

Attachment 2: Issues, Recommendations & Proposed Actions of the Toronto Youth Equity Strategy

The Toronto Youth Equity Strategy identified 28 key issues that the Strategy must address. Each issue thus has a corresponding broad-level recommendation. The issues and recommendations are grouped into seven (7) themes. Each issue, recommendation, and their corresponding theme is listed in the chart boxes with gray backgrounds.

Each recommendation is addressed by one or more actions, 110 in total, and these actions are listed in the chart under the recommendation they address.

Each action is described by:

- a timeline for implementation,
- immediate resource needs for 2014,
- lead and participating divisions, agencies, and corporations, and
- an identified progress measure.

The **Action** column provides a description of the action to be taken. If the action is identified as being taken by the City of Toronto, then the action will be a cooperative undertaking involving more than one division, agency, or corporation. If the action is identified as being undertaken by specific division, agency, or corporation, then the action is primarily focused on the work of that program area.

Timeline:

- Short-term identifies actions which can begin in 2014 or 2015
- Medium-term identifies actions which can begin in 2015 or 2016
- Long-term identifies actions which, though implementation may begin earlier, are not expected to reach full implementation until after 2016.

Resource Needs:

- *Within existing resources*: actions for which implementation can be achieved or started within existing resources identified in divisional budget submissions for 2014
- *Council decision pending*: actions which will require funds identified for additional consideration in the 2014 capital and operating budgets (see BU52.1, supplementary materials 1c and 1e, and Motion 14 by Cllr Berardinetti)
- *2015 & beyond*: actions which will not begin implementation in 2014 and so will have no resource implications in 2014

The **Lead** column lists divisions, agencies and corporations which will be responsible for leading implementation of the action and reporting on progress. The **Support** column lists divisions, agencies and corporations which will assist in implementation of the action.

Divisional “Lead” and “Support” abbreviations:

EDC	Economic Development and Culture
EDHR	Equity, Diversity and Human Rights
PFR	Parks, Forestry, and Recreation
SDFA	Social Development, Finance and Administration
SSHA	Shelter, Support and Housing Administration
TCH	Toronto Community Housing
TESS	Toronto Employment and Social Services
TPH	Toronto Public Health
TPL	Toronto Public Library
TPS	Toronto Police Service
TYES Table	Toronto Youth Equity Strategy Table, which is described in action 5a
ALL	All Divisions, Agencies and Corporations participating in the TYES Table
Council	Toronto City Council

