

# AA3.3 Appendix A

## Appendix A: City of Toronto MMIWG Survey Results

Indigenous Affairs Office  
January 14, 2020

### Context

On June 18, 2019, City Council adopted [Motion MM8.23](#) requesting the Mayor, the City Manager and the Manager, Indigenous Affairs Office (IAO), in partnership with relevant staff and the Indigenous community, including the Aboriginal Affairs Committee and the broader Indigenous community, to consult on the role and responsibilities of the municipal government in implementing the recommendations of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG2S) and that the City Manager report back to the Aboriginal Affairs Committee in the first quarter of 2020.

As part of this effort, the IAO sought to compile an inventory of work across divisions either in progress or in planning related to the Calls for Justice. In November 2019, the IAO distributed a survey to all divisions called the "Divisional Survey on the Status of Reconciliation Efforts". The first section of this survey includes questions about, 1) how divisions are currently be responding to the Calls for Justice from the National Inquiry into MMIWG2S, 2) where there may be opportunities to enhance or improve work, and 3) where barriers to response may exist. The second section included questions about general reconciliation-related efforts of each division in order to capture anything outside of what was already described. This document presents the results of the first section of the survey in detailed description as well summarized into themes.

### Respondents

28 divisions completed and submitted responses to the survey, while 11 others partially responded to the survey but did not submit.

Divisions who completed and submitted responses:

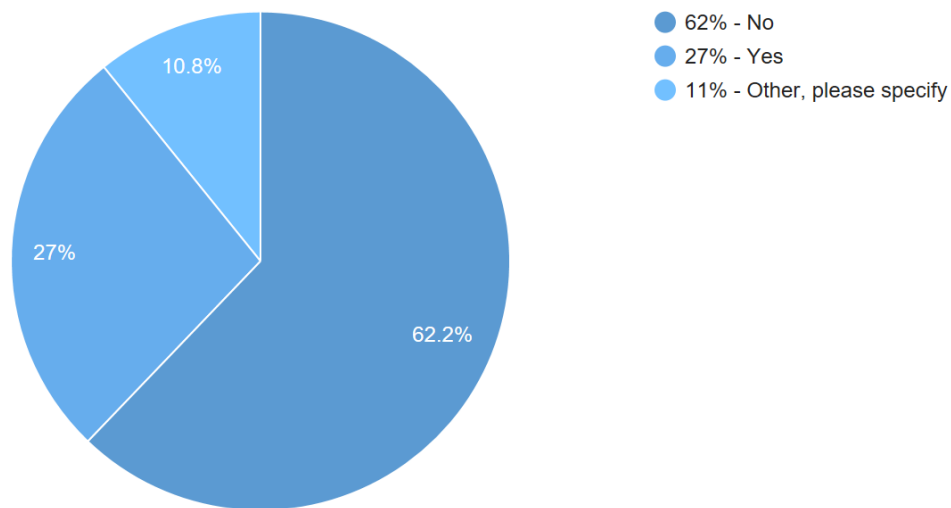
Parks, Forestry & Recreation  
Court Services  
Policy, Planning, Finance & Administration  
311 Toronto  
MISC  
Revenue Services  
Accounting Services  
Solid Waste Management  
Children's Services  
Toronto Paramedic Services  
Municipal Licensing & Standards  
Toronto Building  
Strategic Communications

City Clerk's Office  
Shelter, Support & Housing Administration  
Human Resources  
Fire Services  
Seniors Services and Long-Term Care  
Purchasing & Materials Management  
Legal Services  
Parks, Forestry & Recreation  
Strategic & Corporate Policy  
Social Development, Finance & Administration  
People & Equity  
Toronto Public Health  
Finance & Administration

## Results

### 1. How the Calls for Justice are currently being addressed by divisions

6. Is your division currently doing any work or planning related to responding to the Calls for Justice from the National Inquiry into MMIWG2S, either explicitly or non-explicitly? If needed, please consult [this summary of the Calls for Justice relevant to the municipal government](#) for an overview of Calls that may relate to your division's work (see Column E for navigation).



