident Committee, TCH Divisions, Community agencies &amp; organizations</i></p>
<b>Mental Health &amp; Addictions</b>	<ul style="list-style-type: none"> <li>• Continue to develop partnerships with service providers to offer ongoing mental health &amp; addictions supports to residents struggling to maintain their tenancies and/or who are disruptive to others</li> <li>• Maintain ongoing linkages with case management &amp; other support services to ensure coordination of services</li> <li>• Develop supports to residents impacted by disruptive behaviour</li> </ul>	<p><i>TCH Divisions, Resident Committee, Community agencies &amp; organizations</i></p> <p><i>TCH RCS Division, Community agencies</i></p> <p><i>TCH RCS Division, Resident Committee</i></p>
<b>Safety Audit</b>	<ul style="list-style-type: none"> <li>• Conduct a CPTED (Crime Prevention through Environmental Design) audit</li> <li>• CPTED Audit recommendations incorporated into the building improvement process</li> </ul>	<p><i>TCH Divisions, Tenant Representatives, Toronto Police Services</i></p> <p><i>TCH</i></p>
<b>Human Rights &amp; Anti-Discrimination</b>	<ul style="list-style-type: none"> <li>• TCH promotes its Human Rights, Harassment and Fair Access Policy and complaints procedure regarding all forms of discrimination and harassment</li> <li>• TCH posts Human Rights posters &amp; materials and/or develops materials with the Resident Committee</li> <li>• The Office of Diversity, Fairness &amp; Human Rights delivers human rights workshops in the building</li> </ul>	<p><i>TCH</i></p> <p><i>TCH, Greenwin</i></p> <p><i>TCH, Resident Committee</i></p>

## Health and Community Services

Health services refers to the full range of services available to residents – access to a primary care provider, for example, including home care and other services provided through the Community Care Access Centre. It requires a particular focus on residents facing access barriers due to economic status, mobility, age, cultural or linguistic factors, mental health and addictions, isolation etc. Given the complex health needs of many residents and supporting data about Emergency Department use, access to health services is a priority that is currently being addressed by TCH Access and Support staff.

Community services refers to social, recreational, educational, employment and training programs, as well as information and advocacy supports.

Residents consistently identified isolated seniors and adults with mental health or addictions issues as the two priority groups requiring additional supports.

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*THE VISION: Everyone, current and future residents of 250 Davenport, no matter their age, income, culture or other aspects of their identity, has ease of access to information, health services and community programs and services to achieve physical and mental well-being, employment and income security and quality of life.*

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## Moving Forward

Recommendation	Actions	Lead(s) & Supports
<b>Programs &amp; Services</b>	<ul style="list-style-type: none"> <li>TCH works with residents &amp; community agencies to provide programs &amp; services identified as priorities by residents</li> </ul>	<i>Resident Committee, TCH, Community agencies</i>
<b>Primary Health Care</b>	<ul style="list-style-type: none"> <li>Nursing and other primary care services on-site on a regular basis</li> <li>Focus on seniors who do not have a primary care provider</li> <li>Partner with Toronto Public Health to provide workshops and programs on site including peer nutrition, falls prevention, diabetes prevention.</li> </ul>	<i>TCH RCS Division, Community Care Access Centre Toronto, Toronto Public Health</i>
<b>Children, Youth &amp; Families</b>	<ul style="list-style-type: none"> <li>Ensure that families &amp; youth have access &amp; opportunities to participate in TCH children &amp; youth programs such as YouthWorxx, Rookie League, Midnight Basketball</li> <li>Create opportunities for recreational programming in the new amenity spaces and in the neighbourhood</li> </ul>	<i>TCH RCS Division, Resident Committee</i>  <i>TCH, Community agencies &amp; organizations</i>
<b>Mental Health Programs &amp; Services</b>	<ul style="list-style-type: none"> <li>Identify programs, services and activities to support wellness &amp; address isolation</li> <li>Provide workshops and materials about mental health to promote understanding &amp; inclusion</li> <li>Explore interest and opportunity to develop peer programs such as the Wellness Recovery Action Plan (WRAP) and other resident led social programs</li> </ul>	<i>Resident Committee, TCH, Community agencies</i>  <i>TCH, Community agencies, Resident Committee</i>  <i>Resident Committee, TCH, Community agencies</i>

# Employment, Income and Food Security

Income security, both through earned income and income security programs is a core issue for residents at 250 Davenport. Income and Employment was the third highest ranked SDP theme by residents. A survey about resident priorities for employment, education and training opportunities will provide guidance for TCH, its partners, community agencies and the City of Toronto when undertaking community economic development planning.

Access to affordable food was ranked 3<sup>rd</sup> in the resident survey as an area that needs to be addressed, with Employment ranking 4<sup>th</sup>.



