



Service Delivery Model & Community Engagement Strategy



FINAL REPORT - December, 2024
Dawes Road Community Hub



For 87 years, WoodGreen has built innovative and evidence-informed solutions to meet critical social needs across Canada's largest city. We help reduce the vulnerability of those most at risk by expanding service offerings where UNMET needs arise and adapting to a changing social service landscape.

Today, we are one of the largest community agencies in Toronto.

At 44 locations across the city, almost 1,000 WoodGreen staff and 750 volunteers support 40,000 people of all ages, religions, races, cultures, gender identities, and sexual orientations.

Working together, we help clients attain and sustain affordable housing, improve their physical and mental well-being, build financial literacy, achieve economic empowerment, avoid food insecurity, overcome social isolation, and more.



TNO – THE NEIGHBOURHOOD ORGANIZATION is a community-based, multi-service agency providing a wide range of community services since 1985. Our mission is to strengthen the quality of individual and community life by inspiring and empowering the neighborhoods we serve.

Our programs, services and activities support low-income, marginalized and newcomer communities across Toronto in more than 50 languages and at no cost. Our central locations are in Thorncliffe Park, Flemingdon Park, St. James Town and Crescent Town. You can also find us at various satellite locations in the city, including schools and City of Toronto facilities.

All Dawes Road Library and Community Hub images are the copyright of Perkins & Will and Smoke Architecture Inc.

December, 2024

Social Development, Finance & Administration
Toronto Public Library
City of Toronto

**Dawes Road Library and Community Hub:
Service Delivery Model & Community Engagement Strategy**

WoodGreen Community Services and TNO - The Neighbourhood Organization are pleased to present a Service Delivery Model and Community Engagement Strategy for the Community Hub to be located at the new Dawes Road Library.

Each of our organizations has strong connections to Toronto's Taylor Massey and Woodbine Gardens area, delivering a host of front-line social services that help weave the fabric of healthy neighbourhoods and encourage people from all walks of life to thrive. This community is our home, and we are excited by the potential of the Dawes Road Library and Community Hub to act as a pillar for the economic, social, and cultural connectedness that underpins health and wellbeing.

An intentional commitment to inclusion has anchored the planning effort for the Community Hub, ensuring that the many voices of this highly diverse neighbourhood could articulate their needs and have input on how it can best deliver desired benefits.

The community engagement plan for this project was extensive, consisting of numerous touch points to elicit feedback on how the design of the Hub's Service Delivery Model and ongoing Community Engagement Strategy could strengthen grass-roots partnerships, close equity gaps, and build opportunities for residents. We deeply appreciate the extensive contributions from the Project Advisory Group, focus group participants, allied community organizations, City of Toronto staff, and elected officials, including Councillor Bradford.

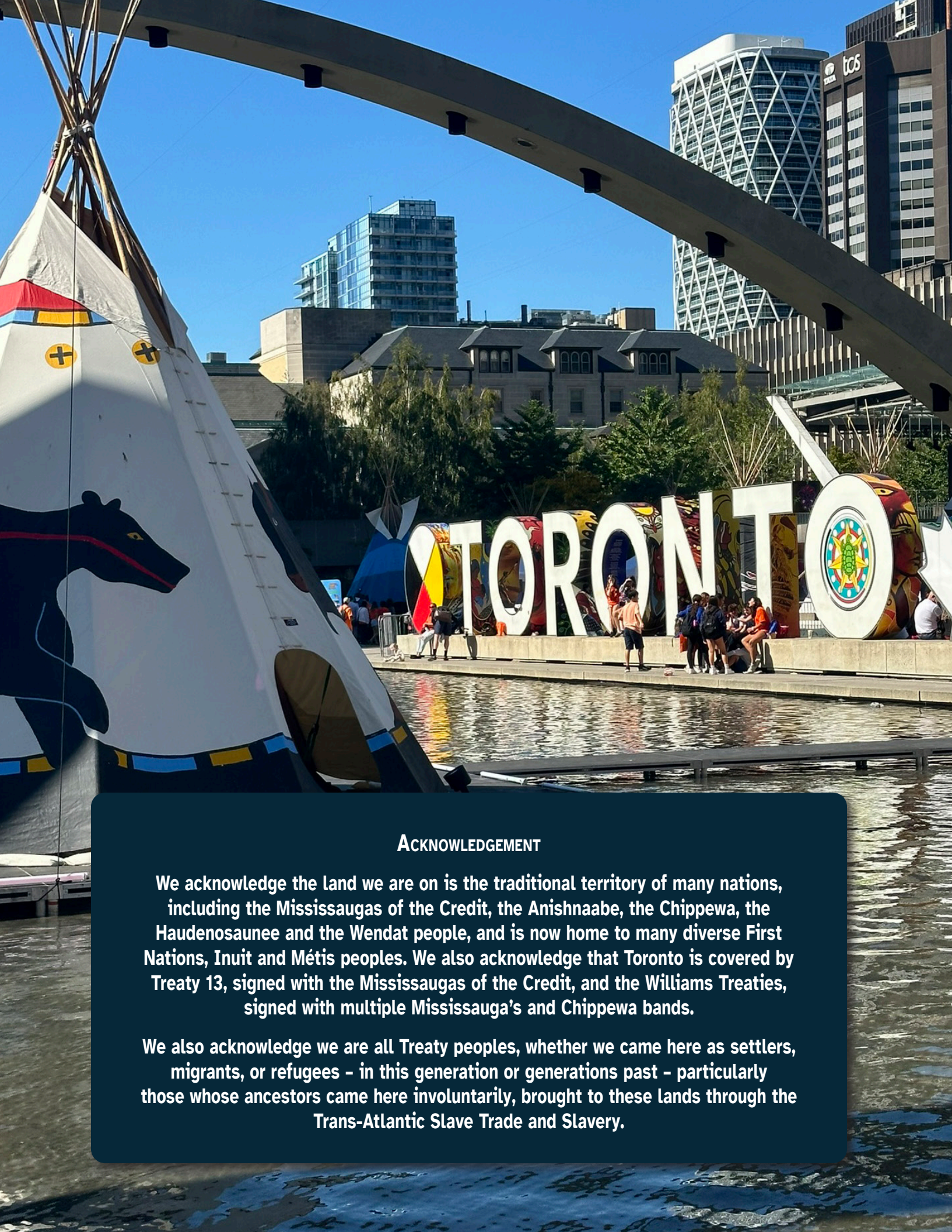


Anne Babcock
President & CEO, WoodGreen



Ahmed Hussein
CEO, TNO - The Neighbourhood
Organization





ACKNOWLEDGEMENT

We acknowledge the land we are on is the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnaabe, the Chippewa, the Haudenosaunee and the Wendat people, and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13, signed with the Mississaugas of the Credit, and the Williams Treaties, signed with multiple Mississauga's and Chippewa bands.

