

2005 Public Sector Quality Fair Winning Programs

Gold Awards

1. City of Toronto Reduces Salt Use on Local Roads by 35 to 50 per cent (Transportation Services)

In 2001, Environment Canada released an assessment report stating that road salts are entering the environment in large amounts and are posing a risk to plants, animals, birds, fish, lake and stream ecosystems and groundwater.

As a proactive response to both the growing environmental concerns regarding road salt, and the assessment undertaken by Environment Canada, the City of Toronto was the first major municipality in Canada to develop a Salt Management Plan. As a result, City facilities have significantly improved their washing and handling practices, while at the same ensuring road safety by better managing the City's use of salt.

The City of Toronto is committed to ensuring that the City's roads are properly maintained in accordance with Council approved levels of service and committed to reducing the impact that salt has on the environment. In the four years since the introduction of the Salt Management Plan, salt application rates on local roads have been reduced by as much as 35 – 50%. We have already achieved a 10% reduction in the amount of salt spread on arterial roads and have set the goal of a 20% reduction.

2. City of Toronto Successfully Partners with over 250 Community Agencies and Individuals to Create Local Programming Aimed at Reducing Tobacco Use, Unhealthy Eating, and Physical Inactivity (Toronto Public Health)

Toronto is one of 37 provincial sites of the Ontario Heart Health Project, a comprehensive community health initiative that has been underway for the past 7 years (1998-2005). One of the innovative and supportive aspects of this project is the in-kind requirement from community partner organizations who must match provincial funds 2:1. This expectation has leveraged local resources for heart health programs and assisted Toronto Public Health and community partners in quantifying the value of the tremendous input of others toward the broader goal of heart health. In the first 5 years of the project, the Toronto Heart Health Partnership (THHP) worked with over 250 community agencies and individuals, and directed close to \$10 million in actual and in-kind resources to heart health program/service delivery within the City of Toronto.

The community partnership model encourages a participatory approach to planning and decision-making. Consequently the strategic plan, organizational structure and program plans developed for the THHP are a reflection of the community's health needs and the organizational priorities of all our heart health partners.

In April 2003, we began an anxious year of anticipation...anticipation about the future direction of heart health in our province. The original 5 years of funding was coming to an end, and there was uncertainty about its renewal. Fortunately, funding was renewed by the Ministry of Health and Long Term Care (MOHLTC) for an additional 5 years, and local heart health coalitions across the province began a one year cycle of strategic planning in early 2003.

In Toronto, an Interim Steering Committee was struck to lead this planning process that culminated in the crafting of a comprehensive application to the MOHLTC for programming and services that would span 2004-2007 (4 years). A program Logic Model illustrates the depth and breadth of these services with respect to provincial goals & objectives, local priority populations, risk factors and a range of health promotion strategies/approaches.

Our Strategic Plan helps to translate the goals & objectives of renewed provincial funding into innovative heart health programs and services throughout Toronto. As the 2005 year end approaches, local programming aimed at reducing tobacco use, unhealthy eating, and physical inactivity continues to be successfully implemented by enthusiastic and committed community partner organizations. The THHP is half way through Phase 2 funding, and we look forward to ongoing growth of the partnership and the eventual sustainability of our heart health messages, programs, partners and behaviour change within our diverse urban centre.

3. Dine Safe Program Unique in North America – 30 per cent decrease in food borne illness (Toronto Public Health)

Developed in 2001, the Toronto Food Premises Inspection and Disclosure System is a process of inspecting food establishments and informing the public of the results, thus enabling them to make informed purchasing decisions. The program, the only one of its kind in North America, includes the onsite posting of inspection notices, (Pass, Conditional Pass, Closed), the provision of a food safety inspection report, the posting of inspection results on the DineSafe website and a consumer hotline (416 338 FOOD).

In 2002 an Evaluation which included a Public Opinion Poll and Owner/Operator Survey was conducted to determine customer satisfaction with the program. The results indicated increased confidence in the program, increased standardization and fair treatment of all operators. Over 90% of the public indicated that they felt safer dining in Toronto than in other Municipalities without a similar system. Other achievements include:

- Response to complaints/requests within 24 hours
- Conducting of re-inspection within 24-48 hours
- Completion Rates for High Risk premises improved from less than 20% in 2000 to 90% in 2004. Overall Completion Rate improved from <50% to over 80%.
- Compliance with regulatory requirements improved from 40% in 2000 to over 90% in 2004.
- Decrease in infractions that contribute to food borne illness accompanied by a 30% decrease in such illness since 2001.

The organization is experiencing more public recognition because of the program. It is very popular with the public, received very positive media reviews and is being duplicated by other health agencies in North America and other parts of the world.

4. Partnering to Enhance a Learning Organization: On-site Diploma in Public Administration (Human Resources)

- Quality services are provided through quality people.
- Such quality was seriously challenged at the time of the City of Toronto's amalgamation when the City lost a critical portion of its social capital—people who had extensive experience, expertise and understanding of how the former municipalities operated.
- As the newly amalgamated City underwent massive changes, its new leaders required a new set of skills, a different vision and renewed aspiration. The City needed to develop an innovative and sustainable approach to rebuild its social and human capital – to focus on organizational effectiveness and quality of service by investing in people through advanced learning. Thus, the Shape the City initiative was born.