The **Progress Measure** column lists one or more measures by which the lead division will report on progress of the work of the measure.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
THEME: Youth Voice	ISSUE: The City of Toronto does not provide significant opportunities for youth most vulnerable to involvement in serious violence and crime to relate their issues and experiences to decision makers.			RECOMMENDATION: The City of Toronto will involve vulnerable youth in decision-making when policies and/or programs are being designed that involve youth most vulnerable to involvement in serious violence and crime.		
1 a	The City of Toronto will consult, through relevant youth networks, with youth most vulnerable to involvement in serious violence and crime when developing policies, outreach strategies, program planning/development and evaluation relevant to vulnerable youth.	Short-term	Within existing resources	SDFA	TYES Table	Report on progress from External Panel on engagement. Report on progress from TYES table.
1 b	The City of Toronto will investigate means to prioritize the voice of youth most vulnerable to involvement in serious violence and crime in the resolution of conflicts over the uses of City-run spaces.	Short-term	Within existing resources	TYES Table		Report on best practices for prioritizing youth voice in conflict resolution. Action plan for prioritizing youth voice in conflict resolution developed.
1 c	The Toronto Public Library will recruit two Teen Advisors to its Board.	Short-term	Within existing resources	TPL		Teen advisors selected to advise the board and pilot completed. Share lessons learned with City's Senior Managers' Table for implementation in other citizen boards.
1 d	The City of Toronto will invest in youth artists and arts groups to develop youth sensitive and appropriate communication materials (posters, videos, songs, stories, etc.) that will promote key city programs that serve youth needs (at all levels of vulnerability) and also promote best practices in youth-led collaboration initiatives.	Medium-term	2015 & beyond	EDC	TYES Table	Total funds invested. Total materials produced.
THEME: Youth Voice	ISSUE: There is lack of advocacy opportunities for youth most vulnerable to involvement in serious violence and crime.			RECOMMENDATION: The City of Toronto will support the creation of advocacy opportunities for youth most vulnerable to involvement in serious violence and crime.		
2 a	Social Development, Finance and Administration will create a policy table comprised of youth most vulnerable to involvement in serious violence and crime from across the City to make recommendations, review programs, and provide strategic input.	Medium-term	2015 & beyond	SDFA	TYES Table	Policy table created and connected to City processes.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
THEME: Service system coordination	ISSUE: Youth, including those most vulnerable to involvement in serious violence and crime, and the people and programs who serve them, are not always aware of existing City services.			RECOMMENDATION: The City of Toronto will better communicate the services it provides to youth, with a focus on those most vulnerable to involvement in serious violence and crime, and the people and programs who serve them.		
3 a	The City of Toronto will better communicate expectations of the service experience, complaints processes and the ombudsman's office, and opportunities to get involved in decision-making in services across the City.	Short-term	Within existing resources	TYES Table		Report on progress and integration into youth portal.
3 b	Shelter, Support and Housing Administration will include youth services stakeholders in the development of its community engagement framework which is intended to support ongoing service planning.	Short-term	Within existing resources	SSHA		Development of mechanisms to ensure that stakeholder input and the outcome of the engagement process is reflected in policy and program decisions.
3 c	The City of Toronto will work with youth to develop and maintain a youth portal on the City's website to serve as a centralized resource for the City's services, programs, and initiatives for youth.	Medium-term	Within existing resources	TYES Table		Portal developed.
THEME: Service system coordination	ISSUE: The youth services sector in the city of Toronto is a constantly changing and complicated network.			RECOMMENDATION: The City of Toronto will work with external partners (residents, community agencies, grassroots groups, other governments) to bring clarity and stability to the youth services sector.		
4 a	The City of Toronto will create and maintain a neighbourhood-based key staff contact list of timely supports. This will provide a useful resource for City staff working in the neighbourhood.	Short-term	Within existing resources	TYES Table		Number of neighbourhoods for which a contact list is created. Report on use of lists by front line staff.
4 b	Shelter, Support and Housing Administration will expand its plain-language series of directories of housing and community services in Toronto to include a guide to services available from all sources for vulnerable youth in the city.	Short-term	Within existing resources	SSHA	SDFA TPH TESS TPL	Creation of guide. Number of guides distributed.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