*THE VISION: Everyone living at 250 Davenport, no matter their age or circumstances, has opportunities, including education and training, to lead them to full-time, part-time, paid or volunteer work that matches their needs, skills, abilities and interests. Everyone has sufficient income and access to affordable, healthy nutritional choices to allow them to be food secure without any sacrifice to their other basic needs.*



## Moving Forward

Recommendation	Actions	Lead(s) & Supports
<b>Leverage Economic Development Opportunities</b>	<ul style="list-style-type: none"> <li>Community economic development, including through employment, training and scholarship opportunities created for residents through the revitalization process</li> <li>Employment survey findings be used to match residents with full &amp; part time employment opportunities, internships, mentoring, training, education and volunteer opportunities throughout the revitalization process</li> </ul>	<p><i>TCH, Developer Partners</i></p> <p><i>TCH, Toronto Employment &amp; Social Services, Resident Committee</i></p>

Recommendation	Actions	Lead(s) & Supports
<b>Employment Supports</b>	<ul style="list-style-type: none"> <li>• Explore on-site support services such as job search, resume writing, skills training, upgrading, employment counselling &amp; information &amp; supports for small business</li> </ul>	<p><i>TCH, Resident Committee, Toronto Employment &amp; Social Services</i></p>
<b>Fixed Income Supports</b>	<ul style="list-style-type: none"> <li>• On-site information and advice available to residents in receipt of pensions &amp; other benefits</li> </ul>	<p><i>Toronto Employment &amp; Social Services, Community Legal Clinics, TCH RCS Division</i></p>
<b>Use of Amenity Spaces</b>	<ul style="list-style-type: none"> <li>• Develop use of new amenity spaces including the kitchen, green space, computer lab etc. with opportunities for residents for skills development, economic development initiatives, volunteer and paid employment opportunities</li> <li>• Explore opportunities for “sharing economy” initiatives such as the market dollar program, tool library, repair café, other skills &amp; services exchanges</li> </ul>	<p><i>TCH, Community partners, Resident Committee</i></p> <p><i>Resident Committee</i></p>
<b>Food Security</b>	<ul style="list-style-type: none"> <li>• Develop additional resources to expand the Good Neighbours Market; extend hours, frequency and range of products</li> <li>• Maximize use of new kitchen space; develop programs that assist with budgeting, cooking &amp; nutrition and collective initiatives such as community dinners, soup nights, etc.</li> <li>• Seek out partnerships through existing partners (Food Forward, FoodShare, Church of the Messiah and Toronto Public Health) to support food access &amp; social enterprises. Explore catering collectives, food co-ops, and partners in the area.</li> </ul>	<p><i>Good Neighbours Market Committee, Resident Council</i></p> <p><i>Resident Committee, Community partners</i></p> <p><i>Resident Committee, TCH, Community partners</i></p>
<b>Advocacy</b>	<ul style="list-style-type: none"> <li>• Support advocacy initiatives related to food access &amp; income security</li> </ul>	<p><i>Resident Committee</i></p>

## Connections/Relationships

This theme captures a number of key issues and areas of opportunity. Residents are interested in improving connections and relationships within the building. This could be seniors with health and mobility issues, people with mental health issues, LGBTQ residents who feel unsafe, people facing linguistic, faith, cultural barriers and/or discrimination or residents who are isolated.

Residents were also interested in exploring and seeking opportunities to address the challenges in the relationship between 250 Davenport and “the neighbourhood”; the social stigma of being the “poor relation” in an affluent area, the barriers to building connections and the lack of natural points of connection with neighbours.

Another key issue identified was the need to ensure that the physical design of the development supports connections between the existing TCH building and its new neighbours, including spaces, amenities and initiatives that could support and facilitate those relationships.

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*THE VISION: No one feels isolated in the building. People support each other. 250 Davenport and its residents are respected, active, included members of the surrounding neighbourhood and beyond and full participants in civic life.*

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## Moving Forward

Recommendations	Actions	Lead(s) & Supports
<b>Social Activities</b>	<ul style="list-style-type: none"> <li>• Maintain and expand range of social activities within the building to support and sustain a health community</li> </ul>	<i>Resident Committee</i>
<b>Neighbourhood Connections</b>	<ul style="list-style-type: none"> <li>• Develop opportunities to connect building residents with residents &amp; businesses in the surrounding neighbourhood and new market building residents by creating natural points of connections and interaction based on shared interests including:               <ul style="list-style-type: none"> <li>– Children’s playground area</li> <li>– Space for Good Neighbours Market</li> <li>– Community Bicycle Hub</li> <li>– Social &amp; recreational activities like Fun Day, movie nights</li> <li>– Support for the Rainbow Alliance to build links between LGBTQ residents and allies</li> </ul> </li> </ul>	<i>TCH, Developer partners, Resident Committee, City of Toronto Social Development, Finance &amp; Administration Division, Community partners</i>
<b>Reducing Isolation</b>	<ul style="list-style-type: none"> <li>• Linking isolated seniors and other residents with other 250 Davenport residents and the wider community</li> <li>• Explore possible buddy system, intergenerational programs and programs such as container gardening programs with seniors</li> </ul>	<i>TCH, Community partners, Resident Committee</i>
<b>Arts Programs</b>	<ul style="list-style-type: none"> <li>• Develop participatory arts based activities to build community connections; explore community history projects</li> </ul>	<i>TCH, Community Partners, Resident Committee</i>
<b>Resident Led Groups</b>	<ul style="list-style-type: none"> <li>• Support the development of resident groups with shared interests – including social &amp; recreational activities or advocacy in specific areas such as environmental issues.</li> </ul>	<i>Resident Committee, TCH, Community Partners</i>

# Resident Leadership

Resident leadership can be supported by ensuring that all residents of 250 Davenport have the best possible opportunity to participate in shaping the future of the building, either through taking part in engagement processes about specific issues or through being involved in formal Committee structures. Residents are interested in developing ways to support this – sharing leadership roles to make space for new people, accommodating barriers, maximizing diversity and avoiding the risks of a few individuals “representing” a large group without any democratic process.