As part of the Shape the City initiative, the City's partnership with the University of Western Ontario is one example of how the City of Toronto is investing in its management development and changing its learning culture. The University brings its program from London to Toronto, thereby allowing more of the City's future leaders to participate and saving significant resources and money at the same time. For example, the accommodation and travel expenses saved for 75 managers participating in the program are estimated to be \$250,000.

Since its inception, the program has demonstrated the City's commitment in management development and it has created capable leaders, some of whom have taken up senior leadership positions in the organization after completing the course. The research work completed has benefited the City. And, the alumni group has continued to collaborate across divisions and to serve as champions of change for City-wide initiatives such as this Fair and to take part in other City building initiatives.

5. Toronto Homeless Shelters Conduct Rigorous Compliance Review to Highlight Effective Operations and Areas of Improvement (Shelter, Support and Housing Administration)

This endeavour marked the first quality assurance review process in Toronto homeless shelters. Using five quality review tools, the City of Toronto Hostel Services Unit reviewed 165 standards using more than 400 measures in 70 homeless shelter programs to monitor program effectiveness and governance. It has been an opportunity to educate shelter operators on the quality management process, instill quality principles into the City's business practices with shelter operators, and explore opportunities for continuous improvement to the effectiveness of services to homeless people.

This initiative was undertaken by Hostel Services as part of a change management process to improve the management of homeless shelters in Toronto. The quality assurance review was a compliance review of Shelter Standards which were approved by Toronto City Council in November 2002. The desired outcome was to: identify areas for further education and training for shelter operators; better understand the successful areas of shelter delivery and operational challenges; increase self-reflection and awareness of shelter operators in their operational functions; and, demonstrate to homeless individuals, City Council and the general public the service quality in homeless shelters.

6. Toronto's Parks and Ravines Host Innovative Children's Garden and Exploring Toronto programs (Parks, Forestry and Recreation)

Since 1998, the Children's Garden and Exploring Toronto Programs have been providing over 35,000 children, youth and community members with an opportunity to learn about, experience, and enjoy urban ecology and organic gardening in the City of Toronto's parks and ravines.

Through hands-on creative programming, participants are exposed to Toronto's First Nations history, heritage and natural history, food preparation and nutrition, health, drama, art, music, movement, storytelling and contemporary perspectives on urban environmental issues. Programs are diverse and flexible and include gardening and nature exploration programs for school groups, Eco Camps, Eco Clubs, Youth Cooking and Nutrition Programs, Family Garden Drop-Ins and Community Events. Programs currently operate through the High Park and Waterfront Children's Gardens, Toronto Discovery Walks and additional Toronto green spaces.

The Children's Garden and Exploring Toronto Programs have blossomed as a consequence of developing a wide base of program support for promotion and exchange of in-kind resources and moral support. In 2004 alone, the Programs worked with 42 City and community partners, including artists, musicians and puppeteers, as well as 50 volunteers, contributing 508 volunteer hours. Working with a small budget, staff have become resourceful, using recycled and natural materials for program supplies to cut costs and align with their core environmental ethics.

Since 2001, the Children's Garden and Exploring Toronto Programs have been working to meet the growing interest in children's gardens and environmental programs and achieve their broader goal of increasing the use, enjoyment and public stewardship of the City's parks and ravines system. In striving to fulfill their vision of "Imagining the City's Future led by a Generation of Lifetime Gardeners and Naturalists", the Programs have been working with staff from both Parks and Recreation to establish environmental programs and children's gardens at community centres and surrounding parkland across the City of Toronto.

A Training Resource Manual and Kit, combined with a training and workshop series, were developed to assist Parks and Recreation staff in the initial stages of program and garden development. Training and garden/program support are provided to four community centres (one per City district) annually. The goal is to facilitate the capacity of recreation centres to develop new children's gardens and deliver new Eco Programs or incorporate environmental programming within existing children's recreation programs, by providing them with the skills, tools and resources to do so.

New programs are kept inexpensive, accessible and sustainable by working with the opportunities available in each individual community centre and by using reclaimed, reused and donated materials. Because programming is based on activities that are low-impact, inexpensive, non-competitive and simple – like walking and gardening – and are familiar in so many cultures world-wide, the programs can easily be adjusted and tailored by staff to meet the needs of the demographics in each community centre. To date, 88 staff from 20 recreation centres have been successfully trained, furthering the goal of helping Toronto's citizens to perceive of, relate to and experience their greenspaces in positive ways.

7. City of Toronto Now Operates World's Largest Online Recreation Registration (Economic Development, Culture & Tourism)

Toronto Fun Online is the world's largest online recreation program registration tool which allows residents to browse, register and make payments for a selection of over 27,000 Recreation Programs via the Internet per registration period.

From 1999 to 2004, the City of Toronto processed over 2.5 million recreation program registrations using IVR technology, call centre staff, front-line counter staff for walk-ins, and administrative staff for mail-ins and fax-ins.

