

ST. JAMES TOWN NEIGHBOURHOOD TORONTO

OVERVIEW AND PROSPECTS FOR COMMUNITY-BASED POVERTY ALLEVIATION INITIATIVES

PRESENTED TO: WORLD VISION CANADA

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Executive Summary

In September 2006, World Vision Canada engaged Kevin Perkins and Tom Zizys to conduct a study of the St. James Town community in Toronto. The aim of the study was to determine the appropriateness, feasibility, and best path forward to expand the role World Vision can play in poverty reduction within a Canadian urban neighbourhood: St. James Town. In particular, the consultants were asked to look at:

- The appropriate geographic target for such an initiative;
- The socio-economic profile, needs and priorities of the low-income residents living in the target geographic area;
- The proposed strategies and activities that would be most useful in achieving this goal;
- The most appropriate partners to be part of this initiative;
- Next steps forward.

To complete this study, the consultants undertook the following research strategies:

Demographic analysis: Assembled and analysed relevant demographic information, primarily relying on 2001 Census Data;

Scan of existing relevant services and service providers: Mapped current relevant programs, primarily in the fields of community economic development, employment services and community capacity building;

Reviewed existing relevant studies: Identify and summarize any existing studies relating to the target neighbourhood, as well as certain general studies that would relate (e.g. recent Economic Development and Employment Development study for Regent Park or the work of the Strong Neighbourhoods Task Force)

Interviewed relevant stakeholders/key informants: Obtained perspectives from over 12 relevant individuals, representing local associations or service providers;

Conducted six group discussions, including one formal focus group discussion: To bring different perspectives to the study, to test findings and discuss potential initiatives.

The St. James Town is an ideal community for such a pilot program. The socio-economic needs are high, the potential is considerable, and the current level of formal social and economic development activities in the community is very low.

The recommended approach would be characterized by:

- Investment in the community's latent and manifest potential for action
- Support for action-oriented multi-stakeholder planning
- A focus on capacity building
- A range of technical and financial resources, including access to a roster of community development experts (drawn both from the community and from WV's global network of experts), particularly for CED initiatives

- A phased approach, with different roles for WVC during different phases, including an exit phase
- Longer-term targeted investment in CED initiatives after the conclusion of a broader community planning and action planning process and strategy.

The report that follows provides a general overview of St. James Town, existing services, needs identified and expressed in and by the community, a description and analysis of four alternative strategies for World Vision Canada to consider, and an elaboration on the recommended approach, which is summarized above.

It is recommended that, should the basic conclusions of this report be supported by World Vision, a meeting be convened with members of the St. James Town Network to summarize and validate the conclusions, and to identify and build consensus to next steps.

DEMOGRAPHIC PROFILE

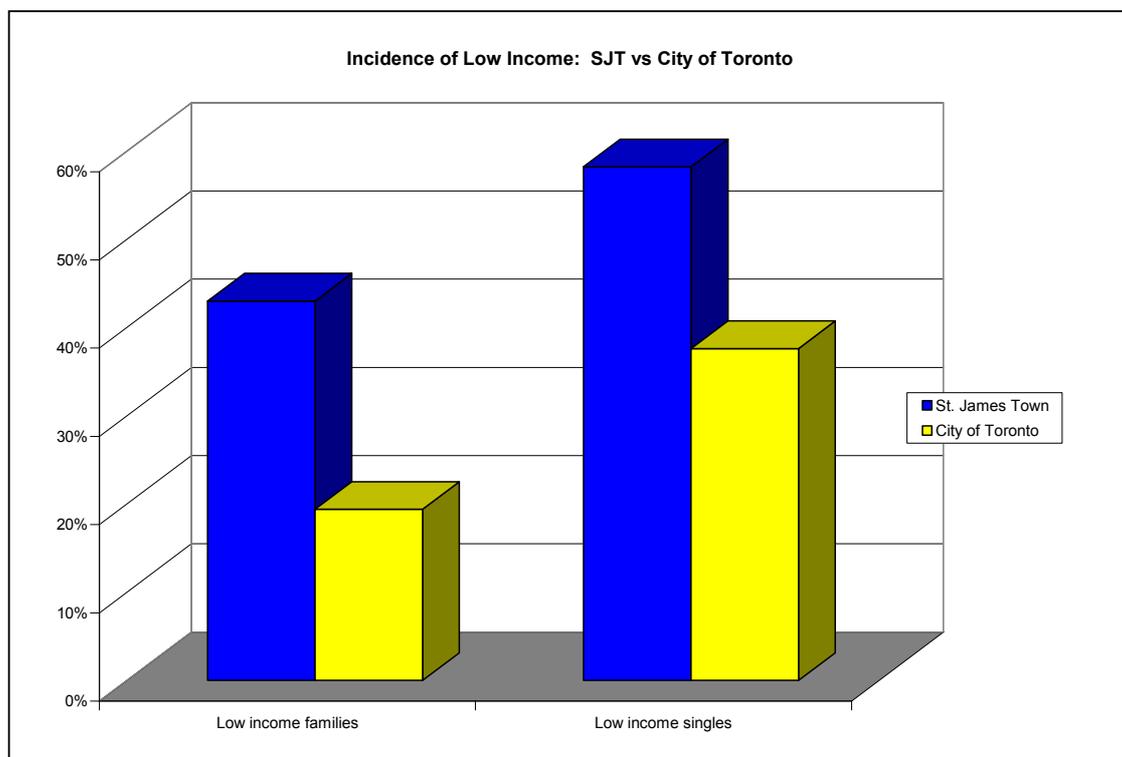
The St. James Town population exhibits an age distribution somewhat different from that found across the City of Toronto as a whole. In 2001, it was a younger population, with 15.1% of the population nine years old or younger (compared to the City rate of 11.8%). As well, people in their twenties were slightly over-represented (16.7% versus 14.6%). On the other hand, there were fewer seniors (aged 65 years and older – 7.3% versus the City figure of 9.6%). These seniors, however, were far more likely to live on their own: 38.5% of St. James Town seniors live on their own, compared to the City average of 26.7%.

St. James Town has a 50% higher rate of families headed by a single mother, compared to the rest of the City: one quarter (24.1%) of all families are headed by a single mom, compared to 16.8% for the City.

INCOME

St. James Town is very clearly a low-income neighbourhood, both in terms of low-income families and low-income singles. The incidence of low income is considerably above that of the City as a whole, in the case of families, more than double the rate.

Figure Two: Incidence of Low Income, St. James Town and City of Toronto, 2001



EMPLOYMENT

The participation rate in the labour force and the unemployment rate (for 2001) for youth is especially poor, compared to the City as a whole, while that for adults matches the overall average.

Table One: Participation Rates and Unemployment Rates, for Youth and Adults, St. James Town and City of Toronto, 2001 (percentages)

	St. James Town	City of Toronto
Participation rate, males, 15-24	48.2	58.2
Participation rate, females, 15-24	45.8	59.3
Participation rate, males, 25+	74.1	73.8
Participation rate, females, 25+	58.3	59.9
Unemployment rate, males, 15-24	15.1	13.6
Unemployment rate, females, 15-24	8.6	12.9
Unemployment rate, males, 25+	8.4	5.5
Unemployment rate, females, 25+	12.5	6.6

Significantly fewer young males and young females participate in the workforce, even though the rate of those not attending school is basically the same as that for the rest of the City (percentage of those aged 15-24 years old not attending school for St. James Town is 30.3% compared to City average of 32.2%). While the male youth unemployment rate is slightly higher, that for young females is actually considerably lower than that for the rest of the City.³

The participation rate for adults is essentially the same as that for the City, but with a considerably higher unemployment rate. The participation rates and unemployment rates for men and women vary significantly, depending on the presence of children and on the ages of the children. Not surprisingly, women with no children or only children over six years old have higher labour force participation rates and lower unemployment rates. For men, the pattern is inverted: men with no children or with children over six years have lower participation rates, while those with children under six have the highest participation rate and the highest unemployment rate.