We also acknowledge we are all Treaty peoples, whether we came here as settlers, migrants, or refugees - in this generation or generations past - particularly those whose ancestors came here involuntarily, brought to these lands through the Trans-Atlantic Slave Trade and Slavery.

Contents

Executive Summary • 7

Introduction • 10

- About the Dawes Road Library and Community Hub • 11
- Ensuring Community Input on Public Asset Design • 12
- Community Hub Architectural Design Consultations • 13

Co-Designing with Community • 15

- Developing the Operational Vision for the Community Hub • 15
- Purpose of the Consultation & Project Scope • 15
- Project Methodology • 16
- Implementation Process • 17
- City Policies, Strategies & Program Links • 18
- Project Advisory Group • 19
- Community Engagement Activities & Meetings • 21

Service Delivery Model • 23

- Design Considerations • 23
- Findings & Recommendations • 25
- Recommended Partnership Framework • 26
- Recommended Operational Support • 27
- Recommendations for Space Usage & Accessibility • 28
- Recommendations for Integrated Programming • 29
- Recommendations for Community Capacity-Building & Volunteer-Driven Service Model • 31
- Recommended Staffing Model • 32
- Recommendations for Resource-Sharing & Referral Pathways • 33
- Recommendations for Ongoing Feedback & Evaluation • 34

Community Engagement Strategy • 37

- Community Engagement • 38
- Impactful Community Engagement Strategies • 39
- Community Ambassadors • 40
- Recommended Community Engagement Frameworks & Techniques: • 40
- Recommended Dawes Road Community Hub Engagement Strategy • 41

Conclusions & Final Thoughts • 45

- Project Reflections • 45
- Project Impact • 45
- Distinct Successes • 46
- Unplanned Positive Effects • 46
- Notable Challenges • 47
- Top 10 Learnings • 49
- Insights for the Future • 49

Appendices • 50

- A. Project Advisory Group Terms of Reference • 51
- B. Service Delivery Model: Recommended Services and Programs • 55
- C. Dawes Road Hub: Daily Operations Recommendations • 57
- D. Recommended Community Space Use Agreement • 58
- E. Community Hubs Environmental Scan • 66
 - F1. Sample Hub Calendar Template • 70
 - F2. Sample Reception Checklist • 71
 - F3. Sample Daily Log • 72
- G. Focus Group Planning (Questions & Template) • 73
- H. Planning Key Informant Interviews • 76
- I. World Café Overview & Sample Process • 77
- J. Design Charettes • 81
- K. Tracking Engagement - Sample Questions • 83
- L. Participating Community Groups • 84
- M. Endnotes and References • 86

Contact Information • 87



A central architectural metaphor in the design of the Dawes Road Library and Community Hub is the Indigenous star blanket, which celebrates learning and discovery.

Blankets have a personality and spirit, communicating something about their maker and the techniques used in their making.

The community is at the heart of the Dawes Road Community Hub project. The flexible and open venue is a platform for the community to share stories, impart traditions, and embrace new voices and experiences. The Service Delivery Model and Community Engagement Strategy are not just guided, but shaped by the voices of those who call this area their home.

EXECUTIVE SUMMARY

WoodGreen Community Services (WoodGreen/WCS) and TNO - The Neighbourhood Organization (TNO) were engaged by the City of Toronto's Social Development, Finance & Administration Unit (SDFA) and Toronto Public Library (TPL) to develop a Service Delivery Model and Community Engagement Strategy for the Community Hub at the new Dawes Road Library.

With construction expected to be completed in late 2026 / early 2027, the Dawes Road Library and Community Hub redevelopment will deliver more and better community spaces to address service gaps and strengthen program investments in the Taylor-Massey Neighbourhood Improvement Area.

As part of the 20,000 sq ft renovation, a 5,500 sq ft Community Hub will be built on the new library's 3rd floor.

Based on the principle that residents should be at the core of the decisions that impact their lives and community, WoodGreen and TNO collaborated with staff from SDFA and TPL, local Councillor Brad Bradford, community residents, and grassroots service agencies to co-design the future participatory operating and governance frameworks for the Community Hub.

The project focused on two integrated streams of work:

1. A Service Delivery Model including operations, permitting of spaces, programs, and services to guide implementation by the Community Development Unit at SDFA.
2. A Comprehensive Community Engagement Strategy to support the Hub's launch and its ongoing responsiveness to the community's needs as they evolve over time.

The project team researched the best practices of existing community hubs and led multiple consultations with stakeholders to receive input, implement changes, and finalize recommendations.

Historical barriers to inclusion were successfully tackled by fostering partnerships with local Indigenous, African/Black, and other prioritized populations to ensure their needs were adequately voiced and correctly understood.

Project Implementation

Over 15 months from June 2023 through September 2024, WoodGreen and TNO recruited and met with a diverse cross-section of residents and community members from the Taylor Massey and Woodbine Gardens neighbourhoods to guide outreach and identify local priorities for the Community Hub.

The team identified key stakeholder groups and recruited community participation in a local Project Advisory Group (PAG), prioritizing Indigenous, African/Black, and other equity-deserving groups.

With input from the PAG, the project team conducted neighbourhood mapping exercises and research to understand community demographics, cultural values, interests, ambitions, and concerns.

The resulting strategy is a true reflection of the local community's needs and ambitions.



Project Outcomes

The community is excited about this expanded and revitalized public space and eager for ongoing community engagement mechanisms once the hub becomes operational to ensure it continues to meet evolving local needs over time.

