

# KGO-UTSC PARTNERSHIP

PLANNING FOR THE FUTURE



EAST SCARBOROUGH  
STOREFRONT



UNIVERSITY OF  
**TORONTO**  
SCARBOROUGH



## INTRODUCTION



Photo: Let's Talk Science Club

A timely and fortunate confluence of events has resulted in a unique and effective partnership among the East Scarborough Storefront (“The Storefront”) a neighbourhood backbone organization, founded in 2001; other community organizations in the Kingston-Galloway/Orton Park (KGO) region of Toronto; residents of the area; and the University of Toronto Scarborough (UTSC). The Storefront and other community organizations had been working assiduously for a decade to bring programming, services, and economic-development supports to local residents, at the point when the new KGO-UTSC Partnership (“The Partnership”) was established, in 2011.

One precondition for this cross-sectoral partnership emerged in 2004, when the City of Toronto and the United Way Toronto recognized the KGO community as one of the Greater Toronto Area’s 13 priority neighbourhoods. The term highlights neighbourhoods with higher-than-city-average rates of poverty and lower-than-city-average provision of social services and programs. The United Way Toronto has allocated some funding (2008-2012) for specific community-development projects in KGO, primarily through the Action for Neighbourhood Change model.

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*There are so many newcomers in Kingston Galloway who could not even consider taking a university course. It is great to take these courses, have an interesting experience and receive a University of Toronto Scarborough certificate.*

- Understanding Your Environment Participant

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Photo: Let's Talk Science in local school

More critically, in terms of preconditions for the new Partnership between the KGO community and UTSC, the strong innovative thrust of The Storefront, along with its core values of co-operation, collaboration and co-ordination, have been central. Also important has been UTSC's matching desire for innovation in teaching and learning. The university is strengthened by its growing and multicultural student base, along with administrators' community values and that of a leading faculty member in Geography who grew up in KGO. As a consequence, UTSC is co-developing, under The Partnership with The Storefront and residents, authentic, community-based, experiential-learning opportunities in place, in the community. UTSC is approximately three kilometres from The Storefront. It is a leader in providing exceptional undergraduate- and graduate-student experiences that are built on teaching and research excellence. Since 2007, UTSC has also offered an innovative City Studies program, which is one academic cornerstone of The Partnership.

Prior to the establishment of The Partnership, these preconditions enabled noteworthy, jointly developed ad-hoc projects from The Storefront, and other community organizations in KGO, and UTSC, from 2006 through 2009. Inspired by these successes and growing cross-relationships, in 2011 The Storefront and UTSC embarked on a groundbreaking approach to community/university partnerships in the KGO neighbourhood.

“Groundbreaking” refers to the combined effects of:

- establishing this type of multi-faceted community- academic relationship at all, a rare event;
- a formalized, collaborative planning structure for The Partnership, the KGO-UTSC Steering Committee;
- the unique role of The Storefront as the facilitator of all initiatives developed between the university and the KGO community. The Storefront is responsible for providing continuity in the community; for facilitating effective connections between local residents and the university and for assisting residents, students, staff, faculty and community partners with project development and management;
- the value that UTSC places on community relevance and experiential education;
- the two dedicated staff positions, one each at both The Storefront and UTSC, whose first commitments are to connect their respective organizations' goals and aspirations with those of the other entity; and
- the preliminary and positive results, after three years of The Partnership's operation, that indicate it is a viable, long-term initiative of mutual benefit to all involved.

The Partnership, connecting the residents, community organizations, UTSC students, professors, and administrators is, therefore, the result of an organic process of various peoples' efforts and commitments. The Partnership was formalized in early 2011 when the Galin Foundation and the United Way Toronto agreed to fund a three-year pilot project that would allow for the full exploration of possible collaborative initiatives between KGO and UTSC.

This model, The Partnership, has proved highly effective to date in engaging all involved-community organizations, residents and university faculty, students and administrators-with the goal of co-creating a thriving social and economic environment in East Scarborough.



Photo: Community Safety Project - community-based research

The Partnership has:

- created high-quality academic experiences in community development for UTSC students and faculty;
- created high-quality academic experiences for community residents in science/environmental studies; writing and self-expression; and cultural explorations;
- created a recognized safety-monitoring-and-training program for local youth and UTSC students
- facilitated research, case studies conducted by students, in active collaboration with the community, on needs/urban issues identified by the community; and
- increased access to sports facilities and recreation programs for youth.

The core of the model consists of leveraging community experience, expertise, and space, as well as existing resources at the university-- including students, faculty, and space-- to strengthen the KGO community and provide opportunities for meaningful engagement.