Resident leadership also means creating and supporting opportunities for residents of 250 Davenport to gain, share and apply knowledge and experience to participate in civic life – volunteerism, participating in public consultations, advocacy etc.



*THE VISION: All residents have the opportunity to develop and use their skills and experience in ways that they want. There is a fair, inclusive, sustainable structure for residents to play a central role in decisions related to the current and future development of 250 Davenport.*



## Growing Food Possibilities Bus Tour

### SAY YES! to Markets and Market Gardens

FoodShare is inviting you to get on the bus!  
Come see great food possibilities on the ground. Hear from leaders about the impact the initiatives have, and our vision for the future together.  
Be inspired, challenged and ready to SAY YES!

**FoodShare Toronto**  
90 Croatia Street  
It all starts at FoodShare's Community Food Hub. Tour our Mobile Good Food Market Bus, check out a compost demonstration, and learn about our Balcony Garden Animation Pilot Project before getting on the bus for your next destination.

**Sunshine Market Garden**  
1001 Queen Street West  
The Sunshine Market and Garden is located at the Centre for Addiction and Mental Health, Canada's first market garden on the grounds of a hospital. Through two rounds of construction, it has moved twice and is now a lush and tranquil oasis located at the rear of the hospital. After more than 10 years, the Sunshine Garden continues to grow hope along with food.

**Good Neighbourhoods Good Food Market**  
250 Davenport Road  
This Good Food Market is run as a partnership between residents at 250 Davenport and a local organization and was restarted just this season. The building is slated for revitalization and has a community garden, active leadership around food justice and this Good Food Market.

**School Grown Rooftop at Eastdale Collegiate**  
701 Gerrard Street East  
School Grown is a schoolyard farming project that employs students in running urban market gardens. School Grown engages and excites high school students with growing, preparing and selling vegetables, fruits and preserves.

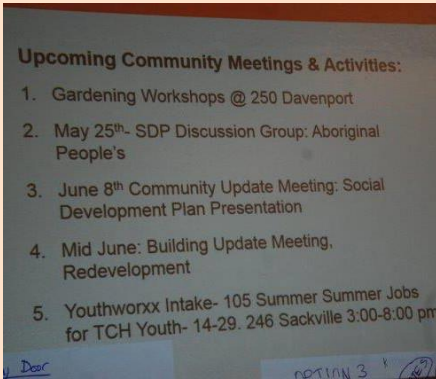
Sept 17, 1-7pm | Start location: FoodShare Toronto, 90 Croatia Street.

Rain or Shine. Bring umbrellas and boots. Comfortable shoes suggested, no heels. More information at [www.foodshare.net/events](http://www.foodshare.net/events) or contact Michaela Kennedy: 416 363 6441 x280 michaela@foodshare.net

## Moving Forward

Recommendations	Actions	Lead(s) & Supports
<b>Community Animator Program</b>	<ul style="list-style-type: none"> <li>Continue with programs that create opportunities for residents to support community engagement and development</li> </ul>	<p><i>TCH, Resident Committee</i></p>
<b>Resident Leadership: Programs &amp; Community Activities</b>	<ul style="list-style-type: none"> <li>Ensure opportunities for residents to develop and run programs &amp; activities in the building and the broader community, in voluntary and paid roles</li> <li>Support residents to participate in animator activities, civic life (Board &amp; Committee members, community consultations)</li> </ul>	<p><i>TCH, Resident Committee</i></p> <p><i>TCH, Resident Committee</i></p>
<b>250 Davenport Governance &amp; Leadership Structures</b>	<ul style="list-style-type: none"> <li>All resident committees and governance structures to be as inclusive as possible (transparency, engaging with all residents, participation and sharing of leadership opportunities for people of all ages, cultures and circumstances)</li> <li>Consideration to limiting terms of office, mentoring, recognizing and incorporating different styles, accommodating work/life issues such as meeting times, child care needs, translation, etc.</li> <li>Ongoing monitoring of building resident demographics to identify who/what groups are not engaged and develop strategies to engage, inform and include</li> </ul>	<p><i>Resident Committee, TCH</i></p>
<b>Building a Foundation of Knowledge</b>	<ul style="list-style-type: none"> <li>Create opportunities for residents to build knowledge of the systems and institutions which impact their lives</li> <li>Explore workshops on TCH decision-making, government and civic participation, conflict resolution, human rights and other areas identified by residents</li> </ul>	<p><i>Resident Committee, TCH</i></p> <p><i>Community Partners</i></p>

## MAKING THE PLAN HAPPEN



Four key recommendations will ensure that **Transition 250** has the resources and a structure needed to implement the actions recommended for the 5 themes identified by residents. **Transition 250** is designed to be a connected process that requires action in all 6 areas – core recommendations and all themes – in order to be successful.