Recommendations for the Dawes Road Hub's day-to-day operating and governance frameworks, as well as an engagement strategy for ongoing community participation is outlined in this report.

Key Learnings

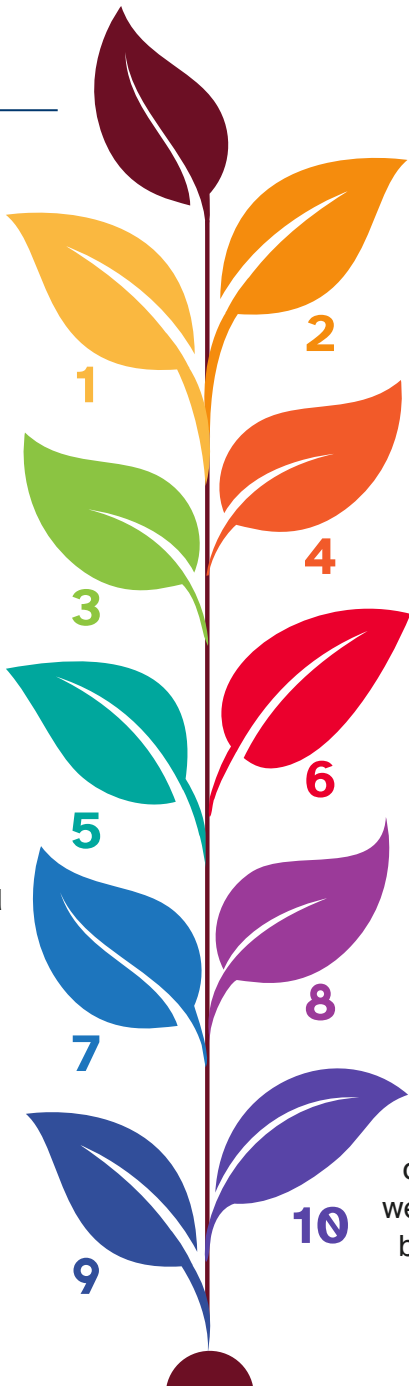
The local community is excited about the new Dawes Road hub space and looks forward to participating to make it a useful community resource.

Community members feel the City should actively encourage economic development for businesses neighbouring the Dawes Road library and hub.

Community ambassadors are a great resource to help spread the word in the Taylor-Massey area.

We need to do more to build trusting relationships with equity deserving groups in the community.

PAG members offered a wealth of knowledge about community needs. They were authentic and fearless in advocating for the perspectives of their community members.



The community was keen to actively contribute and were highly engaged in the consultations. Participants reflected on their perceptions of being valued and heard.

The geographic boundaries of the Taylor-Massey catchment area need to be revisited.

There is an opportunity for research and outreach to further identify local grassroots groups.

Many community groups are looking for affordable spaces able to host larger community events than the hub can support.

More work needs to be done to communicate the importance of equity, diversity, and inclusion. Even well-intentioned language can be perceived as oppositional and polarizing, especially in inter-group contexts.

INTRODUCTION

A new 20,000 sq ft Toronto Public Library building is being developed to expand and revitalize the existing branch at 416 Dawes Road in the Taylor Massey social planning neighbourhood of the City of Toronto. Toronto Public Library (TPL) and the Social Development, Finance and Administration Division (SDFA) are partnering on the project, which seeks to deliver positive impacts for residents in terms of their physical surroundings, opportunities for socio-economic growth, community health, and individual well-being.

As part of the reconstruction, a 5,500 sq ft Community Hub will be built on the new library's 3rd floor. Following extensive consultation and planning by City officials and staff, community stakeholders, and the architectural teams, completed construction of this exciting facility is expected in late 2026.

In July 2023, WoodGreen Community Services (WCS/WoodGreen) and TNO-The Neighbourhood Organization (TNO) were selected to develop a Service Delivery Model and Community Engagement Strategy - co-designed with community members, grassroots group leaders, and partner agencies - to guide the future participatory operating frameworks for the Community Hub.

Over 15 months, WoodGreen and TNO worked collaboratively with staff from SDFA and TPL to identify and recruit a

diverse cross-section of residents and community members from the Taylor Massey neighbourhood. This effort led to the formation of a Project Advisory Group (PAG), which played a crucial role in supporting outreach and ensuring the successful identification of local needs and ambitions for the Community Hub.

The project focused on two integrated streams of work:

1. A Service Delivery Model including operations, permitting of spaces, programs, and services, and
2. A Comprehensive Community Engagement Strategy for once the Hub becomes operational, including partnerships with local Indigenous and African/Black identifying groups.

This report summarizes the consultation process, its outcomes and resulting recommendations, and next steps.



Artist rendering of the proposed design for the redeveloped Toronto Public Library and Community Hub at 416 Dawes Road.

About the Dawes Road Library and Community Hub

The Dawes Road Library and Community Hub redevelopment project was initiated in response to locally identified needs for more and better community spaces to address service gaps and strengthen program investments into the community.

Taylor Massey is one of 31 Neighbourhood Improvement Areas identified in the [Toronto Strong Neighbourhoods Strategy](#) (TSNS)¹ to promote equitable opportunities for residents and community groups

through investments in social and economic development initiatives, along with investments to support healthy lives, civic engagement and the built environment.

TSNS is based on the principle that residents should be at the core of the decisions that impact their lives and community. TSNS resident engagement has resulted in new resident engagement structures, capacity building and training opportunities, and increased resident decision-making power and influence.

With TPL taking the lead role in the redevelopment of the existing Dawes Road Library branch at 416 Dawes Road, these best practices of resident engagement structures and stakeholder engagement approaches have been instrumental from the start.

For several years, TPL worked closely with the local Councillor, Facilities and Real Estate, Social Development, Finance and Administration, City Legal, City Planning and Financial Planning divisions on a long-term vision and sustainable solution to address facility, library service and social service issues. The consensus from all parties was that the best strategy would be to redevelop the site as a new, enhanced library branch with a Community Hub.

In 2018, a community consultation process to determine the service needs of residents in the Dawes Road area resulted in plans for an expanded Community Hub, which SDFA would operate. Local community members highlighted priorities ranging from employment opportunities and services to anti-violence programs, anti-racism programs, educational and recreational programs, safe community engagement spaces, health services, and social activities.