The first years of The Partnership (2011-2014) have been very successful, not only from the perspective of community residents, but also from that of partnering organizations, students, and faculty. The Partnership's Steering Committee contracted an independent evaluation, conducted by Dr. Heather McLean, who holds a Ph.D. from York University in environmental studies, focusing on social policy and planning. The report was distilled from several methods for eliciting feedback from all stakeholders (including evaluation forms supporting regular input on program progress, small-group interviews, and a focus group). The report concluded that The Partnership is mutually beneficial for KGO residents and community partners, as well as for UTSC faculty and students. Furthermore, the community-engaged learning opportunities, projects and programs are catalyzing continuing and other collaborative initiatives, building on community partners' growing program-delivery capacity and sparking unique learning opportunities for all involved. Over the past 24 months (2011-2013), The Partnership has directly involved a total of 565 people and 29 organizations and doubled the number of collaborative initiatives from those being offered prior to The Partnership's inception.

The KGO-UTSC Steering Committee and The Partnership recognize, based on research reviews, that given their many elements, evaluations of community development are ongoing over time. However, on the basis of the achievements of the first three years of The Partnership, we now recognize that this innovative model of collaboration provides enormous opportunities for community transformation through program innovation.

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*We have benefitted a great deal from the ideas and energy the students bring with them. There have been some stand-out students that have lent their expertise and skills to the assigned projects, and have enabled us to do things that we otherwise wouldn't have had the capacity to do.*

- Community partner

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## Strategic Directions 2014-2019: Summary Highlights

**A**ccordingly, the KGO-UTSC Steering Committee has set the following priorities over the next five years in order to attain our vision. The following strategic directions are all integral elements to the amplified success of this model and will be developed concurrently:

**OBJECTIVE:** Develop and share our learning about values-based, community-focused relationships among communities and institutions

The Storefront and UTSC will create training opportunities [See Budget, Training Opportunities, below] based on our learning in the first three years. We will develop tools and methodologies that will support similar partnerships nationally and internationally. The East Scarborough Storefront is now 12 years old. Over those 12 years, The Storefront has developed a reputation as an organization with a unique community-development model (please see Appendix B for details), integrity in its work, and a high success rate. Over the past year, in tandem with The Partnership, The Storefront has begun developing a reputation for its ability to share its model, its approach and its successes in structured learning environments.

The approach is eagerly accepted by a wide range of people, organizations, and disciplines. The Storefront has gained credibility across the sector, to the point where the community organization is sought out to provide workshops and keynote seminars, such as the shared-platform workshop at the Ontario Non-profit Network annual conference; key note speaker on Change and Emergence at the Family Support Institute of Ontario conference; and workshop facilitation on Neighbourhood Backbone Organizations at the Community Development Institute's conference, "Push Back, Move Forward".

**OBJECTIVE:** Expand and Embed initiatives in the KGO Community

The Storefront and UTSC will build structures and relationships that will deepen, extend and embed initiatives in the KGO community for the long term by:

- increasing academic research linked to community priorities
- creating community leadership certification opportunities
- creating web-based links to opportunities and stakeholder connections
- collaborating and advocating for sustainable resourcing and support
- expanding existing sports programming and developing a multi-sport approach

For example, the community-based research opportunities (urban-issues case studies) that are a result of the partnership with UTSC are creating unique opportunities for residents to engage in building community building and their capacity to become advocates for their community, building on the successes of the community-safety and youth-friendly initiative projects.

**OBJECTIVE:** Connect the resources and the model to new external opportunities to increase the social, cultural and economic impact on the KGO community

KGO residents are becoming more active, engaged, and vocal about the challenges facing their community. The Storefront wishes to continue to build on the work of the past 12 years, and, with the help of UTSC, focus on creating more economic opportunities in the neighbourhood.

The Partnership will also continue to build on successful initiatives and leverage emerging opportunities, such as the Pan Am/Parapan Am Games and the Rouge National Urban Park, for the community and university to come together to build social, cultural and economic opportunities.

Further, the Partnership will develop continuing-education opportunities to include a variety of disciplines, according to the needs residents have identified. These will better prepare residents for future employment opportunities, while also encouraging learning based on personal interests. The Partnership will also expand on a strong foundation of new academic and experiential programming. This includes courses taught in the community, service-learning, work-study placements, etc.

**OBJECTIVE:** Ensure long-term project and funding sustainability

A major priority of The Partnership is to maintain high-quality outcomes and maximize our impact. Historically, community-university partnerships have been based primarily on university objectives, and these do not tend to endure.

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*After my service-learning experience was done, I continued to volunteer in the community. It pushed me to continue school as a way to become a planner, because I was excited to see physical changes and to learn more about the planning process in the neighbourhood.*

- UTSC student

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Photo: Understanding Your Environment Community Course a Free Course for KGO Residents

The KGO-UTSC Partnership is based on a different model, in which objectives are defined by both partners, with an emphasis on community priorities. As noted above, our evaluations show that the success of this model is based in good measure, among other elements, on a genuine commitment to establishing and achieving shared objectives, benefits and practices (community and university). The Storefront embodies and has successfully fulfilled this commitment, across its associated community organizations along its “backbone,” and in collaboration with UTSC. Therefore, the success of The Partnership hinges on The Storefront being sufficiently resourced to continue this work.