Every year, the City would hold four major registration periods (one for each season) with a distributed span of 24 major registration days. A considerable amount of staff needed to be recruited and trained to assist with the registration and a significant amount of resources needed to be dedicated to its support. It was typical that the public reserve two days in a row per registration period to sign their family members up for multiple recreation programs.

Toronto Fun Online was a Customer Service Improvement Initiative which introduced Internet Technology to a) help manage the enormous volumes of registrations quickly and b) to facilitate the City of Toronto public's demand for a more convenient, accessible and enhanced channel to register for recreation programs. Because of the high demand for a limited supply of programs, the public's experience would typically be to wait in long queues, either in person or on the phone before they had an opportunity to register.

The introduction of Toronto Fun Online realized the following major benefits:

- Reduction in official registration days from 24 to 10. The public now need to devote fewer days to registering family members for recreation programs
- Ability to process registrations quicker with the result that the public are now able to access their preferred channel
- Ability for more residents to search programs interactively and simultaneously, by means of keyword, specific facility, program bar code and through hierarchical drill-down methods six weeks prior to the distribution of the hard-copy Toronto Fun Brochure
- Ability for registrants to update their own contact information, check their account balances, make payments on outstanding balances, review registration history, and print their own registration confirmations

8. Real Time Internet Payments Result in Faster Service, More Effective Problem Solving and Better Customer Relations

Toronto City Council's 2002 Strategic Plan defined the need for high quality, well co-ordinated and easy to access services. To support this Council direction, our project was initiated under the eCity/eService technology vision. As the initiative was completed utilizing existing in-house resources, it also supported the 'organizational sustainability' aspect of Toronto City Council's Strategic Plan.

We have also ensured the confidentiality, privacy and security of the transactions as we have full control of the 'data' and its location on-site. We also do not store credit card information but simply 'pass it through' for confirmation by the credit card

companies - providing further security. Another feature of this system is that the City of Toronto has the 'cash' put into their bank accounts the very same evening.

The project provides the citizens of Toronto with enhanced service through the launch of the first electronic payment Internet channel. It is currently being utilized by several eService business applications, including permit parking renewals, paying parking tickets, and street allowance rentals. Previously the only channels available for street allowance rentals or permit renewals, had been counter services, mail-in, or IVR (for parking tickets only).

This additional service allowed the City to come closer to realizing its vision of 'universal accessibility' of City services – where citizens can access City services from anywhere, at any time, using a variety of delivery channels.

It has reduced traffic flow to the public counters, reduced the number of NSF cheques, and the number of phone calls. It allows existing staff to answer queries more promptly, address issues, resolve problems and spend more time with customers. Permits are received two to three days earlier than they would be if paid by cheque.

The parking ticket payment application was recently implemented and is available 24/7/365 rather than business hours only. For parking tickets, acknowledgement of payment is now instant. The organization can benefit in the future by extending the use of the payment service to other City business applications.

Silver Awards

1. Stress-Free Relocation of Elderly Can be Replicated by Other Long-Term Care Facilities Facing Major Redevelopment (Homes for the Aged)

True Davidson Acres Home for the Aged (TDA) is owned and operated by the City of Toronto. It was built in 1973 and was redeveloped from 2001 to 2005 to meet new provincial requirements. This renovation required the Home to be reconstructed in 2 phases. The plan was to keep half the residents and staff at the permanent TDA site called "TDA East" and move the other half of the residents and staff to a satellite location called "TDA West", situated in a different site of the City of Toronto. In April 2002, 223 residents were living at TDA East. That spring, 103 residents were moved from TDA East to TDA West and 120 residents remained at TDA East.

Relocation is stressful for staff. It is particularly stressful for frail residents who may also be suffering from dementia, physical disability or depression. Residents on both sites participated in a stress relocation study during the downsizing and relocation from 2002 to 2005. Residents and staff relocated 5 times during the total renovation.

At each phase of the 5 relocations, statistical data was collected on the number of residents impacted, their clinical conditions, morbidity and mortality data. The Geriatric Depression scale (GDS) and the Relocation Stress Syndrome Questionnaire (RSSQ) scores were collected pre and post move at each phase. The phased in project framework provided the Relocation Team with the opportunity to evaluate the process at the end of each phase. Quality improvement strategies were implemented at the end of each phase with the objective of increasing positive outcomes for the next phase.

The move was successful. The residents' assessments scores did not show an increase in depression, morbidity or mortality related to relocations. This quality improvement project had wide reaching impact on residents, families and staff and can be replicated by other long-term care facilities facing major redevelopment.

2. A Collaborative Behaviour Support Program for Long-Term Care Homes (Homes for the Aged)

Improved quality of life for residents and their families, an improvement in the working environment for staff, and a re-affirmation of the home's commitment to providing quality care.

Over the past 10 years, residents moving into long-term care homes have had more psychological and behavioural symptoms related to various types of dementias. Of its 456 residents, Castlevue Wychwood Towers, a Toronto Home for the Aged, has more than 100 residents who exhibit responsive behaviours such as physical assault and destruction of property. The challenge for Castlevue was to work with community partners to manage and decrease the number of these behaviours, while providing support to the residents. In an extensive quality improvement exercise, staff at Castlevue identified four root causes for behaviours, and embarked on four quality improvement initiatives to deal with these causes.

