

2019-2022 Poverty Reduction Strategy Work Plan

This work plan identifies activities intended to achieve the actions prioritized in the 2019-2022 Poverty Reduction Strategy Action Plan. The activities are categorized as follows:

List A (**Within Existing Resources / Base Funded**) contains activities that have prior council approval, are base-funded and can be completed utilizing existing resources.

List B (**Planned but Subject to Budget Approval**) contains activities that are planned, but will require new and/or enhanced resources to be implemented. Divisions and Agencies will be submitting businesses cases to the 2020 and future budget processes for consideration with other City priorities. They will be evaluated with all new and enhanced requests with identification of a sustainable funding source required.

List C (**In Development**) contains activities that are being proposed for further evaluation and development and require no current financial commitment. As resource requirements are identified for these initiatives, staff will report to Council through future budget processes as required.

Poverty Reduction Strategy Recommendations

Housing Stability

1. Improve the quality of all affordable housing
2. Assist low-income individuals and families to secure and maintain affordable housing
3. Increase the supply of affordable housing

Service Access

4. Increase service access and availability
5. Improve access to high-quality programs for children and youth

Transportation Equity

6. Make transit more affordable for low-income residents
7. Improve transit services in the inner suburbs

Food Access

8. Eliminate hunger

9. Increase access to affordable, nutritious, and culturally appropriate food

Quality Jobs and Livable Wages

10. Improve the quality of and access to income supports
11. Create employment opportunities for low-income groups with high unemployment rates
12. Improve the quality of jobs

Systemic Change

13. Leverage the economic power of the City to stimulate job growth, support local businesses, and drive inclusive economic growth
14. Create a seamless social support system
15. Coordinate and evaluate the implementation of the strategy
16. Engage City staff and residents on poverty reduction efforts
17. Dedicate funding to poverty reduction actions

Glossary of Acronyms

ALL	All Divisions and Agencies	Planning	City Planning
CMO	City Manager's Office	PMMD	Purchasing and Materials Management Division
CreateTO	CreateTO	PRSO	Poverty Reduction Strategy Office
CS	Toronto Children's Services	SDFA	Social Development, Finance and Administration
EDC	Economic Development and Culture	SSHA	Shelter, Support and Housing Administration
EED	Environment and Energy Division	SSLTC	Seniors Services and Long-Term Care
Facilities	Facilities Management	StratCom	Strategic Communications
FP	Financial Planning	TCHC	Toronto Community Housing Corporation
Housing	Housing Secretariat	TESS	Toronto Employment and Social Services
HSI	Human Service Integration	TFS	Toronto Fire Service
IAO	Indigenous Affairs Office	TOP	Toronto Office of Partnerships
IT	Information and Technology	TPH	Toronto Public Health
MLS	Municipal Licensing and Standards	TPL	Toronto Public Library
Paramedics	Toronto Paramedic Service	TPS	Toronto Police Service
PE	People and Equity	TTC	Toronto Transit Commission
PFR	Parks, Forestry and Recreation		

Housing Stability Activities

Specific actions and activities related to the Housing Stability recommendations (Recommendations 1 to 3) will be identified in the HousingTO 2020-2030 Action Plan which will be considered by City Council before the end of 2019.

The HousingTO 2020-2030 Action Plan will provide a blueprint for action across the full housing spectrum - from homelessness to rental and ownership housing to long-term care for seniors. The plan also updates and builds upon the City's first housing plan, Housing Opportunities Toronto Action Plan 2010-2020.

