

Attachment 4 - Downtown East 2025-2030 Action Plan										
#	Action	Description	Target* (if measurable)	Intended Outcomes	Lead Division(s)	Partner Division(s)	Implementation Phase	New/Continuing Action	Additional Resources Required, through the Downtown East Action Plan	Resources to be requested in 2025, through the Downtown East Action Plan
Central Outcome 1: Safe, Inclusive Communities										
1.1	Enhanced Cleaning Services Levels	Continue enhanced cleaning services levels for select sidewalks, cycling infrastructure and laneways, streets, street furniture, and parks, including exploring the addition of garbage bins on specific public property. Sidewalk cleaning hot spots are: Yonge Dundas, Sherbourne Dundas, and Church Wellesley. Park hot spots are: Barbara Hall Park, St. James Park, Allan Gardens, and Trinity Square. Additional hot spots to be identified based upon evolving need.	<ul style="list-style-type: none">• Litter receptacles (including Astral Bins) collection around Yonge/Dundas: at least 3 times daily• Response time for service requests for overflow Astral Bins: within 24 hours• Harm reduction waste in Downtown East public laneways: Manual cleaning 3 - 4 times daily, 7 days/week• Harm reduction waste removal on public property: 24-48 Hour Response time - 7 days per week• Sidewalk cleaning - Litter Vacuum machine: Once daily, 7 days/week (as weather permits)• Sidewalk cleaning: hot spots 1 time daily and/or as necessary• Mechanical sweeping (laneway/cycling infrastructure): Once daily, 7 days/week• 311 Service Request: Collection and clean up of human waste (Biohazard cleaning): as required in public right of way laneways – response within 24 hours of receipt of SR from user group; Upon completion of the service request, a comprehensive report detailing the completed work and the estimated resolution time are to be promptly communicated to the designated City contact. (New enhanced contracted service)• Potential to expand laneway cleaning with additional equipment and resources (New enhanced services)	- Increased cleanliness of streets, parks and laneways which are well maintained and serviced regularly - Decreased number of improperly disposed sharps/drug use supplies	Solid Waste Management Services		Quick Starts	New, Continuing	Yes	\$ 400,000.00
			<ul style="list-style-type: none">• Park Maintenance: hot spots 2 times daily, all others 1 time daily		Parks, Forestry and Recreation				No, within existing resources	\$ -
			<ul style="list-style-type: none">• Arterial roads continue to be swept overnight 5 times per week, Monday through Friday.• All local roads continue to be swept once per season (spring, summer and fall) for a total of 3 times per year.• Select local roads can be swept beyond the service level if needed and requested• Litter receptacles (including Astral Bins) cleaned and inspected: 1 time per week, and 2 times per week in high-density areas• Graffiti removal (sidewalks, hydro pole, traffic pole): As required (311 Service Requests)		Transportation Services				No, within existing resources	\$ -
1.2	Community Safety and Bylaw Enforcement Services	i) Continue to provide bylaw enforcement in public facilities, parks, streets, laneways and on private property.	<ul style="list-style-type: none">i) • 90% of compliance to Bylaws in first contact (for all Municipal Licensing and Standards By-laws)• 70% of private property non-emergency responses conducted within 5 days of reports	-Improved perception of safety and well-being reported by diverse community members	Municipal Licensing and Standards	Parks, Forestry and Recreation; Toronto Police Services	Quick Starts	New; Continuing	No, within existing resources	\$ -
		Continue to provide community safety responses through: ii) Continued implementation of the Toronto Community Crisis Service (TCCS) - Mental Health Crisis Response iii) Violence Response and Recovery services mobilized through the Community Crisis Response Program (CCRP) iv) Operate FOCUS Downtown East to mobilize collaborative risk-driven community safety approaches to reduce acutely elevated risk situations v) Support Resident leadership of Community Safety Networks	<ul style="list-style-type: none">ii) • 60% Diversion from Police Calls for Service• More than 50% of calls directed through 211iii) • 12-72 hours response initiated to all critical incidents inside of the CCRP mandate• 5 safety development workshops held to increase leadership capacity of 100 community leaders• 1-3 joint outreach shifts with local businesses conductediv) • 50 FOCUS Downtown East situation table meetings hosted• 48-72 hours response time to situationsv) • 4-6 Community Safety Committee Meetings participated in		Social Development, Finance and Administration					
1.3	Access To Safe Indoor/Outdoor Public Spaces	Identify opportunities to improve access to safe indoor/outdoor spaces for marginalized people to spend time in the Downtown East. Increase capacity for Parks, Forestry and Recreation, Toronto Shelter and Support Services and Library staff to accommodate marginalized people in their spaces.	Not Applicable - 'Enabling Action'	-Improved perception of safety and well-being reported by diverse community members	Toronto Public Library; Toronto Shelter and Support Services; Parks, Forestry and Recreation		Core Projects	Continuing	No, within existing resources	\$ -

