

Regent Park

Phase 4 & 5 Community Benefits Framework

REGENT PARK PHASE 4 & 5 COMMUNITY BENEFITS FRAMEWORK

Introduction and History

This Community Benefits Framework provides specific principles for how Toronto Community Housing Corporation (TCHC) will engage and represent the community; as well as how TCHC will negotiate on best efforts with the proponents around community benefits as identified in the priorities report. As part of the Request for Proposals process to select a developer partner for Phases 4 and 5 of the revitalization, TCHC will be conducting a community engagement process to create a plan for community benefits.

During the process to create a plan for community benefits, TCHC will work with the selected developer partner and Regent Park tenants, the Regent Park Neighbourhood Association (RPNA), RPNA's Regent Park Community Benefits Coalition, the TCHC Tenant Council, and other stakeholders, to monitor and account for the selected developer partner's commitment. The selected developer partner will be required to engage with the community and formalize a legally binding arrangement with TCHC to monitor community benefits deliverables and outline roles and responsibilities of the selected developer partner, TCHC and the community.

The goal of community benefits is to make social and economic development from the revitalization benefit residents in the following order of emphasis:

- TCHC tenants of Regent Park,
- equity seeking residents in Regent Park,
- TCHC tenants across the City of Toronto,
- and all Regent Park residents.

Expanding community benefits to the broader resident population as noted above is a priority for RPNA's Community Benefit Coalition in an effort to encourage and foster social cohesion and social inclusion; these goals align with the same goals contained in the Regent Park Social Development Plan and the Regent Park Refreshed Social Development Plan.

Therefore, the success of the Regent Park revitalization depends on resident and community engagement throughout the RFP process and following the selection of the developer for the implementation of the project. TCHC reaffirms its commitment to the 12 Regent Park Community Planning Principles that guide this revitalization. These

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established principles are compatible with the expectations RPNA's Community Benefit Coalition has of TCHC in approaching community benefits and the role of community throughout this process.

Toronto Community Housing Corporation

Toronto Community Housing Corporation (TCHC) is Canada's largest provider of social housing, overseen by the City of Toronto as sole shareholder and managed by a Board of Directors. TCHC has engaged in a Request for Proposals (RFP) process to select a developer partner for the Phases 4 and 5 lands in Regent Park. The redevelopment of the Regent Park community accommodates a mix of uses, tenures and incomes, and will result in a more socially and economically diverse neighbourhood that is fully integrated into the City of Toronto's urban fabric. Once the project is fully completed, the Regent Park revitalization will have built 2,083 replacement rent-geared-to-income (RGI) units, almost 400 new affordable rental units, and 5,400 new market condominium units.

TCHC is committed to engaging with the TCHC Tenant Council, the Regent Park Neighbourhood Association (RPNA) and the broader community. TCHC is also committed to partnering with stakeholders to implement a community-based Social Development Plan. As part of this RFP process, TCHC has included an RFP Committee with both TCHC and Condo representation, a resident-led Revitalization Working Group and has hosted community conversations with residents.

RPNA's Regent Park Community Benefits Coalition

The Regent Park Neighbourhood Association (RPNA) is a neighbourhood-based advocacy group. RPNA seeks to foster an inclusive, diverse and healthy neighbourhood in which all residents can feel at home. The RPNA also recognizes that Toronto Community Housing Corporation residents had a vibrant community in Regent Park prior to the redevelopment and seeks to build on their history of grassroots initiatives, self-help ventures, and strong networks. To ensure that this heritage is not lost, TCHC residents will serve in half of the RPNA Leadership Team positions.

The Regent Park Community Benefits Coalition was formed by the RPNA's Advocacy subcommittee comprised of TCHC and Condo residents (Appendix A), and community organizations (Appendix B). RPNA has passed a resolution authorizing the Coalition to act as its agent in implementing this Community Benefits Framework (Appendix C). The Coalition is working with community stakeholders to create long-term opportunities

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for residents to generate both social and financial wealth in Regent Park. Through these efforts, the Coalition wants TCHC and the developer partner to set up key infrastructure that will continue to support the community for years to come and the means to hold them accountable through a the legally binding formal arrangement.

The Regent Park Community Benefits Coalition is driven by the community benefits movement which aims to ensure that the main purpose of economic development is to bring measurable, permanent improvements to the lives of affected residents, particularly those in low-income neighbourhoods and communities of colour. The Coalition encourages all stakeholders in the public sector to play a more strategic role in land use planning and urban development, and to leverage economic development toward the creation of good jobs, affordable housing, and neighborhood services that improve the quality of life for all residents.