One Quality Improvement Project Team (QIPT) focused on a plan to improve the mental/physical activities and leisure programs available to residents. The team developed a variety of new resident activities, and added extended and weekend hours for activities and programs. A second team focused on staff education, and offered training on a gentler approach to care, the meaning of responsive behaviours, dementia, related behaviours and mental illness. Staff learned to better understand the underlying reasons for the behaviour, and to provide individualized care. A third team looked at re-aligning human resources to enhance nursing support for responsive behaviour management. All staff classifications and shift work routines were reviewed and revised.

The fourth team worked to develop partnerships with acute care and specialty hospitals, including St. Joseph's Health Centre, Toronto Western Hospital and the Regional Geriatric Program at the Toronto Rehabilitation Institute. In a partnership with the Centre for Addiction and Mental Health's Geriatric Psychiatric Outreach Program, the home began to consider admission applications from this facility, which in turn made in-house psychiatric support available to Castlevue residents.

These initiatives have resulted in fewer episodes of acute behaviours, a decrease in the number of residents assessed to require emergency psychiatric assessment, and a decrease in the number of "Unusual Occurrence Reports" forwarded to the Ministry of Health and Long-Term Care. Castlevue Wychwood Towers has achieved an improved quality of life for residents and their families, an improvement in the working environment for staff, and a reaffirmation of the homes commitment to providing care that respects, supports and enables each resident to be the best they can be.

3. The Learning Summit (Human Resources) Engaging 35,000 staff in unique organizational change strategy

The Toronto Public Service Initiative is a unique organizational change strategy to engage the 35,000 City staff in understanding and participating in building a shared culture. Part of this initiative included The Learning Summit - a two-day learning event for all Toronto Public Service (TPS) staff. The Summit included dynamic keynote speakers, facilitated discussions and workshops, and stories about successes and challenges faced by employees.

In designing this event to showcase projects from a variety of operations, the Learning Summit Core Planning Team used the following principles:

- Communicating the importance of individuals' roles;
- Demonstrating a commitment to employees' contributions;
- Influencing changes in behaviour and/or attitudes; and
- Building on an existing solid foundation.

The Summit was designed to promote a shared culture based on common values and principles, and to celebrate and showcase projects from several TPS operations that demonstrated within a learning context the three pillars of the Toronto Public Service: Service, Stewardship and Commitment.

The Summit allowed staff to exchange and learn from each other's experiences. The use of new technology allowed sessions at City Hall to be simulcast to all civic centres (except York and East York). The total number of attendees over the 2-day event reached 962. Feedback from the follow up survey indicates considerable learning; sharing and changes in attitude occurring immediately following the Summit, a renewed sense of energy, optimism and pride.

4. Toronto Implements Largest, Most Progressive Residential Diversion program in North America - Green Bin Program (Solid Waste Management)

The City of Toronto initiated the phase-in of the Green Bin Program in the fall of 2002 and will complete city-wide implementation among 510,000 single family households receiving curbside collection service in October 2005. The scope of Toronto's organic collection program qualifies it as the largest, most progressive residential diversion program in North America.

The Green Bin Program reduces waste from landfill by diverting organics (fruit and vegetable scraps, paper towels, coffee grinds, etc.) from garbage and turning them into clean, rich compost. Green Bin organics make up over 30% of household garbage. The Green Bin Program is an integral component of the City of Toronto's effort to achieve a diversion rate of 60 % by 2008 and 100% by 2012.

The Program complements and enhances the City's highly successful Blue/Grey Box diversion program for the recycling of containers and paper.

More than 95% of all eligible Etobicoke, Scarborough, Toronto, East York and York households participate in the Green Bin Program. In October 2005, 124,000 single family homes receiving curbside collection in the North York community will join the program. It is expected, with city-wide single-family home participation, 110,000 tonnes of waste will be diverted annually from landfill, resulting in 3,225 fewer trucks going to landfill in

Michigan. Pilots are underway in multi-unit buildings to test the feasibility of collecting organics from multi-unit complexes.

5. Partnership Creates Success in Waste Diversion for City of Toronto's first ever Waste Diversion Team.

With the closure of the City of Toronto's only landfill, Keele Valley, at the end of 2002, the City's disposal costs to truck waste to Michigan landfill increased by 300%. To reduce haulage costs and the number of trucks crossing the border, along with the associated pollution, the City must reduce the amount of waste going to landfill. The more recyclables captured in the Blue Box program, and the more organics processed into compost, the closer Toronto is to achieving Council's mandated diversion goals and reducing its dependency on landfill. Diversion programs for the industrial, institutional and commercial sectors and residential populations were well established. By 2003, it became apparent that the City's internal operations and facilities, referred to as the Agency, Boards, Commissions and Departments (ABC&Ds), needed to formalize a commitment to reduce waste and increase recycling rates. At the time, there was no system in place to track the waste generated by City organizations and no committee to consolidate results or to guide future waste diversion initiatives.