The Storefront is a neighbourhood-based project of a Tides Canada Initiatives (TCI) and is in a unique position to articulate and support the best of both the efficacy of a place-based model and the benefits of a national affiliation. Over the next five years KGO will become a model for providing networks, opportunities, and social capital for residents.

In achieving longer-term funding for The Partnership, The KGO-UTSC Partnership will, therefore, work strategically with funding partners, those who share our objectives of innovation and cultural transformation, to ensure The Partnership’s effectiveness over the long term.

## BASE BUDGET

Funding requirements reflect a yearly budget over each of the five years, with three percent increase in expenses per year.

Budget Item	Type	Notes	Amount
Staff	Salary and benefits	Brokering and supporting initiatives developed between UTSC and KGO	\$ 70,000
Travel and Parking	Project Expenses	Mileage and parking, to and from the UTSC campus	\$ 1000
Honoraria for Volunteers	Project Expenses	Honoraria for ten long-term volunteers that support the partnership (10x \$500)	\$5000
Event Hosting	Project Expenses		\$5000
Printing and Production	Project Expenses	Printing and design of outreach materials	\$1000
Tides Canada Admin Allocation	Administration	Allocation for background support functions (e.g., HR, accounting, etc.)	\$9,333
Professional Development			\$2000
<b>Grand Total / Annual</b>			<b>\$93,333</b>

<sup>1</sup> TCI is a national charitable organization dedicated to providing uncommon solutions for the common good by leading and supporting actions that foster a healthy environment and just Canadian society. TCI is a shared administrative platform, providing governance, human resources, financial and grant management for 40 projects across the country.

## Development of Training Opportunities

**OBJECTIVE:** Develop and Share our Learning, (page 3)

Budget Item	Year 1	Year 2	Year 3	Year 4	Year 5
Staff Salary and Benefits	\$70,000	\$50,000	\$40,000	\$20,000	0
Materials	\$20,000	\$10,000			
Promotion	\$10,000	\$5,000			
Tides Canada Admin Allocation	\$11,333	\$7,444	\$4,555	\$2,222	
Professional Development	\$2000	\$2000	\$1000		
Total	\$113,333	\$74,444	\$45,555	\$22,222	
<b>Grand Total/5 years</b>					<b>\$255,554</b>

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**EMERGENCE:**  
where momentum  
and opportunity meet.

– Anne Gloger

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## OUR VALUES

The following are the shared values as established by community and university representatives that will guide further partnership development. We value:

**2** The enhancement of social capital and increased community capacity.

**3** KGO and UTSC as equal players of The Partnership.

**4** A thoughtful and well-resourced process.

**5** The roles of connector, facilitator and catalyst among and between community and university players.

**6** Reciprocal knowledge transfer and projects that are mutually beneficial to students, KGO community residents, agencies, and UTSC.

**7** Decisions for projects, research, and other initiatives based on KGO community identified needs and preferences.

**8** Community consultation as a regular and integral part of The Partnership.

**9** Respect for the knowledge and wisdom that everyone -residents, students, faculty, and community organizations in KGO--bring to the table.

**10** Fostering an enhanced mutual awareness, understanding and respect.

## OUR VISION

Thriving communities where sharing knowledge brings together the very best of communities and institutions.

## OUR MISSION

The Partnership builds thriving communities in East Scarborough by bridging community and university cultures, people and resources.

**1** The creation of many high quality student experiences, with the emphasis on quality.

## Project Development History

The KGO-UTSC Partnership model was built on the strengths of two organizations that focus on innovative and values-based strategies, which have fostered mutually beneficial collaboration with great success.

The East Scarborough Storefront (The Storefront) was established in 2001 as a creative and innovative response to the needs of people in East Scarborough.

The Storefront's core values of co-operation, collaboration and coordination from all members of the community - residents, agencies, politicians, and funders - are the foundation for innovative community change and they are also the reasons that lead to the exploration of partnering with the University of Toronto Scarborough.

Located approximately three kilometres from the East Scarborough Storefront is the University of Toronto Scarborough (UTSC).

In 2006, The Storefront's Director was approached by a group from University of Toronto, Planning Action, to see what synergies existed between local resident organizing and some of the planning and activism coming out of both University of Toronto's (U of T) St. George campus and UTSC. A strong relationship between The Storefront and various U of T's faculty and students was born. Over the next few years, various faculty and students from U of T worked with The Storefront on several projects.

Which ultimately lead to strong Scarborough based relationships between The Storefront, staff, faculty and students at UTSC.

Simultaneous to these neighbourhood-based initiatives, in 2008, a UTSC administrator started to explore opportunities to make UTSC, in his words, "more relevant" to the surrounding communities. Meanwhile, as he made contacts and brainstormed possible partnership opportunities, another UTSC City Studies faculty member who had been involved in both in Planning Action and had collaborated with The Storefront on the Amazing Place and Magic at the Intersections, was building her own connections with the community. This faculty member - inspired by her experiences working in the community sector and participating in experiential education programs in her graduate work -- was excited about the prospects of connecting her students with dynamic Scarborough community-based organizations. She explained:

“ I wanted to make a course about experimental education in Scarborough, I had already been a contract instructor at UTSC and wanted to include more experiential activities into my courses. I came from an academic program where there was a lot of exciting experimental education opportunities.