THEME: Service system coordination	ISSUE: Youth services delivered by the City of Toronto are often delivered in a fragmented way.			RECOMMENDATION: The City of Toronto will coordinate policy and program planning between its youth-serving program areas.		
5 a	Program areas mandated to serve youth in the City of Toronto will appoint a staff person as youth champion, who will connect with community, funders, youth, and other governments. These divisional youth champions will be members of the TYES Table, tasked with coordination of the implementation of the Toronto Youth Equity Strategy.	Short-term	Within existing resources	SDFA	PFR SSHA TCH TESS TPH TPL TPS	TYES Table founded. Implementation of actions for which table is the identified lead. Report on sustainability of the table and staff resources required to maintain implementation.
5 b	The City of Toronto will coordinate efforts of TYES with those of other related City initiatives, including the Toronto Drug Strategy Implementation Panel.	Short-term	Within existing resources	TPH	TYES Table	Opportunities for collaboration on key initiatives identified.
5 c	The City of Toronto, through the TYES Table, will identify, share, and invest in best practices of local and city wide interdivisional coordination serving the needs of youth most vulnerable to involvement in serious violence and crime. The TYES table will begin as an interdivisional youth services table, to implement service system coordination and serve as system manager for City youth services. The table will also advocate to provincial and federal partners.	Short-term	Within existing resources	TYES Table		Report on practices shared.
5 d	Shelter, Support and Housing Administration has plans underway to improve the collection and reporting of service information through the development of detailed performance indicators. These indicators will define and measure the achievements of service goals and objectives for youth most vulnerable to involvement in serious violence and crime and will be developed in collaboration with youth-serving agencies.	Short-term	Within existing resources	SSHA		Development of performance indicators to improve the collection and reporting of service information within SSHA. Continued work with YSIN (Youth Shelter Interagency Network) to support best practices development & adherence and service coordination.
5 e	Social Development, Finance and Administration will implement the Toronto Strong Neighbourhoods Strategy 2020 in keeping with the principles of the Toronto Youth Equity Strategy.	Short-term	Within existing resources	SDFA		Report on implementation of the Strong Neighbourhoods Strategy.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
5 f	Toronto City Council will appoint a City Councillor as a City-wide Youth Equity Champion beginning in the 2015-2019 term of council. The Youth Equity Champion will support and promote the work of the Strategy with fellow councillors, other orders of government, and residents across Toronto.	Medium-term	2015 & beyond	Council	SDFA	Champion appointed. Report on activities of the champion.
THEME: Service system coordination	ISSUE: There are insufficient mental health and substance use treatment services for youth.			RECOMMENDATION: The City of Toronto will advocate for increased trauma-informed mental health and substance use treatment services for youth, including youth most vulnerable to involvement in serious violence and crime.		
6 a	Toronto Community Housing's Resident & Community Services will conduct a review of Resident Access Support services to better integrate youth support, develop partnerships and improve the referral system.	Short-term	Within existing resources	TCH		Review conducted. Plan for integration developed. Report on impact of Resident Access Support service integration.
6 b	Toronto Community Housing's Resident & Community Services will develop and implement a Peer Support Post Traumatic Stress Disorder Pilot for youth in communities that have faced ongoing levels of violence (2-3 TCH locations).	Short-term	Council decision pending, BU52.1 1e	TCH		Initial evaluation report.
6 c	Toronto Community Housing's Resident & Community Services will refresh TCH's Mental Health Framework, engaging various youth stakeholders in order to promote housing stability for Toronto Community Housing residents.	Medium-term	Within existing resources	TCH		Framework developed. Report on impact on housing stability.
6 d	Toronto Community Housing's Resident & Community Services will host a Youth Mental Health Symposium.	Medium-term	2015 & beyond	TCH	SDFA TPH	Symposium held. Number of participants. Report on impact of symposium.
6 e	Toronto Community Housing's Resident & Community Services will create a new youth-focused Mental Health Liaison position to develop and manage youth mental health strategy.	Medium-term	2015 & beyond	TCH		Report on impact of position.
6 f	Toronto Public Health will provide staff support to the community based program Strengthening Families (a drug prevention/resiliency program for youth 12-16 and their families who have a family member involved in drug use or the criminal justice system).	Medium-term	2015 & beyond	TPH		New programs implemented.