Table Two: Participation Rate and Unemployment Rates, Males and females, With and Without Children, St. James Town, 2001 (percentages)

Category	Participation Rate	Unemployment Rate
Males, no children	66.2	9.6
Males, children under six	89.8	12.3
Males, children under and over six	84.3	3.4
Males, children over six	69.6	6.6

³ This figure would be disputed by many informed community activists, who maintain that the drop-out for youth in St. James Town is much higher (for example, discussions with Jim Kormos, Principal, Rose Avenue Junior Public School).

Females, no children	59.8	9.6
Females, children under six	49.4	17.2
Females, children under and over six	53.3	39.6
Females, children over six	53.0	7.9

OCCUPATIONS

Among those who work, there is a significant concentration of jobs in sales and service occupations, and to a degree in manufacturing. In all other occupation categories, St. James Town proportions fall below the City average, and even in these two categories, St. James Town falls below the average for supervisory positions in sales and service and in manufacturing.

Table Three: Percentage of Labour Force in Select Occupation Categories, St. James Town and City of Toronto, 2001

Category	St. James Town	City of Toronto
Sales and service occupations	37.8	21.1
Retail sales clerks	4.2	3.6
Cashiers	3.9	1.5
Chefs and cooks	3.8	1.2
Food and beverage service	2.5	1.5
Protective services	2.1	1.1
Child care and home support	4.5	1.4
Sales and service	13.7	6.8
Processing, manufacturing, utilities	8.8	8.1
Machine operators	3.6	3.4
Assemblers	2.7	2.3
General labour	2.2	1.9

The proportion of the labour force that is self-employed is also lower in St. James Town, both within incorporated and unincorporated businesses, although there is considerable anecdotal evidence of informal business activity, including in the provision of services (notably child care) and arts, craft and trading activities. Chris Hallett of Community Matters described a strong “underground economy” featuring “informal entrepreneurship”, and cash-only or barter transactions.

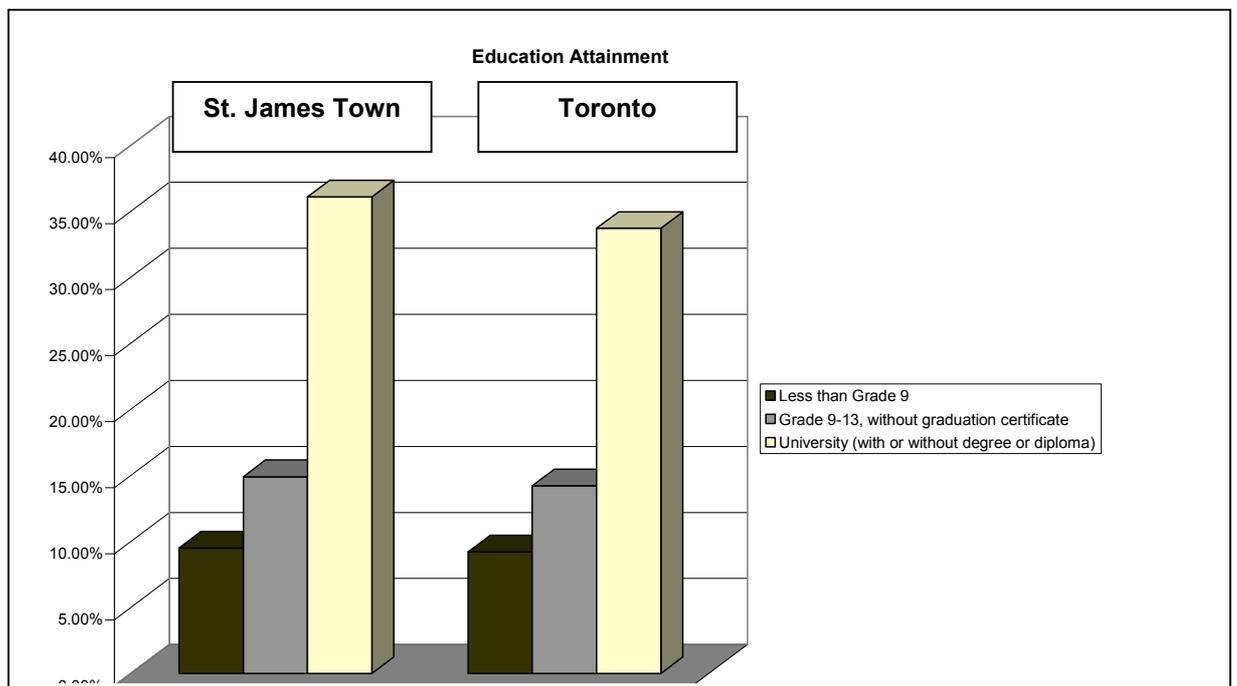
Table Four: Percentage of Labour Force Self-employed, St. James Town and City of Toronto, 2001

Category	St. James Town	City of Toronto
Self-employed, incorporated, paid workers	1.5	3.7
Self-employed, unincorporated, paid workers	5.0	7.7
TOTAL, self-employed paid workers	6.5	11.4

EDUCATION

Despite significantly higher incidences of poverty, higher unemployment rates and greater participation in lower-skilled jobs, the educational background of St. James Town residents is hardly different from that of the broader Toronto area as a whole; if anything, it is slightly higher.

Figure Three: Education Attainment by Select Categories, St. James Town and City of Toronto, 2001



Existing services, organizations and social infrastructure

AGENCIES AND NETWORKS IN THE COMMUNITY

Overview. Despite its large size and the evident service needs of a population comprised of many low income and/or unemployed and/or newcomer households, there are surprisingly few social services readily accessible in or near St. James Town. Moreover, a closer examination of those service agencies and community organizations that do exist shows up further limitations in the service and social infrastructure available to residents of St. James Town.

Many of the agencies or organizations serving St. James Town residents are relatively small and/or provide a limited range of services. There is no multi-purpose community agency on the scale of a WoodGreen Community Services (across the Don Valley in Riverdale) or even a Dixon Hall or Central Neighbourhood House (serving Regent Park and the southeast part of downtown). While there are many ethno-specific organizations and associations, which attest to the associative bonds among these various different cultural groups, these organizations largely rely on volunteer labour, with very limited funding for their initiatives.

Review of organizations/services. Given that this study is reviewing opportunities relating to employment and/or economic development, this review of organizations and services in and around St. James Town will largely be limited to those providing services in this field, or in an ancillary field. As well, the rough geographic range will focus on those organizations within a 10-minute walk of St. James Town. It should be noted that, while the list appears quite long, it was made fairly clear to us that it is “an inch deep and a mile wide”. The extent of services provided specifically for SJT by any one agency is quite limited.

Community Computer Centre (in St. James Town) – Free access to computers and associated training, with some support with resume preparation and job search and career exploration.

Cabbagetown Youth Centre (in St. James Town and immediately adjacent) – Offers children and youth recreational programs, youth development programs and some adult programs, in ESL, computer training, job search and micro-business support.

Community Matters (in St. James Town) - Community Matters is a small non-profit organization created in St. James Town by two individuals living in the Cabbagetown neighbourhood: Margaret Coshan and Chris Hallett.

The mission of Community Matters may be summarized as follows (they call this “The Groundwork”):

We focus on the development of **competent neighbourhoods** within St. James Town. We participate with residents and families as they develop their own resources, act on their own behalf to make positive changes and improve their living conditions.

Community Matters trains and supports “Community Assistants” who then work with groups of residents to plan and deliver a range of support groups, educational activities, and programs for children and adults. The organization recently received a grant from Manulife to develop a job club for internationally trained professionals living in the community.