Recommendation	Actions	Lead(s) & Supports
<b>Resident Committee</b>	<p>Develop &amp; implement a governance/Resident Committee Structure to share planning &amp; decision making for 250 Davenport</p> <p>The Committee (to be named as part of the process) will:</p> <ul style="list-style-type: none"> <li>d) Guide implementation of Transition 250</li> <li>e) Take action on new issues &amp; ideas brought forward by residents on an ongoing basis</li> <li>f) Develop Terms of Reference that ensure accountability, effective consultation &amp; inclusion, transparency, support leadership development &amp; lay out timelines for regular building meetings</li> </ul>	<p><i>TCH, Transition 250 Working Group</i></p>

Recommendation	Actions	Lead(s) & Supports
<b>Building Meetings</b>	<p>Regular building meetings for all residents that will:</p> <ul style="list-style-type: none"> <li>f) Update residents on the progress of Transition 250</li> <li>g) Address safety issues &amp; concerns</li> <li>h) Explore solutions to resident raised issues</li> <li>i) Consult with residents as part of decision making</li> <li>j) Provide relevant information at meetings by posting &amp; distributing notices and minutes</li> </ul>	<p><i>TCH, Resident Committee</i></p>
<b>Staff Position</b>	<p>Secure funds for a part-time position for a minimum of 3 years to support resident initiatives and develop the use of amenity spaces in the building. The position will:</p> <ul style="list-style-type: none"> <li>d) Work with residents to build partnerships &amp; secure resources to bring sustainable programs &amp; services to the building</li> <li>e) In collaboration with residents, develop and coordinate workshops, programs, training, economic development initiatives and resident led groups &amp; activities</li> <li>f) Support leadership &amp; personal development opportunities for residents</li> </ul>	<p><i>TCH, Developer &amp; Community Partners</i></p>
<b>Diversity &amp; Inclusion</b>	<p>All recommendations in Transition 250 should be applied to the diversity of 250 Davenport residents and address any barriers to participation including:</p> <ul style="list-style-type: none"> <li>d) Translation &amp; interpretation</li> <li>e) Child care needs</li> <li>f) Meetings &amp; programs targeted to specific groups to address cultural, faith, safety and related barriers e.g. women, LGBTQ and persons with disabilities</li> </ul> <p>Continuous monitoring of resident demographics to ensure appropriate engagement activities.</p>	<p><i>Resident Committee, TCH</i></p>

# APPENDIX 1 -Revitalization Guiding Principles

## 250 Davenport Road Revitalization Guiding Principles



### Good Quality Housing & Improvements to the Existing

**Building:** Toronto Community Housing is committed to providing all residents with good neighbourhoods and well maintained buildings. To do this will involve the redevelopment and new construction of market housing on the adjacent land as well as new investments to improve the existing building at 250 Davenport.



### Social Development Planning

Revitalization provides an opportunity to build a healthy and vibrant mixed community. Toronto Community Housing and its partners are committed to working with the community to develop plans to address the social and economic needs of residents.

### Community Facilities & Meeting Spaces

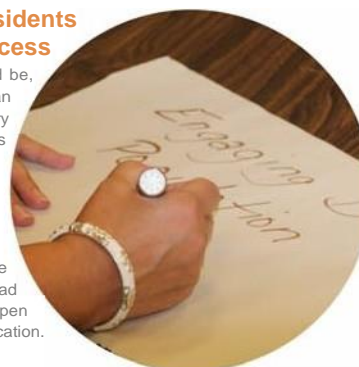
Revitalization provides opportunities to improve existing facilities and meeting spaces that will support learning, recreational and social opportunities for all residents, including children and seniors.

Toronto Community Housing and its partners are committed to working with residents to create new spaces for community use.



### Engaging Residents In the Process

Revitalization should be, from start to finish, an open and participatory process that supports meaningful resident engagement with a strong voice in the process. A variety of engagement approaches will be used to encourage broad participation and open communication.



### Improved Safety & Security

Toronto Community Housing and its partners are committed to improving the safety and security of the community through the design of new construction and outdoor spaces.



### Creating a Green & Sustainable Community

Revitalization should include a wide range of opportunities for creating a green and environmentally sustainable community. Toronto Community Housing and partners are committed to designing new energy efficient market units and improving energy efficiency in the existing building. Opportunities to provide green spaces that accommodate a variety of uses will be explored.

### Strengthening Community Connections

Community connections are the ideas, activities and practices that bring community members together.

Revitalization provides opportunities to strengthen and integrate connections between existing and new residents with their surrounding communities.



### Minimizing Impacts on Residents

Toronto Community Housing and its partners are committed to minimizing the impact of new construction and improvements to the existing building for residents.

Strategies such as hours of work, noise and dust control will be implemented.

Regular communications with residents will ensure the community is informed about construction schedules.