The Poverty Reduction Strategy has identified specific activities within the other five themes of the strategy that will be leveraged to support the actions in HousingTO. This includes:

- Implementing the community benefits framework
- Developing community capacity and inclusive economic development models
- Continuous engagement with residents
- Monitoring and evaluation

Attachment B

Theme

Service Access

Provincial / Federal Constraints

Provincial

Recommendation

4. Increase service access and availability

Action

4.1. Increase the availability of programs and services targeted to low-income residents, equity-seeking groups and Indigenous communities provided by and under the mandate of the City of Toronto

Activities

A: Within Existing / Base Funded

B: Planned but Subject to Budget Approval

C: In Development

Activity	Lead	Participating	Activity	Lead	Participating	Activity	Lead	Participating
4.1.1. Identify and set targets for the expansion of City run non-registered programs	PRSO	TPL EDC FP TPH SDFA PFR SSHA	4.1.2. Complete the implementation of short and medium term recommendations in the Toronto Seniors' Strategy 2.0	SSLTC	TPL TFS			
			4.1.3. Reduce recreation waiting lists in low-income communities	PFR				
			4.1.4. Implement a permanent community librarian team dedicated to working on site in partner agency locations to serve and connect vulnerable populations to library services	TPL	TESS			

Outcomes

- Increase the number of low-income residents who are aware of and can access City of Toronto programs and services

Attachment B

Theme

Service Access

Provincial / Federal Constraints

Recommendation

4. Increase service access and availability

Action

4.2. Unlock underutilized spaces and assets for new and enhanced service provision

Activities

A: Within Existing / Base Funded

Activity	Lead	Participating
4.2.1. Repurpose City information technology equipment to be made available for organizations	IT	PMMD

B: Planned but Subject to Budget Approval

Activity	Lead	Participating

C: In Development

Activity	Lead	Participating
4.2.2. Develop a streamlined free or low cost model to utilize City-owned spaces to deliver short-term/one time services	S DFA Facilities	SSLTC TCHC TPH TPL PFR Facilities EDC TESS
4.2.3. Develop an inventory of community-owned and needed spaces	S DFA	

Outcomes

- Increase access to low cost and free spaces

Attachment B

Theme

Service Access

Provincial / Federal Constraints

Provincial

Federal

Recommendation

4. Increase service access and availability

Action

4.3. Develop and expand innovative service delivery models to address the needs of low-income and vulnerable residents

Activities

A: Within Existing / Base Funded

Activity	Lead	Participating
4.3.1. Leverage Job Incentive Program and other initiatives to enhance peer-to-peer services in and across City services	SSHA TESS	SDFA
4.3.2. Continue supporting the Community Paramedicine Program to connect vulnerable patients to the most appropriate entry into the health care system	Paramedics	

B: Planned but Subject to Budget Approval

Activity	Lead	Participating
4.3.3. Complete the Human Services Integration Project	HSI	TESS CS SSHA

C: In Development

Activity	Lead	Participating
4.3.4. Sustainably fund the Investing In Families approach	TESS	TPL SDFA CS TPH PFR
4.3.5. Expand the co-location of services operated by the City, community organizations, and other partners at City facilities	SDFA	Facilities CreateTO TFS PFR TPL TESS
4.3.6. Develop more accessible and plain-language communication products to promote and explain City and community-based services	StratCom	SDFA

Outcomes

- Improved service navigation
- Increased service coordination among City divisions
- Increased user satisfaction

Attachment B

Theme Service Access **Provincial / Federal Constraints**

Recommendation 4. Increase service access and availability

Action 4.4. Implement the Toronto Public Library Open Hours Plan to expand the availability of programs and services for low-income residents

Activities	A: Within Existing / Base Funded			B: Planned but Subject to Budget Approval			C: In Development		
	Activity	Lead	Participating	Activity	Lead	Participating	Activity	Lead	Participating
				4.4.1. Implement the Toronto Public Library Open Hours Plan	TPL				

- Outcomes**
- Reduced resident burden in accessing supportive services
 - Increase access to low cost and free spaces

Attachment B

Theme

Service Access

Provincial / Federal Constraints

Provincial

Recommendation

4. Increase service access and availability

Action

4.5. Implement collaborative programs and services to address the immediate physical and mental health needs of low-income residents

Activities

A: Within Existing / Base Funded

Activity	Lead	Participating
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B: Planned but Subject to Budget Approval