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6 g	With additional funding Toronto Public Health will reinstate the Family Separation and Reunification program. Working with community partners, this program provides counselling and reconciliation services for immigrant children and youth who are experiencing severe mental and social trauma from being separated from their parents for extended periods during the immigration process.	Medium-term	2015 & beyond	TPH		2,700 people served by the project.
THEME: Service gaps	ISSUE: Youth in Toronto need assistance to reintegrate into their communities after being incarcerated.			RECOMMENDATION: The City of Toronto will invest in services for youth who are incarcerated and youth who have been incarcerated, to reintegrate into their communities.		
7 a	The Toronto Public Library will pilot the Storybook Parents program model to enable imprisoned and recently imprisoned parents aged 18-29 to maintain family contact, develop their literacy, and engage in training and volunteering opportunities, thus improving their skills and chances of rehabilitation.	Short-term	Council decision pending, BU52.1 1e	TPL		Program evaluated in the Toronto context.
7 b	Toronto Employment & Social Services will review the Investing In Youth case management protocols and procedures to ensure that youth who have been incarcerated are supported in their reintegration efforts. The program will also look for new interdivisional and community partnerships.	Short-term	Within existing resources	TESS	SDFA	Plan of action developed. Report on implementation of action plan.
7 c	The City of Toronto will ensure tools are in place to connect youth who are leaving correctional facilities with relevant City services.	Medium-term	Within existing resources	TYES Table		Plan of action developed. Report on implementation of action plan.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
THEME: Service gaps	ISSUE: Without significant culture shift, systemic racism and other forms of discrimination will continue to limit opportunities for youth most vulnerable to involvement in serious violence and crime.			RECOMMENDATION: The City of Toronto will renew its commitment to implement positive changes in its workforce and communities to achieve access and equality of outcomes for all residents, including youth most vulnerable to involvement in serious violence and crime, and to create a harmonious environment free from discrimination, harassment and hate.		
8 a	Toronto Community Housing's Resident & Community Services and Toronto Employment & Social Services will work to ensure that available employment services are accessible to youth and reflective of youth-specific challenges (e.g. marginalized, racialized, criminalized, educational attainment disparities, gender biases).	Short-term	Within existing resources	TCH	TESS	Plan of action developed. Report on implementation of action plan.
8 b	Toronto Community Housing's Resident & Community Services will review its Resident Employment And Community Hiring (REACH Strategy) and Social Procurement Processes for youth most vulnerable to serious violence and crime, and include language and guidelines to ensure these youth are not alienated from opportunities to access employment and entrepreneurial opportunities.	Medium-term	Within existing resources	TCH		Number of resident youth hired. Number of contracts provided for resident youth businesses.
8 c	As a member of the Canadian Coalition of Municipalities Against Racism and Discrimination, the City of Toronto will review and refresh its plan of action to address racism and discrimination. The plan of action will consider ten common commitments addressing three areas of municipal responsibility.	Long-term	2015 & beyond	EDHR	TYES Table	Plan of action reviewed. Report on implementation of refreshed action plan.
THEME: Service gaps	ISSUE: Inequitable access to education further marginalizes youth most vulnerable to involvement in serious violence and crime.			RECOMMENDATION: The City of Toronto will advocate towards and support where appropriate equitable access to education and training for youth most vulnerable to involvement in serious violence and crime.		
9 a	The City of Toronto will increase free and/or affordable access to space for groups offering educational attainment support services to youth most vulnerable to involvement in serious violence and crime.	Short-term	Within existing resources	TCH	SDFA TESS TPH	Report on number of educational attainment support services. Number of spaces offered to educational attainment services.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
9 b	Toronto Community Housing's Resident & Community Services will review and amend its scholarship criteria to attract and support youth that may not have been able to access such funds in the past or may not qualify under the majority of existing programs.	Short-term	Within existing resources	TCH		Report on number of scholarships awarded under expanded program.
9 c	Toronto Public Health will actively seek funding in partnership with other key agencies to expand the reach of the Community Food Works program to serve youth most vulnerable to involvement in serious violence and crime. The program provides food skills, food handler certification and employability in partnership with community agencies.	Short-term	Within existing resources	TPH	TESS	Potential funding sources identified and approached. Report on implementation of action plan.
9 d	The Toronto Public Library will continue to partner with the Toronto Catholic District School Board to provide the Transitional Intervention Program for Suspended Students and Supervised Alternative Learning programs.	Short-term	Within existing resources	TPL		Plan of action developed. Report on implementation of action plan.
9 e	Social Development, Finance and Administration will work with the Province of Ontario and the Council of Educators to improve investments in targeted supports for education such as building skills, scholarships and network development for incarcerated youth.	Short-term	Within existing resources	SDFA	TESS	Report on implementation of action plan.
9 f	Toronto Public Health will work with school boards and other community partners to address bullying in schools and the community with a focus on children/youth who are vulnerable to developing antisocial behaviours.	Short-term	Within existing resources	TPH		Action plan will be developed with school and community partners.
9 g	The City of Toronto will request the Toronto District School Board and the Toronto Catholic District School Board to appoint a staff person as a youth champion, who will connect with community, funders, youth, and other governments. These youth champions will also be invited to be members of the TYES Table, tasked with coordination of the implementation of the Toronto Youth Equity Strategy.	Short-term	Within existing resources	TYES Table		TDSB & TCDSB participating in TYES Table.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
9 h	Toronto Community Housing's Resident & Community Services will conduct a review of its Youth Action and Strengthening Communities grants to ensure criteria and priorities are inclusive, and programs/ services for youth most vulnerable to involvement in serious violence and crime are grant recipients.	Short-term	Within existing resources	TCH	SDFA	Number of programs with most vulnerable focus awarded.
9 i	The Toronto Public Library will create literacy and creative writing workshops in youth shelters, recreation and community centres and libraries. The City will invest in having these services expanded to jails and under-served communities adding literary supports as necessary.	Medium-term	2015 & beyond	TPL	SDFA SSHA PFR	500 youth engaged through creative writing workshops.
9 j	Social Development, Finance and Administration will invest in educational attainment programs inclusive of youth most vulnerable to involvement in serious violence and crime.	Medium-term	2015 & beyond	SDFA	TESS	A minimum of 5 educational attainment programs supported.
