

Toronto Community Housing Corporation  
931 Yonge Street  
Toronto, ON  
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## Briefing Note

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**To:** Tenant Services Committee (“TSC”)

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**From:** John Angkaw, Acting Chief Operating Officer  
Nadia Gouveia, Director Programs and Partnerships

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**Date:** June 30, 2021

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**Re:** **Public Action Item #5:** Employment Opportunities for Tenants

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Management was asked to report back to the TSC regarding the relationship between Toronto Community Housing (“TCHC”) and vendors when facilitating opportunities for tenant entrepreneurs in the trades fields (e.g. landscaping).

## Background

Historically, TCHC has provided support to connect tenant entrepreneurs to opportunities in a variety of ways. Specifically, TCHC has worked to identify procurement opportunities that may be accessible to tenant vendors, but recognize there were opportunities to minimize barriers for tenant vendors to obtain TCHC contract opportunities. As a result, TCHC initiated a pilot program to move some of our grounds maintenance services contracts to social enterprise businesses in the past and discovered ongoing capacity building and support for the tenant vendors is required. The lessons learned from the pilot program will be included in the implementation of the new Social Procurement Program.

## Update

TCHC’s current procurement process supports Social Enterprise Business to be connected to TCHC contract opportunities. To award a contract to a Social Enterprise Business for the provision of goods or services, the business must meet the following requirements:

- Be owned by a TCHC Tenant(s) or lawful occupant(s), or by persons who were TCHC Tenants or lawful occupants in the previous three (3) years; or
- Employ at least 51% TCHC Tenants or lawful occupants, or persons who were TCHC Tenants or lawful occupants in the previous three (3) years; or
- Have the capacity to set up a project team which is comprised of at least 51% TCHC Tenants or lawful occupants, or persons who were TCHC Tenants or lawful occupants in the previous three (3) years, where such a project team shall be the only staff employed by the business to carry out work in respect of the goods or services acquired through such a direct award by TCHC.

The Social Enterprise Business shall have to obtain the consent of its TCHC tenant employees for the purposes of disclosure of employment to TCHC. Such businesses shall have to make regular reporting with respect to its employee makeup to maintain its status as a Social Enterprise Business.

Through this program, TCHC has been able to support 38 Contracts to 9 unique Social Enterprise Business. These contracts range from landscaping services to furniture moving services (see Attachment 1).

### **Next Steps**

An inter-divisional team recently reviewed re-implementing a Social Procurement Policy at TCHC, under the umbrella of a new Community Benefits Framework. The framework will allow for more TCHC tenants, small businesses and social enterprise businesses, to benefit from the financial and capital investments into our communities. In 2021, the inter-divisional team will provide continued oversight to ensure the full development and implementation of the Community Benefits Framework.

# Building Up

Turning residents into tradespeople

- Building up is a non-profit social enterprise construction company and **Canada's leading social contractor**.
- We use community-based construction projects to **provide a 16-week pre-apprenticeship training program** to 100 Torontonians per year who face barriers to employment.
- We develop well-prepared, **well-trained and motivated apprentices** for employers in an industry that is in dire need of skilled talent; and **deliver high-quality construction work at sites across the GTHA**.



## TCHC & Building Up: Creating Impact Together



Since Building Up's launch in 2014, Toronto Community Housing Corporation has been an essential partner, customer, and participant referral source.

**74**

Number of TCHC residents served by BU program

**50+**

Number of projects completed by BU team for TCHC

**81**

Percentage of TCHC program graduates in apprenticeships & careers post-program

**50k**

Average annual participant salary post-program

## TCHC Resident Success Story



### Gordon, Carpentry Apprentice, LiUNA Local 183

A TCH resident, Gordon graduated Building Up in September 2018 and joined LiUNA 183 as a Level 1 Construction Craft Worker. He graduated from his level 1 at the top of his class earning a wage of \$36/ hour with an additional 10% vacation pay. His goal is to save up over the next few years to be able to put a down payment on a house in Vaughn. Gordon has also already started to give back by becoming a mentor and speaking to current Building Up trainees about the opportunities in the trades.

## Building Up Philosophy

Unlike other businesses, Building Up is **foremost a workforce development organization**. We leverage procurement opportunities with TCHC as our most impactful tool to support residents facing barriers into trades careers. We don't train and employ people to take on business. **We take on business to train and employ people.**

# Building Up's Services



Renovations



Retrofits



Moving Services



Painting



## Completed Job: Tenant Relocation

**Work completed:** Supporting tenants move-out/move-in, including through moving appliances and furniture and setting them up in the new units.

**Trainee Impact:** 10+ trainees gained both hard skills (e.g. proper lifting and packing techniques) and soft skills (e.g. customer communication and problem-solving).

**TCHC Buildings:** Moving services were provided for buildings located in Regent Park and Lawrence Heights.

## Building Up Program Elements



8-weeks of paid, in-class training covering: essential skills, trades skills, and health & safety



8-weeks of paid, hands-on work at Building Up's job sites, building skills in carpentry, plumbing, painting & more



Case management and wraparound supports provided by our team of in-house social workers

## Trainee Profile

- 90%** Visible minority
- 67%** Young people
- 50%** Less than highschool education completed
- 47%** Mental health challenges
- 33%** Conflict with the law
- 20%** Newcomers

## Completed Job: Painting

**Work completed:** Painting interior of three TCHC high-rise buildings, including: walls, doors, frames, railings, stairs, and all common areas.

**Trainee Impact:** Eight trainees gained experience in taping, sanding and painting; and built punctuality and teamwork skills. Project provided two months' of work experience for team.

**TCHC Buildings:** Services were completed on buildings located at 40 Firvalley Court, 10 Glen Everest Rd., and 682 Warden Ave.