n=37

## **1.1 Themes (n=10)**

Theme	Number of Divisions/Agencies	Divisions/Agencies engaged in programs/service
<b>Actions</b>		
Community Engagement	5	People & Equity Social Development, Finance & Administration Shelter, Support & Housing Administration Children's Services Municipal Licensing & Standards
Funding	3	Toronto Public Health Shelter, Support & Housing Administration Children's Services
Organizational Change (Capacity, Process, Focus)	4	Legal Services Children's Services Social Development, Finance & Administration Toronto Public Health
Partnerships	5	Children's Services Municipal Licensing & Standards Social Development, Finance & Administration Shelter, Support & Housing Administration Toronto Public Health
Policy Support	5	City Clerk's Office Municipal Licensing & Standards Toronto Public Health Social Development, Finance & Administration People & Equity
Training	3	People & Equity Toronto Public Health Legal Services
<b>Programs/Services/Initiatives</b>		
Anti-human trafficking	1	Social Development, Finance & Administration
Anti-violence	1	Toronto Public Health
Data Capacity	2	People & Equity Toronto Public Health
Education	1	Children's Services
Gender Equity	1	People & Equity
Housing/Homelessness	1	Shelter, Support & Housing Administration

Health	1	Public Health
Indigenous-specific Services	3	Toronto Public Health Children's Services Shelter, Support & Housing Administration

**1.2 Detailed responses (n=10)**

Toronto Public Health

- The Toronto Indigenous Health Strategy (THIS) calls for TPH to support programs that address violence in Toronto’s Indigenous community explicitly aligns with MMIWG2S calls.
  - Calls 3.2-3.6: the Toronto Urban Health Fund (TUHF) launching an Indigenous Funding Stream on HIV prevention, harm reduction, and child and youth resiliency for agencies serving predominantly Indigenous (funding is short-term for 1-3 year pilots)
  - Call 7.4: TPH partnered with Native Child and Family Services Toronto/Inner City Health Associates Partnership to open the Four Winds Wellness Team at NCFST to address urban Indigenous populations' health needs with a pilot health clinic in downtown
  - Calls 18.26-18.32: Prioritized staff training to enhance cultural competency and safety. Most TPH staff (~1300) completed 1-day in-person cultural competency training; 200 staff completed online 8 week San'yas Indigenous Cultural Safety Core Health or Core Mental Health training. Two-spirit mental health and suicide prevention training was promoted to TPH staff. Training was provided by TASSC to various health and social service providers.
  - Results from TPH's Baseline Study of Services, Program and Resources provided to and with the Indigenous Community indicated that 19% of priority population were 2SLGBTQ for the programs, services and resources provided to and with Indigenous communities

People & Equity

- Gender Equity Strategy approved in October 2019 for advancing an intersectional gender-based lens into City programs and services, and internal workforce initiatives, along with the establishment of a Gender Equity Unit to lead the work.
  - The inclusion of Indigenous women, girls and LGBTQ2S people in the creation and rollout of this strategy will be imperative and the newly established Gender Equity unit will work alongside the Indigenous Affairs Office to ensure alignment with responses to the Calls to Justice.
- Council approved creation of an LGBTQ2S+ Council Advisory Body in December 2019

- Co-leading the development of Data for Equity Strategy with SDFA. This strategy will provide direction to City divisions on how to collect, analyze and use socio-demographic data, such as race, gender, sexual orientation and Indigenous identity to understand who is accessing services and to inform equitable program planning and service delivery.
  - Collaborating with IAO to ensure an Indigenous Data Governance model is a key principle in the overarching strategy to ensure compliance with OCAP principles. This may include: engaging with Indigenous communities on data collection and use about their communities; ensuring they have influence over the purpose, collection, analysis, interpretation, sharing, reporting and use of this data; and ensuring this data is used to benefit the people and communities it is about.
- Workforce Equity and Inclusion
  - Count Yourself In Workforce Survey: As part of the City's 4-year Workforce Equity and Inclusion Plan, EDHR will continue to leverage employee demographic data to enable data informed decision-making towards the City's goal of building a talented public service that represents the diversity of the population it serves at all levels within the organization. This includes representation of Indigenous, women and LGBTQ2S people. The workforce census data supports the need for focused efforts to increase representation and career progression of Indigenous peoples at all levels of leadership, while also creating opportunities for talent development to support learning and growth. Over the coming years, staff will begin to disaggregate corporate diversity data to better understand trends and gaps specifically within Indigenous, Black and equity-seeking groups.
  - Employee Engagement: In 2019, the City conducted its second employee engagement survey to understand how connected employees feel to their workplace. The overall organizational engagement score was 78 percent, however Indigenous peoples, had lower engagement scores of 76 percent. Staff within the People and Equity Division will consult, partner and develop actions to increase engagement and further inclusion efforts for Indigenous staff by working closely with IAO and the Ambe Maamowisdaa Employee Circle (Indigenous Network).
  - Strategic Recruitment Employment Services is focused on Indigenous Talent Acquisition, which is addressed in the Aboriginal Employment Strategy as well as in the new Diversity & Inclusion Action Plan. We are also committed to hiring Indigenous talent into Next Generation Programs such as the Toronto Urban Fellows Program and the Summer Internship Program.
  - New employee Orientation sessions incorporate:
    - A land acknowledgement and a brief explanation of why it's done
    - An overview of the IAO, highlighting "Reconciliation and Calls to Action" as one of the City's initiatives