City of Toronto

Toronto is Canada's largest city and a world leader in such areas as business, finance, technology, entertainment and culture. Toronto's municipal government is responsible for neighbourhood services such as roads, garbage collection, snow removal and parks and recreation. City Council is comprised of 25 City Councillors. Within the City, there are a number of programs and departments that work to provide employment supports, social supports, social inclusion, community safety, etc. Toronto Employment & Social Services (TESS), Social Development, Finance & Administration (SDFA), Shelter, Support & Housing Administration (SSHA), the City Planning division, are all key departments that have been working in partnership with TCHC to support the Regent Park Revitalization.

In July 2019, City Council approved the City's first Community Benefit Framework. The Community Benefits Framework seeks to address social and economic conditions by utilizing City community benefits levers to create targeted hiring and training opportunities, provide economic opportunities, and support community priorities with a focus on Indigenous peoples and equity seeking groups in Toronto.

The City is committed to the success of both the social and physical development of Regent Park.

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Community Priorities

The RPNA's Community Benefits Coalition devised a list of community needs contained within the Community Priorities Report that was submitted to TCHC in October 2019. The Report builds off best practices, existing community benefits projects in Toronto and City of Toronto policies such as the Poverty Reduction Strategy (2015), Social Procurement Program (2017), and Community Benefits Framework (2019). The Report speaks on behalf of resident voices and is filtered through many community consultations, SDP working group actions and RPNA consultations.

Additional community priorities are outlined in TCHC Community Conversations, the Regent Park Social Development Plan, and the Refreshed Social Development Plan. To build upon existing community priorities, TCHC will further work with the community to research and understand community needs and priorities, to develop and set formal targets/metrics and to determine and maximize impact and to develop a monitoring and evaluation framework during a year-long process following the selection of a developer partner.

Principles

As the plan for community benefits is developed, Toronto Community Housing recognizes that Regent Park TCHC tenants have a strong connection to the neighbourhood and should be prioritized as beneficiaries of community economic development activities resulting from the revitalization. In regards to Section 5.3(E), bullet #1 of the RFP, TCHC recognizes that direct investments go towards local employment, training and scholarships and benefits will first accrue to:

- TCHC Regent Park tenants,
- secondly TCHC tenants city-wide,
- and thirdly equity seeking residents in Regent Park.

TCHC is committed to ensuring Regent Park tenants are provided with the opportunities inherent to community economic development, including, but not limited to: career and workforce development, employment opportunities, scholarships, training and others.

RPNA's Community Benefits Coalition, as representatives of TCHC tenants and market residents, recognizes that throughout this revitalization and among its increasingly diverse, socio-economic residents, community economic development activities should include benefits for all Regent Park residents in addition to TCHC tenants.

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In regards to Section 5.3(E), bullet #4 of the RFP, TCHC recognizes that the CED dollar value of direct investment towards supporting the Social Development Plan will benefit all Regent Park residents, with emphasis given to equity seeking TCHC Regent Park tenants.

Additionally, TCHC recognizes the importance of city-building initiatives and other benefits which could accrue to all residents in the neighbourhood and the city at large. Beyond community-economic development, TCHC will support the SDP and work with the City of Toronto and other relevant stakeholders to foster opportunities for such benefits.

TCHC's approach to the community benefits plan will mirror the Corporation's values, which are:

Respect: We respect people as individuals and create environments where fairness, trust and equitable treatment are the hallmarks of how we work.

Accountability: We are accountable for our actions, accept responsibility for our performance and share the results of our work in an open, honest and transparent manner.

Community collaboration: We recognize we can do more together than alone. We seek out partnerships with residents, the City of Toronto, stakeholders and government to combine efforts and resources in pursuit of common goals.

Integrity: We perform our duties with the utmost regard to the high standards expected of a corporation established to deliver social housing.

Accessibility for persons with disabilities: We are committed to providing accessible service. This includes meeting our duty to accommodate disabilities under the Human Rights Code, and the standards set out in the *Accessibility for Ontarians with Disabilities Act*.