Activity	Lead	Participating
4.5.1. Expand the Toronto Public Health Dental Bus	TPH	
4.5.2. Launch the Ontario Seniors Dental Care Program	TPH	

C: In Development

Activity	Lead	Participating
4.5.3. Expand access to basic dental services for low-income individuals and families through community partnerships and the use of City-leased dental clinics	TPH	
4.5.4. Advance partnerships to increase access to mental health services for Ontario Works clients, especially those who are socially isolated	TESS	
4.5.5. Identify opportunities to integrate social and health care supports for vulnerable residents through the Social Medicine Initiative partnership	PRSO TOP	

Outcomes

- Improve physical and mental health outcomes for low-income residents

Attachment B

Theme

Service Access

Provincial / Federal Constraints

Provincial

Federal

Recommendation

5. Improve access to high quality programs for children and youth

Action

5.1. Continue the implementation of the 10-year Child Care Growth and Capital Strategy

Activities

A: Within Existing / Base Funded

B: Planned but Subject to Budget Approval

C: In Development

Activity	Lead	Participating
5.1.1. Review current methodology used to address the equitable distribution of child care subsidies across the City of Toronto	CS	
5.1.2. Advocate for a national policy framework with sustainable and predictable funding that promotes a universal and cohesive child care system	CS	
5.1.3. Utilize an equity-based planning approach to guide decisions about investments and funding reallocations within the EarlyON Child and Family system	CS	

Activity	Lead	Participating
5.1.4. As the number of licensed spaces grows, capitalize on opportunities to increase the number of child care fee subsidies available	CS	
5.1.5. Capitalize on opportunities to increase the number of licensed child care spaces available	CS	
5.1.6. Capitalize on opportunities to increase base funding to child care operators	CS	

Activity	Lead	Participating
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Outcomes

- Improve the affordability of child care for all families
- Increase the number of families who can access a fee subsidy
- Increase the number of physical child care spaces

Attachment B

Theme

Service Access

Provincial / Federal Constraints

Provincial

Federal

Recommendation

5. Improve access to high quality programs for children and youth

Action

5.2. Expand the availability of free or low-cost, high-quality programs for low-income children and youth

Activities

A: Within Existing / Base Funded

B: Planned but Subject to Budget Approval

C: In Development

Activity	Lead	Participating
5.2.1. Improve the efficiency and effectiveness of youth service delivery through the Youth Outcomes Framework	SDFA	
5.2.2. Conduct a Youth Services Review to provide a long-term strategic approach to the planning, coordination and monitoring of City of Toronto youth services to improve outcomes for young people in Toronto, particularly those most vulnerable to serious crime and violence	SDFA	TPL PFR
5.2.3. Introduce children and youth programs and opportunities at City-run museums	EDC	

Activity	Lead	Participating
5.2.4. Implement the recommendations of the Youth Hubs (TPL) and Enhanced Youth Spaces (PFR) evaluation across Toronto neighbourhoods	PFR TPL	
5.2.5. Continue partnerships with the arts and cultural sector to provide children and youth programs for low-income families	EDC	PFR

Activity	Lead	Participating
5.2.6. Sustainably fund high-quality City-funded and community-based programs outside of school hours in Neighbourhood Improvement Areas	PFR	CS SDFA

Outcomes

- Increase the number of low-income children and youth who access free or low cost programs

Attachment B

Theme	Transit Equity	Provincial / Federal Constraints
Recommendation	6. Make transit more affordable for low-income residents	
Action	6.1. Fully implement the Fair Pass Discount Program	

Activities	A: Within Existing / Base Funded			B: Planned but Subject to Budget Approval			C: In Development		
	Activity	Lead	Participating	Activity	Lead	Participating	Activity	Lead	Participating
	6.1.1. Continue to monitor and evaluate the impact of Fair Pass Discount Program on current program participants	PRSO	TESS CS TTC	6.1.2. Develop a low-barrier, integrated delivery model to expand the reach of the Fair Pass Discount Program	PRSO	HSI SSHA CS TESS TTC			
				6.1.3. Expand eligibility for the Fair Pass Discount Program to all adult Toronto residents living with an income below LIM+15%	PRSO	HSI SSHA TESS CS TTC			