In May 2003, the first corporation-wide Waste Diversion Team was established. Each of the approximately 28 ABC&Ds within the corporation selected a Waste Diversion Coordinator to represent them on the Team and organize their diversion efforts. Each Waste Diversion Coordinator was charged with the responsibility of creating a three-year Waste Diversion Plan for presentation to City Council. Each ABC&D has submitted their three-year plans to Council and follows up with yearly updates. Their efforts have been recognized by Toronto's City Manager. Many ABC&Ds well exceeded the 30% waste diversion target set for 2003 and some even exceeded the future goal of 60% diversion.

The majority of Waste Diversion Coordinators came to their assignment with little or no waste management experience. Much to their credit, under the guidance and expertise provided by the two co-chairs, Team members enthusiastically embraced the learning curve and have transformed into their respective organizations' environmental leaders. The Team received no funding and tasks arising from meetings are carried out in addition to regular job assignments. First, they identified the present and proposed waste diversion activities, the tools (equipment and public education/promotional materials) and funding required to comply with Council's Waste Diversion targets established for the ABC&Ds (30% diversion by 2003 and 60% by 2007). After a thorough analysis of the City's waste generation and diversion programs, waste audits were conducted in 2003/2004 to set a baseline of waste generation rates. The Team developed and submitted 17 recommendations for City Council – many of which have been implemented. Overall, there's been an increase in waste diversion programs available to the public (recycling/litter containers in City parks and TTC stations) and a more efficient use of taxpayers' dollars through the effective management of waste resources.

Increasing diversion rates is dependant on the willing participation of both the Toronto Public Service employees staffing each site and the public that use the City's facilities and outdoor spaces. While each organization is at a different point in their progress, it was agreed all organizations would ensure their workplaces had paper, food and drink container recycling by the end of 2004. An existing Corporate Services "No Waste" program was accepted as a standard for ABC&D workplace offices and the City's Blue/Grey Box recycling program became the standard where curbside or cart collection was possible. As well as making use of

information provided on a Team-dedicated web site, the group meets on a regular basis to share experiences, information, resources and problem-solve. Each maintains monthly waste and recyclable tracking. In 2005, the Team approved a generic communications plan to ensure the ABC&Ds will have a common look and feel to the messaging and promotional material used for their waste and recycling collection systems.

6. Toronto's Toilet Replacement Program Will Reduce Water Use by 100 million Litres per day (Toronto Water)

The City of Toronto developed a Water Efficiency Plan which has a goal to reduce water use by 266 million litres per day or 15 percent of the daily demand by 2011. The Water Efficiency Plan includes measures, such as the City's Toilet Replacement Program to reduce toilet water use by 101 million litres per day; the Washing Machine Rebate Program to reduce washing machine water use by 12 million litres per day; the Outdoor Water Program to reduce outdoor water use by 107 million litres per day and the Capacity Buy Back Program to reduce commercial/industrial water use by 8 million litres per day.

Toronto provides cash incentives to its residents and owners of local industrial, commercial and institutional (ICI) properties who replace water guzzling toilets and/or washing machines with eligible water-efficient models. Toilets are responsible for about 28% of the total volume of water used in a single family home and 60% of the total volume of water used in a multi-unit residence.

Context:

In 1996, the provincial government mandated under the Ontario Building Code (OBC) that ultra-low flush toilets (six litres per flush) and water-efficient showerheads must be used in new construction. While the change to the OBC is a good starting point for reducing water use, there are many other ways to exceed this standard and achieve even greater water savings.

Reducing water use today is essential for Toronto's future. Toronto's population is expected to increase by one quarter of a million people by 2011. The projected population and employment growth require an expansion of the City's water and wastewater infrastructure. Implementing the water reducing measures in the City's *Water Efficiency Plan* would defer infrastructure expansion and save the City and its taxpayers \$150 million. The measures in the City's long-term *Water Efficiency Plan* actively free water capacity within the existing system.

Toilet Replacement Program:

Toilet flushing uses the most water in residential and commercial buildings, accounting for about 260 million litres of water used per day. There are houses and multi-unit residential building stocks in the City with toilets that use up to 18 litres of water per flush. The City estimates that there are about 450,000 of these inefficient toilets across the City.

The *Toilet Replacement Program* aims to replace water guzzling toilets with models that use up to six litres of water. Toronto offers a \$60 or \$75 cash incentive to its residents who replace water guzzling models with eligible water-efficient units. A cash incentive of up to \$150 is offered to property owners of industrial, commercial and institutional buildings. The

Toilet Replacement Program will reduce water use by more than 100 million litres of water per day by 2011. By the end of 2004, more than 100,000 toilets were replaced through the program, successfully reducing water use by almost 29 million litres of water per day.

7. Replacing Substandard Water Pipes Effectively Reduces Costs, Improves Reliability of Water Supply and Promotes Water Conservation (Toronto Water)

Replacing substandard water pipes considerably reduces costs incurred in repairing breaks and leaks, and improves the reliability of water supply to each homeowner.