In addition, TCHC will address equity & inclusion concerns and communication protocols, as noted below:

Inclusive & Equitable: We welcome the diversity of the neighbourhood and including our most vulnerable residents. As a social housing landlord, TCHC's primary mandate is

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to house equity-seeking populations. To this point, TCHC recognizes the importance of fostering equitable and inclusive opportunities and the necessity of TCHC's involvement in the work to remove and address barriers to fair participation including our most vulnerable residents.

TCHC will commit to using an equity-lens in the process to create a plan for community benefits. Community Benefits will include the provision of goods and services from local suppliers and social enterprises. Ultimately, community benefits are a strategy for investing in community and reducing poverty. As such, community benefits should seek to reduce poverty and to serve equity-seeking populations with priority/emphasis on TCHC tenants.

Communication: In accordance with TCHC roles and responsibilities outlined later in this document, TCHC will communicate with Regent Park residents about community benefits and the revitalization. The community benefits plan arising from the engagement process for Phases 4 and 5 will be made public and the exact communication plan will be co-developed with the community.

These established principles are compatible with the expectations RPNA's Community Benefits Coalition has for TCHC to approach community benefits and the role of community throughout this process.

Roles and Responsibilities

Toronto Community Housing Corporation (TCHC)

As the owner of the project:

- TCHC will use best efforts to negotiate the community benefits needs as identified in the Community Priorities Report ("Report") during the negotiation period
- During evaluation of BAFOs, TCHC will have regard to the Community Priorities Report when evaluating how the proponents will support conversations around community priorities in accordance with the appropriate rated criteria - as part of Section 5.3(E), bullet #3 of the RFP
- After the BAFO is evaluated and the top-rated proponent is identified and TCHC enters into the MOU negotiation process with the proponent, TCHC will ensure that negotiations are conducted to maximize the delivery of the community needs set out in the Report

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- TCHC will work with the Community Benefits Coordinator at the City, RPNA, RPNA's Community Benefits Coalition, the community and the selected developer to formalize the plan for community benefits within one (1) year after the execution of the phases 4 & 5 project agreement
- TCHC will ensure a legally binding plan for community benefits is contained within the contract to be executed with the selected developer; and that the community's input is included in that plan for community benefits.
- TCHC is responsible for monitoring, tracking and enforcing the agreement with the proponent, including provisions respecting the community benefits plan
- TCHC will provide timely information about employment opportunities through the revitalization to the community
- TCHC will provide the negotiated CED terms from Section 5.3(E) of the RFP with the top-rated proponent to four (4) people as designated by the RPNA, with a minimum of one TCHC tenant and one market resident included in this membership and two members from RPNA's Community Benefits Coalition broadly. RPNA will inform TCHC about the designated members in advance of the reviews. This will be dependent on signing a Non-Disclosure Agreement.
- TCHC expects that any direct investment commitments made through either CED contributions, or commitments to the Social Development Plan will allow for flexibility and allocation based upon the need of TCHC and RPNA, RPNA's Regent Park Community Benefits Coalition, TCHC Tenant Council, and other stakeholders
- TCHC will play a significant role in the continuation of the community engagement process and as stated in the RFP, TCHC requires that a developer liaison/team member be assigned to oversee this role.
- Work with Regent Park tenants, RPNA's Community Benefits Coalition, RPNA, the TCHC Tenant Council, and other stakeholders, to track, monitor and report the proponent's commitment.

Community Partners

RPNA's Regent Park Community Benefits Coalition

The Regent Park Community Benefits Coalition has come forward as a key community partner throughout phase 4 & 5 of the Regent Park redevelopment and builds off the voice of residents. As a result, the SDP Stakeholders' Table endorses the Coalition and supports their work knowing that the Coalition's goals align with the SDP's overall plan of action for social cohesion and inclusion over the coming decade of redevelopment in Regent Park.

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The Coalition believes that a priority for a thriving and successful neighbourhood is the long term economic, social and environmental opportunities that will be created for Regent Park residents. Public spending and municipal poverty reduction policy levers are valuable tools for fostering more equitable economic development, opportunities for good jobs, quality affordable housing, community and recreation spaces, green spaces and amenities.

The Coalition has identified collaboration amongst community groups; agencies; municipal, provincial, and federal levels of government; unions; local businesses and social enterprises as a key strategy for creating a healthy community that increases livability, social cohesion and inclusion, affordability, mobility, opportunity and resilience for Regent Park's most vulnerable residents.