Outcomes

- Increased transit usage for low-income residents

Attachment B

Theme Transit Equity **Provincial / Federal Constraints** Provincial

Recommendation 6. Make transit more affordable for low-income residents

Action 6.2. Apply equity standards to TTC fare structure and policies

Activities	A: Within Existing / Base Funded			B: Planned but Subject to Budget Approval			C: In Development		
	Activity	Lead	Participating	Activity	Lead	Participating	Activity	Lead	Participating
	6.2.1. Work with PRESTO and Metrolinx to increase the accessibility and availability of PRESTO card fare loading options.	TTC	SDFA				6.2.2. Comprehensively review transit fare structure and policies	TTC	PRSO
							6.2.3. Introduce fare options for community based organizations after the Toronto Transit Commission discontinues selling tickets and tokens to bulk customers	TTC	SDFA

Outcomes • Reduce travel burden

Attachment B

Theme Transit Equity **Provincial / Federal Constraints**

Recommendation 7. Improve transit services in the inner suburbs

Action 7.1. Maintain and create transit routes that pass equity-based service standards

Activities	A: Within Existing / Base Funded			B: Planned but Subject to Budget Approval			C: In Development		
	Activity	Lead	Participating	Activity	Lead	Participating	Activity	Lead	Participating
	7.1.1. Implement the service planning equity consultation tool for major transit service changes	TTC	SDFA	7.1.2. Pilot equity based performance measures for transit routes in Neighbourhood Improvement Areas	TTC	SDFA			

Outcomes

- Travel burden is reduced through the implementation of an equity based transit service plan

Attachment B

Theme Transit Equity **Provincial / Federal Constraints**

Recommendation 7. Improve transit services in the inner suburbs

Action 7.2. Prioritize surface transit and accelerate integration with complementary modes of transportation

Activities

A: Within Existing / Base Funded

Activity	Lead	Participating
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B: Planned but Subject to Budget Approval

Activity	Lead	Participating
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C: In Development

Activity	Lead	Participating
7.2.1. Explore bus transit lanes on heavily used bus corridors in the inner suburbs to improve speed and reliability of existing transit service	TTC	SDFA Planning
7.2.2. Enhance pedestrian pathways and improve cycling connections to Toronto Transit Commission services	TTC	

Outcomes

- Faster and more reliable transit trips with improved walking and cycling connections for low-income residents

Attachment B

Theme

Food Access

Provincial / Federal Constraints

Federal

Provincial

Recommendation

8. Eliminate hunger

Action

8.1. Invest in programs and address service delivery gaps in the provision of nutritious food across the public sector and community organizations

Activities

A: Within Existing / Base Funded

Activity	Lead	Participating
8.1.1. Extend municipal student nutrition program funding to independent schools which serve higher need schools	TPH	

B: Planned but Subject to Budget Approval

Activity	Lead	Participating
8.1.2. Sustain funding to existing student nutrition programs	TPH	

C: In Development

Activity	Lead	Participating
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Outcomes

- Children and youth eat healthy breakfast more often
- Schools and communities are healthy environments

Attachment B

Theme Food Access **Provincial / Federal Constraints** Provincial

Recommendation 8. Eliminate hunger

Action 8.2. Promote healthy, equitable and sustainable food systems

Activities	A: Within Existing / Base Funded			B: Planned but Subject to Budget Approval			C: In Development		
	Activity	Lead	Participating	Activity	Lead	Participating	Activity	Lead	Participating
	8.2.1. Support the establishment of and strengthen existing food networks in partnership with organizations in the For Public Benefit sector that are advocating for programs to address food insecurity	TPH					8.2.2. Pilot collaborative models between the City, anchor institutions and the For Public Benefit sector to purchase food	TPH	