The City of Toronto's Water Service Repair Program replaces substandard, non copper water pipes not meeting the minimum acceptable flow of 18 litres per minute, free of charge, on City property, for single-family residential homeowners. The substandard water service is replaced with a 19mm (3/4 inch) diameter copper pipe which increases both the flow and quality of the water supply. Customer feedback is very positive, homeowners who experience low water pressure in their homes and are unable to operate more than one fixture at a time are now serviced with a water supply capable of adequately servicing all fixtures in their home.

Although this program increases water flow, the City's mandate is to also ensure homeowners are educated in water conservation. As part of this program a Water Efficiency Kit is provided to each homeowner, free of charge, which includes water saving faucet aerators, shower heads and toilet dams to install in their home. Homeowners making use of this kit, will conserve water and save on their water bill. Participating in this program, homeowners form of water billing is converted from flat rate to meter, water meters are installed (free of charge) to each home. Homeowners now pay for the actual water they use, a tool in becoming more water savvy.

An integral part of this program aids in the improvement to the City's aging infrastructure. Updating substandard infrastructure considerably reduces costs incurred in repairing breaks and leaks and improves the reliability of the water supply to each homeowner. The program has been in place since 1989. An estimated 100,000 non copper substandard services exist in the GTA, with an annual mandate of 2500 service replacements.

8. Succession Planning In a Unionized Environment (Toronto Water)

The long-term vision of Toronto Water is:

By providing superior water quality and sewage services at reasonable prices, we will become the service provider of choice, and renowned world-wide as a centre of expertise.

Based on this Vision, City Council's directives, and linked directly to City of Toronto's strategic objectives, Toronto Water has included in its Business Plan the following strategic priorities

- Address renewal needs of aging and deteriorating infrastructure
- Increase total system capacity
- Stewardship of the environment
- Continuous improvement of customer service delivery

Since 1997, there have been several major change initiatives and restructuring efforts to

improve efficiency in operations and practices within Toronto Water. These initiatives all involve improving service delivery and maximizing cost effectiveness by implementing the most efficient work practices, effective organization and appropriate technologies.

To support these efforts for continuous improvement, Toronto Water must have a skilled, multi-functional and motivated workforce. A review of Toronto Water's human resources data indicated several areas of vulnerability within the plants and facilities. Due to upcoming retirements and an inability to fill vacancies because of a lack of skills in the current population, it was evident that there would be future difficulties in filling supervisory positions and in providing leadership continuity.

Based on this data, Toronto Water designed and implemented a one-year Succession Planning Pilot, to create a "pool" of trained, talented employees capable of assuming supervisory roles within a unionized plant or facility.

In June 2005, the Pilot was completed. Based on lessons learned and ongoing review, a template process and guide have been developed to make the Succession Planning Program an annual process within Toronto Water.

9. Mentoring Immigrants Program – Profession to Profession, (joint project between Diversity Management and Community Engagement and Human Resources)

Over 91% of the new immigrants paired with City of Toronto staff praised the mentoring relationship as a positive experience.

Since 1996, the Greater Toronto Area has received an average of 90,000 immigrants each year. Over 50 per cent of immigrants who come to the GTA are skilled or professional workers. However, despite these qualifications many immigrants face barriers in finding employment in their fields of expertise. The Conference Board of Canada estimates that the failure to recognize immigrants' credentials has resulted in a loss of between 3-5 billion dollars a year to Canada's economy.

In response to the employment barriers faced by internationally trained professionals, the City conducted a pilot project in partnership with the Consortium of Community Agencies Serving International Persons CASIP. The project matched 29 experienced City professionals (mentors) with 29 internationally educated immigrant professionals (mentees). Mentors provided job search advice and guidance to mentees to assist them in finding employment in their fields of expertise. Mentors and mentees received orientation training and were provided with on-going assistance from mentor coaches. The program was evaluated and the project objective of over 60% of the mentees finding suitable employment was met. Over 91% of the mentees said the mentoring relationship was a positive experience for them and 90% of the mentors said they would participate again in the program.

Based on the success of the pilot project, the program has been implemented on a wider scale in 2005. The goal is to have 50 mentoring relationships and to include human resources, financial analysts, purchasing, facilities and real estate occupational groups in addition to the original three groups, information technology, engineering and accounting,

included in the pilot program. The City is now working with the Toronto Region Immigrant Employment Council's Mentoring Partnership in addition to CASIP, to deliver the program.

For 2005, forty City staff from various occupations have been matched with skilled immigrants seeking employment in the same occupation. Meetings take place at the mentor's office during work hours. The goal of the program is to provide the skilled immigrant with practical advice and an opportunity to build the networks that are critical to a successful job search. City mentors benefit from an opportunity to develop their leadership and communication skills and gain an understanding of the experiences of skilled immigrants living in their community. The result for the City of Toronto is a workforce that is more experienced in cross-cultural understanding, and ultimately, creates a more inclusive work environment. According to previous participants, this program is beneficial for internationally trained professionals in building job search skills and networks and enabling better access to employers of choice.