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1.4	Safe and Inclusive Downtown East Grant Program	Develop and activate a Safe and Inclusive Communities grant program to resource existing initiatives and responsive interventions that fund overnight outreach programs to address crisis intervention, de-escalation, and short-term case management including connections to current case management services during the daytime.	Not Applicable - 'Enabling Action'	-Increased timely and appropriate responses to local concerns	Social Development, Finance and Administration		Quick Starts	New; Continuing	Yes	\$ 800,000.00
1.5	Community Education and Training	Training and education opportunities for community members and agencies to increase their ability to respond to people experiencing mental health crises, substance use, and homelessness.	• 4 trainings provided per year, reaching 100-250 people per training	-Increased collaboration of diverse community members in addressing local concerns	Social Development, Finance and Administration	Toronto Shelter and Support Services	Core Projects	New	Yes	\$ 10,000.00
1.6	Washroom Enhancement Program	Undertake a comprehensive review of park washrooms city-wide and explore the feasibility and associated timelines with conversion to year-round usage or new build.	Not Applicable - 'Enabling Action'	-Increased cleanliness of parks which are well maintained and serviced regularly	Parks, Forestry and Recreation	Toronto Shelter and Support Services; Toronto Public Health	Signature Initiatives	Continuing	No, within existing resources	\$ -
1.7	People with Lived Experience Advisory Group	Develop a People with Lived Experience Advisory Group, both for the Downtown East Action Plan and the Dundas and Sherbourne Community Development Plan and maintain engagement.	• 7-10 community members selected, participating in participating in 6-10 meetings per year • 2 trainings provided to the Lived Experience Advisory Group	-Increased collaboration of diverse community members in addressing local concerns	Social Development, Finance and Administration		Quick Starts	New	Yes	\$ 20,000.00
1.8	Storefront Supports for Businesses	Provide financial supports for Business Improvement Areas and businesses through grants or through the existing capital BIA Office Cost Share Program to address vandalism, public realm concerns and glass window replacement. Provide grants and explore new programming for independently owned and operated small businesses.	Not Applicable - 'Enabling Action'	-Increased collaboration of diverse community members in addressing local concerns -Improved perception of safety and well-being reported by diverse community members	Economic Development and Culture	Municipal Licensing and Standards	Signature Initiatives	New	No, within existing resources	\$ -
1.9	Community and Clean Streets Initiative	Mobilize a targeted and sustained clean-up program in coordination with Downtown East BIAs and community agencies to enhance cleanliness in select high-trafficked areas in the Downtown East.	• 2-4 Downtown East BIAs and/or community agencies engaged in development and implementation of Clean Streets Initiative • 2-4 Community and Clean Streets Initiatives launched • 3-5 Safety Audits conducted • 3-5 Crime Prevention Through Environmental Design (CPTED) trainings provided to City staff, residents and businesses	-Increased cleanliness of streets, parks and laneways which are well maintained and serviced regularly	Social Development, Finance and Administration; Economic Development and Culture; Transportation Services		Quick Starts	New	Yes	\$ 300,000.00
1.10	Community Engagement Teams	Continue support for the Community Engagement Team led by the Downtown Yonge BIA providing response and de-escalation support in the Yonge-Dundas area. Explore and activate Community Engagement Teams in other Downtown East BIAs.	• 2-3 Downtown East BIAs and/or community agencies engaged in development and implementation • 2-3 Community Engagement Teams launched	-Increased timely and appropriate responses to local concerns -Increased public awareness of appropriate and available responses for safety issues	Social Development, Finance and Administration; Economic Development and Culture	Toronto Shelter and Support Services; Solid Waste Management Services; Toronto Public Health; Toronto Police Service; Transportation Services	Quick Starts	Continuing	Yes	\$ 350,000.00
1.11	Community Safety Summits	Mobilize local community groups and safety networks annually to collaborate on neighbourhood-based community safety initiatives.	• 1 annual summit delivered bringing together between 5-10 safety networks and community groups	-Increased public awareness of appropriate and available responses for safety issues	Social Development, Finance and Administration	Toronto Police Service; Toronto Community Housing Corporation	Quick Starts	New	No, within existing resources	\$ -
1.12	Strengthening Neighbourhoods Grant (Downtown East)	Develop and activate a grant program to fund resident-led groups and/or associations to work collectively to address concerns in their neighbourhoods which advance the central outcomes of the Downtown East Action Plan with community activation projects.	Not Applicable - 'Enabling Action'	-Increased collaboration of diverse community members in addressing local concerns	Social Development, Finance and Administration		Core Projects	New	Yes	\$ 50,000.00