East End Literacy (Gerrard and Parliament) – Provides adult literacy programs as well as a training and transitional job program for office positions. The program is 10 hours a week, with seven months of classroom preparation and three months of work placement, although for a very small number of participants. EEL also offers numeracy and economic literacy programs, and is developing a Leadership Development program for local community agencies.

Goodwill (Sherbourne and Bloor) – Goodwill offers transitional jobs for individuals facing serious or multiple obstacles to mainstream employment. These involve paid work placements for up to 52-weeks, twenty-four hours per week, in a supportive environment before being linked to permanent employment. Goodwill’s head office at Bloor and Sherbourne, the Bloor Street Community Store and the Parliament Community Store provide work placement opportunities.

Growing Together (in St. James Town) – While not an employment service, Growing Together provides services for pre-school children, including developmental assessments, pre-school programs and parent-child programs, as well as referrals to other child-related services, and thus support families with their child development needs.

Low-Income Families Together (in St. James Town) – An anti-poverty advocacy organization, currently engaged in a study of the social determinants of the health status of St. James Town residents, together with Ryerson University (funded by the Wellesley Central Health Centre). The founder and Executive Director – Josephine Grey – is a well-known anti-poverty activist. Among other campaigns, she has focused attention on Canada’s failure to live up to international commitments to children through the Convention on the Children’s Rights and other U.N. conventions.

The Neighbourhood Information Post (269 Gerrard Street East) - is a non-profit community resource centre serving St. James Town, Cabbagetown, Regent Park, and Moss Park. Its mission is to help and empower people to overcome obstacles in their community.

As the community information centre in the neighbourhood, NIP acts as the clearinghouse for information on locally available services and resources. In addition to offering Information and Referral Services, NIP also provides services such as Case Management and Counselling; Advocacy and Mediation; Settlement Services; Mail and Message Services; Housing Support Services; Rent Bank Services; Housing Trusteeship Services; Educational Workshops; Chinese Immigrant Women’s Support Group; Free use of phone and computers (including Internet and email usage);

Assistance in filling out forms; Annual Income Tax Clinic; and Interpretation and Translation

Ontario Works Employment Resource Centre (Jarvis and Wellesley) – Provides resources for job seekers, with limited employment counselling. OW clients get job counselling as part of their case management. It is funded through Ontario Works (Toronto Social Services), and open to anyone.

Parliament Street Employment Resource Centre (Parliament, south of Wellesley) – ERCs provide information to job seekers and a limited amount of active support, through job boards, job-search related seminars and access to computers. Staff are on-hand to explain how to use the available resources, but the job search activities are self-directed. Funded by Service Canada, the Parliament Street ERC is open to anyone.

Rose Avenue Public School (in St. James Town) – While an elementary public school, it is a very important link to families in the community. The school offers many programs for children and families and is very heavily involved in numerous community development activities. It is working hard to bring the community into the school and make it a hub for community development.

Silayan Community Centre (in St. James Town) – Primarily serving the Filipino community, however also providing assistance to others. Currently funded to provide support and information services to seniors, while other services are provided through volunteer efforts, primarily in relation to information and referral.

St. James Town Youth Employment Centre (in St. James Town) – a relatively new service, and for that reason fairly limited in the resources and supports it can provide. funded by Toronto Community Housing Corporation, the centre offers youth access to resources and advice for job search. In addition, counsellors from the Job Connect program at Woodgreen Community Services attend one evening a week.

Toronto District School Board (in St. James Town) – Provides English as a Second Language programs to newcomers.

Wellesley Community Centre (in St. James Town) – Primarily a location for recreational programs, a municipal library and a children's early learning centre, all operated by the City of Toronto. Many years of planning went into the creation of the Centre. The question of whether or not to charge user fees and for which programs is a hot political issue in the community.

Yonge Street Mission (Gerrard and Parliament) – The Mission operates several pre-employment programs, including life-skills development, job search assistance, training, and transitional jobs through its DoubleTake retail clothing store.

2.2 DESCRIPTION OF EXISTING NETWORK

Most of the organizations listed above, as well as several others, participate in the St. James Town Network (formerly the St. James Town Working Group), a collection of various agencies and organizations working in the St. James Town neighbourhood. With

secretariat and facilitation support provided by a Community Development worker from the City of Toronto and a public health worker from Public Health, City of Toronto, the group has undertaken a strategic planning process, and has developed a proposal to create an information and referral kiosk to be located in St. James Town.

This network meets regularly and is a helpful entry point to many of the stakeholders in the community. Its goals are:

- to encourage co-ordinated services and collaboration between service providers and community residents in St. James Town;
- to work with and actively include the residents of St. James Town in services and programs that affect them;
- to work actively in having a community driven and focused working group;
- to assist with the implementation of the St. James Town Action Plan of the City of Toronto

The Network recently prepared a project proposal and submitted it for funding consideration to the Social Investment Fund and the Ontario Trillium Foundation. The proposal was to support the creation of a **Community Information Booth**. If funded, the proposed Community Information Booth will provide the following services:

- Information and Referral in a variety of languages (which involves assessment interviews, referrals, mediation with other service providers, translation)
- Liaison and Advocacy on behalf of clients
- Community Education Workshops
- Assistance in form-filling and understanding letters

It will be managed by the Neighbourhood Information Post, the lead agency for the Project, and located at the Wellesley Community Centre.

Needs and opportunities in the community

If not for geography, St. James Town would be an ideal candidate to participate in the United Way's "Strong Neighbourhoods, Healthy City" initiative. This program, which is focused on Toronto's "inner suburbs", responds to neighbourhoods with large and growing needs, high newcomer populations, and declining or static community infrastructure to contend with these problems. As the section below elaborates, this set of circumstances describes St. James Town very well – all except the "inner suburbs" part. Strong Neighbourhood strategy (for more information, see http://action.web.ca/home/uwgt-sn/attach/strong_neighbour_background.pdf) works with select agencies to invest in coordinated responses to priority community needs. Because it is closer to downtown, St. James Town is not a target for this strategy.

COMMUNITY PLANNING, COORDINATION, MOBILIZATION, CAPACITY BUILDING

Many of the people that we interviewed for this study noted that St. Jamestown is, in many respects, a leaderful community. *"This is a community that works because of internal leadership, customs of self-care, mutual aid, and entrepreneurship."* (said Margaret Coshan of Community Matters.)

The community is home to people from all over the world who bring not only technical skills but also organizing and leadership abilities. But these talents are not used to their fullest. Nor are they effectively brought together to advance common priorities in a coordinated fashion. Most local efforts are informal, issue-based, specific to very particular concerns of people with common needs and goals, and they seem to gain little local traction. There are only a handful of formal agencies that act on community concerns, and most of these are very small or serve catchment areas include other neighbourhoods in addition to SJT. The community "lacks a service infrastructure". "There is only one case manager working specifically in the community."

The extent of needs, the scarcity of funding opportunities to meet these needs, and the multiplicity of agencies pursuing these opportunities in an uncoordinated fashion creates competition (the words "feeding frenzy" were used), the risk of duplication, and major challenges to partnership. There have been few instances of community groups and members coming together to work on a common cause – with the notable exception of this past summer, when community groups, the police, local politicians and residents came together to address concerns about safety. This example of community collaboration has created a spark of hope that cooperation and joint action on issues of shared concerns is possible.

It is not surprising, therefore, that one of the needs most commonly articulated was for the development of coordinated, community-wide plans that address the key priority areas of concern to St. Jamestown residents: the need for childcare; tailored and mentored employment seeking services; linkages and referrals to needed services; action on safety; the need to create income generating assets in the community; the need to engage and support youth – particularly newcomer youth – as they struggle to find their place in the community and work toward a strong future. Without such plans, efforts are diffuse, uncoordinated, unsustainable and, at worse, countervailing.