Ensuring Community Input on Public Asset Design

In keeping with the City's commitment to Reconciliation and its Urban Design Initiative, the Dawes Road project offered a welcome opportunity to incorporate elements of Indigenous place-making into both the building design and programming for the library and Community Hub.

Building on its earlier resident engagement, extensive community consultations, conducted jointly with TPL and SDFA, began in May 2021 to inform the planning and design of the library and its 5,500 square ft Community Hub space on the 3rd floor.

Dawes Road is the first capital project undertaken by TPL that has engaged with Indigenous architects and stakeholders to incorporate authentic Indigenous design into the built environment. The new Net Zero Carbon building will also be completed in accordance with Toronto Green Standards. With renovations expected to begin in early 2025, the branch will close for construction and reopen in late 2026 to early 2027.

Community Hub Architectural Design Consultations

In early 2021, resident engagement in development planning for the Library and Community Hub led TPL and SDFA staff to recommend its expansion from the 2,000 sq ft space initially planned to the 5,500 sq ft space ultimately approved.

Beginning in May 2021, a series of community consultations conducted jointly with TPL and SDFA staff, City officials, and the selected Architects explored the functional design needs for the expanded Community Hub.

The resulting design reflects the community's need for flexible spaces that are able to meet the diversity of local activities and services it is intended to support. It caters to

priorities such as flexible spaces for programs, events, services, and community gatherings for children, families, youth, and seniors.

Hub spaces that will be available through permits for local groups and non-profit organizations include:

- A kitchen area and training area,
- Touchdown working spaces for City and Library staff,
- Interviewing spaces and counselling rooms.

The success of this participatory approach to the physical design of the Library and Community Hub helped create a strong foundation for further consultations to develop the operational vision for the Hub as a living space for inclusion and engagement.



The community kitchen and activity area of the 3rd floor Community Hub opens onto a rooftop garden, featuring Indigenous plants and spaces for cultural ceremonies.

© Perkins & Will and Smoke Architecture Inc.



CO-DESIGNING WITH COMMUNITY

Developing the Operational Vision for the Community Hub

The Dawes Road Community Hub will be an exciting new space and opportunity that connects members of Taylor Massey and Woodbine Gardens neighbourhoods. It is intended to reflect the neighbourhoods' diverse histories and community assets – serving as a practical space where residents feel a sense of ownership and belonging.

The SDFA's Community Development Unit will provide funding to operate the Dawes Road Community Hub on a seven-day roster with dedicated staff.

In 2023, SDFA, working in partnership with TPL, engaged WoodGreen and TNO to create and develop a Service Delivery Model and Community Engagement Strategy to help guide the planning, design, implementation, and governance of the future Hub's operations through a series of consultations with City and Library staff, community members, grassroots community organizations, and other stakeholders.

Purpose of the Consultation & Project Scope

The community consultation project centred on two integrated streams of work:

1. A Service Delivery Model including operations, permitting of spaces, programs, and services, and
2. A Comprehensive Community Engagement Strategy for once the Hub becomes operational, including partnerships with local Indigenous and African/Black identifying groups.

The objective of the community consultation process was to develop a vision for the Community Hub's service delivery, informed by community needs and anchored by a sustainable business model. To ensure the Hub's operating framework remains responsive to the changing needs of a dynamic local population, the Community Engagement Strategy will support ongoing input on the Hub's operations, programs, services, and experience over time.

Guiding Principles

The new Dawes Road Community Hub facility seeks to have a positive equity impact on Indigenous, Black, and equity-deserving communities, including newcomers, youth, seniors, 2SLGBTQ+, people with disabilities, and people who live on low incomes, by providing residents with increased access to City programs, access to training and/or employment supports, and access to health programs, social events, and other community activities.

The Service Delivery Model and Community Engagement Strategy for the Community Hub must align with the City of Toronto's equity policies and strategies, and include ongoing collaboration with various Indigenous and African/Black communities, to identify community needs, gaps, and daily operational requirements.

Project Methodology

Working collaboratively with a City steering committee comprised of representatives from SDFA and TPL, the WoodGreen and TNO project team developed a Work Plan for delivery of the Service Delivery Model and Community Engagement Strategy. The Work Plan established the purpose, scope, and goals for engagement, including the level of participation, duration, and resources.

The team identified key stakeholder groups and recruited community participation in a local Project Advisory Group (PAG) that would include a diverse cross-section of residents and community members from the Taylor

Massey Neighbourhood, prioritizing Indigenous, African/Black, and other equity-deserving groups.

With input from the PAG, the project team conducted neighbourhood mapping exercises and research to understand community demographics, cultural values, interests, ambitions, and concerns. Data collection methods included surveys, interviews, focus groups, observation, and secondary data from environmental scans.

Throughout the project, bi-weekly meetings were held with the steering committee and the Work Plan was revised to ensure there were enough touch-points with the community to elicit their participation and input.

Implementation Process

The Service Model and Community Engagement Strategy project was conducted from July 2023 through September 2024.

Project activities included:

- Review of Dawes Road Library and Community Hub documentation, including materials from prior community consultations.
- Environmental scans, such as Community Hub service models, engagement frameworks, community stakeholders research.
- Recruitment of Project Advisory Group (PAG) members.
- PAG meetings and community consultation sessions, including focus groups and feedback sessions with prioritized groups.
- Service Delivery Model and Community Engagement Strategy development.
- Bi-weekly Steering Committee meetings & work plan review.
- Documentation and reporting on outcomes.



The final report will be shared in a community session in 2025, to be held in conjunction with SDFA and TPL.

City Policies, Strategies & Program Links

The Service Model and Community Engagement Strategy for the Dawes Road Community Hub are intentionally aligned with the City of Toronto's equity policies, including the City's [Reconciliation Action Plan](#)², [Poverty Reduction Strategy](#)³, [Youth Equity Strategy](#)⁴, and [Action Plan to Confront Anti-Black Racism](#)⁵, as well as advisory structures such as the Partnership Accountability Circle, Lived Experience Advisory Group, and Toronto Youth Cabinet.