- Professor Susannah Bunce

Concurrently, The Storefront was developing a strategic plan for a local business incubator. United Way Toronto heard about the initiative and began exploring the idea with some of its donors. One donor was particularly interested in making UTSC more relevant in the community and saw the business incubator as a way to do this. After much discussion, it was discovered that the momentum on all sides was less about the business incubator and more about the relationship between the community and the university. The United Way Toronto donor agreed to fund a three-year initiative whereby UTSC and The Storefront would create a model that leveraged the best from both community and university to strengthen the KGO social infrastructure.

It is also important to note that East Scarborough residents played a vital role in sparking the KGO/UTSC Community-University partnership. In particular, one community activist and KGO resident explained how a university presence in the community is "particularly important for women who might not be able to access higher education, because they cannot afford courses or because they have busy jobs and they don't have the time." This activist worked with university faculty and The Storefront staff to make university courses in the KGO community become reality.

**Backgrounders:****Characteristics of the Community, The East Scarborough Storefront, and UTSC**

## The Community

Today in Toronto, poverty has become concentrated, moving to the inner suburbs that circle the city. These communities have been called “priority neighbourhoods”. The KGO-UTSC Partnership focuses on the priority neighbourhood of Kingston-Galloway/Orton Park and also includes Mornelle Court.

East Scarborough has one of the highest concentrations of social housing in Ontario and a significantly high level of poverty and unemployment; in 2006, the KGO unemployment rate was 50 percent higher than the rest of the province. Fully one-third of residents have incomes below the low-income cut-off (or poverty line), according to the United Way Vitality Index – currently listed at \$25,867 for a couple. Despite the complex challenges this community faces (unemployment, poverty, substandard housing, poor transit, lack of community services), residents are determined to build a thriving community and, in so doing, to transform both statistics and lives.

## DEMOGRAPHICS of KGO, based on the 2006 census:

23,042	Total population in East Scarborough community of Kingston Galloway Orton Park
61.4%	Percentage of population who are visible minorities
50%	Percentage of population who are Immigrants
22%	Percentage of population who are newcomers who immigrated between 2001 and 2006
Top five non-official home languages spoken	Tamil, Tagalog, Bengali, Farsi, Urdu
32.5%	Percentage of single-parent families
6.7%	Percentage of youth 15-19
15.3%	Youth unemployment rate
13.4%	Unemployment rate
32%	Percentage people living on incomes below the Low Income Cut-Off. (This is higher than the city's average).
19%	City of Toronto average of people living on incomes below the Low Income Cut-Off
50%	Percentage of residents aged 25 – 54 with post- secondary education
43%	Percentage of population living in apartment building of five storeys or more.

<sup>2</sup> Poverty by Postal Code, *United Way of Greater Toronto and The Canadian Council on Social Development*. 2004

## The East Scarborough Storefront

The Storefront is working in community in a new way. It has become a platform within the community, from which networks of relationships and trust can be built. The Storefront links people and institutions that may not otherwise find or interact with each other: residents, agencies, funders, academics, government, and policy makers. Furthermore, The Storefront supports and facilitates action within and between these various actors.

After a decade of collaborating with and within the KGO community, The Storefront is both efficient and effective. It would take new groups months or years to find all the stakeholders The Storefront already knows and to build the trust that The Storefront has established. Since The Storefront is connected and trusted, it can help to facilitate solutions to community issues or problems. The Storefront works with a wide variety of neighbourhood-based partners and networks, including but not limited to:

Residents Rising -  
the local resident association

Neighbourhood Action Partnership (NAP)

City of Toronto

Toronto Public Library

Toronto District School Board

Native Child and Family Services

East Scarborough Boys and Girls Club

Mornelle Resident Action Coalition

*Please see Appendix A for a complete list.*

## The Storefront Emergent Project Development and the KGO-UTSC Partnership

The Storefront uses emergent/organic community-development practices. It has used these approaches meaningfully and successfully. In partnership with UTSC, The Storefront acts as a “backbone” organization, a term coined by John Kania and Mark Kramer in “Collective Impact,” Stanford Social Innovation Review, Winter 2011, and adopted by The Storefront in 2012. A backbone organization acts as convener, connector and facilitator when multiple players (organizations, institutions and individuals) come together in an organized way to create social change.

Using emergent project development has allowed for new opportunities and changing needs in KGO, enabling The Storefront and UTSC to be responsive and use resources in the most efficient way. Please see Appendix B for a full description of emergent project development.