9 k	Social Development, Finance and Administration will invest in and support community based training that supports building skills, mentorship and network development.	Medium-term	2015 & beyond	SDFA	TESS	A minimum of 2 community-based education programs supported.
9 l	The Toronto Public Library will advance branch projects in the approved 10-year capital plan, including spaces that engage youth, such as teen zones and innovation hubs.	Long-term	Within existing resources	TPL		Plan of action developed. Report on implementation of action plan.
THEME: Service gaps	ISSUE: There are insufficient programs for youth most vulnerable to involvement in serious violence and crime which build positive socialization life skills.			RECOMMENDATION: The City of Toronto will invest in programs for youth most vulnerable to involvement in serious violence and crime which build positive socialization life skills.		
10 a	In the case of pre-employment skills (life skills, transferrable skills, etc.) Toronto Employment and Social Services will consider how Ontario Works Employment Assistance Benefits and the Request for Proposal for employment programming can be used to support youth most vulnerable to involvement in violence and crime on Social Assistance.	Short-term	Within existing resources	TESS	SDFA	Plan of action developed. Report on implementation of action plan.
10 b	Parks, Forestry and Recreation Youth Outreach Workers will work with Community Recreation Programmers to connect youth most vulnerable to involvement in serious violence and crime to its existing recreation leagues, drop-in, and sport opportunities.	Short-term	Within existing resources	PFR		Number of participating youth.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
10 c	The City of Toronto will create a cross-corporate coordinated leadership and skills development recognition program.	Medium-term	2015 & beyond	TYES Table		Program created. Youth most vulnerable to involvement in serious violence and crime served. Report on program outcomes.
THEME: Service gaps	ISSUE: Inequitable access to economic opportunities further marginalizes youth most vulnerable to involvement in serious violence and crime.		RECOMMENDATION: The City of Toronto will leverage its position as an employer to improve access to economic opportunities for youth most vulnerable to involvement in serious violence and crime.			
11 a	Toronto Community Housing's Resident & Community Services will expand its YouthWorx program, which hires youth most vulnerable to involvement in serious violence and crime to work on beautification projects.	Short-term	Within existing resources	TCH		Project expanded to hire 150 youth in total.
11 b	The City of Toronto will host a Partners' Forum to identify barriers to employment for youth, particularly those facing multiple barriers to employment, with a focus on criminal records. The focus will be on best practices, entrepreneurship creation, service integration and future planning.	Short-term	Within existing resources	TESS	SDFA TCH	Forum held. Number of participants. Barriers to employment identified. Plan to address barriers developed.
11 c	The City of Toronto will develop and host high-engagement recruitment fairs for youth most vulnerable to involvement in serious violence and crime who have criminal records. This will provide the City of Toronto the opportunity to approach employers and specific growth industries.	Short-term	Council decision pending, BU52.1 1e	SDFA	TESS TCH	2 recruitment fairs held. Number of participants. Report on impact of fairs.
11 d	The City of Toronto will investigate re-instituting the Get In Gear program. This program helped youth most vulnerable to involvement in serious violence and crime access equipment and supplies to find employment.	Medium-term	2015 & beyond	SDFA		Program created. Total youth most vulnerable to involvement in serious violence and crime served. Report on program outcomes.
11 e	The City of Toronto will create a high-engagement employment program targeted at youth most vulnerable to involvement in serious violence and crime who have criminal records.	Medium-term	2015 & beyond	SDFA	TESS TCH	Program created. Total youth most vulnerable to involvement in serious violence and crime served. Report on program outcomes.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
11 f	The City of Toronto will create a high-engagement job incentive program targeted at youth most vulnerable to involvement in serious violence and crime who have criminal records.	Medium-term	2015 & beyond	SDFA	TESS TCH	Program created. Youth most vulnerable to involvement in serious violence and crime served. Report on program outcomes.
THEME: Service gaps	ISSUE: Inequitable access to housing opportunities further marginalizes youth most vulnerable to involvement in serious violence and crime.			RECOMMENDATION: The City of Toronto will improve access to housing opportunities for youth.		
12 a	Shelter, Support and Housing Administration will continue to support the City's advocacy to other orders of government for funding for social housing, including for youth.	Medium-term	Within existing resources	SSHA		Report on advocacy efforts. Funding received from other order of government for social housing.
12 b	Toronto Community Housing's Resident & Community Services will explore creating transitional housing options for youth and their families affected by violence or safety issues.	Medium-term	Within existing resources	TCH		Transitional housing spaces created.
12 c	Shelter, Support and Housing Administration will create new housing opportunities for youth, in Toronto households by working collaboratively with private sector landlords as well as affordable and social housing providers.	Long-term	Within existing resources	SSHA		Increased number of affordable housing opportunities. Distribute and monitor financial assistance delivered in the form of housing subsidies, as available.
12 d	Shelter, Support and Housing Administration will complete the review of the waiting list for social housing to create a proactive, coordinated access system for social housing.	Long-term	Within existing resources	SSHA		Number of new housing units available to youth most vulnerable to involvement in violence and crime.
THEME: Service gaps	ISSUE: Youth in Toronto lack consistent and reliable access to safe spaces.			RECOMMENDATION: The City of Toronto will improve access to safe spaces for youth.		
13 a	The City of Toronto will perform an environmental scan of best practices for dedicated youth spaces, including best practices for youth most vulnerable to involvement in serious violence and crime. This should include hours, staffing levels and training, programming, activities, physical infrastructure, transportation supports and healthy snacks.	Short-term	Within existing resources	TYES Table		Scan completed. Report on findings of scan.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
13 b	Toronto Community Housing's Resident & Community Services will provide community resources that support housing stability to vulnerable groups, including victimised women with minor children in the household.	Short-term	Within existing resources	TCH		Report on links to resources. Report on impact of resources linked.
13 c	Shelter, Support and Housing Administration will use the service principles of TYES in the review and update of the current Shelter Standards to ensure that services are delivered in ways that are client-centered and respectful of client diversity.	Short-term	Within existing resources	SSHA		Updated shelter standards.
13 d	Shelter, Support and Housing Administration will create additional safe spaces in the Youth Hostel system with the opening of Kennedy House, a new Youth Hostel.	Short-term	Within existing resources	SSHA		Facility opened. Number of youth beds added to shelter system. Monitoring of programming and services delivered.
13 e	Parks, Forestry and Recreation will introduce ten new enhanced youth spaces with resources for programming and equipment at suitable locations across Toronto.	Short-term	Council decision pending, BU52.1 1c	PFR		Survey youth regarding youth space and outreach numbers.