As neighbourhood partner, the RPNA's Community Benefits Coalition will be asked to:

- Participate in the year-long community benefits plan process.
- Take part in formalizing an arrangement with the developer, the community and TCHC to monitor community benefits deliverables and outline roles and responsibilities of the developer.
- Work with TCHC, Regent Park tenants, TCHC Tenant Council, the developer, and other stakeholders to monitor and account for the developer's commitment.
- Work together with TCHC and the developer proponent to connect them with community partners that can assist with outreach to and recruitment of prospective apprentices and employees where appropriate and able, as well as any additional community benefits.
- Encourage the provision of goods and services from local suppliers and social enterprises by partnering with Toronto Community Benefits Network and/or other organizations to develop and share a registry of social enterprises in the local area with the selected developer.
- Work with TCHC, the selected developer, and local government representatives as applicable to support events and initiatives designed to disseminate information about opportunities inherent to community economic development, including, but not limited to: career and workforce development, employment opportunities, scholarships, training and others.
- Act as a resource for community information and feedback to TCHC and the selected developer on an ongoing basis.
- Participate in an ongoing Community Benefits Working Group.

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Governance of the Plan for Community Benefits

It is anticipated that the development of the plan for community benefits will be governed through stakeholders in the neighbourhood and that these stakeholders will be convened through a special committee of the Social Development Plan Stakeholder Table. The terms of reference for this committee will be co-created with the community, TCHC and the SDP Stakeholder Table.

Community Coordination, Communications and Oversight

TCHC and the selected developer are accountable to the Regent Park community for the commitments that are set. In this regard, the selected developer will work with Regent Park residents, RPNA, RPNA's Community Benefits Coalition, TCHC Tenant Council, and other stakeholders, to monitor, report, communicate, and account for the selected developer's commitments.

Signatories:




Vincent Tong
Chief Development Officer
Toronto Community Housing
March 4, 2020

Date

City of Toronto

Date



Lloyd Pike
RPNA Leadership Co-Chair –
TCHC Resident

Date

APPENDIX A – Community Benefits Coalition Membership

The Regent Park Neighbourhood Association's Community Benefits Coalition is comprised of the following members:

Carol Ferri, Yonge Street Mission
Deany Peters, Regent Park Community Health Centre
Ines Garcia, RPNA Advocacy Co-chair
Ismail Afrah, RPNA member
Jonella Evangelista, Yonge Street Mission
Kumsa Baker, Toronto Community Benefits Network
Lloyd Pike, RPNA Leadership Co-chair
Larry Chang, resident
Marlene DeGenova, RPNA Advocacy Co-chair
Michael Rosenberg, Regent Park Social Action
Miguel Avila-Verlarde, RPNA member
Sureya Ibrahim, RPNA member
Troy Budhu, Toronto Community Benefits Network
Walled Khogali, resident

APPENDIX B – Social Service Agencies and Organizations Supporting Community Benefits Coalition

The following social service agencies and organizations support the Regent Park Neighbourhood Association's Community Benefits Coalition:

Center for Community Learning and Development (CCL&D)

Regent Park Community Health Centre

Regent Park Neighbourhood Association (RPNA)

SDP Stakeholders Table

Fred Victor: Toronto Christian Resource Centre

Toronto Community Benefits Network (TCBN)

Yonge Street Mission (YSM)

APPENDIX C – RPNA Resolution

A resolution was passed by the Regent Park Neighbourhood Association on February 28th, appointing the Community Benefits Coalition to act on its behalf on the Community Benefits Framework for Phases 4 and 5 of the Regent Park Revitalization.



February 28, 2019

**To: Toronto Community Housing
From: Regent Park Neighborhood Association (RPNA)**

Through an urgent meeting dated February 28, 2020, RPNA Leadership re-approve unanimously the RPNA - Regent Park Community Benefits Coalition, an unincorporated network of RPNA members, Regent Park residents, and organizations to represent and to act as the agent for RPNA in implementing the Community Benefits Framework entered into between RPNA, the City of Toronto and Toronto Community Housing Corporation.

The Regent Park Community Benefits Coalition was formed by the RPNA's Advocacy subcommittee comprised of TCHC and Condo residents, with support from community organizations. The Coalition's purpose is to improve the RFP process for better community benefits and increase transparency for phase 4 & 5 by implementing a Community Benefits Agreement. The Coalition is working with community stakeholders to create long-term opportunities for residents to generate both social and financial wealth in Regent Park.

**February 28, 2020
RPNA Leadership
Co-Chair Lloyd Pike**