- IAO/Indigenous Employees Network attends the Information Exchange in order to network and connect with new employees
- Participants provided with a copy of the Count Yourself in survey to complete and submit

#### Social Development, Finance & Administration

- Social Procurement Program (led by PMMD): SDFA provides policy development and implementation to improve supply chain diversity – increasing access to government procurement for certified diversely owned businesses from equity seeking and Indigenous/Aboriginal groups. The Social Procurement Program works with two Supply Chain Diversity Organizations – Canadian Aboriginal and Minority Supplier Council and the Canadian Council of Aboriginal Businesses to identify businesses that are 51%+ owned, controlled and managed by Indigenous. The Program might also require an adjustment to the current approach, including a review of whether we establish a specific set-aside for Indigenous-owned Businesses in the procurement process.
  - As part of the Workforce Development component to the Social Procurement Program, the City will require certain contracts that meet specific criteria to hire apprentices or other types of positions from Indigenous and equity-seeking groups.
- In 2019, SDFA brought forward the Community Benefits Framework, which was adopted by City Council. The Community Benefits Framework aims to coordinate and maximize social and economic impact across many of the City of Toronto's community benefits initiatives, of which the Social Procurement Program and Rexdale – Casino Woodbine Community Benefits Agreement are examples. The Community Benefits Framework aims to increase the City of Toronto's capacity to create community benefits opportunities, which include increasing access to diverse suppliers, including Indigenous-owned businesses, and the establishing employment pipelines to reach people from equity-seeking groups and Indigenous persons.
- The Youth Development Unit (YDU) is currently undergoing consultations for the Trans, Non-Binary and Two-Spirit Service Plan and seeks to understand what services are necessary for the Two-Spirit Youth population. The Youth Development unit is working with the Native Youth Sexual Health Network to conduct consultations for the plan and report the findings. We secured funding from within existing resources to ensure that Indigenous youth could be paid for their work and engage in self-determination when developing the consultation process.

#### Legal Services

- The Legal Services Division established an internal Indigenous Law Working Group comprised of one lawyer from each practice group. The Working Group is actively engaged in developing subject-matter expertise, raising awareness of relevant legal issues, and serving as an internal resource to colleagues when related issues arise in the context of a file. Library funds were allocated to purchase or secure online access to reference materials.

- Legal Services sends a representative to each Community of Practice meeting and disseminates information discussed there at on an as-needed basis.
- Legal Services retained the Ontario Federation of Indigenous Friendship Centres to provide mandatory Indigenous cultural competency training for all lawyers on staff. The training was very well received by staff and stimulated lots of reflection and discussion.
- Legal Services conducts an annual professional development seminar for lawyers. We are including an all-staff training session on reconciliation at a future internal professionalism seminar.

#### City Clerk's Office

- City Clerks' Office supports the following activities: the National Indigenous Day sunrise ceremony; the land acknowledgement at City Council and Standing Committee meetings and worked with Indigenous leaders and the Indigenous Affairs Office to update the wording; inclusion of Indigenous leaders in a meaningful way in significant ceremonies (i.e. First Meeting of Council); City Clerk's Office staff led and implemented Council's direction to raise on a permanent basis, flags of Mississaugas of the Credit, Huron Wendat, Haudenosaunee, Metis and Inuit peoples on Nathan Phillips Square; and in the development of guidelines for a City of Toronto order of precedence, City Clerk's Office ensure that Indigenous representatives are to be recognized as an order of government.