13 f	The City of Toronto will devise criteria for designating public spaces as inclusive and welcoming to youth. The City will create and distribute identifiers (e.g. stickers, posters, etc.) to recognise safe spaces for youth.	Medium-term	Within existing resources	TYES Table		Criteria developed. 40 spaces identified as safe spaces for youth.
13 g	The Toronto Public Library will expand the reach of digital innovation hubs in branches across the city.	Medium-term	2015 & beyond	TPL		Number of digital innovation hubs created in Neighbourhood Improvement Areas.
13 h	Social Development, Finance and Administration will prioritize the creation of safe spaces for youth through capital investments made under the Toronto Strong Neighbourhoods Strategy.	Long-term	Within existing resources	SDFA		Total investments made in safe spaces for youth.
13 i	Social Development, Finance and Administration will prioritize the creation of safe spaces for youth through operating costs investments made under the Community Partnership Investment Program.	Long-term	Within existing resources	SDFA		Total investments made in safe spaces for youth.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
THEME: Service gaps	ISSUE: Times of transition are key moments for youth development, but can also coincide with gaps in City services.			RECOMMENDATION: The City of Toronto will address age-related and other transition gaps in its services.		
14 a	Parks, Forestry, and Recreation will support leadership development for 12 to 15 year olds by building on the existing Youth Leadership Framework, youth camps, and Youth Advisory Councils. City Council approved a new universal Youth Leadership program as part of the implementation of the Recreation Service Plan.	Short-term	Within existing resources	PFR		New leadership programs developed. Number of participants in programs.
14 b	Toronto Community Housing's Resident & Community Services will prepare a letter for resident youth and their families, explaining a youth's increased responsibilities at age 18. TCH will distribute the letter to resident youth and their families when youth turn age 18.	Short-term	Within existing resources	TCH		Letter created. Number of letters distributed.
14 c	In keeping with the Housing Stability Service Planning Framework, Shelter, Support, and Housing Administration is drawing from best practices to identify priorities and resource requirements to improve the effectiveness of housing follow up support services aimed at achieving stable and successful housing tenancies.	Long-term	Within existing resources	SSHA		Number of stable housing options created for youth.
THEME: Service gaps	ISSUE: There is a lack of important formal and informal mentorship opportunities for youth most vulnerable to involvement in serious violence and crime in Toronto.			RECOMMENDATION: The City of Toronto will develop mentorship opportunities for youth most vulnerable to involvement in serious violence and crime.		
15 a	The City of Toronto, working with community partners and private sector partners, will launch a mentorship strategy for youth which includes a stream focused on youth most vulnerable to involvement in serious violence and crime.	Medium-term	2015 & beyond	TYES Table		100 youth most vulnerable to involvement in serious violence and crime served by mentorship strategy.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
THEME: Service gaps	ISSUE: The City of Toronto offers many youth opportunities and programs, but many have significant barriers to entry.			RECOMMENDATION: The City of Toronto will address barriers to participation by youth most vulnerable to involvement in serious violence and crime in its opportunities and programs.		
16 a	Toronto Employment and Social Services will review the Investing in Youth (IY) case management model and intake (application) procedures to ensure barriers to youth participation are identified and addressed in keeping with the TYES. IY provides enhanced services to youth between the ages of 18-29 who have been involved with the criminal justice System in the past year.	Short-term	Within existing resources	TESS	TYES Table	Review of criteria performed. Changes made to criteria for participation to remove barriers.
16 b	The City of Toronto will perform a review of criteria for participation in programs, employment, etc, in order to identify and address potential barriers (age, geography, criminal records, in/out of school, under-employed, ID & documentation, gender biases, citizenship, OW status, poverty, language, literacy, culture) to service for youth most vulnerable to involvement in serious violence and crime.	Long-term	Within existing resources	TYES Table		Review of criteria performed. Changes made to criteria for participation to remove barriers.
THEME: Service relevance & accessibility	ISSUE: Exclusion policies in City services can further marginalize youth. City procedures for dealing with conflicts with youth can lead to criminalization of youth.			RECOMMENDATION: The City of Toronto will develop and engage in restorative justice practices, protocols and policies and take steps to reduce the criminalization of youth.		
17 a	The City of Toronto will engage a community partner to implement a City-wide restorative justice program that includes mediation between City staff, residents and community partners and youth, to create alternatives to banning, exclusion and eviction policies and practices from City facilities such as libraries, recreation facilities, and Toronto Community Housing.	Medium-term	2015 & beyond	TCH	TYES Table	Number of locations adopting a restorative justice option. Number of program areas adopting a restorative justice option.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
17 b	Social Development, Finance and Administration, in partnership with the Toronto Police Service, will investigate the resources needed to deliver, and then implement a City-wide Pre-charge Diversion program to provide supportive interventions and programming as an alternative to criminal charges. Supportive interventions and programming assist young persons in accepting responsibility and addressing the impact of their actions on themselves, their family, their victims, and the community.	Medium-term	2015 & beyond	SDFA	TPS PFR	Number of pre-charge diversions.
THEME: Service relevance & accessibility	ISSUE: Youth services need to be open at locations and hours when youth can access them.			RECOMMENDATION: The City of Toronto will improve access to youth services to better meet the service needs of youth and youth most vulnerable to involvement in serious violence and crime.		
18 a	Toronto Community Housing's Resident & Community Services will review and implement the recommendations around accessibility for meetings/programs and services described by the centralized youth advocacy team.	Short-term	Within existing resources	TCH		Number of TCH sites meeting accessibility recommendations.
18 b	The Toronto Public Library will continue implementation of the new branch open hours vision: Doors Wide Open in keeping with the service principles of the TYES, and focused on Neighbourhood Improvement Areas.	Medium-term	Council decision pending, BU52.1 Motion 14	TPL		Total additional hours of service added in Neighbourhood Improvement Areas.
THEME: Service relevance & accessibility	ISSUE: Criminal record checks are a barrier to employment and volunteer opportunities. Many City programs are not accessible to youth with criminal records.			RECOMMENDATION: The City of Toronto will develop appropriate employment and volunteering opportunities for youth most vulnerable to involvement in serious violence and crime where criminal record checks are not necessary.		
19 a	The City of Toronto will focus outreach to youth most vulnerable to involvement in serious violence and crime when recruiting volunteers and when providing opportunities for youth to do community service hours.	Short-term	Within existing resources	TYES Table		Report on outreach efforts and impact on youth volunteers recruited.