*It's been a great and inspiring experience to interact with the very interested, diverse, and open residents of KGO, and to teach outside of the classical university environment. Listening to and understanding each other is fundamental to building and strengthening the community.*

- Dr. Katharina Braeutigam



## The University

The University of Toronto Scarborough (UTSC) has a proud history of looking forward and being at the forefront of new thinking and ideas, ideas that have staying power. When capturing the uniqueness of UTSC, it is important to talk about the power of place.

Post-secondary campuses have always had the power and potential to inspire and to become incubators for new and fresh thinking and more impactful study. UTSC, one of three university campuses that comprise the University of Toronto, recognizes that when it comes to experiences that are meaningful, place matters.

<sup>3</sup> John McKnight. *The Abundant Community*, 2012 and Frances Westley, Brenda Zimmerman and Michael Patton. *Getting to Maybe*, 2007.

## The University cont...



Photo: WaterWise

At a time when experiential learning is now being discovered, recognized, and celebrated by some of the very best universities in North America, UTSC is leading the way in new and emerging areas of study, which recognize places beyond campus, but in collaboration with the campus, as sources of innovation. Experiential education is one of UTSC's hallmarks in this regard. Students get a head start on their futures through U of T's only co-op programs—which engage them in communities, workplaces and organizations beyond campus—as well as through internships, service-learning courses, hands-on research, community engagement and a vibrant campus life.

Located next to popular natural landmarks in Toronto's greenest area, the UTSC campus is experiencing dynamic growth. A key goal is to enhance the academic complement and improve the faculty-student ratio—UTSC hired 29 new faculty over the past year and the student population, currently exceeding 11,000, is projected to expand to close to 14,000 by 2017.

To achieve its primary impact goal—to deliver breakthrough innovation—UTSC also needs diversity of perspective. Excellence, plus diversity of perspective, plus the power of place, can produce innovation with real impact. It is the kind of diversity that occurs when UTSC crosses disciplines and traditional silos internally; the kind of diversity that flourishes when the institution reaches out to other organizations locally, nationally, or internationally to gain their perspectives.

Community partnerships are challenging UTSC to work in new and different ways and to measure the impact the university is having in original and diverse ways. They are energizing UTSC and propelling the institution to develop broad and fresh perspectives. At the local level, universities are assets to their communities, and communities are assets to universities. In Scarborough and the eastern GTA, UTSC has worked hard to reach out to local leaders, to create linkages into the surrounding communities, and to break down walls between the university and communities. UTSC is continuing to enhance a welcoming atmosphere on campus. Our faculty, students and administrators recognize that the power of place beyond the physical campus is challenging traditional approaches to pedagogy and paradigms.

When it comes to the focus of UTSC, strategic partnerships—exemplified in the KGO-UTSC Partnership—are more about how we do things rather than what we are doing. Working in communities as learners and teachers, UTSC is open to how different people learn, to what different communities determine they need to know, and to what our students and faculty need to learn from the communities and the community expertise to which they connect. This connection and sense of distributed place create a unique identity at UTSC that makes the University of Toronto better and that contributes to the quality of life and culture of the eastern GTA.

## UTSC's Response to Current Environment in Post-Secondary Education

The post-secondary sector is under pressure as people increasingly see university as a way to employment, yet fewer recent graduates are getting jobs, while fees continue to increase. The University of Toronto Scarborough is into its first year of its new strategic plan (campus specific), in order to meet the changing needs of its student body. Though training for a job is not the sole purpose of a university education, UTSC is committed to the further development of experiential learning/co-op opportunities as important parts of building transferrable skills to prepare students for life after graduation. UTSC has seen an increase in domestic and international student enrollment, all while its graduate study programs are also expanding. UTSC is looking to grow its number of graduate students. The university is expected to grow by 20 to 25 percent over the next two to three years. UTSC is strengthening its plans and actions to demonstrate its relevance to local communities—both to serve those communities in conjoint education and to help local citizens remain competitive in the face of changing economic climates.

### Key Learnings from Evaluation Research 2013

The effectiveness of The Partnership was evaluated by Heather McLean, Ph.D. Dr. McLean was hired by the KGO-UTSC Steering Committee and directly supervised by city-studies expert and UTSC professor Dr. Susannah Bunce. The KGO-UTSC Partnership is intended to foster mutually beneficial collaboration, with the overall goals of:

- 1 | Sharing insights gleaned through academic and community work
- 2 | Using knowledge, opportunities and facilities available through UTSC to build the capacities of the KGO community
- 3 | Using The East Scarborough Storefront's networks and collaborations to provide opportunities for UTSC students' and staff's meaningful engagement, for both the community and the university, in the KGO community.

The evaluation model used for this report borrows from the Developmental Evaluation Approach (Preskill and Beer 2012), as a way to assess new and emerging programs made up of multiple partners. Research for this evaluation included collection of evaluation surveys from six key stakeholder groups participating in the community-university partnership - children/youth residents, adult residents, community partners, students, faculty, and administrators, as well as interviews and a focus group.