#### Shelter, Support and Housing Administration

- SSHA received City Council approval to develop an Indigenous funding stream, dedicating 20% of grants program funding to Indigenous-led organizations.
- SSHA staff have worked with the Indigenous Community Entity, the Aboriginal Labour Force Development Circle (ALFDC), and the Indigenous Community Advisory Board to execute an MOU setting out the scope of the funding stream and roles and responsibilities for its administration. Multiple options were explored with ALFDC and a joint administration, leading towards self-administration in the future, is the preferred model. Priority setting will be done by ALFDC and the Indigenous CAB and SSHA will report back to the CAB on the administration of the funding stream regularly, providing more details than are currently made available.
- SSHA committed to opening new Indigenous shelters to meet City Council's objective of adding 1000 new permanent shelter beds by 2020 and address Indigenous homelessness.
- SSHA has established Indigenous CAB Coordinated Access sub-committee to ensure federally mandated Coordinated Access approaches reflect the needs of Indigenous agencies and service users.
- SSHA has targeted 20% of provincial Homes for Good supportive housing funding to Indigenous agencies, supporting Indigenous clients experiencing homelessness with supports and rent supplements.

#### Children's Services

- Calls 2.4, 2.5, 3.2: Children's Services has gone through a process in partnership with TASSC to identify the needs of the Indigenous child and family community in the City of Toronto and secure funding for programs that expand the number of culturally relevant Indigenous services available through child care and early years for the community. What worked well was that the needs of the community were determined by and for the community. As the Service System Manager for Child Care and Early Years in the City of Toronto the Ministry of Education provided planning funding. Children's Services then entered a partnership with TASSC who took on the role of primary researchers to establish the outcome of the final submission. After an intensive needs assessment a total of 11 proposals were put forward to the Ministry of Education, of which 7 were approved for funding and implementation. The proposals aligned with the provision of safe, no-barrier, permanent, and meaningful access to Indigenous culture and language focused primarily on children and women as key caregivers. Among the 7 approved projects, two of the projects relate specifically to language and land based education thus supporting the rights of Indigenous children to be exposed to and learn their Indigenous languages and increase their knowledge and practice to the land. All of the accepted projects are currently being implemented by Indigenous led organizations, with in fact the creation to 2 newly developed grassroots and community-led Indigenous organizations created specifically through this funding opportunity.

#### Municipal Licensing & Standards

- In our reviews related to body rub parlours and holistic licensing, MLS has been directed to use an anti-human trafficking lens. In the past we have engaged with survivors, some of which self-identify as Indigenous. Our engagements support and inform our policy staff when making recommendations on bylaws and licensing.

### **1.3 What could be improved (n=4)?**

#### **Themes:**

- Meaningful engagement
- MMIWG2S-related education/training
- Long-term and sustained funding
- Full Partnership/co-leadership
- Indigenous capacity building

#### **Detailed responses:**

##### Toronto Public Health

- Long-term and sustained funding to support services and resources support for MMIWG2S and families
- Consistent understanding and following of the TIHS operating principles across TPH directorates
  - 1. Health plans are developed with Indigenous Peoples as full partners



- 2. Wherever Indigenous Peoples go to access programs and services, that they receive culturally appropriate, safe and proficient care, and all barriers to optimal care have been removed
- 3. Care is planned to be responsive to community and is appropriate, efficient, effecting and high quality at both systems and interpersonal levels
- 4. Dedicated resources and funding for Indigenous Health programs and services will support a coordinate and collaborative system
- 5. Leverage and build the capacity of Indigenous leadership and Indigenous communities to care for themselves
- Meaningful and sustained involvement of Indigenous leadership in the design of TPH programs/initiatives and full engagement with Indigenous communities from the very beginning
- Recruitment of Indigenous staff and management
- There is a need for more meaningful Indigenous community engagement. Community members have expressed feeling over-consulted but not heard by TPH.
- The development of culturally safe public health programs and services for Toronto's Indigenous community

#### Social Development, Finance & Administration

- YDU would like to work more closely with the IAO on developing a Service Plan. There is limited expertise and experience working respectfully with Indigenous populations, specifically youth. The institution needs to be more flexible in engaging affected populations with more meaningful engagement methods and tactics, ensuring the utmost self-determination.

#### Legal Services

- Legal Services conducts an annual professional development seminar for lawyers. We are including an all-staff training session on reconciliation at a future internal professionalism seminar. The session could focus on issues like how best to pair advice on the City's legal obligations with an awareness of and appreciation for Council-endorsed policies, priorities and initiatives surrounding Truth and Reconciliation and MMWG2S.