## APPENDIX 2 – Demographics – as of January 22, 2015

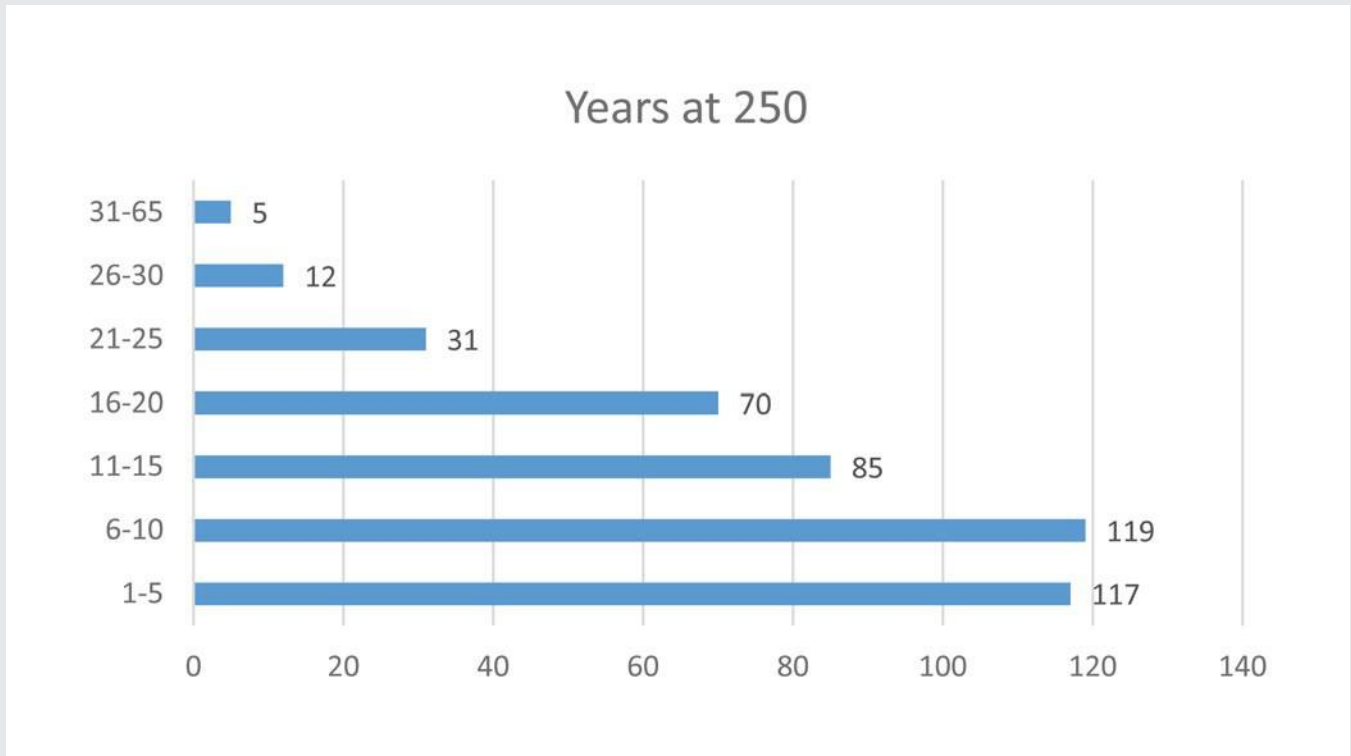


Fig. 1 | Average length of tenancy is 11 years