**The report presents seven key findings, based on the self-reports of participants through the research tools used:**

- 1 | The KGO-UTSC partnership helped all the participating stakeholders to acquire new skills and knowledge.
- 2 | The KGO-UTSC partnership helped build community partners' capacities.
- 3 | KGO-UTSC partnership built social networks that can catalyze further collaborative projects.
- 4 | In many ways, the KGO-UTSC partnership model ensures mutually beneficial learning.
- 5 | Historically, universities have not focused on the work that is often necessary to build community-university partnerships.
- 6 | Better mechanisms to support student and community partners need to be put in place and practiced.
- 7 | The detailed work of community-university partnership building requires better funding and administrative support.

Within its first three years, the KGO-UTSC Partnership has begun to demonstrate the impact that is possible when two innovative organizations work together through a values-based approach. The independent evaluation confirmed that this model of community-university partnership produces high-quality experiences for everyone involved. By leveraging community assets and resources, as well as leveraging existing resources at the university, including students, faculty and space, we have begun to strengthen the KGO community and provide opportunities for meaningful engagement.

# APPENDIX

<b>A</b>	<b>List of East Scarborough Storefront's Partners</b>
<b>B</b>	<b>Emergent Project Development</b>
<b>C</b>	<b>Executive Summary of An Emerging Model for Meaningful Community-University Partnerships: Evaluation of the KGO-University of Toronto Scarborough Partnership</b>
<b>D</b>	<b>KGO – UTSC Steering Committee Terms of Reference</b>

## Appendix A - List of East Scarborough Storefront's Partners

### SERVICE DELIVERY PARTNERS

- Across Boundaries
- Afghan Women's Organization
- Agincourt Community Services Association
- Anishnawbe Health Toronto
- Catholic Crosscultural Services (CCS)
- Centre Francophone de Toronto
- Culture Link
- City of Toronto (Parks, Recreations & Cultural Division and TESS)
- Community Living Toronto
- Community Resources Connections of Toronto (CRCT)
- Community Social Planning Council of Toronto
- Delisle Youth Services
- Family Outreach and Response (FOR)
- Immigrant Women's Health Centre
- Kennedy House Youth Services Inc
- Multiple Sclerosis Society of Canada - Scarborough Chapter
- Neighbourhood Link Support Services (NLSS)
- Parks, Forestry & Recreation
- Salvation Army - The Homestead Scarborough Satellite
- Scarborough Access Centre (SAC)
- Scarborough Centre for Healthy Communities (SCHC)
- Scarborough Arts Council
- Scarborough Women's Centre
- Seed to Table
- South Asian Women's Centre
- Settlement Assistance Family Support Services (SAFSS)
- South Asian Legal Clinic of Ontario (SALCO)
- Spoken Forum Collective; Branch Out Theatre
- Toronto Public Health
- Tropicana Community Services
- University of Toronto
- Youth Employment Toronto



### SPECIAL PROJECT PARTNERS

- Heenan Blaikie LLP and Pro Bono Law – Creating a spectacular private/non-profit partnership that is guiding The Storefront to build a strong foundation for innovation
- ArchiTEXT and Sustainable.to - Leading the way by bringing architecture and creative community design to Kingston Galloway/Orton Park
- University of Toronto and University of Toronto Scarborough - Creating a meaningful University/Community partnership
- City of Toronto, Boys and Girls Club of East Scarborough and Scarborough Centre for Healthy Communities supporting The Storefront's special projects in too many ways to list

## Appendix B - Emergent Project Development

The Storefront uses emergent/organic community development practices which are described in detail in John McKnight's work, the Abundant Community or Frances Westley, Brenda Zimmerman and Michael Patton's book Getting to Maybe. The Storefront has used these approaches and created a meaningful emergent community development process that works.

At the heart of the model is the role of The Storefront. The Storefront acts as a "backbone" organization, a term coined by Jahn Kania and Mark Kramer in Collective Impact, Stanford Social Innovation Review, Winter 2011 and adopted by The Storefront in 2012.

A backbone organization is one that acts as convener, connector and facilitator when multiple players (organizations, institutions and individuals) come together in an organized way to create social change.

**As a backbone organization, The Storefront uses an emergent initiative development process that includes the following process:**

- 1 Listening to residents formally (through Community Speaks, focused discussions with groups, surveys etc.) and informally by talking to them each and every day
- 2 Identifying emerging trends and issues
- 3 Listening to everyone who wants to make KGO a better place and, not only their ideas, but their willingness to participate in a piece of the solution (mostly informally as part of other processes)
- 3 Bringing together key people interested in the identified issue area (this could include residents, non-profits, politicians, funders, academics, businesses, designers etc.)
- 4 Begin co-creating a model that will address the issue to be solved
- 5 Always starting with a solid grounding in philosophy and values and focusing on process, systems and structures
- 6 Listening to everyone at the table and really understand what aspect of the issue/solution that they are passionate about and what skills and assets they can bring to the project. What do they want to get out of it (i.e. meeting mission/mandate, gaining experience, making change for a specific group of people etc.)
- 7 Developing a model (process and structure) that addresses the issue with multiple activities where each player has the opportunity to create and play the role they are passionate about. The initiatives that The Storefront develops are all designed to use collective solutions to complex issues
- 8 Documenting the roles that each participant will play towards building the initiative/approach in the short term and in the long term
- 9 Sketching out a work plan that includes multiple approaches and activities taking place simultaneously in an interconnected way. Work plans are fluid and flexible enough to take into account complex interactions between component parts of the project
- 10 Bringing ideas back to residents
- 11 Using the same process starting at step one as a feedback loop to communicate and collaborate as the project emerges