#### Municipal Licensing and Standards

- There may be an opportunity for a more fulsome engagement and understanding the level of relationship between these activities and Missing and Murdered Indigenous Women, Girls and Two-Spirit during future reviews on Body Rub Parlours. Notably, SFDA led the Anti- Human trafficking strategy, where MLS used an anti-human trafficking lens for the licensing review.

## **2. Opportunities to enhance or further the City's response to the Calls for Justice (n=23)**

## Themes:

- Civic engagement
- Communications
- Consultation
- Data infrastructure
- Economic and social development
- Support for Indigenous-led services
  - Human-trafficking
  - Anti-violence
- Indigenous lens or audit of services and processes
- Indigenous place-making and culture
- Indigenous policy development
- Indigenous recruitment and retention
- Intergovernmental relations
- Public education campaign
- Training

## Detailed responses:

### Court Services

- Currently have Job Incentive Program (JIP) program placements that could be extended to Indigenous women, girls and 2S

### Revenue Services

- No current initiatives targeted towards women and girls broadly, but the division can ensure that program design for future initiatives (e.g., relief programs for property tax or utilities) seek to consult with indigenous stakeholder groups

### Solid Waste Management Services (SWMS)

- No plans at this time

### Policy, Planning, Finance & Administration (PPFA)

- Policy, Planning, Finance & Administration is an internal support division that provides centralized Financial, Administrative and Public Consultation services to the divisions within the Infrastructure and Development Services service area. As a result, PPFA does not have any explicit plans or projects underway that respond to the Calls for Justice, but the division, specifically the Public Consultation Unit, actively supports our IDS clients as they seek to bolster participation of Indigenous communities in the public consultation process

### Municipal Licensing & Standards (MLS)

- Our division has an opportunity to respond to the Calls for Justice by ensuring we are supporting and promoting employment and career development, which ensure Indigenous women and 2SLGBTQQIA people are represented in MLS
- Similarly we have an opportunity to utilize an equity lens to ensure that Indigenous women, girls and 2SLGBTQQIA are represented and/or potential

impacts are reflected policy bylaw review, implementation, investigation, and enforcement and civic engagement strategy

#### Toronto Paramedic Services

- Where appropriate, identify opportunities for enhancing recruitment of members of Indigenous communities

#### Toronto Building

- Currently partner with a number of organizations to promote careers for women in the construction industry. Partners include Canadian Association of Women in Construction (CAWIC), TDCSB among others. Could expand outreach to specifically target Indigenous communities.

#### Children's Services

- Continue to build on the direction that the Division is taking – responding to continued consultation with the community

#### Strategic Communications

- Works with staff in the IAO to consider and incorporate appropriate messaging into communications materials supporting City-produced Indigenous events (i.e. National Indigenous Peoples Day). When developing communications plans and messages, we try to use an equity lens and consider all potential audiences

#### Shelter, Support & Housing Administration (SSHA)

- SSHA is in the process of developing its next five year Service Plan. Consultations will be held with Indigenous organizations and other City Divisions such as the Indigenous Affairs Office to inform the plan. If identified as a key priority in these consultations, it will be added to the service plan. We have consulted in the past with the Indigenous CAB about options SSHA could take to address human trafficking and exploitation of Indigenous women and girls, including dedicating shelter beds in our directly operated shelters. CAB members did not support this approach and indicated that there needs to be a dedicated worker who has expertise in human trafficking of Indigenous women and girls in addition to dedicating shelter beds. They also informed that services should be Indigenous-led and that SSHA's role is to make appropriate referrals of clients to Indigenous shelters and programs if they desire.

#### People & Equity

- A Diversity & Inclusion Recruitment Strategy and Action plan will be rolled out in 2020. This plan is focused on training and upskilling the Strategic Recruitment staff on Indigenous Competency training. The Action Plan will also focus on developing both internal/external partnerships with the Indigenous communities to bring forth subject matter experts.
- We plan to work closely with the IAO to ensure that the Diversity Action Plan has insight from our internal Indigenous colleagues. We will also work with the external Indigenous community to create customized training beyond Indigenous cultural competency for hiring managers; this could focus on various things like 'Indigenous Recruitment', the Truth and Reconciliation Process, understanding the diversity of the Indigenous community, as well as equipping us with tools to

assist in removing barriers and creating an inclusive workforce that mirrors the communities we live and work in.