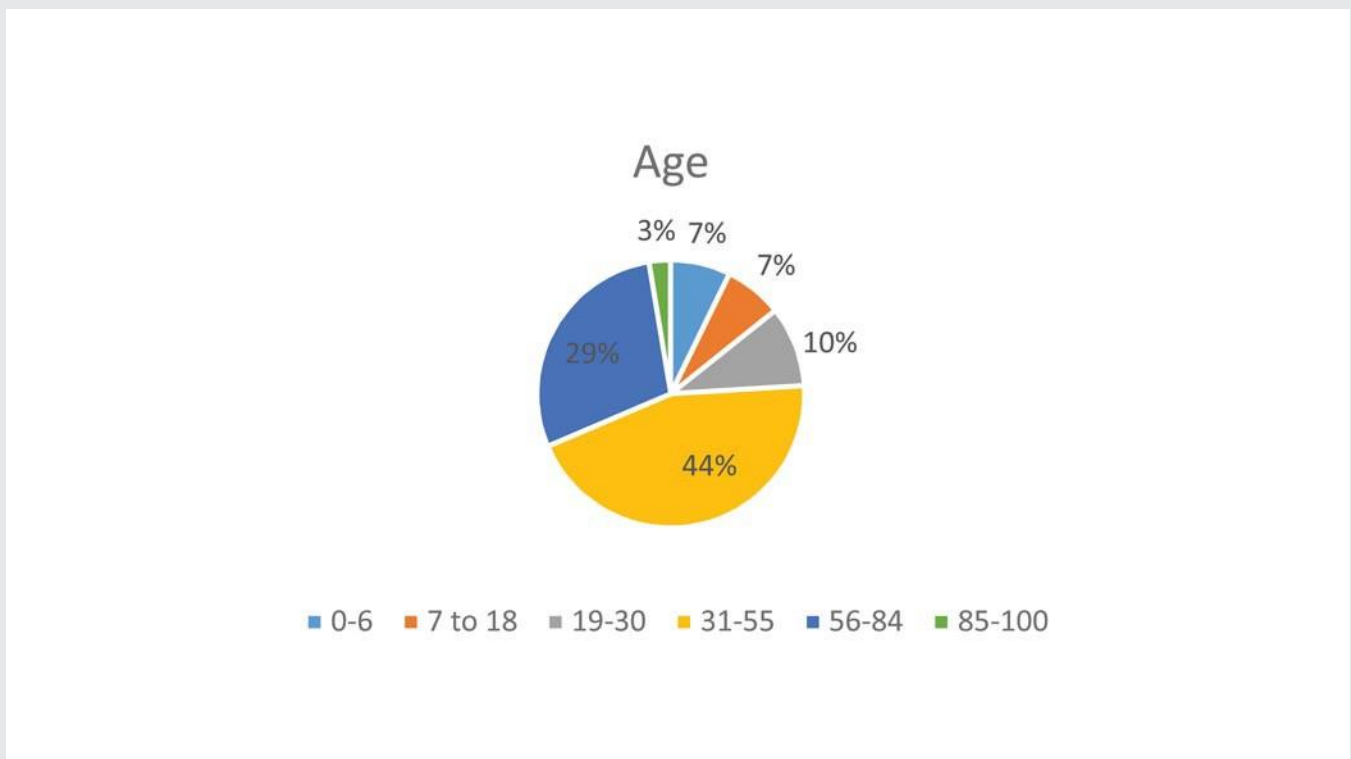
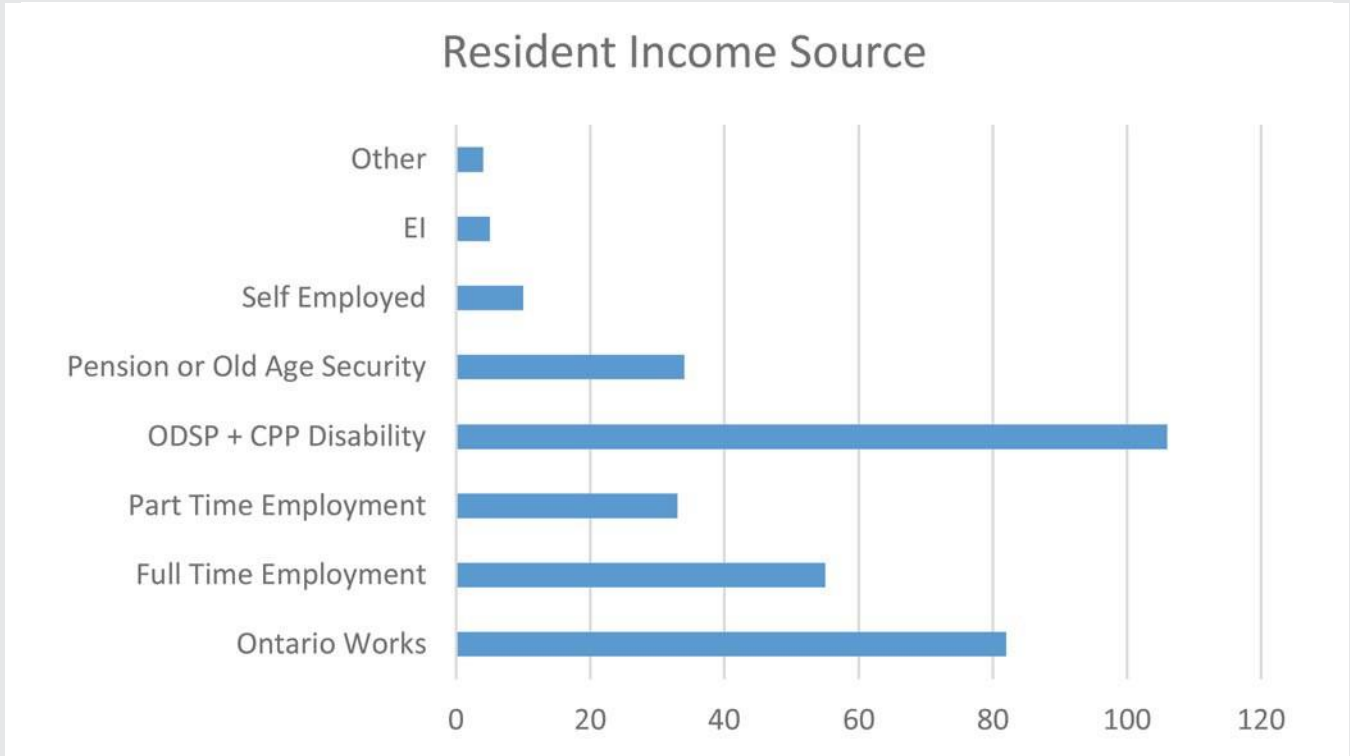
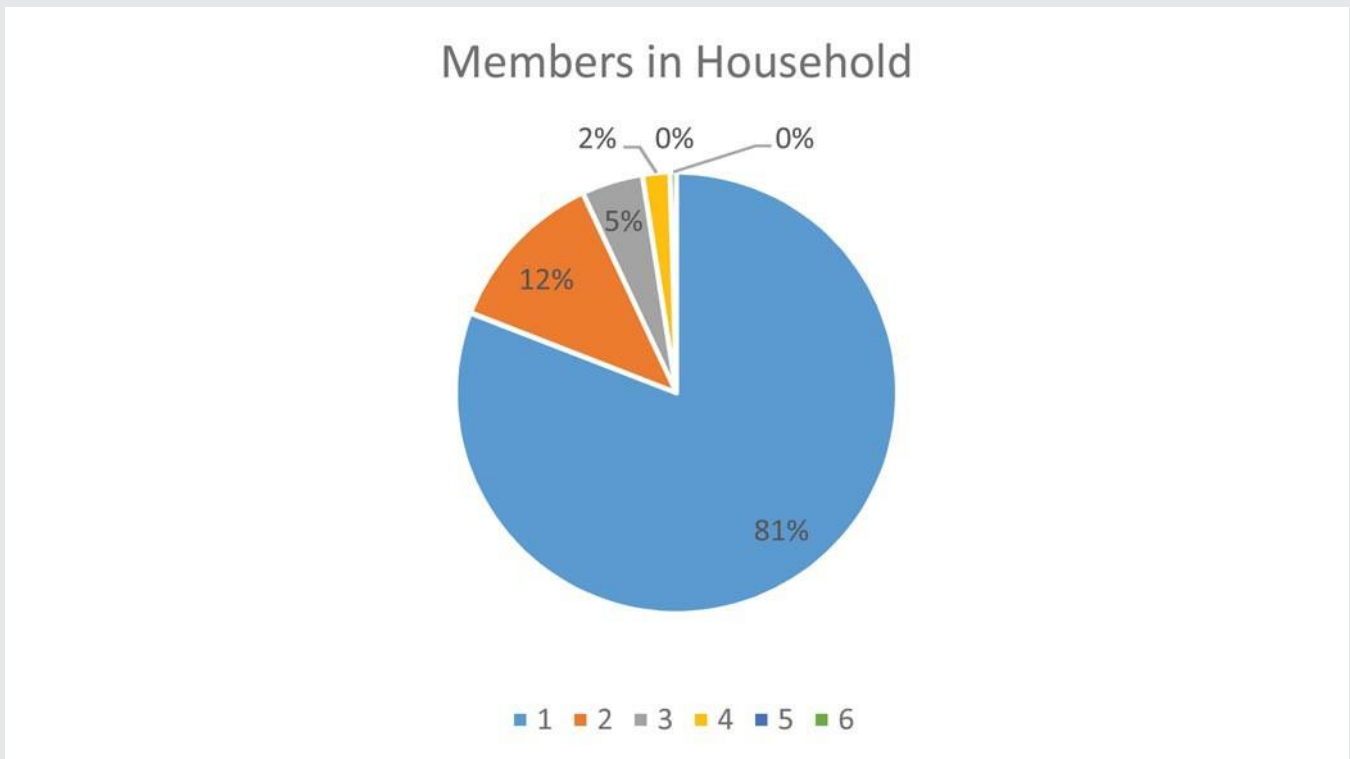