It is also guided by best practices and lessons learned from the operating programs of several community hubs and multi-service facilities including:

- Jane Street Hub (Weston, Mount Dennis, Trethewey & nearby areas)
- Keele Community Hub (Keele) and Keele Community Hub (Keele)
- Rexdale Community Hub (North Etobicoke)
- Thorncliffe Park Community Hub (Thorncliffe Park & Flemingdon Park) and Thorncliffe Park Youth Wellness Hub
- Victoria Park Hub (Scarborough)

City of Toronto Reconciliation Action Plan 2022-2032

Traditionally referred to as Tkaronto or Ishpadinaa, Toronto has one of the oldest urban Indigenous populations in Canada and is home to many First Nations, Inuit, and Métis communities.

Guided by members of the Aboriginal Affairs Committee, the City adopted the [Statement of Commitment to the Aboriginal Communities of Toronto](#)⁶ in 2010. Following the 2015 report of the [Truth and Reconciliation Commission of Canada](#)⁷, eight Calls to Action were further identified as priorities. The City's [Reconciliation Action Plan 2022-2032](#)⁸ acts as a framework to help guide us, in the spirit of justice, on the path toward right relations.

The City acknowledges that reconnecting with, maintaining, and celebrating a strong Indigenous identity through cultural expression, retention of language, spiritual practice and community relations is fundamental to the well-being of Indigenous community members.

The design of the Dawes Road Community Hub and the development of its Service Model and Community Engagement Strategy reflect the commitment of Toronto Public Library and Social Development, Finance and Administration Division to fulfill the understandings, values, and vision of the Action Plan.

Project Advisory Group



A key project mandate was to recruit a Project Advisory Group (PAG) composed of a diverse cross-section of residents and community members from the Taylor Massey Neighbourhood that would meet multiple times over the implementation timeline and provide feedback on the evolving service model and community engagement strategy. Outreach for the PAG prioritized the participation of Indigenous, Black and other equity deserving groups.

The project team made concerted efforts to recruit a grassroots Project Advisory Group (PAG) that was inclusive and representative of the future Community Hub's user base to guide local outreach and develop the service model and engagement strategy.

Calls for expressions of interest were circulated in November 2023 through established local networks such as community ambassadors, schools, local groups and businesses, and users of the existing Dawes Library. The project team employed a range of communication channels, including word of mouth, social media channels, and the City's newsletter.

Eligibility criteria included being a resident of the hub's catchment area.

Applications from 26 individuals were received and preliminarily screened. Of these, the steering committee selected 14 for interview and nine members were confirmed in January 2024.

For the February kick-off, held in person at the Dawes Rd Library, the nine PAG members and two advisors from WoodGreen and TNO committed to continuing the PAG recruitment effort, specifically targeting a total of 11-13 members with increased representation from Indigenous and African/Black communities.

Recruitment continued into Spring 2024, bringing the PAG for the remainder of the project to a total of 11 members with a demographic composition that captured most of the desired cultural, gender, and age diversity. The final group included individuals aged 18-55+ identifying as Indigenous (2), Black (4), women (9), person with disabilities (2), 2SLGBTBQI+ (3), and youth (2).

Terms of Reference were developed to frame the advisory group's focus and two additional PAG meetings were held:

- In April 2024, a virtual meeting was held with the initial nine members and two new members, recruited as Black community group representatives.

- In July 2024, nine members attended an in-person meeting to discuss project findings, recommendations, and next steps.

Apart from attending the meetings and sharing critical knowledge about the community needs, the PAG members played a significant role in circulating announcements about additional membership recruitment from the Black and Indigenous communities and promoting public consultations through their respective networks.

The PAG Terms of Reference are included in Appendix A.



Community Engagement Activities & Meetings

Over the course of the project, the team hosted multiple community information and consultation meetings:

- In November 2023 a virtual consultation was attended by 12 community stakeholders and Councillor Brad Bradford (Beaches - East York). Information about the Dawes Rd hub design and layout was shared with participants. Consultation with the community was based on the gaps in community needs.
 - In May 2023, an in-person session held at the Dawes Rd library was attended by 19 community members, Councillor Bradford, and staff from TPL, SDFA, WoodGreen, and TNO.
- A draft service delivery model was shared. Feedback was sought on the draft service model and engagement strategy.
- In April 2024, three focus group meetings were held with key stakeholders that had been under-represented in prior consultations:
 - » Black Community (12 attendees);
 - » Indigenous Groups (4 attendees);
 - » Community Advocates including representatives of local groups and organizations with knowledge of community needs. (9 attendees).



The Dawes Road Community Hub will be an exciting new space that connects members of the Taylor Massey and Woodbine Gardens neighbourhoods. With its service design anchored by participatory decision-making, this vibrant community asset will help meet local needs and foster community belonging.



SERVICE DELIVERY MODEL

Design Considerations

The project mandate was to create and develop a Service Delivery Model and Community Engagement Strategy with recommendations that will be used to guide operational planning and day-to-day management of the Community Hub.

The proposed service model framework sets the stage for the operational launch of the Community Hub and lays the foundations for responsiveness to evolving needs through ongoing consultation and partnership with City of Toronto and Toronto Public Library staff, community members, community organizations, and other stakeholders.

A key criteria for the Hub Service Delivery Model is to align with the City of Toronto's equity policies and strategies, and foster deepened collaboration with community stakeholders to identify community needs, gaps, and daily operational requirements.

1. Equity Policies and Strategies Alignment:

The Service Delivery Model aims to promote fairness, inclusivity, and access to services for local residents, prioritizing Indigenous, African/Black, and other equity-deserving populations per the City's mandate. The Hub's design, programs, and operating practices intentionally affirm these principles.

- **Accessibility:** The hub will be AODA compliant to ensure physical accessibility for people with disabilities and other mobility issues, including ramps, elevators, and accessible washrooms.
- **Language & Culture:** The hub will also accommodate diverse cultural and linguistic accessibility needs through multilingual signage, translation services, and culturally-tailored programming.
- **Anti-Discrimination:** Hub policies include measures to prevent discrimination based on race, ethnicity, gender, sexual orientation, religion, or other protected characteristics.
- **Inclusivity:** The hub's governance model will facilitate ongoing efforts to engage marginalized communities and involve them in decision-making processes related to the hub's day-to-day operations and changing needs.