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*The service-learning course taught me a lot about the KGO neighborhood...about housing, and unemployment and employment issues... I also learned about the lived experiences of people in the neighborhood.*

- UTSC student

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## Appendix C - Executive Summary of An Emerging Model for Meaningful Community-University Partnerships

### EXECUTIVE SUMMARY

The KGO-UTSC Partnership's Steering Committee ("the Steering Committee") has identified, through its program evaluation, that a confluence of events has resulted in a unique and effective partnership, to date, among:

- **The East Scarborough Storefront ("The Storefront") a backbone community organization, founded in 2001;**
- **other community organizations in the Kingston-Galloway/Orton Park (KGO) neighbourhood of Toronto;**
- **residents of the area; and**
- **the University of Toronto Scarborough (UTSC).**

At the point when the new KGO-UTSC Partnership ("The Partnership") was established in 2011, The Storefront and other community organizations had been working assiduously for a decade to bring programming, services, and economic-development supports to local residents.

This cross-sectoral partnership between the community and the university began to emerge, informally, in 2004, when the City of Toronto and the United Way recognized the KGO region as one of the Greater Toronto Area's 13 priority neighbourhoods. The term highlights neighbourhoods with higher-than-city-average rates of poverty and lower- than-city-average provision of social services and programs. Given this reality and a growing commitment from The Storefront and UTSC (with its campus approximately three kilometres from The Storefront) to work together on programming that embedded mutual benefit, mutual contribution of expertise and experiential learning, jointly developed ad-hoc projects were conducted in the KGO community between 2006 and 2009.

Inspired by these successes and growing cross-relationships, in 2011, The Storefront and UTSC embarked on an approach to community/university collaboration that aimed for positive impact, with core objectives in innovation and community transformation. This KGO-UTSC Partnership was formalized in early 2011, when the Galin Foundation and the United Way Toronto agreed to fund a three-year pilot project that would allow for the full exploration of possible collaborative initiatives between KGO and UTSC.

The Steering Committee's description of program elements, along with evaluation of pilot results over The Partnership's first two years, follow in more detail. They suggest the viability of The Partnership over a long term, a rarity in community-university partnerships (See Appendix A for more details), as demonstrated in Allahwala, and Bunce, et al, *Journal of Geography*, 2013.

Therefore, the Steering Committee has established a five-year plan, 2014-2019, of strategic directions and tactics to sustain specifically the community-based project facilitator role at The Storefront-one cornerstone of The Partnership's success that is not otherwise covered off in the steady-state operations of The Storefront. The new strategic plan also provides for outreach, training, professional development and sports activities, along with new coursework and an expanded research program in the shorter, five-year term--for what is intended to be a sustained initiative well beyond 2019.

As The Partnership and programming continue for the benefit of the KGO community, the Steering Committee is seeking financial support from those who share the KGO community's, The Storefront's and UTSC's value-based approach to community development.

## Appendix D - KGO-UTSC Steering Committee Terms of Reference

### TERMS OF REFERENCE

#### PURPOSE

The Kingston - Galloway/Orton Park (KGO) Community - University of Toronto Scarborough (UTSC)-Steering Committee is responsible for the overall leadership and strategic direction of the KGO-UTSC Partnership three year pilot as funded by the Galin Foundation through the United Way Toronto.

The East Scarborough Storefront (The Storefront) is a neighbourhood backbone organization, which represents the interests of the Kingston-Galloway/Orton Park Community and acts as the facilitating organization between UTSC and the broader KGO Community.

**The KGO-UTSC Partnership is intended to foster mutually beneficial collaboration between University of Toronto Scarborough (UTSC) and the Kingston-Galloway/Orton Park (KGO) community with overall goals of:**

- Sharing insights gleaned through academic and community work
- Using knowledge, opportunities and facilities available through UTSC to strengthen the KGO community
- Using The Storefront's networks and collaborations to provide opportunities for meaningful engagement in the KGO community by UTSC students and staff

#### SCOPE OF DECISION MAKING

The Steering Committee of the KGO-UTSC Partnership makes broad based decisions based on the values agreed upon by the committee, which encompass the mission and vision of both UTSC and The Storefront.