- Outcomes**
- Increase access to free or low cost food for low-income residents

Attachment B

Theme

Food Access

Provincial / Federal Constraints

Recommendation

9. Increase access to affordable, nutritious and culturally appropriate food

Action

9.1. Improve residents' access to food skills and information including rules around commercial and community-led food production, preparation and sale

Activities

A: Within Existing / Base Funded

B: Planned but Subject to Budget Approval

C: In Development

Activity	Lead	Participating
9.1.1. Host workshops on nutritious food preparation, safe food handling and skills training within existing City operated and community-based programs	TPH	

Activity	Lead	Participating

Activity	Lead	Participating
9.1.2. Reduce fees and expand the availability of food handling certification to all low-income residents	TPH	

Outcomes

- Increased number of residents who gained safe food handling skills

Attachment B

Theme Quality Jobs & Livable Incomes **Provincial / Federal Constraints** Provincial

Recommendation 10. Improve the quality of and access to income supports

Action 10.1. Assess and respond to social assistance rate, policy and program design changes to best support low-income residents

Activities	A: Within Existing / Base Funded			B: Planned but Subject to Budget Approval			C: In Development		
	Activity	Lead	Participating	Activity	Lead	Participating	Activity	Lead	Participating
	10.1.1. Partner with Ontario and other service providers to implement Social Assistance reform directions in ways that enhance access and referrals to key financial, social and employment supports	TESS							

Outcomes • Increased coordination among social assistance and income support providers

Attachment B

Theme Quality Jobs & Livable Incomes **Provincial / Federal Constraints**

Recommendation 10. Improve the quality of and access to income supports

Action 10.2. Integrate financial empowerment and literacy into the delivery of City services

Activities

A: Within Existing / Base Funded

Activity	Lead	Participating
10.2.1. Connect residents on Ontario Works to tax clinics and income tax related benefits	TESS	CS PRSO
10.2.2. Promote the Canada Learning Bond to Toronto Employment and Social Service, and Children's Services clients	CS TESS	PRSO

B: Planned but Subject to Budget Approval

Activity	Lead	Participating

C: In Development

Activity	Lead	Participating
10.2.3. Develop and implement the Prosperity Gateway Project in collaboration with Prosper Canada, building free financial empowerment interventions into Toronto Public Library programs and services	TPL	
10.2.4. Work with the financial services industry and the For Public Benefit sector to improve access for low-income residents to relevant financial products and services and financial empowerment supports	PRSO	MLS TESS EDC

Outcomes

- Increase in the number of low-income residents taking steps towards becoming financially empowered

Attachment B

Theme Quality Jobs & Livable Incomes **Provincial / Federal Constraints**

Recommendation 11. Create employment opportunities for low-income groups with high unemployment rates

Action 11.1. Better coordinate internal opportunities across the City for effective pathways to good careers for low-income residents

Activities

A: Within Existing / Base Funded

Activity	Lead	Participating
11.1.1. Expand the Primary Care Paramedic Training Program	Paramedics	TESS

B: Planned but Subject to Budget Approval

Activity	Lead	Participating

C: In Development

Activity	Lead	Participating
11.1.2. Enhance Youth Leadership Program to build leadership, civic engagement and employability skills	PFR	
11.1.3. Review and enhance existing City hiring process to revise internal City hiring practices, including developing a communication plan to target communities and residents that are distant from the labour market	PE	

Outcomes

- Increase in low-income residents who receive employability and employment opportunities with the City of Toronto

Attachment B

Theme

Quality Jobs & Livable Incomes

Provincial / Federal Constraints

Provincial

Federal

Recommendation

11. Create employment opportunities for low-income groups with high unemployment rates

Action

11.2. Enhance the employability of residents through investments in innovative models and wrap around supports

Activities

A: Within Existing / Base Funded

Activity	Lead	Participating
11.2.1. Design, implement and scale innovative programs and approaches that improve outcomes for Ontario Works clients who are distant from the labour market through Innovative Case Management	TESS	
11.2.2. Provide self-employment and entrepreneurship support in Neighbourhood Improvement Areas and underserved areas where there is concentration of low-income individuals	EDC	TESS