1.13	Advance Reconciliation	Support Indigenous placemaking and place keeping activities in the Downtown East in alignment with objectives of the 2025-2030 Reconciliation Action Plan. Develop partnership and in-kind support for Indigenous-led initiatives expanding ceremonial spaces and place keeping projects.	Not Applicable - 'Enabling Action'	-Improved perception of safety and well-being reported by diverse community members	Social Development, Finance and Administration; Indigenous Affairs Office	Parks, Forestry and Recreation; Corporate Real Estate Services	Signature Initiatives	New	Yes - To be identified through 2024 Reconciliation Action Plan Update	\$ -

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Central Outcome 2: Cross-Sectoral Trust and Collaboration										
2.1	Mobilize the Leadership Table Downtown East Action Plan	Leadership Table to continue to provide oversight and advance strategic issues by enabling new collaborations, proposing new responses to chronic issues, escalating issues when required, as well as broader oversight and authorization of response.	Not Applicable - 'Enabling Action'	-Increase in impactful collaborations among stakeholders -Increased timely and appropriate responses to local concerns	Social Development, Finance and Administration	Toronto Shelter and Support Services; Solid Waste Management Services; Toronto Public Health; Transportation Services; Economic Development and Culture; Housing Secretariat; Municipal Licensing and Standards; Toronto Emergency Management; Paramedic; Parks, Forestry and Recreation; Toronto Police Service	Quick Starts	Continuing	No, within existing resources	\$ -
2.2	Mobilize Frontline Operation and Response Tables	Operations Tables at Yonge and Dundas (continuing) and Dundas and Sherbourne (new) to identify and address emerging issues by coordinating cross-sectoral responses with issues escalation and communication structures. New Operational/Community Safety networks will be explored as needed.	Not Applicable - 'Enabling Action'	-Increase in impactful collaborations among stakeholders -Increased timely and appropriate responses to local concerns	Social Development, Finance and Administration	Toronto Shelter and Support Services; Solid Waste Management Services; Toronto Public Health; Transportation Services; Economic Development and Culture; Housing Secretariat; Municipal Licensing and Standards; Toronto Emergency Management; Paramedic; Parks, Forestry and Recreation; Toronto Police Service	Quick Starts	Continuing, New	No, within existing resources	\$ -
2.3	Intergovernmental Coordination and Collaboration with Ministry of the Attorney General and Ontario Health Team/ Ministry of Health	Collaborate with Ontario Health Teams and the Ministry of the Attorney General to identify opportunities for improved response and coordination of service. i) Continued coordination with Ontario Health Teams and other provincial health partners on strategic and operational partnerships to improve health and mental health outcomes in the Downtown East ii) Continued collaboration with Ministry of the Attorney General to support Justice Centre implementation	Not Applicable - 'Enabling Action'	-Increase in impactful collaboration among stakeholders	Social Development, Finance and Administration; Toronto Public Health; Toronto Shelter and Support Services		Signature Initiatives	Continuing	No, within existing resources	\$ -
2.4	Dundas Sherbourne Neighbourhood Revitalization Plan	Develop and implement a coordinated, neighbourhood-based plan to comprehensively address complex and long-standing safety, stability and social cohesion issues in the area surrounding Dundas and Sherbourne, including the Dan Harrison Complex, 155 Sherbourne Street, as well as 275, 285, and 295 Shuter Street. The Revitalization Plan should facilitate partnerships among stakeholders, guide City investment, and advance intergovernmental alignment by incorporating two distinct components: a Redevelopment Plan and a Community Development Plan.	Not Applicable - 'Enabling Action'	-Increase in impactful collaborations among stakeholders -Increased timely and appropriate responses to local concerns	Housing Secretariat; Social Development, Finance and Administration	Toronto Shelter and Support Services; Toronto Public Health; Parks, Forestry and Recreation; Toronto Community Housing Corporation	Quick Starts	Continuing	Yes	\$ 50,000.00
2.5	Mental Health, Addictions and Homelessness Business Support Strategy	Informed by consultation with local businesses in the Downtown East, design and implement a Mental Health and Homelessness Business Support Strategy to equip local businesses with the needed tools and insights.	Not Applicable - 'Enabling Action'	-Increase in impactful collaboration among stakeholders	Toronto Shelter and Support Services; Economic Development and Culture	Social Development, Finance and Administration	Core Projects	New	No, within existing resources	\$ -