Bronze Awards

1. Progressive and Innovative Approach to Customized Training for Parks, Forestry and Recreation Staff (Parks, Forestry and Recreation Division)

The Parks, Forestry and Recreation division staff which consists of approximately 1,600 full-time staff, 10,000 part-time staff, 8,000 volunteers, contractors and students receives hundreds of unique training programs and certifications from internal staff and outside organizations. The division began implementing a new organizational design in July 2005. A goal of this project was to prepare training on administrative systems and infrastructure that could map qualifications, certifications and required training to a position, person and/or location and track training for every staff member. Deliverables such as safety training compliance reports would allow the division to identify training gaps. This report assists those that assign work to others. This helps ensure work is assigned to competent persons. Other deliverables include:

- A central training administration office
- Minimum standards for training program development
- Best practices processes to harmonize training programs
- Prioritize resources assignments based on Job Hazard Analysis reports
- Centralized electronic training records management on SAP large enterprise computer system
- Centralized paper records management that is integrated with Corporate records management
- Created new City wide archives classifications and retention periods for training records
- Created (2) film studios
- Created (1) DVD digital editing bay
- Corporate Communications to share Health & Safety successes with other divisions across the City of Toronto as part of an effective and cost efficient method to distribute safety training

2. Toronto EMS Training Program Reaches Out to Help Rural Ontario Communities Upgrade Paramedic Capabilities to High Level Life Saving Procedures (Toronto Emergency Medical Services)

The Toronto EMS Regional Advanced Care Paramedic Training Program, now in its third year, was created to allow EMS or ambulance systems outside Toronto to provide upgrade training to their own paramedic staff. Each of the EMS systems is able to conveniently provide this training within their own communities using Toronto EMS' educational material, standards and oversight. This post-secondary level training, which Toronto EMS has delivered to its own staff since 1984, is internationally renowned and is accredited by the Canadian Medical Association. Upon completion of the program, graduates are able to perform high-level life-saving procedures “at-the-scene” that otherwise could only be performed by staff in a hospital emergency room.

The result is a markedly improved level of health care for more rural communities of Ontario where travel to hospital can sometimes last an hour by ambulance. The citizens of Toronto, who continue to benefit from this standard of health care to this day, can be assured that their city is also having a significant impact on the lives of citizens across Ontario. Along with raising the profile of the city, the program also saves on costs as the training is delivered entirely by the local EMS staff. Toronto EMS simply provides on-line support and performs periodic quality assurance audits to ensure program compliance. It also creates a growing external pool of advanced care paramedics who would be qualified to apply to Toronto EMS if they wished to do so. Furthermore, this external pool would result in decreased recruitment of paramedics from Toronto EMS' own ranks while at the same time assisting other agencies to develop their own staff.

Since the program's inception in October 2003, a total of 11 students - 5 from Huron County EMS, 6 from Halton Region EMS - have graduated and are now working full-time as Advance Care Paramedics within their communities. Subsequent classes are already scheduled for the fall of 2005. Current partner campuses include Huron County EMS, Halton Region EMS, Brant County Ambulance and Six Nations Ambulance. Feedback from these services has been very positive as the program has continued to grow. As with our internal ACP training program, the regional program has been accredited by the Canadian Medical Association. We look forward to continuing to work with our current and future partners in expanding paramedic education across the Province of Ontario.

3. Eat Smart! Program – Toronto Restaurants, Workplace Cafeterias and School Cafeterias Boost Health Promotion and Healthy Eating (Toronto Public Health)

Trends in Ontario show that consumers are interested in nutrition and that they want to eat foods that are best for their health. In addition, residents of Ontario are also concerned about eating in a safe and clean environment. However only four out of ten residents rate their eating habits as excellent or very good. Today's hectic lifestyle is cited as the main obstacle to healthy eating with the average Ontarian eating out 4.7 times per week. It is logical to use restaurants, workplace cafeterias and school cafeterias as sites for health promotion strategies.

The Eat Smart! Program awards restaurants and cafeterias who meet the highest standards in food safety, provide healthy food choices and a 100% smoke free environment (no designated smoking room). The Eat Smart! program is a collaborative initiative that brings together Toronto Public Health service areas and partner agencies to work towards the goal of improving the health of the Toronto community. By enhancing the existing application process the program was able to improve the efficiency and quality of service delivered to food service operators, increasing the number of Eat Smart! award winners. This increase in

Eat Smart! restaurants and cafeteria winners ultimately results in an increase of healthy choices available to the Toronto community.

For more information about the Eat Smart! Program visit our web site at www.toronto.ca/health

4. Innovative Partnership Results in Better Client/Patient Care for the Homeless (Seaton House, St. Michael's Hospital)

This initiative brings a shelter for homeless people and a downtown hospital into closer partnership through a seamless flow of clients and their health information between the agencies, along with development of common services in a fusion of care . Such developments enhance understanding between clients and service providers and ensure that services are appropriate for the clients being served, within resource limitations.

Outcomes to client/patient care are improved through sharing of care and case planning, along with greater communication which takes a pro-active approach to common occurrences, such as clients wanting to leave hospital against medical advice. Systemic costs and impacts are reduced through placement of clients at a level of care appropriate for their needs.