B: Planned but Subject to Budget Approval

Activity	Lead	Participating

C: In Development

Activity	Lead	Participating
11.2.3. Coordinate youth employability services and programs through the Youth Outcomes Framework	SDFA	TPL TPS EDC TCHC PFR TESS

Outcomes

- Increase the number of youth who attain employability skills and/or employment
- Innovative programs and services that support residents with complex needs and barriers are embedded into divisional practices

Attachment B

Theme Quality Jobs & Livable Incomes **Provincial / Federal Constraints** Provincial

Recommendation 11. Create employment opportunities for low-income groups with high unemployment rates

Action 11.3. Engage with large-scale employers in Toronto to promote policies and practices that enable access to quality and stable jobs for low-income job-seekers

Activities	A: Within Existing / Base Funded			B: Planned but Subject to Budget Approval			C: In Development		
	Activity	Lead	Participating	Activity	Lead	Participating	Activity	Lead	Participating
	11.3.1. Work with community partners to educate private sector employers to reduce the stigma and barriers related to hiring residents with criminal records	TESS	EDC SDFA				11.3.2. Consider the potential for creating internship opportunities for residents with lived experience of poverty	SDFA	Housing TCHC PE TESS

Outcomes • Increase in number of employers who hire residents distant from the labour market

Attachment B

Theme Quality Jobs & Livable Incomes **Provincial / Federal Constraints** Provincial

Recommendation 11. Create employment opportunities for low-income groups with high unemployment rates

Action 11.4. Establish City incentives and/or programs for underrepresented communities to enter into growth industries

Activities

A: Within Existing / Base Funded

Activity	Lead	Participating
11.4.1. Review opportunities to integrate equity-related conditions into grant agreements to incentivize the development of apprenticeship, training and employment opportunities for equity-seeking and Indigenous communities with high unemployment rates	EDC	

B: Planned but Subject to Budget Approval

Activity	Lead	Participating

C: In Development

Activity	Lead	Participating
11.4.2. Create opportunities to increase participation of equity-seeking and Indigenous communities in growth sectors (e.g. film and entertainment industries)	EDC	TESS SDFA

Outcomes

- Increase in the number of low-income residents who participate in training opportunities or who are employed within in a growth industry

Attachment B

Theme Quality Jobs & Livable Incomes

Provincial / Federal Constraints Provincial

Recommendation 12. Improve the quality of jobs

Action 12.1. Strengthen City of Toronto practices and policies to enhance employment standards that apply to a) City jobs, b) Public Benefit sector grant recipients, and c) contractors providing services on behalf of the City

Activities	A: Within Existing / Base Funded			B: Planned but Subject to Budget Approval			C: In Development		
	Activity	Lead	Participating	Activity	Lead	Participating	Activity	Lead	Participating
	12.1.1. Pilot the the inclusion of job quality standards, such as living wage or local employment, for grants provided by Economic Development and Culture	EDC	PMMD SDFA PE	12.1.2. Pilot the addition of job quality standards to City contracts beyond wages	PMMD	SDFA			

Outcomes

- Increase in low-income residents who receive employability and employment opportunities with the City of Toronto

Attachment B

Theme Quality Jobs & Livable Incomes

Provincial / Federal Constraints

Recommendation 12. Improve the quality of jobs

Action 12.2. Create new pathways, training opportunities and introduce flexibility for low-income residents to enter into City jobs and support transitions/advancement once employed

Activities

A: Within Existing / Base Funded

Activity	Lead	Participating
12.2.1. Implement the Strategic Recruitment Diversity and Inclusion Action Plan	PE	
12.2.2. Increase the number of divisions participating in the City's paid Work Based Learning initiatives for low-income residents	TESS	PE

B: Planned but Subject to Budget Approval

Activity	Lead	Participating

C: In Development

Activity	Lead	Participating
12.2.3. Deliver information sessions for participants and alumni of City advisory groups	PE	

Outcomes

- Increase in low-income residents who receive employability and employment opportunities with the City of Toronto

Attachment B

Theme

Systemic Change

Provincial / Federal Constraints

Recommendation

13. Leverage the economic power of the city to stimulate job growth, support local businesses, and drive inclusive economic growth

Action

13.1. Leverage City operating and infrastructure spending to create targeted hiring and training opportunities, provide economic opportunities, and support community priorities.