**The committee is responsible for:**

- 1 The overall strategic direction of the partnership;
- 2 Reaching out to, informing and educating the UTSC community on opportunities the partnership has to offer;
- 3 Identifying and sharing the needs, wants and preferences of the residents of KGO;
- 4 Identifying areas of interest and opportunities UTSC has to offer the KGO community;
- 5 Formalizing procedures for linking UTSC resources with KGO community projects including: student recognition, reporting, process for linking of community projects to curriculum;
- 6 Hosting the annual KGO Community/UTSC Symposium;
- 7 Sharing information with the KGO community on what UTSC has to offer;
- 8 Identifying qualitative and quantitative indicators of success and evaluation of the impact of the partnership;
- 9 Identifying key success factors in the partnership that can be replicated or built upon by UTSC in other communities; and
- 10 Acting in a responsive way to special opportunities as they arise that are relevant to both the KGO and UTSC community.

“

*Whenever I'm teaching I'm also learning, and I've learned things from the participants in this class that I haven't learned anywhere else. I see story in a different way now thanks to my students.*

- Professor Daniel Scott Tysdal

”

## VALUES

The following are the shared values as established by the committee that will guide further partnership development:

We value:

- 1 The creation of many high-quality student experiences, with the emphasis on quality.
- 2 The enhancement of social capital and increased community capacity.
- 3 KGO and UTSC as equal players of The Partnership.
- 4 A thoughtful and well-resourced process.
- 5 The roles of connector, facilitator and catalyst among and between community and university players.
- 6 Reciprocal knowledge transfer and projects that are mutually beneficial to students, KGO community residents, agencies and UTSC.
- 7 Decisions for projects, research, and other initiatives based on KGO community identified needs and preferences.
- 8 Community consultation as a regular and integral part of The Partnership
- 9 Respect for the knowledge and wisdom that everyone --residents, students, faculty, and community organizations in KGO--bring to the table.
- 10 Fostering an enhanced mutual awareness, understanding and respect.

## GOVERNANCE

### STEERING COMMITTEE STRUCTURE

- The Steering Committee is facilitated by the Co-Chairs, Anne Gloger, Director of The Storefront and Andrew Arifuzzaman, Chief Administrative Officer of UTSC.
- In the absence of a Co-Chair a designate will be appointed
- The Steering Committee is supported administratively by the Co-ordinator of Community/University Initiatives of The Storefront

### MEMBERSHIP / COMPOSITION

The Committee is made up of a maximum of five (5) UTSC representatives and five (5) community representatives.

At the discretion of the Committee, non-voting members (e.g resource people) may be invited to attend a Committee meeting.

Sub-committees will comprise members of the steering committee, UTSC and KGO communities best suited to the task.

### PREMATURE TERMINATION

In the event of premature termination, a meeting will be called to discuss the process and to ensure all agreed upon values are respected throughout. All documents that were produced as a result of the partnership will be shared between UTSC and the KGO community.

### COMPLETION/ CONTINUATION

Upon completion of the three (3) year initial agreement the following will be undertaken:

- 1 Self-study of partnership
- 2 Recommendations related to continuation
- 3 Discussion of sustainability of partnership



Photo: The Steering Committee

## MEMBERS

The committee comprises a minimum of one (1) UTSC executive, one (1) UTSC staff, one (1) UTSC student (Scarborough Campus Student Union- VP External or designate), one (1) UTSC faculty and two (2) Storefront staff (Director and Co-ordinator of Community/ University Initiatives or designates).

## QUORUM

- Quorum will be a minimum of two (2) UTSC members and two (2) Storefront staff.
- If a member cannot attend a meeting and a decision is being made, s/he can communicate their position to the chair in writing which will count as that person's vote, should a vote be taken. (**Note:** verbal communication of position cannot be considered a vote).
- Decisions can also be made by email or conference call if not enough people can attend a meeting.

## MEETING FREQUENCY

### 2011

The Committee will meet every 6 weeks.

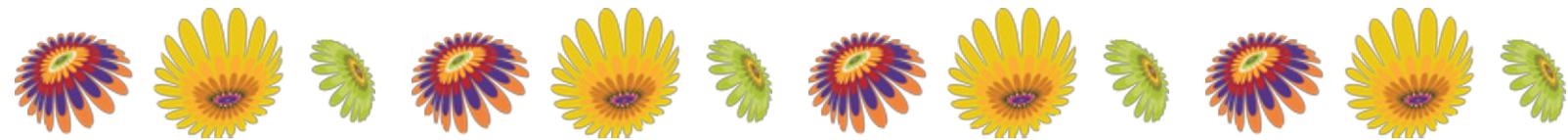
### 2012

The committee will meet every 2 months.

### 2013

The committee will meet quarterly.

Meeting schedule may be adjusted by the committee as needed.



# EAST SCARBOROUGH STOREFRONT

We would like to thank our funding partners for their support:



**United Way**  
Toronto

**Galin Foundation**



UNIVERSITY OF  
**TORONTO**  
SCARBOROUGH