#### Toronto Fire Services (TFS)

- TFS is currently in the process of reviewing diversity statistics from its recruitment process and will be looking to address barriers to entry from a diversity and equity lens.
- We are also rolling out TFS-specific diversity and inclusion training to our staff
- Fire Prevention actively responds to community inquiries supporting the need for open air burning permits for Indigenous ceremonial purposes
- TFS works with the Indigenous community to respectfully maintain the integrity of fire ceremonies while ensuring fire safety in accordance with the Fire Code and applicable legislation
- In support of the City's diverse community, TFS worked collaboratively with other City Divisions to develop and implement a solution to support smudging ceremonies in City owned buildings. These guidelines are readily transferable to privately owned buildings if the community identified a need and subsequently submitted a request for approval.

#### Senior Services & Long-Term Care

- While provincial legislation and regulation dictate eligibility and admissions processes to all long-term care homes in Ontario, there is opportunity to explore how to best care for Indigenous adults requiring homecare and long-term care services. This could include specialized supports for elders requiring care; respecting Indigenous practices, beliefs, diet and other traditions.
- There is also opportunity to look at hiring practices and how they can be more inclusive of hiring Indigenous care staff.

#### City Clerk's Office

- The My Local Government program does not target any specific group but is available for all Toronto residents and can be adapted for the audience we are providing the information to.
- City Clerks' Office has print materials and take-aways available and can provide workshops about the municipal government, how to be informed, get involved and have your say. Staff could work with Indigenous communities to develop how they would want to receive this information. Staff can also bring this information out to any events.
- In an election year, staff can provide information about the 2022 Toronto municipal election again working with the interested Indigenous organizations to develop appropriate ways to deliver this information to the community.

#### Purchasing & Materials Management

- The Social Procurement Program identifies certified women-owned businesses as one of the program's targeted groups. If we have a specific event for women owned businesses, we can attempt to focus on Indigenous women owned businesses

#### Legal Services

- Law students who work to further Indigenous rights on campus and in the community at large are specifically identified and invited to attend the Articling Committee's annual Open House. The Articling Committee is exploring other ways to recruit self-identified Indigenous candidates and to track their progress through the interview, assessment and selection process.
- As the most public-facing branch at Legal Services, Prosecutions branch may be well positioned to contribute to Calls for Justice related to access to justice. There is opportunity to explore if and how resources could be made available in the courts and administrative tribunals in which Legal Services staff work.
- Legal Services is often engaged, on behalf of divisional clients, on issues concerning land use planning and the acquisition and disposal of property. Existing processes could be examined through a reconciliation lens to see whether and how they can be improved. For instance, the form of notice the City provides to certain First Nations when initiating a planning instrument could be evaluated to make sure it is effective in terms of language (i.e. should languages other than English be used).
- Legal Services is always available to provide legal advice and drafting support in the event a divisional client determines that changes to City bylaws and/or policies are required to accommodate activities identified by Indigenous representatives, such as smudging or drumming.

#### Parks, Forestry & Recreation

- Currently, PFR has no programs or initiatives specifically targeted to Indigenous women and girls. However, one example of how PFR has responded to the Calls for Justice is the Division's support of the Red Embers Project in Allan Gardens, which showcased monumental art by Indigenous women artists, honoring Missing and Murdered Indigenous Women and Girls. The exhibit remained in the park from June to October, 2019.

#### Strategic & Corporate Policy

- Call #13.2 – We support divisional best practices in civic engagement. In this role, we can promote divisional examples of gender-based socioeconomic impact assessment to other divisions and encourage divisions to adapt/use these approaches in their engagement work.
- Call #13.3 – We contribute to community benefit agreements and may be able to advance future agreements as appropriate.
- Call #18.4 – We can promote data collection policies to better capture and support participation from 2SLGBTQQIA residents. Broadly speaking beyond the Calls for Justice, our office can also support inclusion in our activities, including implementation of the Corporate Strategic Plan and supporting City agencies and boards to align with City policies and strategies wherever appropriate.
- CMO Intergovernmental & Agency Relations (IAR) focuses on corporate strategic engagement with federal and provincial governments. As part of this work we support divisions in making their intergovernmental requests which benefit all Torontonians including Indigenous peoples. This includes leveraging our Toronto-Ontario Cooperation and Consultation Agreement with the Province and ensuring that divisions are informed of and engaged appropriately with provincial initiatives which may have implications for Indigenous people in Toronto (e.g. the Province's Urban Indigenous Action Plan, Ontario Place revitalization, etc.). It

also includes engaging with the Federal Government which is also done with the Federation of Canadian Municipalities (FCM) and the Big City Mayors Caucus (BCMC). FCM has an Urban Aboriginal Working Group (UAWG) comprised of councillors who are appointed to FCM. The IAR unit supports mayor and councillor participation in these bodies and ensures requests from FCM and BCMC are aligned with Council directions. The FCM has taken a number of positions to advance truth and reconciliation.