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19 b	Toronto Community Housing's Resident & Community Services will develop and implement a Volunteer Preparation/Pre-Employment Series for youth most vulnerable to involvement in serious violence and crime.	Medium-term	2015 & beyond	TCH		Series prepared and delivered. Number of youth served.
19 c	Toronto Community Housing's Resident & Community Services will provide a further review of employment opportunities, both internally and with community partners, for youth most vulnerable to involvement in serious violence and crime, to ensure equitable access to economic opportunities.	Medium-term	Within existing resources	TCH		Review conducted.
THEME: Service relevance & accessibility	ISSUE: Some youth most vulnerable to involvement in serious violence and crime do not access any of the City's services.			RECOMMENDATION: The City of Toronto will investigate methods to connect, welcome, engage and sustain youth most vulnerable to involvement in serious violence and crime that would not otherwise access City services.		
20 a	The City of Toronto will embed a case management approach, where appropriate, in its programs serving youth most vulnerable to involvement in serious violence and crime. The City will approach the life situations that youth face without being confined by only one line of business or issue area.	Short-term	Within existing resources	ALL		Programs serving youth most vulnerable to involvement in serious violence and crime embedding a case management approach.
20 b	The City of Toronto will work with managers and supervisors to create models that will increase the capacity of their staff who work with youth most vulnerable to involvement in serious violence and crime, to develop relationships and partnerships in the community as part of their core responsibilities.	Short-term	Within existing resources	TYES Table		Models developed and implemented.
20 c	The City of Toronto will hire Specialized Youth Workers who will identify, engage, and serve youth most vulnerable to involvement in serious violence and crime.	Medium-term	2015 & beyond	ALL		Number of youth engaged. Number of referrals made.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
THEME: Service relevance & accessibility	ISSUE: Services for youth most vulnerable to involvement in serious violence and crime do not sufficiently involve families, peers, and supportive allies.			RECOMMENDATION: The City of Toronto will improve engagement of families, peers, and supportive allies in its services to youth most vulnerable to involvement in serious violence and crime.		
21 a	The City of Toronto will work with community partners to support place-based family programming through space provision.	Short-term	Within existing resources	TCH	PFR SDFA TESS	Number of spaces provided to community partners.
21 b	Social Development, Finance and Administration will pilot delivery of the FOCUS Rexdale program model in Scarborough. FOCUS responds immediately to individuals, families, and groups most vulnerable to involvement in serious violence and crime with co-ordinated and integrated intervention by government and community partners.	Short-term	Council decision pending, BU52.1 1e	SDFA		Number of situations involving youth receiving intervention.
21 c	Social Development, Finance and Administration will invest in support groups for parents of youth most vulnerable to involvement in serious violence and crime in order to create a mutually supportive environment for them to share ideas and seek help.	Medium-term	2015 & beyond	SDFA	TCH TPH	Number of families of youth most vulnerable to involvement in serious violence and crime supported. Number of groups sustained.
21 d	Social Development, Finance and Administration will add two new Community Development Officers (1 in 2014 and 1 in 2015) to the Community Crisis Response Program to provide immediate support and resources to communities impacted by violent and traumatic incidents. This program is coordinated with other City services (Police, EMS), community organizations and residents to assist neighbourhoods to recover from traumatic incidents.	Medium-term	Within existing resources	SDFA		Number of critical incidents where youth are supported.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
THEME: Community Collaboration	ISSUE: The systemic change needed to address the deep roots of youth violence cannot be created by municipal government alone.		RECOMMENDATION: The City of Toronto will work with other government partners to address systemic issues which contribute to the deep roots of youth violence.			
22 a	Social Development, Finance and Administration will develop and lead an intergovernmental table between the City and other orders of government to discuss and coordinate responses to the needs of youth most vulnerable to involvement in serious violence and crime.	Short-term	Within existing resources	SDFA	TESS	Table formed, meetings held, report on table activities.
THEME: Community Collaboration	ISSUE: Successfully serving youth most vulnerable to involvement in serious violence and crime will require improved collaboration with communities and community service providers.		RECOMMENDATION: The City of Toronto will improve coordination of service delivery for youth most vulnerable to involvement in serious violence and crime with communities and community service providers across Toronto.			
23 a	The City of Toronto will constitute and consult with a TYES Community Panel when developing policies, outreach strategies, program planning/development and evaluation relevant to the Toronto Youth Equity Strategy.	Short-term	Within existing resources	SDFA	TYES Table	Report on progress from TYES Community Panel on engagement. Report on progress from TYES table.
23 b	Social Development, Finance and Administration will review the Identify n' Impact grants program to identify how youth most vulnerable to involvement in violence and crime can be included as a focus.	Short-term	Within existing resources	SDFA		Grants awarded which include youth most vulnerable to involvement in violence and crime as a focus.
23 c	Shelter, Support and Housing Administration is pursuing and strengthening partnerships with community agencies/service providers to improve service coordination through enhanced services delivery in line with the strategic directions and key actions outlined in the 2014-2019 Housing Stability Service Planning Framework.	Long-term	Within existing resources	SSHA		Development of comprehensive community engagement framework in 2014. Ongoing monitoring of service planning.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
THEME: Staff competencies and support	ISSUE: Many City staff do not know how to successfully engage and serve youth most vulnerable to involvement in serious violence and crime.			RECOMMENDATION: The City of Toronto will improve staff ability to engage and serve youth most vulnerable to involvement in serious violence and crime.		
24 a	Toronto Community Housing's Human Resources will review its human resources policies to identify potential barriers to employment for youth most vulnerable to involvement in serious violence and crime.	Short-term	Within existing resources	TCH		Report of findings from review.
24 b	Equity, Diversity, and Human Rights will work with Human Resources and other relevant City Divisions to consider how social and community value can be incorporated into the key qualifications in relevant City of Toronto opportunities.	Short-term	Within existing resources	EDHR	TESS SDFA	Report on progress. Changes to qualifications language.
24 c	The City of Toronto will ensure that the service planning principles and recommendations of the Toronto Youth Equity Strategy are considered in divisional strategic and service planning. This will help to embed the principles of the TYES in the everyday work of the City.	Medium-term	Within existing resources	ALL		Report by all participating program areas.
24 d	The City of Toronto will develop a youth component to its equity lens to ensure that the service planning principles and recommendations of the TYES are considered in divisional strategic planning.	Medium-term	Within existing resources	EDHR & SDFA	TYES Table	Youth component completed and integrated into equity lens. Report on adoption and use of equity lens across the City.
24 e	Toronto Community Housing's Resident & Community Services and Human Resources will examine options to simplify hiring practices for entry-level positions for all youth.	Medium-term	Within existing resources	TCH		Report on steps taken to simplify practices.
THEME: Staff competencies and support	ISSUE: City staff often first encounter youth most vulnerable to involvement in serious violence and crime because of a confrontation.			RECOMMENDATION: The City of Toronto will improve staff ability to avoid and mediate conflict with youth most vulnerable to involvement in serious violence and crime.		