2. Collaboration with Indigenous Communities:

The Service Delivery Model will support active, ongoing engagement with various Indigenous communities.

- **Consultations:** Once operational, it is recommended that the hub collaborates with Indigenous elders, leaders, and community members through ongoing consultations.
- **Cultural Competency:** It is recommended that training is provided to staff to ensure cultural sensitivity and understanding.
- **Indigenous Programming:** service model actively promotes inclusion of specific programs or events that celebrate Indigenous culture, history, and traditions within the hub, noting specifically the design elements of the hub that correspond to indigenous traditions.

3. Identifying Community Needs and Gaps:

During the consultation process, the project team identified community needs and gaps that can be addressed by the hub's service model. This involves:

- **Needs identified by Community:** the unique needs of residents in the hub's catchment area are listed in Appendix B.
- **Data Collection:** data-driven methodologies, such as focus groups and community consultations, were applied to collect community feedback.
- **Feedback Mechanisms:** it is recommended that the hub, once operational, seeks feedback from community members to adapt its services on an ongoing basis. Recommendations are outlined in the Community Engagement Strategy.

4. Daily Operational Requirements:

Based on research of other Community Hubs and discussion with participants, the project team gathered practical recommendations to address daily operations:

- **Staffing:** recommended staffing levels, roles, and relevant qualifications to meet community needs have been proposed.
- **Program Scheduling:** it is recommended that programs are scheduled to accommodate diverse community members' availability.

Findings & Recommendations

A service delivery model for the Dawes Road Community Hub was developed and finalized with input from multiple community stakeholder consultations to guide decisions on how to formalize the practical supports, operating activities, and resources required to achieve the City's and residents' goals. The ensuing recommendations of the community consultations outline a proposed partnership framework, operating structure and staffing model, opportunities for integrated programming, and feedback mechanisms.

This exciting new space will be an important community asset for the Taylor Massey and Woodbine Gardens neighbourhoods and it is essential they feel a sense of ownership and belonging.

The service plan is evidence-based; and includes a framework for continuous assessment of the decisions and agreements made during a community centered planning process and the establishment of a sustainable hub business model. It also includes pathways for outcome-based evaluations and accountability in the delivering of integrated programs, training and other participation opportunities.

The recommended service delivery model serves as a foundational structure for the Dawes Road Hub to



The rooftop garden will feature Indigenous plants and spaces for cultural ceremonies.

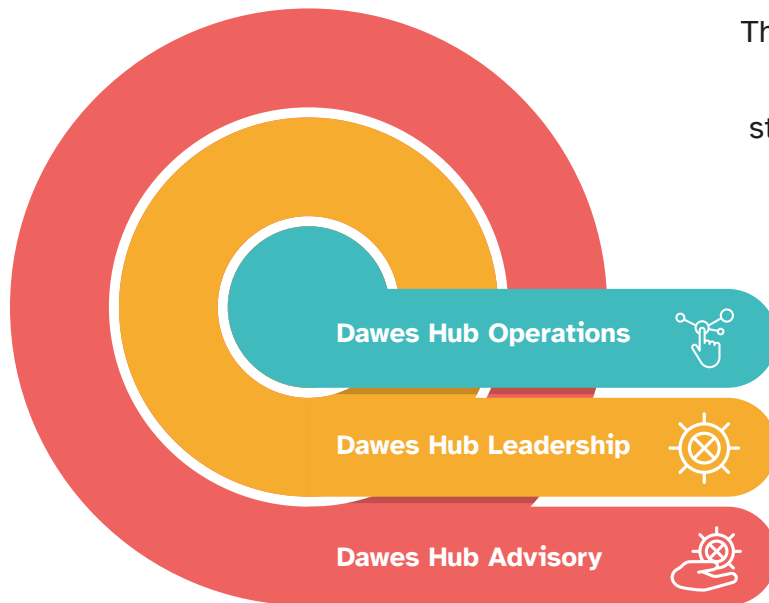
© Perkins & Will and Smoke Architecture Inc.

be responsive to community needs identified through a robust consultation process.

SDFA's Community Development Unit will request funding from Toronto City Council to operate the Dawes Road Hub on a seven-day roster with dedicated staff.

A proposed staffing model with key competencies was developed to guide planning and recruitment.

Recommended Partnership Framework



The project team identified the key roles and relationships between stakeholder groups and developed an optimized partnership framework for the Community Hub's day to day operations, oversight, and governance.



Dawes Hub Operations

Responsible for program facilitation, information-sharing, feedback implementation, ensuring community responsiveness in operations.

Leads:

SDFA staff (facility/program management & scheduling), TPL staff.

Program Facilitators:

Including partner organizations, consultants/experts, grassroots groups.

Volunteers:

Including community leaders and prioritized interest groups.



Dawes Hub Leadership

Responsible for policy-making, strategy, operational oversight, long-term planning.

City of Toronto, SDFA

Management & Staff.

Toronto Public Library

Management.



Dawes Hub Advisory

Responsible for visioning, key strategic advice, relationship-building, public representation, feedback, communal accountability.

Community

Resident Advisory Groups, grassroots organizations, residents & community groups.

City Community Partners

Representatives from organizations providing programming/services.

Funders

Including City of Toronto and other agencies.



Recommended Operational Support

The Community Development Unit at City of Toronto's Social Development Finance and Administration Division will provide funding to operate the Dawes Rd Hub on a seven-day roster with dedicated staff.