2.6	Communication and Collaboration	Increase collaboration and communication to service providers aligning with the Downtown East Action Plan, and with common mandates, developing mechanisms to enable increased information sharing, awareness-building, and collaboration to provide a coordinated response to proactively address issues.	• Quarterly Communication and Collaboration meetings launched engaging between 30-50 Downtown East service providers	-Increase in impactful collaborations among stakeholders -Reduced barriers to access and navigate local resources	Social Development, Finance and Administration		Quick Starts	New	No, within existing resources	\$ -
2.7	Good Neighbours Guide	Development and promotion of a "Good Neighbours Guide" providing an overview of the information, bylaws, and resources needed to keep neighbourhoods safe, and clean and people/property respected—specifically on the complex challenges of poverty, homelessness, community safety, mental health, and substance use.	Not Applicable - 'Enabling Action'	-Increase in impactful collaborations among stakeholders -Reduced barriers to access and navigate local resources	Social Development, Finance and Administration	Toronto Shelter and Support Services; Municipal Licensing and Standards; Toronto Public Health	Core Project	New	No, within existing resources	\$ -
2.8	Standardized Reporting System for Funded Initiatives	Development of a standardized and streamlined reporting methodology to enable monitoring of funded initiatives. This will include new reporting tools, ongoing analysis, and feedback loops to improve operations and services.	• 100% of funded partners complete quarterly reports	-Increase in impactful collaborations among stakeholders -Increased timely and appropriate responses to local concerns	Social Development, Finance and Administration		Quick Starts	New	No, within existing resources	\$ -

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Central Outcome 3: Stability for People Experiencing Marginalization										
3.1	Peer Employment Pathways	Promote collaboration between the City and agencies to create pathways that bring marginalized people closer to the labour market through safe and supportive roles.	Not Applicable - 'Enabling Action'	-Increased number of marginalized people who have a support system available to prevent or manage crisis -Increased number of marginalized people connected to appropriate supports and moving out of vulnerability	Social Development, Finance and Administration; Toronto Shelter and Support Services		Core Project	Continuing	No, within existing resources	\$ -
3.2	Critical Public Health Needs	Increase services that address barriers to access and respond to identified gaps, including: shelters, drop-in services, warming centres, housing workers, outreach workers, outreach services, supervised consumption sites, wrap-around support around supervised consumption sites, and harm reduction agencies.	Not Applicable - 'Enabling Action'	-Increased number of marginalized people connected to appropriate supports and moving out of vulnerability	Toronto Shelter and Support Services; Toronto Public Health	Parks, Forestry and Recreation	Signature Initiatives	New	No, within existing resources	\$ -
3.3	George Street Revitalization (GSR)	Incorporate new facilities and services established through the GSR into service planning for the community. Support the transition of Seaton House through Downtown East Actions.	Not Applicable - 'Enabling Action'	-Increased number of marginalized people connected to appropriate supports and moving out of vulnerability	Corporate Real Estate Management	Social Development, Finance and Administration; Toronto Shelter and Support Services; Senior Services and Long Term Care	Signature Initiatives	Continuing	No, within existing resources	\$ -
3.4	Overdose Prevention and Response	Work with City and community partners in the Downtown East to implement new actions in Our Health, Our City: A Mental Health, Substance Use, Harm Reduction and Treatment Strategy for Toronto.	Not Applicable - 'Enabling Action'	-Increased number of marginalized people connected to appropriate supports and moving out of vulnerability	Toronto Public Health		Signature Initiatives	New	No, within existing resources	\$ -
3.5	Affordable, Accessible and Available Housing	Continue to monitor and advance improved housing outcomes in the area, including tracking through the Downtown East Housing Strategy and HousingTO 2020-2030 Action Plan.	Not Applicable - 'Enabling Action'	-Increased number of people housed with appropriate supports -Increased number of marginalized people connected to appropriate supports and moving out of vulnerability	Housing Secretariat	Toronto Shelter and Support Services, Development and Growth, City Planning, Toronto Building, CreateTO, Toronto Community Housing Corporation, Toronto Seniors Housing Corporation	Signature Initiatives	New	No, within existing resources	\$ -
3.6	Investing in Indigenous Peoples and Services	Promote long-term investments in Indigenous communities to address housing, addiction, mental health, and health issues in the Downtown East.	Not Applicable - 'Enabling Action'	-Increased number of people housed with appropriate supports -Increased number of marginalized people connected to appropriate supports and moving out of vulnerability	Housing Secretariat; Social Development, Finance and Administration	Indigenous Affairs Office	Signature Initiatives	New	No, within existing resources	\$ -