#### Social Development, Finance & Administration

- The Community Benefits Framework, Rexdale – Casino Woodbine Community Benefits Agreement, and Social Procurement Program identify women-owned businesses and individual women as one of the targeted groups for hiring and for supply chain diversity. If we have a specific event for women owned businesses, we can also ensure that it includes Indigenous women owned businesses.
- Currently the Youth Development Unit has Youth Outreach Counselors, specifically one dedicated to Indigenous Youth and Youth experiencing gender-based violence. Toronto Youth Partnerships & Employment (TYPE) is a mobile intensive case management program supporting youth in Toronto who are facing challenges. Youth Outreach Counsellors help youth to develop an action plan and connect youth to stabilization supports, employment services, skill development and educational programs. TYPE helps youth to identify skills, interests, and employment barriers.

#### Toronto Public Health

- Call 1.9 - TPH leads the Intimate Partner Violence Workgroup, the Gender Based Violence Workgroup and the Community Violence Workgroup all providing opportunities to focus on Calls for Justice. There are opportunities to focus on mitigating the impacts of violence, addressing practices that normalize violence and highlighting the vulnerability of Indigenous people due to colonization and racism. The Intimate Partner Violence Action Plan includes reference to IPV risk factors for Indigenous people and a recommendation to develop a public education campaign. The campaign would be a great opportunity to include the experiences of Indigenous peoples, to increase awareness of IPV in the Indigenous community and to identify agencies and interventions that are culturally safe.
- Call 4.3, 7.9 - TPH has worked with SDFA on End TraffickingTO. There is an opportunity to have a greater focus on developing resources for Indigenous women, girls and 2S individuals. In 2017 TPH completed a scan of Toronto's non-Indigenous mental health services to identify culturally safe and relevant supports available to the Indigenous community before, during, and after the MMIWG Inquiry and to identify agencies open to enhancing services to meet the needs of the Indigenous community in preparation for the Inquiry. The resultant inventory of trauma resources was shared with the respondents and could be more widely disseminated in future.

#### Finance & Administration

- Our division provides internal financial and administrative support (payroll, accounting, procurement, budgeting). We do not have any initiatives of this kind currently in progress.

### **3. Barriers to responding to Calls for Justice (n=22)**

#### **Themes:**

- Inconsistent strategy communication
- Lack of implementation plan
- Lack of quality data
- Lack of resources
- Lack of strategic alignment
- Lack of understanding of Calls to Justice / MMIWG
- Outside of mandate
- Perceived non-applicability
- Restrictive policies and overly bureaucratic processes
- Requires support from IAO
- Unclear leadership

#### **Detailed responses:**

##### **Court Services**

- Training to better understand the Calls for Justice

##### **Revenue Services**

- If anything, the barriers we face are those related to a lack of knowledge of Indigenous issues and the Calls for Justice. Managers and Supervisors have received training in Indigenous history and culture, but this has not been extended to non-union staff.

##### **Solid Waste Management Services (SWMS)**

- SWMS would benefit from additional knowledge and training regarding how the Calls for Justice relate to the work of SWMS and how SWMS could incorporate responding to the Calls for Justice into our work.

##### **Policy, Planning, Finance & Administration (PPFA)**

- PPFA is an internal support services division - providing centralized financial management and program support services to IDS Divisions in order to enable them to focus on their respective operations. As such, we do not have direct initiatives, nor barriers, with respect to responding to the Calls for Justice.
- Since PPFA is an internal support division, much of our work is directed by the needs of our client divisions. Client divisions come to PPFA for advice, transaction processing, and consultation services, which therefore limits PPFA's involvement in responding to the Calls for Justice.

##### **Toronto Paramedic Services**

- Resources - this includes knowledge/training/expertise from the Indigenous community

### Toronto Building

- Our Division's mandate is focused. We enforce the Building Code Act (Provincial Legislation) and Applicable Laws (Provincial and Municipal regulations). Knowledge is a barrier. Is there a role our Division could play under its legislated current mandate?