Community participants recommended that, as the designated operator, SDFA should:

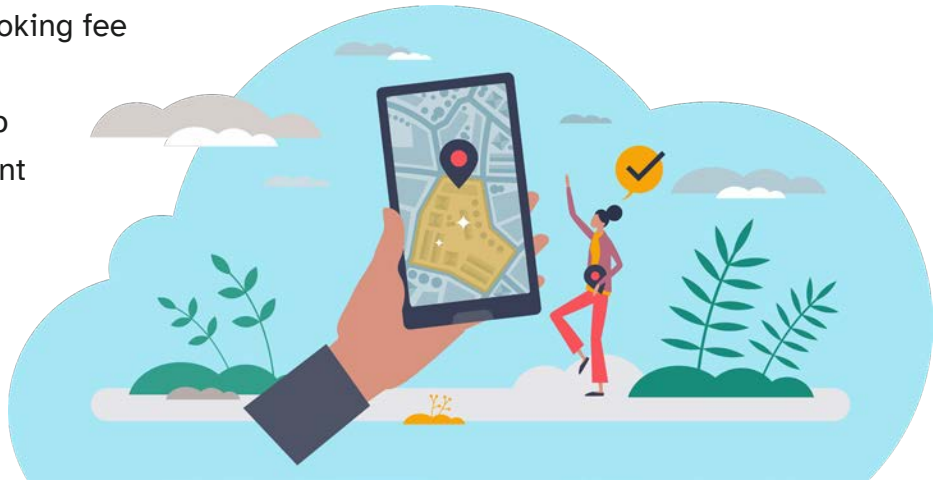
1. Provide operational support for the Dawes Rd Hub as a functional and practical space for the community. This role will also be responsible for creating and running the customer service centre. This includes health and safety responsibilities of the floor, managing room bookings, ensuring spaces are properly set up for bookings etc.
2. Organize opportunities or programs that are responsive to community needs (e.g. training and capacity building workshops).
3. Invite City experts to deliver information sessions on relevant topics to the community.
4. Establish ongoing relationships with community organizations (expertise partners) as well as the community groups and individuals wishing to book hub spaces.
5. Manage the community information board; a central resource with flyers, resources, promotional material, information.
6. Depending on community consultation and feedback, the option of user fees could be considered for the community spaces.

Recommendations for Space Usage & Accessibility

Participants emphasized that the Dawes Rd. Hub should be designed to balance low-barrier community accessibility with prioritized access for key local neighbourhood groups.

The recommendations yielded by the consultations on the use of space and day-to-day operations focus on creating an inclusive, supportive environment for all users while also ensuring that the primary needs of the catchment area are met.

For example, the booking fee structure for use of the Dawes Road Hub spaces is an excellent tool to help balance equity. Whereas registered community groups will be eligible for a few hours of free



bookings per month, incorporated nonprofits, for-profit organizations, or entities holding private events will be charged sliding scale fees for use of the Hub spaces. The recommended user groups, corresponding fees, and template space usage agreements provided in Service Delivery Model Appendices B-D draw on examples from other hubs studied and discussed during the community consultations. Appendices C and D provide detailed recommendations on operations, hours of operation, policies for the use of Hub spaces, and sample document templates.

It is strongly recommended that, during program planning for the Dawes Road Hub, organizers should revisit and clarify the catchment area boundaries to ensure it accurately captures the Taylor Massey “community” and is adequately inclusive of equity deserving communities. Participants felt strongly that this should be informed by renewed community consultations and analysis of census data so that all relevant areas are impartially considered. This could mean, for example, prioritizing access by postal code.

Recommendations for Integrated Programming

The project team, PAG members, and community consultation participants reviewed the types of programming currently offered locally and by other community hubs. They discussed local needs versus available services and notable gaps.

The groups were strongly aligned in their recommendation that programming at the Dawes Road Hub should enhance but not duplicate existing community programs. There was collective agreement that culturally relevant program activities, especially those with Indigenous, Afro-Centric, and Afro-Indigenous relevance, be targeted to improve representation and inclusion of under-served groups.



The group recognized the importance of establishing the Dawes Road Hub as a culturally safe gathering space for Indigenous ceremonial practices and land-based programming including smudging, sacred fires, moon and pipe ceremonies, lighting the Qulliq, and cultivating the four sacred medicines

in the garden. Smudging and other Indigenous ceremonies are significant for reasons ranging from restoration of cultural identity and cultural preservation, to spiritual connection, well-being and healing, community bonding, environmental respect, ceremonial tradition, and personal growth.

To meet the diversity of local needs, it was recommended that the Dawes Road Hub integrate programs, opportunities, training, workshops, space to book under one roof to individuals and/or communities.

Based on engagement in 2023-2024, a host of program opportunities were identified, as outlined below. These are further outlined in Appendix B.

Life and Livelihood Skills:

Activities, workshops, and courses targeting employment skills such as resume writing and interview preparation, hosted job fairs will support economic empowerment in the community. Financial and technological literacy youth, adults, and seniors will promote functional competencies

among all age groups. Access to special services such as settlement support, legal education seminars and legal services or housing help clinics support families navigating time sensitive challenges. Annual tax clinics will help individuals to maintain benefits eligibility.

Health and Wellbeing:

Programming to promote better health and nutrition practices, first aid and food handling training will support individual and family wellness.

Community Interest Events:

Community arts programming and exhibitions, music and cultural performances, toy and clothing exchanges, and other pop-up events bring people together and help foster a vibrant, connected community.

Cooking and Food:

Food-focused events bring people

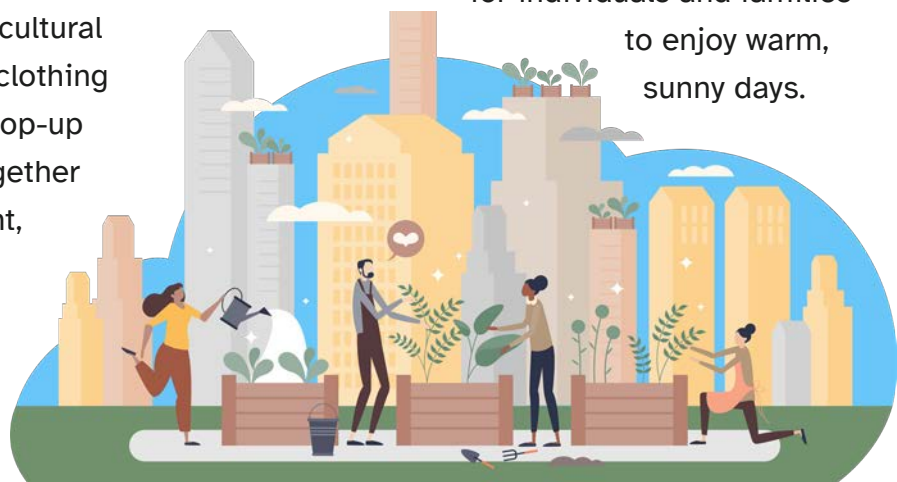
together, create opportunities for cultural exchange, and tackle issues of food insecurity and isolation with dignity. Program activities could include a Good Food Market, cultural cuisine classes, and volunteer-led community lunches.