Related to the need for community plans is the need for coordination. With needs so great and resources so few, the waste and duplication that results from failed coordination is more-than regrettable. However, the people we spoke with did NOT support the idea of having a paid “coordinator” who would try to run around and coordinate everything. The preferred approach is to bring groups of people together with shared commitment to common goals, and provide them with the resources and supports they need to plan and coordinate their own activities.

As noted, St. Jamestown is an area loaded with latent leadership and potential for community participation in planning and problem solving. This potential needs to be untapped through mobilization efforts. It is well known that community organizing is most effective when people are mobilized to work on immediate, pressing issues in a way that delivers results and creates hope for the future. From comments we heard, community members have been too often mobilized to participate in “focus group discussions” or “surveys” or “community meetings” to plan, for example, new community centres. The results of these mobilizations have been, at best, slow and frustrating, and, at worst, exploitative (serving the academic needs of researchers rather than the community) and demoralizing.

The numerous small community-based groups and agencies in the community would benefit significantly from capacity-building supports. For some, this is as basic and simple as providing regular access to meeting space and office equipment, while for others it may be more complex, such as developing policies, procedures, board development, staff development, resource development/fundraising plans, new tools or community development processes, or monitoring and evaluation capacity. East End Literacy, an important member of the SJT Network, is in the process of developing a ‘Leadership Development Program’ for community agencies in East Downtown.

The feeling of those we spoke to – particularly during the main focus group – was that World Vision could make a welcome contribution by helping groups of agencies and residents come together around common concerns, develop strategies and action plans that address these concerns, and provide resources to help implement the strategies. It would not be a coordination role per se – rather a facilitation/catalytic role.

EMPLOYMENT, LABOUR MARKET AND EMPLOYMENT SERVICES

It is a striking circumstance that in the midst of a prolonged period of economic growth in Canada, certain population groups, newcomers and youth, are actually witnessing their employment and income levels deteriorate. This section aims to describe this situation and some of its contexts.

Overall trends. Overall, there are some broad labour market trends in Canada: Certain populations are more likely to work in low-paying jobs: youth, recent immigrants who are visible minorities, recent immigrants generally, individuals with less than a high school education, women, and individuals with a high school diploma;⁴

⁴ René Morissette and Garnett Picot, *Low-Paid Work and Economically Vulnerable Families Over the Last Two Decades*, Statistics Canada, Analytical Studies Branch Research Paper Series, April 2005.

- In the last 20 years, median wages have fallen for part-time jobs and for newly hired employees;⁵ people in temporary jobs have lower wages on average than people in permanent jobs;⁶
- Non-standard jobs (self-employed, part-time or temporary work, usually with few benefits) represent 60% of employment for new entrants and re-entrants to the labour market;⁷
- Of all individuals who start in non-standard employment, after two years less than one quarter (22.5%) find standard employment (i.e., full-time, permanent work).⁸

Employment and income among newcomers. With immigration policy favouring immigrants with higher education, more than 40% of immigrants in 2001 had a bachelor's degree, compared to 22% in 1991. However, among recent immigrants aged 25 and 54 years with a university degree, their unemployment rate was at least triple that of Canadian born (7.4% versus 2.3% for men, and 10.5% versus 2.7% for women). Job mismatch was a very significant problem, especially among immigrant visible minorities:

Table Five: Percentage of individuals with a university degree who are holding a job requiring no more than a high school diploma

	Females	Males
Canadian-born, non-visible minority	13	12
Canadian-born, visible minority	18	14
Immigrant, non-visible minority	25	16
Immigrant, visible minority	45	29

The difficulty in obtaining university-level jobs is not necessarily a short-term phenomenon. Even after more than 10 years in Canada, at least 21% of employed, university-educated immigrants who arrived between 1985 and 1989 had a low education job in 2001.⁹

- The difficulty recent immigrants face in finding a job or a job appropriate to their educational level has been attributed to several factors:
 - Non-recognition of credentials;
 - Education level or experience abroad;
 - Poorer quality of education in some countries;
 - Language disadvantage;
 - Weak social networks; and
 - Lack of information regarding the Canadian job market.

⁵ René Morissette and Anick Johnson, *Are Good Jobs Disappearing in Canada?* Statistics Canada, Analytical Studies Branch Research Paper Series, January 2005.

⁶ Diane Galarneau, "Earnings of temporary versus permanent employees," *Perspective on Labour and Income*, Vol. 6, No. 1, Statistics Canada.

⁷ Costa Kapsalis and Pierre Tourigny, "Duration of non-standard employment," *Perspective on Labour and Income*, Vol. 5, No. 12, Statistics Canada.

⁸ Costa Kapsalis and Pierre Tourigny, "Duration of non-standard employment," *Perspective on Labour and Income*, Vol. 5, No. 12, Statistics Canada.

⁹ Statistics Canada, *Perspectives on Labour and Income*, Catalogue No. 75-001-XIE, Vol. 5, # 6.

There are several common characteristics of the recent immigrants most likely to have a job requiring no more than a high school education. In 2001, they were most likely to have:

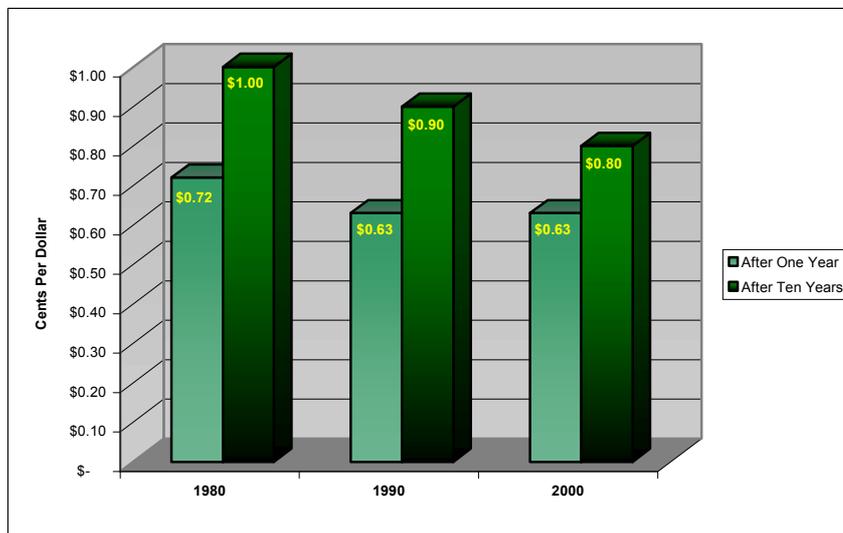
- come from South or Southeast Asia,
- had a mother tongue other than English or French,
- were members of a visible minority and
- were women.

By contrast, those least likely to have such jobs were from North America, Northern or Western Europe or Oceania; had a master's degree or doctorate; were trained in applied sciences; and had English as their mother tongue.

Not only do recent immigrants in low-education jobs have lower earnings than those in university level jobs, but they also earn less than their Canadian-born counterparts in the same situation. In 2000, recent immigrants employed full time in low-education jobs had weekly earnings at least 20% lower than their Canadian-born counterparts.

In the past, immigrants could count on this employment income gap between them and Canadian-born workers being eliminated after ten years. That expectation no longer holds true. In 1980, a male immigrant would find that after one year his income was 72% that of Canadian-born workers, but after ten years the gap had been closed. In 2000, a male immigrant after one year was making 63% what a Canadian-born worker made, and after ten years, only 80%.