5. Case Management Model for City Operated Shelters (Shelter, Support and Housing Administration)

Homeless people using shelters operated by the City of Toronto are ensured a consistent standard of service.

Case management is a model of service delivery widely used in the human services and health sector model. It lets workers manage the resources required to meet individual client's needs, whether they are simple or complex.

The need for a case management model for City Operated Shelters was identified in 2001 as part of a strategic planning process. This was a time when demands for accountability in government were increasing and service delivery to homeless people was under scrutiny. Staff from the five shelters that are directly operated by the City joined together to carry this project forward. They developed a model the aim of which is to ensure that homeless people, individuals and families that are clients of the City, and are using shelters operated by the City of Toronto receive the same standard of service no matter where they are sheltered.

At the core of the model is a matrix that provides staff with a structure to assess and support their client. The matrix requires individual shelters to employ the same stages of service (structure) while allowing counsellors to place more or less emphasis on individual service components in order to meet the special needs of their population (flexibility). The Model encourages caseworkers to assess their clients' strength and preferences as well as needs. It assists professionals and their clients to navigate the increasingly complex case plan. The model links to other initiatives in Hostel Services such as Shelter Standards, Quality Assurance Implementation and Shelter Management Information System. Ultimately the model will allow the development of performance measures for case management by providing a common format to set and measure goals and outcomes.

6. Toronto Fire Services – Labour-Management Partnership Toronto Fire Services - Labour Management Partnership (Toronto Fire Services and the Toronto Professional Fire Fighters' Association, Local 3888)

Positive labour relations environment, employee satisfaction, morale and productivity improved.

The Fire Services Labour-Management Partnerships initiative was a joint effort between City of Toronto Fire Services and the Toronto Professional Fire Fighters' Association, Local 3888. The initiative was supported by the Director of Employee & Labour Relations, endorsed by City Council and sponsored by Human Resources Skills Development Canada – Labour Management Partnerships Program with a grant of \$100,000.

The most significant success is an improved labour relations culture within Toronto Fire Services with the following results:

- Successful negotiations between the City of Toronto and the Toronto Professional Fire Fighters' Association, Local 3888 utilizing a “facilitated interest-based” approach to bargaining (25 days over 5 months versus the previous round of 125 days over 4 years and ending at arbitration)
- Continued co-operation between Fire Services and the Association in jointly resolving operational and collective agreement issues using a new problem-solving model
- A significant reduction in outstanding grievances
- Go forward action plans to advance the positive labour relations culture and processes with front line employees and to serve as a positive model for other City of Toronto operations

With a positive labour relations environment, employee satisfaction, morale and productivity are improved thereby enhancing service delivery and citizen satisfaction with a decrease in costs related to grievances and arbitration.

7. City Partnership with Three Adult Learning Schools Results in Higher Employment After Graduation (Technical Services)

The City of Toronto Co-op Engineering program uses the power of partnership with local businesses and the strength of diversity in its population to achieve winning outcomes for local educational institutions, the City, and its newest residents.

The program has built a relationship between three adult learning schools (Yorkdale Adult Learning Centre, Emery Adult Learning Centre, and Burnhamthorpe Adult Learning Centre) and the city's Technical Services division, providing new immigrants with valuable work experience in Canada, and, the City with a method of accelerating the construction and maintenance of a massive data warehouse of the City's sewer and water infrastructure to support its daily operation and maintenance.

Because the students were already skilled engineers in their respective homelands, but were still in the process of obtaining the required certification in Ontario; their experience enabled them to provide top-quality services, at no cost to the City. The program also provided the students with valuable Canadian work experience that helped them to obtain a career following their certification in Ontario, and enhance their educational experience.

The program is unique in that although the size of the project was large, and the turnover for engineering students was frequent, each group of students were given a small portion of the project to manage and execute from start to finish, accomplishing the goal as a team. Through this format, their skill and expertise was demonstrated and acknowledged, when one of the student projects received an international award.

As a result of the success of the project, the rate of employment upon graduation for these students was much higher than that of similar educational programs ; providing the educational institutions with a competitive edge. Thus benefiting all three parties involved in the partnership.

8. Computers for Children (Children's Services, I&T)

Refurbished 1,200 outdated computers for use by disadvantaged children.

Children's Services Division refurbished 1,200 outdated computers for use by disadvantaged children in 393 child care centres across Toronto. Recycling of the computers not only helped to reduce landfill, it gave young children an opportunity to develop the skills and confidence they need to keep pace with their classmates and improve their future education prospects.

Twenty-three Grade 11 students from Lester B. Pearson Collegiate in Malvern volunteered to assist in the reformatting of the computers. They earned community service hours towards a high school diploma for their participation. Two I&T Configuration Specialists from Children's Services oriented, coached, trained and provided ongoing support to the students. The I&T staff went beyond the basic plan and taught the students aspects of computer science that could assist them with future job opportunities in this field. This initiative is a wonderful example of collaboration between City Divisions and the community and builds on the community safety initiatives in Malvern as well as the Council directions to strengthen neighbourhoods.

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