Activities

A: Within Existing / Base Funded

Activity	Lead	Participating
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B: Planned but Subject to Budget Approval

Activity	Lead	Participating
13.1.1. Expand the use of social procurement practices across the City	PMMD	TESS EDC SDFA
13.1.2. Coordinate the implementation of the Community Benefits Framework	SDFA	Housing

C: In Development

Activity	Lead	Participating
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Outcomes

- Increase social and economic impact when the City purchases goods and services or buys, builds or provides financial incentives, and through other unique opportunities where community benefits can be pursued

Attachment B

Theme

Systemic Change

Provincial / Federal Constraints

Recommendation

13. Leverage the economic power of the city to stimulate job growth, support local businesses, and drive inclusive economic growth

Action

13.2. Develop sustainable models of inclusive economic development

Activities

A: Within Existing / Base Funded

B: Planned but Subject to Budget Approval

C: In Development

Activity	Lead	Participating	Activity	Lead	Participating	Activity	Lead	Participating
13.2.1. Lead and coordinate anchor institutions to increase community-based investment, hiring and purchasing	PRSO	Housing SDFA				13.2.3. Connect community based organizations to low-cost financial services to enable the establishment and growth of local businesses	PRSO	EDC SDFA
13.2.2. Identify and provide City divisions with strategies on local and inclusive economic development that can be applied to neighbourhood-focused studies, plans and community benefit activities	EDC	Housing TESS SDFA						

Outcomes

- Increase the knowledge and capacity of community, anchor institutions, and private sector partners to participate in inclusive economic development practices

Attachment B

Theme Systemic Change **Provincial / Federal Constraints**

Recommendation 14. Create a seamless social support system

Action 14.1. Develop a policy framework for determining how the City should most effectively allocate subsidies on a universal or targeted basis

Activities	A: Within Existing / Base Funded			B: Planned but Subject to Budget Approval			C: In Development		
	Activity	Lead	Participating	Activity	Lead	Participating	Activity	Lead	Participating
	14.1.1. Develop a policy framework to guide when the City should deliver programs and services on a universal or targeted basis, including a consideration of appropriate levels of subsidies and fees	PRSO	TESS SDFA						

Outcomes • Improved resource allocation

Attachment B

Theme Systemic Change **Provincial / Federal Constraints**

Recommendation 15. Coordinate and evaluate the implementation of the strategy

Action 15.1. Fund and implement the Poverty Reduction Strategy Monitoring and Evaluation Framework

Activities

A: Within Existing / Base Funded

Activity	Lead	Participating
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B: Planned but Subject to Budget Approval

Activity	Lead	Participating
15.1.1. Implement Key Theme Area Monitoring and Evaluation Working Groups	PRSO	ALL
15.1.2. Collect existing Key Performance Indicators on applicable programs/PRS activities	PRSO	ALL
15.1.3. Coordinate data collection across all City divisions	PRSO	ALL

C: In Development

Activity	Lead	Participating
15.1.4. Develop and implement PRS outcomes survey for new data collection	PRSO	ALL

Outcomes

- Improved ability to monitor and evaluate impact of PRS activities
- Increase in data sharing between City divisions

Attachment B

Theme Systemic Change **Provincial / Federal Constraints**

Recommendation 15. Coordinate and evaluate the implementation of the strategy

Action 15.2. Integrate an intersectional gender-based lens to the Poverty Reduction Strategy