Figure four: Earnings of New Immigrants Compared to Canadian-born in Ontario¹⁰



Youth unemployment. Youth unemployment rose dramatically among all industrialized countries in the 1970s as the baby boom generation started entering the workforce. Since that time and despite the aging of the baby boomers, youth unemployment has

¹⁰ Labour Market Information and Research, Ontario Ministry of Training, Colleges and Universities, May 2003.

remained high in all these countries, at a rate on average twice that of adult unemployment.

The labour market situation for young workers has deteriorated in the last two decades. A recent study summarized their circumstances as follows:

The real wages of young workers have fallen to just 75 to 80% of the real wages earned by young workers a generation ago, even though today's young workers are much more highly educated. Jobs held by young workers are disproportionately part-time, insecure and low paid.

In the period from 1997 to 2004, the gap between youth wages and adult wages has continued to widen. In 2004, the median youth hourly wage (half earn more and half earn less) was \$9 per hour, and the average hourly wage of young workers was 56.7% of the average hourly wage for all workers.¹¹

Employment services in Canada. Employment services in Canada, particularly for individuals with barriers to employment, are challenged to address the changing labour market circumstances and the needs of individuals looking for work, for several reasons:

- a) They are fragmented: These services are delivered through a number of programs, the most prominent being ones offered through or funded by Human Resources and Skills Development Canada (now Service Canada), the Ontario Ministry of Training, Colleges and Universities, the Ontario Disability Support Program, the Ontario Works array of employment services (managed through the City of Toronto Social Services Division), and the Supporting Community Partnerships Initiative (a federal program managed in Toronto through the City of Toronto); many of these programs have eligibility limitations (for example, only targeting youth, or only targeting certain income support recipients, such as employment insurance or welfare); often these programs are delivered through community agencies, which may only have funding from one of these programs, while another agency further away may be funded by a different program, and thus offering different services or serving a different client group;¹²
- b) They do not provide a continuum of support, that is, a smooth transition through the steps needed to get a job; with such a mix of programs offered by different levels of governments and through different service providers, there is little coordination between the programs;
- c) They often lack sufficient intensity of services, that is, the ability to simultaneously and continuously address over an appropriate period of time service needs and barriers to employment, largely because they are under-funded; as a result, individuals who have fewer barriers to employment are more likely to be assisted, while those who may have more issues that need to be addressed cannot get the assistance they require;

¹¹ Andrew Jackson, *Better Educated, Badly Paid and Underemployed: A Statistical Picture of Young Workers in Canada*, Research Paper #33, Canadian Labour Congress, July 2005, p. 1.

¹² Recently the federal and provincial governments signed a Labour Market Development Agreement (Ontario was the only province in Canada without such an agreement) which should help integrate some of these services. However, the actual impact on the ground of this agreement (signed in November 2005) will be some time in coming.

- d) They are not funded to provide much post-placement support, that is, help to hold on to a job, as well as help to advance from an entry-level, insecure job to higher paying, more stable employment;
- e) They focus primarily on the individual client, with less support for broader strategies for enhancing employment, which might include stronger outreach to employers, or focusing on specific occupations or industry sectors.

Consequences. To summarize, all these circumstances result in:

- A labour market with jobs available, but for those new to the Canadian workforce, fewer quality jobs – employment supports need to be more intensively focused on accessing more secure, better paying jobs;
- An employment services system that tends to be fragmented and uncoordinated, necessitating strategies that can inform individuals about the range of services available, as well as greater integration of those services to provide the needed continuum and range of supports to clients;
- A need for employment services to do a better job of matching individuals to existing jobs by working more closely with employers to meet their employee recruitment and employee advancement needs; these efforts may need to be concentrated on a geographic or industry sector basis.

INTEGRATION ISSUES, PARTICULARLY FOR NEWCOMER CHILDREN AND THEIR PARENTS IN THE SCHOOL SYSTEM

In addition to the difficulties facing newcomers in cracking the labour market and securing work commensurate with training and abilities, immigrants living in St. James Town face a range of challenges related to integrating into their new City and community. Some of the challenges identified during our interviews were:

- For parents: understanding the expectations and requirements of the school system and helping their children succeed at school, particularly when they are not fluent in English
- Also for parents: supporting teenage children in adapting to the new culture, new discipline standards and coping with pressures to, for example, join gangs
- For children and youth: coping with the intense pressure they feel a) to honour and be true to the traditional culture and belief systems of their parents, while b) fitting into the culture and belief system of their new country.
- For adults: meeting the needs of aging parents and coping with culture conflicts between older and younger generations
- For all newcomers: feeling safe, secure, confident, and competent in their new communities.

CHILD CARE

A major barrier to poverty alleviation for low-income neighbourhoods remains access to affordable and appropriate child care. The issue of child care was raised numerous times by respondents during the course of this study. As one participant in a focus group discussion put it: *“childcare is an issue that addresses many other socio-economic needs in the community.”*

The child care issue manifests itself in a number of ways. It is not simply the availability of child care for women who may otherwise wish to work.¹³ The lack of such child care interferes with their ability to access the services they may require to make themselves ready for employment, including being able to attend English as a Second Language programs, settlement services, training programs and the like. The lack of flexibility in how child care is delivered also makes it more difficult for women. They may often only be able to access entry-level jobs where there is a high degree of shift-work involving hours that fall outside the typical weekday services that child care operations provide. Or they may require access to emergency child care for school age children when they fall ill, and where missing work to care for a child may put their job in jeopardy.

At the same time, there are many women who are currently providing or may wish to provide child care services in St. James Town. These involve unlicensed and/or unsupervised child care arrangements, with individuals who may or may not have much formal training or experience with early childhood development, raising concerns regarding quality of care. On the other hand, there are many families who seek to find culturally appropriate child care which they do not find among formal child care service providers, in particular in relation to such concerns as dietary observance and recognition of separate gender considerations.

There is not an easy answer to this conundrum; however the elements of a solution appear to be in place. Several people we spoke to (at the Silayan Community Centre, for example) talked about the potential to create a “social purpose enterprise” that would recruit and train a roster of temporary care providers, market their services, and dispatch providers (of childcare AND eldercare) to parents that need them. Such an enterprise could provide ongoing training and eventual acquisition of credentials that would allow these service providers to access more formal employment outside their neighbourhood or even in related fields (teacher’s assistants, personal care attendants). Whether such an enterprise would be market-viable (with or without an ongoing subsidy) would need careful examination, as would issues of liability and insurance. However, it is an idea with potential that is worth exploring.

Similarly, increasing the availability of such services would free up women to be able to access the services, training and employment they seek, where those services are sufficiently flexible to meet the need for child care as these women experience it.

There are various regulatory and financing constraints that make shaping an adequate solution more difficult, and this study is not in a position to address all these potential issues. However, it seems probable that by bringing the various stakeholders together (including formal and informal child care service providers, other parenting supports such as family resource programs and early learning centres, formal training institutions such as George Brown College and Ryerson University, and regulators such as the City of Toronto) that some inroads into these barriers could be fashioned. Such initiatives could involve some form of a child care co-operative or child care matching network, supplemented by supervision and training for the service providers.

¹³ The issue of child care falls primarily on women, who in dual parent families are almost always the ones for whom the first responsibility is taking care of the children, and in the case of single parent families (90% of which are headed by a female) is largely one experienced by women.

YOUTH ENGAGEMENT

In the last year or two in Toronto there has much attention focused on issues related to at-risk youth. Concerns regarding gang activity and violence have dominated headlines, as specific neighbourhoods have grappled with appropriate initiatives to address the needs of their youth.

St. James Town is no exception to this concern. As the Census data indicates, St. James Town youth experience lower levels of participation in the labour force, as well as a higher rate of unemployment for male youth. Anecdotally, community informants maintain that St. James Town has a significantly higher proportion of high school drop-outs. With a larger number of new immigrants and a high proportion of families headed by a single mother, youth also experience immigrant settlement challenges, language barriers, racial discrimination and more limited parental support, in addition to coping with higher rates of household poverty. At the same time, there exist fewer resources for youth recreational and social activities, and less availability of appropriate employment services.