Fig. 2 | Average age = 45; 6 over 95 years; 14% 18 or under



**Fig. 3 | 30% earn most of their income through employment, 32% received Disability benefits**



**Fig. 4 | 81% of residents live alone**



## APPENDIX 3 – Guiding Principles

Consistent with the broader Revitalization Guiding Principles, the SDP Process was guided by the following:

### **Diversity, Engagement and Inclusion:**

Identifying and engaging with the full diversity of individuals and population groups at 250 Davenport. Recognizing those populations that may be facing the greatest challenges and who may not, for a range of reasons, feel safe or face other barriers to participation. Continuously identifying who is missing and exploring approaches to reach and engage them.

### **Maximizing Resident Role:**

Ensuring that the plan reflects resident defined priorities, vision and direction and that it builds a democratic, inclusive process so that residents have maximum opportunity to shape the future of the building and the health and success of people who live there, and that leadership opportunities are shared.

### **Realistic:**

Defining achievable actions in each area; where they will need additional information or resources, identifying what these will be and strategies to address them.

### **People Driven, Evidence Informed:**

Where possible, data used to confirm/enhance understanding, challenge assumptions and shape recommendations.

### **Transparency:**

Open communication about all decisions and decision-making processes used in the development of the plan.

### **Accountability:**

During the SDP process, and as a principle for future work, ensuring that all agencies and institutions that are mandated to provide services to the building and its residents, including TCHC, do so. Further, ensuring that these agencies apply all relevant policies, procedures and accountability processes to monitor, evaluate and respond appropriately.

### **Respect:**

Actively demonstrating respect for everyone's voice, avoiding any judgment/behaviour that would silence anyone and avoiding any kind of discriminatory behaviour. Respect for privacy and confidentiality; use of ground rules to ensure that meetings and activities are conducted in a respectful, inclusive and non-discriminatory way. Recognizing the talents, skills, experience that all residents bring.

### **Continuity/Sustainability:**

The process was designed to include recommendations about how to turn the findings it into action, what resources will be needed and the roles and responsibilities of TCHC and residents to sustain it.

## **APPENDIX 4 – Working Group Terms of Reference**

### **Background and Purpose:**

The Social Development Plan is a central part of the revitalization process led by TCHC for 250 Davenport. It will be developed in collaboration between TCHC and residents, based on extensive resident engagement and through consultation with service providers and other stakeholders. The plan will lay out clearly residents' priorities and recommend concrete actions to make 250 Davenport a healthy, positive place to live for all. It will be an action plan to address barriers and to bring programs, services and social and economic opportunities for residents.

The Working Group's purpose is to assist in the development of the plan. It will support the design of a process that includes as many residents and perspectives as possible, that has concrete, achievable outcomes, and that describes a process to ensure its implementation, with resident leadership at its core.

### **Composition:**

- Minimum of 6 residents of 250 Davenport
- 3 TCHC representatives
- A minimum of two agencies currently providing services or committed to providing services at 250 Davenport.

Resident members will be appointed by TCHC, and will be compensated by honorarium for their participation at working group meetings, and for any additional tasks that they undertake to support the Social Development Planning process. Orientation and training will be provided for all resident members. New resident members will be required to sign a Code of Conduct.