Activities	A: Within Existing / Base Funded			B: Planned but Subject to Budget Approval			C: In Development		
	Activity	Lead	Participating	Activity	Lead	Participating	Activity	Lead	Participating
				15.2.1. Collaborate with the Poverty Reduction Strategy Office to integrate a gender-based lens into the Poverty Reduction Strategy including determining priorities and outcomes measures	PE	PRSO			
				15.2.2. Pilot educational training and resources on gender-based analysis with applicable City staff	PE	TPH TTC TESS Housing PRSO			

Outcomes

- Increase in staff proficiency in applying a gender-based analysis

Attachment B

Theme Systemic Change **Provincial / Federal Constraints**

Recommendation 16. Engage City staff and residents on poverty reduction efforts

Action 16.1. Integrate lived experiences of poverty into the implementation of the Term Action Plan

Activities	A: Within Existing / Base Funded			B: Planned but Subject to Budget Approval			C: In Development		
	Activity	Lead	Participating	Activity	Lead	Participating	Activity	Lead	Participating
	16.1.1. Recruit and establish the second cohort of the Lived Experience Advisory Group	PRSO							

Outcomes

- Increased involvement of LEAG members in PRS activities

Attachment B

Theme Systemic Change **Provincial / Federal Constraints**

Recommendation 16. Engage City staff and residents on poverty reduction efforts

Action 16.2. Implement a model of continuous engagement with stakeholders, including residents, including the For Public Benefit sector, advocates, experts, private sector

Activities	A: Within Existing / Base Funded			B: Planned but Subject to Budget Approval			C: In Development		
	Activity	Lead	Participating	Activity	Lead	Participating	Activity	Lead	Participating
							16.2.1. Engage the For Public Benefit Sector, Community and Grassroots groups in the design of and participation in a series of Poverty Reduction Strategy forums	PRSO	
							16.2.2. Develop communication tools for Divisions and Agencies to facilitate resident-led consultations that address PRS-related policies and programs	PRSO	Housing
							16.2.3. Develop a 'GET TO KNOW TO' campaign to engage and educate residents on City services, policies, programs and opportunities	PRSO	StratCom
							16.2.4. Establish a forum to connect Divisions and Agencies involved in poverty reduction with residents to share their lived experience	PRSO	Housing
							16.2.5. Establish a process to coordinate City-led consultations that advance Poverty Reduction Strategy actions	PRSO	CMO Housing

Outcomes • Increase in trust and coordination

Attachment B

Theme Systemic Change **Provincial / Federal Constraints** Provincial Federal

Recommendation 17. Dedicate funding to poverty reduction actions

Action 17.1. Identify stable and predictable funding sources for Poverty Reduction Strategy activities

Activities	A: Within Existing / Base Funded			B: Planned but Subject to Budget Approval			C: In Development		
	Activity	Lead	Participating	Activity	Lead	Participating	Activity	Lead	Participating
	17.1.1. Review and apply a Poverty Reduction Strategy lens to budget submissions	PRSO FP							
	17.1.2. Identify opportunities to partner with philanthropy	TOP	PRSO						

- Outcomes**
- Sustainable funding for activities that require funding

Attachment B

Theme

Systemic Change

Provincial / Federal Constraints

Recommendation

17. Dedicate funding to poverty reduction actions

Action

17.2. Develop and fund the implementation of an Indigenous-specific Poverty Reduction Action Plan, community-led and coordinated with Toronto's Poverty Reduction Strategy

Activities

A: Within Existing / Base Funded

Activity	Lead	Participating
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B: Planned but Subject to Budget Approval

Activity	Lead	Participating
17.2.1. Support the development of an urban Indigenous-led Poverty Reduction Action Plan, coordinated with Toronto's Poverty Reduction Strategy	PRSO	Housing IAO SDFA

C: In Development

Activity	Lead	Participating
17.2.2. Sustainably fund and coordinate the implementation of a long-term Indigenous-led Poverty Reduction Action Plan	PRSO	Housing IAO SDFA

Outcomes

- Outcomes as defined by community