The appropriate response to these needs is not limited to a specific program or project. While youth in St. James Town do require more recreational opportunities and better access to more effective employment programs, the broader issue is how to address the larger developmental needs of these youth. For example, it may well be possible to strengthen the delivery of youth employment services in St. James Town relating to information and referral services, career exploration, job search support, placement services, and the like. But it is obvious that there are many youth who would require more intensive employment-related services (life skills, pre-employment and post-employment support, training programs). Moreover, there is likely a significant segment of the youth population who would not be attracted in the first instance to such programs – they have not only dropped out of school, they have dropped out of the formal labour market.

In order to link such youth to the ultimate goal of employment, there is a need for far more youth development programs that focus on the broader preparation of youth for the transition to adulthood. These would include youth social and recreational programs, youth leadership development programs, exchanges and experiences outside the community (and even outside the country) and youth-led initiatives. Key elements of such programs must include focusing on building the assets, abilities and interests of the youth, ensuring the presence of supporting adults (including mentoring programs), effective implementation relying on best practices and targeted youth outreach, to reach youth most at risk. The founders of Community Matters expressed great interest in the potential to develop a “matched savings” program for young people, whereby groups of youth would be assembled and supported in making monthly savings. The amount saved by each individual could be matched by a funder, so that after several years, each young person has a pool of savings to support post-secondary education, training, business start-up or some other investment that generates future income for them.

Whatever the mix of projects, these initiatives need to be linked as part of a broader strategy – there is a need for a continuum that allows for appropriate youth outreach and engagement to occur, for recreational and social programs that engage their interest and

builds their trust in these programs and their sponsors, that can then lead to career development and employment services. Intermittent interventions that provide limited support along one segment of this spectrum means that youth may become engaged but then have no further step to advance to.

For this reasons, any youth initiative would benefit from an initial gathering of stakeholders in this field to map out what a community-level youth development strategy should look like, and how its various components could best be delivered, having regard to the resources and capacities already present in the St. James Town neighbourhood.

OLDER WORKERS WITH LOW LITERACY

Although not a majority of residents, there are a good number of people living in St. James Town who are Canadian-born and coping with very low literacy levels. Their prospects for employment or income security are very weak, and their self-esteem is low. Unlike newcomer groups, who quickly form strong social support networks, this group of older Canadian-born residents is typically isolated and hard to reach with services.

SAFETY

Like many dense, high-rise communities of Toronto, there is a high degree of concern about community safety. At least one shooting death took place during the completion of this study. Fear of guns and gang violence has had a strong impact on the community. We heard reports that parents do not want their children going to homework clubs, community and recreational centres or staying after school for extracurricular activities due to their fear of neighbourhood violence. As one participant in the focus group discussion said: *“New immigrants feel a lot of fear for their children even to go to community centres. They want their children to come straight home after school, and they look for home tutors. Children are falling behind in school because their parents may not have the language skills to help them with their homework.”*

Concerns about safety have caused community agencies and residents to come together with the Police, the Toronto Community Housing Corp and politicians to talk about strategies for boosting safety. Pam McConnell, the City Councillor do the area, has played a pivotal role in initiating a coordinated response. They are developing plans for safety audits, walking “school buses” and other methods of enhancing their feeling of security St. James Town. In this sense, the fear of violence has proven a catalyst for bringing groups together around a common cause.

Analysis of alternative approaches

There are four different approaches that World Vision Canada may take to investing in creating economic opportunity in St. James Town. Each of these approaches has strengths and weaknesses.

a) Funding a Program of an Existing Organization

World Vision would identify an existing organization to partner with that has capacity to plan, develop, and implement a community economic development initiative with World Vision funding. The initiative could include one or a combination of: self employment/micro-enterprise assistance (training, coaching, start-up financing, and marketing assistance); establishing and operating a social purpose enterprise; initiating an asset-building program such as LearnSave (<http://www.sedi.org/DataRegV2-unified/sedi-Publications/BackgrounderEn.pdf>), or; helping individuals – especially youth and newcomers – link to the formal labour market.

Pros: The advantage of this approach is that it would be fairly simple for World Vision to manage. Once the partner has been identified, a partnership agreement entered, a program proposal/plan approved, and funding flowed, World Vision's role is limited to monitoring, evaluation, and, perhaps, providing technical assistance as required.

Cons: There are two main problems with this strategy: first, our research found no evidence of organizations with the experience, understanding, or capacity to plan and implement a community economic development strategy in St James Town, second; it would exaggerate what is already a competitive environment – what some called a “feeding frenzy” – among community organizations in the community.

b) Setting up a “block grant” system and invite community agencies to submit proposals

World Vision would set up a block grant system and invite existing SJT agencies to apply for small grants to advance a number of community economic development objectives. In addition to the grants, Word Vision could offer technical assistance to agencies, and perhaps general training and orientation to CED approaches.

Pros: World Vision could build the capacity of and support a number of existing agencies to implement a variety of CED projects. Rather than become directly operational, World Vision would be making sustainable investments in local capacity.

Cons: As with option A, this approach would be constrained by what we observed to be a general lack of capacity for CED in the community. Economic development initiatives are simply not what community agencies are presently identifying as their present priorities for action. This is in part due to lack of experience with or capacity for CED.

This approach would not relieve the Feeding frenzy – would likely serve instead to aggravate competition rather than promoting coordination.

c) Becoming directly operational

World Vision could consider opening an office, planning, designing and implementing a new CED program for St. James Town.

Pros: In some respects, World Vision would be directly filling a gap by planning and developing a comprehensive CED strategy in the community.

Cons: World Vision has made it clear that it is not interested in this option. Nor is it one that would be widely supported in the community, particularly by existing agencies. It is hard to imagine how this would be a sustainable or replicable model.

d) Investing in a general community planning process, and then providing resources for CED strategies that emerge

Rather than investing immediately in focused CED projects in SJT, World Vision would put resources toward a general community planning process involving multiple stakeholders. Out of the process would emerge Action Groups that would take the lead on particular areas of concern in the community – including safety, newcomer integration, etc. World Vision would help these groups link to resources from a variety of sources for their action areas, but would invest its own resources in those elements of the Action Plans that create economic opportunity – whether they be employment or self-employment supports, asset-building, or social purpose enterprise development.

Pros: this approach would build the overall capacity of the community to take concerted action on needs and opportunities that the community presently is concerned about and has resolve to respond to. By doing so, it would build community support for and commitment to World Vision's initiative, and create goodwill toward World Vision for facilitating community action on community priorities rather than coming in with prescribed solutions. It would build the community infrastructure that is the fertile ground for sustainable and effective CED initiatives. As a result, it would have more sustainable and effective results

Cons: In the short term, World Vision would need to invest resources in general community planning and community building activities that may or may not be classically thought of as “economic development”.

Recommended approach

It is recommended that World Vision pursue option 4 described above: Investing in a general community planning process, and then providing resources for CED strategies that emerge.

GENERAL COMMENT ON THE RECOMMENDED APPROACH

World Vision Canada is interested in piloting a new approach to supporting low-income Canadian families in exiting poverty and gaining new opportunities for sustained economic advancement. The St. James Town is an ideal community for such a pilot program. The socio-economic needs are high, the potential is considerable, and the current level of formal social and economic development activities in the community is very low.

The recommended approach would be characterized by:

- Investment in the community's latent and manifest potential for action
- A range of technical and financial resources, including access to a roster of community development experts (drawn both from the community and from WV's global network of experts)
- A phased approach, with different roles for WVC during different phases, including an exit phase
- Support for action-oriented multi-stakeholder planning
- A focus on capacity building
- Longer-term targeted investment in CED initiatives after the conclusion of a broader community planning and action planning process and strategy.