Initial agency representatives will be appointed by TCHC: any additional agency members will be appointed by the working group.

At all times the composition will be maintained to ensure it comprises a majority of residents.

The working group will be facilitated by the consultant engaged to support the social development planning process.

### **Decision-Making:**

Decision-making will be by consensus where possible. If consensus is not reached, the facilitator can call for a majority vote. In this case, the facilitator will be a non-voting member.

### **Quorum:**

A minimum of 5 members of the working group, comprising 3 resident members, 1 TCHC and 1 agency representative. Quorum must always include a majority of residents.

### **Meeting Frequency and Scheduling:**

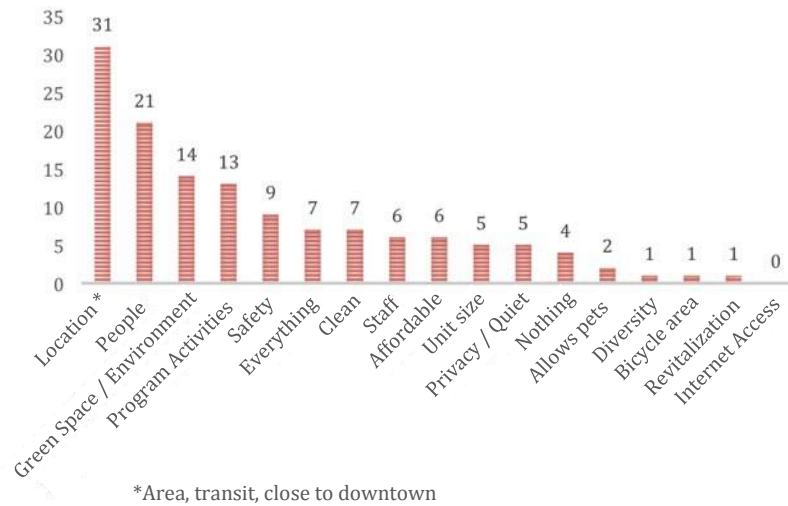
The working group will meet as necessary for the duration of the process, at minimum one meeting per month. Meeting days and times will accommodate members' schedules wherever possible.

### **Additional Responsibilities:**

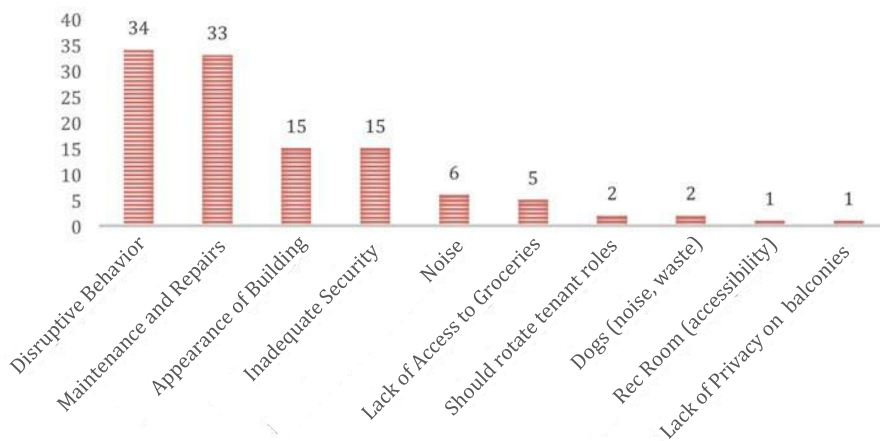
- Working group members will commit to follow ground rule to be developed at the initial meeting and amended by consensus if additional points arise.
- Members will also be prepared where possible to support resident, service provider and other stakeholder engagement activities.

# APPENDIX 5 – Resident SDP Survey March 2015

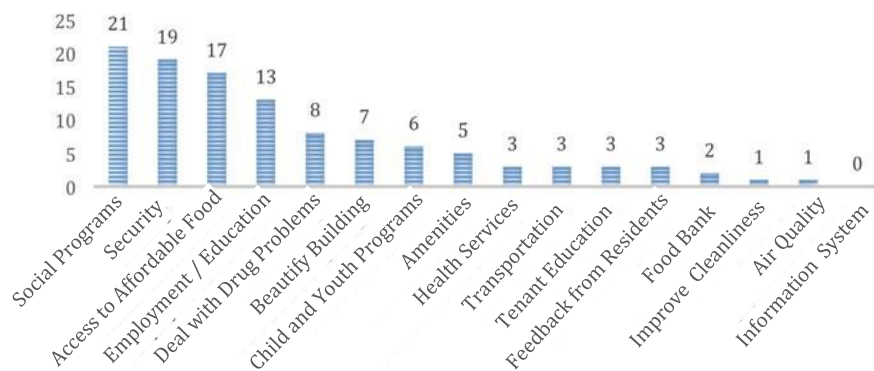
## LIKE ABOUT 250 DAVENPORT



## DISLIKE ABOUT 250 DAVENPORT



## WHAT WOULD MAKE IT A HEALTHIER PLACE TO LIVE?



**Toronto  
Community  
Housing**

931 Yonge Street, Toronto, Ontario M4W 2H2 Canada [www.torontohousing.ca](http://www.torontohousing.ca) [info@torontohousing.ca](mailto:info@torontohousing.ca) @TOHousing