3.7	Indigenous Dialogue and Self-Determination	Engage in ongoing and frequent dialogue with Indigenous peoples and Indigenous-serving community agencies to explore opportunities for meaningful action with and towards First Nations, Inuit and Métis peoples and service providers in the Downtown East, including: i) Advisory bodies comprised of indigenous elders and Indigenous-serving community agencies to inform the ongoing implementation of the Downtown East Action Plan ii) Self-determination over Indigenous-specific actions and implementation (with appropriate resourcing) iii) Improve data collection that indicates where and how many Indigenous people are serviced by the funded initiatives and Downtown East funding. iv) Improve communications to promote available resources and services in the Downtown East to Indigenous peoples and Indigenous-serving community agencies.	Not Applicable - 'Enabling Action'	-Increased number of marginalized people who have a support system available to prevent or manage crisis -Increased number of marginalized people connected to appropriate supports and moving out of vulnerability	Social Development, Finance and Administration	Indigenous Affairs Office	Quick Starts	New	Yes	\$ 200,000.00
Central Outcome 4: Model for a City Response to Complex Issues										
4.1	Community-Based Research and Evaluation	Engage a partner with expertise in community-based research and evaluation models to increase understanding of the needs of diverse populations in the area, establish more effective programmatic and service-level responses to local issues and identify opportunities to shift services for greater impact.	Not Applicable - 'Enabling Action'	-Increased understanding of the impact of service provision or service barriers in other areas of the City on wellness in the DTE	Social Development, Finance and Administration		Core Projects	Continuing	Yes	\$ 25,000.00

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4.2	Downtown East Action Plan Communication Strategy	A public communications and marketing program is established to disseminate information regarding resources, responses, and services offered within the Downtown East. This includes the placement of physical notices. Cross-sector engagement opportunities are facilitated to address shared issues. Communication with the public involves providing information on available data within the DTE. Specific initiatives include: i) Updating the website with information on plan implementation and centralized community resources, including an interactive mapping of services available, and 311 information for service requests ii) Facilitating quarterly regional "Downtown East Action Plan Community Conversations" to update the public. iii) Develop a dashboard to monitor Action plan progress and relevant outcomes, outputs, or service level responses that address public realm concerns. Reports from the dashboard will be shared regularly with project stakeholders, including the public.	i) • City website updated monthly with relevant information ii) • 4 Community Conversations engaging between 50-100 individuals iii) • Dashboard created and updated quarterly, 4 community reports delivered and disseminated	- More effective and efficient mechanisms for multi-sectoral collaboration in other Toronto areas facing similar issues	Social Development, Finance and Administration	Toronto Shelter and Support Services; Solid Waste Management Services; Toronto Public Health; Strategic Public and Employee Communications	Quick Starts	Continuing, New	Yes	\$ 5,000.00
4.3	Third-Party Research and Evaluation	Engage a third-party evaluation partner to complete an implementation evaluation of the Downtown East Action Plan. In collaboration with City divisions, design and execute an outcomes-focused, mixed-methods evaluation framework that leverages previous work while responding to lessons learned throughout implementation.	Not Applicable - 'Enabling Action'	- Increased ability for other Toronto areas to effectively mount a nimble response to similar issues in a timely manner	Social Development, Finance and Administration		Core Projects	New	Yes	\$ 75,000.00
4.4	Staffing Resources	Staffing and resources to facilitate i) service coordination and issue management (with the extension of a temporary full-time position), ii) project management for implementation, monitoring and evaluation (with the creation of a temporary full-time position), and iii) partnership development and coordination with First Nations, Inuit and Métis communities (with the creation of a temporary full-time position).	Not Applicable - 'Enabling Action'	- Increased ability for other Toronto areas to effectively mount a nimble response to similar issues in a timely manner	Social Development, Finance and Administration		Quick Starts	Continuing, New	Yes	\$ 420,000.00

*Actions have been classified as either 'Measurable' for those with a defined target whereby measurable results directly contribute to achieving the intended outcomes, or as 'Enabling' for those without a defined target but facilitate progress and create conditions for change. Targets have been developed by the lead divisions and will continue to be refined throughout implementation, including the development of additional targets as needed.