A useful model to consider is Equally Healthy Kids – a program initiated in South Etobicoke in 1990. Led by LAMP – a community health centre – Equally Healthy Kids was born after a community planning process that focused specifically on the needs of children living in poverty in Etobicoke-Lakeshore. Out of the process emerged a number of Action Groups – the Child Poverty Action Group and the Parent Support Action Group, to name two. Each group had the participation of residents and community agencies. A storefront office was opened and a number of employees hired to offer staff support to these Action Groups. Out of the process emerged a number of school nutrition programs, parent drop-in centres, and youth-lead development initiatives.

THE ROLE OF WORLD VISION

It is not recommended that World Vision formally establish a permanent or even long-term World Vision office and stand-alone program with independent projects in St. James Town. Rather, WVC should take the approach of helping to establish and then investing strategically in the efforts of local "Action Groups" to move the community forward in several key areas. Emerging from a focused and results-oriented community planning process, these Action Groups would be composed of community agencies already or potentially engaged in these areas AND local residents with an active interest in the subject. The Action Groups would both COORDINATE existing efforts of member-agencies and CREAT NEW activities or services where there are gaps. World Vision resources would help all Action Groups get off the ground with solid plans, but then would focus follow-up resources on projects and activities that involve community economic development.

To be most successful, WVC should take a "phased approach", investing different types of resources at different stages of a community development process. In the early

phases, WVC may wish to engage a Program Manager (ideally, hired from within the community) who can either be seconded to work with the St. Jamestown Network OR work more arms-length, though housed within an existing agency.

The Program Manager would offer the community and various “Action Groups” a set of resources that would help them move forward. The Manager would then provide targeted project support for CED initiatives, while helping the Groups link to other resources in pursuit of strategies that are outside the parameters of CED (e.g. neighbourhood safety). The table below provides an example of the types of resources that can be applied at different stages of the process:

Stage of the Process	World Vision Resources
Community planning related to specific priority action areas	<p>A World Vision Program Manager would work with the SJT Network or another multi-stakeholder Group to plan and facilitate a community planning process that would bring stakeholders together to start planning concrete actions in response to priority concerns. The Manager could do the facilitation her/himself or could help the community identify another experienced planner.</p> <p>World Vision could support the costs of the planning event (venue, food, advertising)</p> <p>World Vision could document the event and produce/circulate reports</p>
Action Groups formed and develop a strategy plan for their Action Area	<p>The World Vision PM could make planning resources available to help the Action Groups create their plans (e.g. planning consultants, planning tools, etc)</p> <p>A World Vision Admin Assistant could offer secretarial services to the Action Groups</p>
Action Groups plan NON-CED initiatives	<p>World Vision would help Groups pursue resources from other sources for non-CED initiatives. For example, the PM could help develop a proposal to the Breaking the Cycle of Violence program of the City of Toronto for a neighbourhood safety initiative</p> <p>A World Vision Admin Assistant could provide secretarial support to the Action groups</p>
Action Groups plan and implement CED activities	<p>For CED activities, such as employment supports, self-employment training and micro-financing, social purpose enterprise formation, or asset-building initiatives, World Vision could provide access to a roster of expert resource people to support implementation. These experts could be engaged from within the community or could even come from World Vision’s global network of community development experts (e.g. Savings and Credit Club experts could assist in set-up of such clubs in SJT)</p> <p>World Vision could provide seed money for a Coordinator or other start-up expenses for CED projects</p> <p>World Vision could support the operating budget for CED projects for a prescribed period of time</p> <p>An Admin Assistance would provide secretarial support to CED projects</p>

Action Group capacity building	World Vision could support activities that build the capacity of the Action groups and agencies that are members of these groups. For example: Training on and assistance with funding proposals Introduction to tools, program models Tours of other initiatives (particularly CED activities) Exchanges Policy development Board, staff or volunteer development
Action Groups monitor, evaluate, & modify their plans	World Vision manager/evaluator could facilitate periodic reviews/evaluations with Action Groups
Phase-out of World Vision Support	World Vision’s aim should be to support the Action Groups to become self-sustaining or to dissolve once member agencies are able to sustain initiatives on their own.

ACTION PLANNING

The process and timing of Community Action Planning will be determined by the multi-stakeholder network (probably the SJT Network) together with World Vision. It is recommended, however, that the Planning process include the following elements:

- Be planned by a multi-stakeholder group (perhaps a sub-committee of the SJT Network) with representatives of existing formal and semi-formal agencies and institutions in the community and interested residents
- Focus on a limited number of action areas that respond to important felt needs in the community (e.g. job creation and employment supports, safety, childcare, youth engagement, and asset building)
- Be respectful of the need to sustain existing initiatives while identifying means of improving them and filling gaps by developing new initiatives
- Be open and accessible to any in the community with interest in these issues
- Be highly results-oriented, with the goal being the formation of Action Groups and the broad outlines of Action Plans for these groups
- Utilize a variety of participatory planning tools, such as mapping, modeling, etc

ACTION AREAS, ACTION GROUPS, AND POTENTIAL ACTIVITIES

Without diminishing the vital importance of broad participation in setting the action areas or the action groups that are formed, it is anticipated that the following areas of action and groups may be formed:

Job-creation and Employment Action Group

This group would identify, plan and either coordinate or deliver services that help people secure more or more suitable employment, and/or create new sources of employment through micro-enterprise or social purpose enterprise formation. Examples include

- Customized employment supports that cover the full range of needs, from basic life-skill and work-skill training, to job search assistance, to mentoring, coaching, and post-employment guidance and support.
- Referrals to training or bridge-training for internationally educated professionals

- Self-employment supports (including micro-lending, perhaps in cooperation with ACCESS Riverdale Community Loan Fund – www.accessriverdale.com – and short term self-employment training and coaching)
- Social purpose enterprise creation such as an agency of on-call, temporary Caregivers or a local Temp Agency (see text boxes for descriptions)

Potential Social Purpose Enterprise 1: A 24/7 Caregiver Agency

St. James Town is surrounded by communities that have high need for caregiver services and high net incomes – Cabbagetown and Rosedale. Families need reliable and capable caregivers to look after young children and the elderly. A service that could offer these families convenient, trained, supervised 24/7 caregiver services would probably find a viable market in the community. Many residents of St. James Town have at least some caregiver experience – there are many internationally educated nurses, teachers, personal support workers, etc – who already provide caregiver services in a variety of formal and informal settings. The Enterprise could recruit from this pool, provide training and certification. The Enterprise would then market the services of this pool to surrounding residents, offering to dispatch trained and supervised caregivers 24/7 at 2 hours notice at an hourly rate that will provide a good wage to the caregiver and income for the enterprise.

Potential Social Purpose Enterprise 2: Temp Agency

Another option to consider is one which seeks to address the broader labour market challenge faced by many working age individuals in St. James Town. As noted in the report, a growing segment of the labour market is finding work in what is called non-standard employment: neither full-time nor permanent. This is particularly the case for newcomers and youth.

One sign of the shift in the labour market is the growth of private sector placement agencies, or temp agencies, which supply the labour to fill this demand on the part of employers. Employers turn to temp agencies to reduce their costs, provide flexibility, and to test out employees before hiring full-time. It is striking that over half of people employed by temp agencies in Canada live in Toronto.

Traditional community-based employment services tend to focus on placing people in full-time jobs to ensure that people can access a living wage and a more certain career. It is possible, however, that there is an opportunity to create a hybrid approach, that takes advantage of the flexibility and success of temp agencies, and relies on the extensive assistance and long-term goals that community agencies support.