### Children's Services

- One of the biggest barriers is the various city processes that are in place, in particular procurement and hiring practices.
- Decision-making processes are also often subject to the City rules and systems but do not always align well with the self-determination goals of the Indigenous community.
- Although the Division has invested in training, ongoing knowledge transfer and training continue to be needed on an ongoing basis across the division.

### Strategic Communications

- Perhaps shared information and updates about the Calls for Justice as well as intact team training, if available.

### Shelter, Support & Housing Administration

- The Housing Secretariat is the lead City Division responsible for facilitating the development of affordable housing. SSHA has facilitated conversations between our Indigenous partners and the Housing Secretariat to discuss the possibility of a set aside of affordable housing units for Indigenous people as well as other housing opportunities.

### People & Equity

- Lack of understanding in how the Calls for Justice directly ties into the work done in recruitment and talent acquisition. There is an understanding and a real commitment to the Indigenous community when it comes to Talent Acquisition, but not specifically to the work being done in the space of National Inquiry into Missing and Murdered Indigenous Women, Girls and Two-Spirits (MMIWG2S).

### Toronto Fire Services

- TFS is committed to diversity and inclusion generally; currently, we do not have the resources to develop internal strategies to respond to the Calls for Justice. However, we look forward to implementing and supporting the recommendations from the IAO's Strategic plan and to continue working within the IAO's community of practice.

### Senior Services & Long-Term Care (SSLTC)

- While SSLTC supports all initiatives where possible, to date there has been limited alignment with current divisional priorities and strategies.

### City Clerk's Office

- There is a lack of knowledge as to how Indigenous communities might want to receive information on the municipal government and the municipal election. City Clerk's Office staff are willing to work with the Indigenous Affairs Office and the



Indigenous community to develop how we provide outreach (i.e. customized print materials, translation into first nation languages, workshops, attend events). Staff need assistance from the Indigenous Affairs Office to connect City Clerk's Office staff with willing members/organizations within the Indigenous community. Access to training about Indigenous Peoples and their history and challenges. Funding – for staff training, outreach, inclusion, honorariums,

#### Purchasing & Materials Management

- Primary barrier is resource capacity

#### Legal Services

- Unless directly called upon by Council to take specific action, Legal Services' role is mainly advisory, providing support and advice to other divisions. Our role does not typically involve development, delivery or evaluation of public-facing programs and initiatives

#### Parks, Forestry & Recreation (PFR)

- PFR could benefit from increased training, capacity, and awareness.
- PFR staff require additional support to develop responses to requests that are currently outside the scope of our services and normal approvals (e.g. staff participation in Indigenous council circles that replicate current community councils in parks like High Park; requests for ceremonial/sacred fires without permit; requests to adopt a different hiring process for Indigenous staff or consultants/knowledge keepers).

#### Strategic & Corporate Policy

- Not known at this time

#### Social Development, Finance & Administration

- Primary barrier is funding/resource capacity
- Time for sound planning and implementation
- Quality data to inform what types of investments are meaningful from a municipal level in youth development support for Indigenous young people

#### Toronto Public Health

- The provincial reorganization of public health will dissolve the Local Health Integration Networks that have funded the Toronto Indigenous Health Advisory Circle, which presents a significant challenge for ongoing implementation of the Toronto Indigenous Health Strategy.
- A recent review of TPH's implementation of the TIHS identified the need for clear and explicit leadership and resources to support the work; this would also be needed to support a response to the CFJs, as well as process to align that CFJs with the TIHS and other relevant and more local recommendations from Toronto's indigenous communities (e.g. honouring lives report, TIOS).
- Other barriers identified in the implementation of TIHS at TPH would likely apply with respect to the CFJs and need to be addressed. These include:
  - Inconsistent understanding of key operating principles within TPH (i.e. self-determination, co-design, culturally safe practice)

- Limited involvement of Indigenous leadership in the design of TPH programs/initiatives
- Reliance on input seeking versus full engagement with Indigenous communities from the very beginning
- Community members expressed feeling over-consulted but not heard by TPH, and that TPH's programs/services are not meant for them
- TPH staff have identified the following organizational barriers to TIHS implementation:
  - Inconsistent strategy communication/dissemination across TPH
  - Lack of an explicit TIHS implementation plan and dedicated resources
  - Restrictive policies and overly bureaucratic processes that make building trust and good relationships with the Indigenous community difficult (e.g. policies related to hiring, providing food and honorariums)

#### Finance & Administration

- Lack of knowledge/alignment with our line of business. However, we are always open to opportunities.