25 a	The City of Toronto will continue to recruit and hire staff that have experience working with youth most vulnerable to involvement in serious violence and crime to ensure a positive service experience for all youth.	Short-term	Within existing resources	TYES Table		Report on staff competencies for working with youth most vulnerable to involvement in serious violence and crime.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
25 b	The City of Toronto will designate staff members in City-run public spaces who are trained in de-escalation and conflict mediation, anti-oppression and issues impacting youth most vulnerable to involvement in serious violence and crime, who can be an onsite resource person to intervene if an incident occurs.	Medium-term	2015 & beyond	TYES Table		Training program developed. Number of staff trained. Number of city spaces with a designated staff person.
THEME: Staff competencies and support	ISSUE: Direct service to youth most vulnerable to involvement in serious violence and crime often needs to be delivered on a one on one basis to build trust. Understaffing can produce staff burnout. Staff seeking to meet the needs of youth most vulnerable to involvement in serious violence and crime can find themselves in conflict with safety policies, protocols and program design.		RECOMMENDATION: The City of Toronto will improve supports to staff working with youth most vulnerable to involvement in serious violence and crime, including training, safety policies, and staff wellbeing resources.			
26 a	Social Development, Finance and Administration will review supports available to staff who work with youth most vulnerable to involvement in serious violence and crime, including the Workplace Safety Insurance Board (WSIB).	Short-term	Within existing resources	SDFA		Safety plan is developed industry standards.
26 b	Social Development, Finance and Administration will investigate how to work with the Employee Assistance Program to better support staff who work with youth most vulnerable to involvement in serious violence and crime.	Short-term	Within existing resources	SDFA		Report on findings.
26 c	Toronto Employment & Social Services will consider the importance of continuity of service/support and the opportunity to build trusting relationships when assigning youth to Investing in Youth caseloads and making case management decisions.	Short-term	Within existing resources	TESS		Report on caseloads and continuity of service.
26 d	Toronto Employment & Social Services will ensure staff are aware of recent changes to the Community Visits and Contacts Protocol and Waived Address procedures. Toronto Employment & Social Services will continue to communicate changes, share principles and design considerations with other relevant Divisions and relevant community stakeholders.	Short-term	Within existing resources	TESS		Staff trained on new procedures.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
26 e	Toronto Community Housing's Resident & Community Services will develop staff safety guidelines for front line staff working with youth.	Short-term	Within existing resources	TCH		Guidelines created. Staff trained in new guidelines.
26 f	Social Development, Finance and Administration will review the occupational health and safety act and review the concept of the "workplace" to include places where case management of youth most vulnerable to involvement in serious violence and crime occurs.	Medium-term	Within existing resources	SDFA		Report on impact of changes to definition of workplace.
26 g	Toronto Community Housing's Resident & Community Services, working with youth, will develop an Anti-Oppression/Equity training series related to youth most vulnerable to involvement in serious violence and crime. The series will be designed for front line workers, including Community Safety Unit Officers, Community Service Coordinators and management.	Medium-term	2015 & beyond	TCH		Curriculum developed. Staff trained.
26 h	The City of Toronto will investigate and develop coordinated training models and resources for working with youth most vulnerable to involvement in serious violence and crime for City of Toronto staff who serve youth. Training would be matched to identified need and could include such areas as outreach to youth, de-escalation techniques, restorative justice practices, conflict mediation skills, mental health, vicarious trauma, self-care, available services and resources for youth most vulnerable to involvement in serious violence and crime, grief support, legal issues, and positive youth development. This will help grow the shared expertise of staff across the City.	Long-term	Within existing resources	TYES Table		Youth and community partners engaged.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
THEME: Accountability and impact	ISSUE: Youth, including youth most vulnerable to involvement in serious violence and crime, are not meaningfully involved in the assessment of investments in youth well-being.		RECOMMENDATION: The City of Toronto will meaningfully involve youth, including youth most vulnerable to involvement in serious violence and crime, in the evaluation of the Toronto Youth Equity Strategy and the City's youth programs.			
27 a	Shelter, Support and Housing Administration will develop a comprehensive community engagement framework that includes a process to engage with service users and people with lived experience of homelessness in keeping with the service planning principles of the TYES.	Short-term	Within existing resources	SSHA		Development of community engagement framework. Development of mechanisms that ensure forums for consultation include service users.
27 b	Toronto Community Housing's Resident & Community Services will review its youth engagement process to ensure access is equitable and barriers minimized to support youth most vulnerable to involvement in serious violence and crime to being involved in feedback and decision-making mechanisms in the organization.	Medium-term	Within existing resources	TCH		Report on steps taken to improve youth engagement.
THEME: Accountability and impact	ISSUE: Performance measures that focus on services delivered rather than outcomes achieved creates a service bias in favour of the most easy to serve.		RECOMMENDATION: The City of Toronto will increase its capacity to evaluate the impact of youth programs and to assess the equity of wellbeing and other outcomes.			
28 a	The Chief of Police, or designate, will work in partnership with the City of Toronto through the Executive Director, Social Development, Finance and Administration to develop and implement expedited data-sharing agreements to support ongoing analysis of safety and quality of life of youth in Toronto.	Medium-term	Within existing resources	TPS	SDFA	Agreement investigated and developed as necessary.
28 b	The Chief of Police, or designate, will work in partnership with the City of Toronto through the Executive Director, Social Development, Finance and Administration to provide violence and victimization data related to youth in Toronto on an ongoing, annual basis at a neighbourhood level of geography.	Medium-term	Within existing resources	TPS	SDFA	Agreement investigated and developed as necessary.

Action #	Action	Timeline	Resource Needs	Lead	Support	Progress Measure
28 c	The City of Toronto will design regular town hall meetings for youth most vulnerable to involvement in serious violence and crime, to review implementation of the Toronto Youth Equity Strategy.	Medium-term	2015 & beyond	SDFA	TYES Table	Town halls held. Report on progress from TYES table.
28 d	The City of Toronto will work with community stakeholders and other orders of government to develop shared tools to measure: project impact; collective impact, and; overall service access of youth and youth most vulnerable to involvement in serious violence and crime.	Long-term	Within existing resources	TYES Table		Report on progress towards collective impact measurement.
28 e	The City of Toronto will work with community stakeholders and other orders of government to develop a youth outcomes framework, a common set of indicators for monitoring progress and impact for youth in Toronto.	Long-term	2015 & beyond	TYES Table		Youth outcomes framework developed.
28 f	The City of Toronto will work with community stakeholders and other orders of government to develop data systems to collect data across City divisions, agencies, and corporations on key demographic variables for employees and clients, including youth most vulnerable to involvement in serious violence and crime, to enable the City to plan and develop more effective interventions and monitor progress on areas of action.	Long-term	2015 & beyond	SDFA	ALL	Report on progress towards shared data