It might be feasible to establish in SJT a non-profit employment program that provided a service similar to that offered by temp agencies, however which also undertook training and support for an extended period of time, including beyond the initial job placement, to ensure that the client could advance to more secure employment. Such an agency could use the temp model as a way to provide individuals with useful work experience and could work with employers to develop or support career advancement paths within their firms toward full-time employment.

The approach, if viable, could serve as a very important model for other communities across Canada, because it is addressing a significant shift in the labour market that is being felt most prominently in Toronto but which would have application to many urban settings.

It is expected that project ideas that emerge from this action group would most likely be the ones that World Vision would support with more resources.

Childcare and Parent Support Action Group

- Childcare co-ops
- Advocating for more subsidised spaces
- Parent drop-ins
- Homework clubs
- Develop a Childcare “Social Purpose Enterprise” (see above)

World Vision could help such an Action Group link to other resources to support their action plans. More focused WVC support could be dedicated to the “Agency of Caregivers” enterprise, should it emerge from the planning process.

Community Safety Action Group

- Safety audits leading to improved lighting, neighbourhood emergency contacts etc
- “walking school-buses”
- Anti-bullying initiatives

Youth Engagement Action Group

- Youth exchanges with youth involved in World Vision programs elsewhere in the world
- Anti-violence activities
- Recreation opportunities
- Youth employment or self-employment services
- Apprenticeships or co-op work placements
- Matched Savings Programs (see below)

Some of the above – such as employment or self-employment, or matched savings (asset-building) would qualify for ongoing direct investment by World Vision. In other instances – such as recreation, World Vision would help the Action group access resources from other sources.

Asset Building Action Group

This group might explore two or more particular opportunities for building community and household assets that support the generation of income and employment. Examples include:

- Creating savings and credit clubs, in which groups of individuals (perhaps with common features – such as age or language) work together to build up savings and access credit for skills training, self-employment, accreditation, or, perhaps acquiring property. This strategy could borrow from World Vision’s vast

experience with savings and credit club formation in other parts of the world. World Vision could consider a “matching” program, whereby the savings accumulated by these groups are matched (similar to the “LearnSave” program operated by **Social and Economic Development Initiatives**). Matched savings could only be accessed by the individual savers for investments in Income Generating Assets – such as skills development, business creation, perhaps housing.

- Social purpose enterprises - such as childcare or eldercare co-operatives and the Temp Agency ideas presented above – are a form of community-owned, income generating asset.

CAPACITY BUILDING FOR ACTION GROUPS

- Tours of other communities that have tackled similar challenges
- Information Fares: other community agencies come to offer information about their services
- Proposal-writing services and training
- Specialized training for organizations of various sizes in the community (volunteer recruitment and management, board development, partnership development, program planning and evaluation, etc)
- Introduction to and training in new social development, employment or CED tools

IMPLEMENTATION, EVALUATION, AND MODIFICATION BY ACTION GROUPS

Who will do what by when?

One of the most important tasks of each Action Group will be to determine who does what activities by when, and mechanism for follow-through and report-back. In some instances, the action will be to support one of the agencies in the Group to keep doing what they are doing, perhaps on a larger scale (e.g. Community Matters could scale-up their Job Club; East End Literacy could expand and offer its Leadership Development Program). In other instances, new initiatives will need to be planned, and resources identified to create and implement them.

World Vision's Role

There are a number of ways that World Vision can support the work of the Action Groups. It can offer short-term consultants, part-time coordinators, meeting or workspace, tools and strategies used in other parts of the world, secretarial support, budgetary support, etc. World Vision should work with each Action Group to specify as clearly as possible the role of the organization, the resources it will provide, the resources it won't provide, respective responsibilities, duration of support, etc. As noted, after the initial planning stages, World Vision could chose to focus its resources and support on planned activities that relate directly to CED.

Evaluation

Each Action Group should establish its own participatory evaluation and learning frameworks, and schedule activities and processes to review what it has learned, identify

the results it has achieved, and the changes that can be made to improve future results. World Vision can consider offering an evaluation consultant that can work with each Action Group – particularly those implementing CED projects - to develop an evaluation and learning plan. World Vision may also wish to plan for its own overall evaluation of the broad program.

FIRST STEPS

Meet with SJT Network and Other Stakeholders to review this report, discuss World Vision's Role, gain consensus on next steps, etc

Determine the extent and scope of World Vision's involvement, including approximate investment levels, duration of engagement, types of resources to be offered, types of initiatives for longer term support, partnership models, mode of implementation

VERY ROUGH BUDGET

Without knowing what World Vision has in mind in terms of the level of investment it is prepared to make in SJT (and without knowing WVC's salary scale), the following budget was drafted to give a sense of the types of expenses and the possible amounts of expenditures if the recommended approach were to be taken. The figures should not be regarded as minimum amounts or maximum amounts – a good program could be planned with less than is budgeted here. Three years of spending are forecast – however, it is felt that a sustained impact cannot reasonably be expected in much less than five years of active engagement by WVC.

Table Six: Rough budget for potential initiatives

	Yr one	Yr two	Yr three	Total
Personnel (salary and benefits)				
Program Manager	60,000	63,250	66,663	189,913
Administration Coordinator	45,000	47,250	49,613	141,863
S.total personnel	110,000	115,500	121,275	346,775
Purchased Services				
Planner/planning advisor	20,000	5,000	5,000	30,000
CED resource people for action groups	25,000	35,000	30,000	90,000
Trainers	20,000	10,000	5,000	35,000
S.total purchased services	65,000	50,000	40,000	155,000
Training & capacity building for Action Groups	15,000	15,000	10,000	40,000
Budgetary support for CED activities of Action Groups	150,000	300,000	250,000	800,000
Overhead (rent, supplies, communication etc)	60,000	60,000	60,000	180,000
TOTAL	400,000	540,500	481,275	1,521,775

V. Final conclusion

It is the opinion of the authors of this report that St. Jamestown is a community that is in great need of the type of investment contemplated by World Vision and has enormous potential to benefit from such investment. World Vision's global experience in addressing the problems of poverty in diverse communities throughout the world is particularly relevant in this multinational, multiethnic, and multilingual community.

It is recommended that World Vision take the approach of investing strategically in fostering coordinated responses to particular action areas of importance to the community, with more focused and longer-term resources dedicated to strategic CED initiatives. In doing so, World Vision could help to make manifest the community's latent potential to invent and implement sustained community-based responses to pressing social and economic problems.

Appendix A: List of individuals and organizations consulted

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Clifford Martin: Resident of 100 Wellesley (TCHC) and active with Tenants Association
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Jim Kormos Principal, Rose Avenue Junior Public School
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Gene Lara Silayan Community Centre
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Lara Mrosovsky Community Development Worker, Growing Together
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E-mail: growingtogether@hincksdellcrest.org

Groups discussions:

Asset Mapping Research Project, St. James Town (a project seeking to identify and promote the assets, skills and interests of youth living in St. James Town)

Community Matters. We spoke with the founders, Chris Hallet and Margaret Coshan and one of their Community Coaches. Community Matters is located at 260 Wellesley Street East, Unit 102, Toronto M4X 1G3,

Phone: 416-944-9697 Email: communitymatters@rogers.com

Downtown East Community Development Collective (a network of over 15 community agencies, public institutions and community organizations focusing on economic development and employment programs in the east downtown of Toronto)

Growing Together staff meeting – a project providing services for pre-school are children in St. James Town

St. James Town Network (a network of over a dozen organizations operating in or serving the St. James Town community)

Focus group: Toward the end of the study, a small focus group was convened to discuss potential recommendations. This group included:

Audrey Egan, Public Health, City of Toronto

Margaret Coshan, Community Matters

Patricia Gamboa, Community Development Worker, Toronto Community Housing Corporation

Chris Hallett, Community Matters

Satha Vivekananthan, Project Manager, East End Literacy

Gladys Wong, Community Information Post