Outdoor and Gardening Events:

Activities such as Indigenous sacred fires and ceremony, knowledge-sharing on Indigenous uses of native plants, community gardening tips, talks on food security enhance connectedness to our natural world. Arts programming such as plein-air watercolour painting and sun prints create fun social activities

for individuals and families

to enjoy warm, sunny days.



Participants recommended developing an ongoing planning and review cycle for Dawes Road Hub with community input to reassess and update programming routinely. Input should include engagement with a local advisory body, feedback from community engagements, previous needs assessments, and ongoing surveys to identify and address emerging community needs.

Recommendations for Community Capacity-Building & Volunteer-Driven Service Model

To support local socio-economic needs and deliver on the objectives of the Toronto Strong Neighbourhoods Strategy, the group stressed that the Dawes Road Hub operating partners should actively collaborate with local community leaders and members to build lasting relationships with local Indigenous peoples and other equity-deserving communities and create enhanced capacity-building and training opportunities for community members.

Through activities such as training programs and workshops, participants proposed that the Dawes Road Hub programming focus on skills development, leadership training and building grassroots organizational capacity. Programming would need dedicated budgets to adequately compensate facilitators. Examples include:

- **Indigenous land-based teachings and agriculture/horticulture** to support the community garden facilitated by Indigenous Elders, Knowledge Keepers and Cultural Advisors.
- **Food Handling training** to operate the community kitchen.
- **Mental health and wellness trainings** to provide peer support services.
- **Leadership training** to run workshops, events, and community organizing/advocacy activities.
- **Support the Toronto Strong Neighbourhood Strategies** including Community Network Ambassador Program, Local Leadership Grant recipients, Climate Action and other activities.

The Dawes Rd Hub can also have a volunteer-driven component where community members and volunteers contribute their time, skills, and resources to support the hub's mission. This can harness community involvement and engagement to deliver programs effectively.

As much as possible, volunteer contributions should be recognized. A simple way of doing this is establishing a credit system, allowing volunteers to earn credits that can be redeemed for benefits such as additional space usage, food, and access to various programs. This system ensures that volunteers feel valued and can benefit directly from their involvement.

Recommended Staffing Model

To foster local economic growth, participants strongly recommended that the Dawes Rd Hub implement a social enterprise model that would include prioritizing the hiring of local residents for operations and maintenance roles.

This recommended model will not only support the community economically, but also ensure that those working within the hub have a vested interest in its success.

| Role | FTE | Duties | Qualifications |
|--|---------|--|--|
| SDFA Staff | Various | • Various | Various |
| Hub Operations Manager | 1.0 | <ul style="list-style-type: none">• Manages hub operations & facilities• Manages coordinator & intake worker• Manages relationships (stakeholders, partnerships) | Management-level with leadership skills |
| Hub Coordinator | 1.0 | <ul style="list-style-type: none">• Supports operations and facilities• Updates website & comms (newsletter, etc)• Administrates bookings, calendars, etc. | Mid-level with strong administrative skills |
| Hub Intake & Community Worker | 0.75 | <ul style="list-style-type: none">• Community-facing; Manages inquiries, makes referrals• Receives booking requests• Creates calendars | Entry-level with strong customer service and computer skills |

Recommendations for Resource-Sharing & Referral Pathways

To help ensure seamless, coordinated access to hub opportunities for all individuals, a framework for resource sharing and referrals was developed. Each pathway type includes recommendations to provide clear guidance on service access points, roles and responsibilities, and evaluation mechanisms for continuous improvement.

| Pathways | Access Points | Responsibility | Evaluation |
|------------------|--|---|--|
| Virtual | <ul style="list-style-type: none"> • Dedicated Website for the Dawes Rd Hub with contact info, FAQs, common policies, space booking availability, and payments • Phone with pre-recorded message • Email with automated message • Chatbot with pre-set responses • Monthly Newsletter | <ul style="list-style-type: none"> • Automated responses from pre-set information. • The Hub Coordinator will respond to email & phone within two business days | <ul style="list-style-type: none"> • Short survey to capture user experience. • The survey results will enable improvement of community hub operations at an internal level and range of programs. |
| In-Person | <ul style="list-style-type: none"> • Walk-in queries • Phone, email, or chatbot queries for customers who don't have virtual access or re-directed by the automated service centre | <ul style="list-style-type: none"> • Intake worker to respond to walk-ins | |

Recommendations for Ongoing Feedback & Evaluation

Once established, ongoing community feedback will be vital to foster accountability and transparency. Participants recommended that interactive feedback tools be used to ensure the Dawes Hub continues to reflect the interests and needs of its users as they change and evolve over time.

For example, a community-fed accountability wall can invite residents to post their suggestions or concerns and enable Hub staff to promptly respond. Community members can also share their preferences for relevant media, art, social and cultural programs.



Other mechanisms for ongoing feedback include:

| | Narratives: successes, concerns, feedback | Satisfaction Ratings | Participation Rates | No. Users Engaging | Inquiries |
|---------------------------------------|---|----------------------|---------------------|--------------------|-----------|
| Activity surveys: in-person & Virtual | ✓ | ✓ | ✓ | | |
| PAG Meetings | ✓ | | ✓ | | |
| Programs & activities | | | ✓ | | |
| Community Consults | ✓ | | ✓ | | |
| Website | | | | ✓ | ✓ |
| Social Media | | | | ✓ | ✓ |

Service Delivery Model

Appendices:

Supplementary information on the operational recommendations for the Dawes Road Community Hub service delivery model, including templates for typical documents are provided in the Appendices at the end of this report.

- B. Recommended Programs & Services**
- C. Daily Operations Recommendations**
- D. Hub Community Space Welcome Package**
- E. Hub Environmental Scan**
- F. Sample Documents**
 - F1. Hub Calendar Template**
 - F2. Reception Checklist**
 - F3. Daily Log**





Community Engagement Strategy

An ongoing community engagement strategy for the Dawes Road Hub was developed and finalized with input from community consultations. The strategy's objective was to identify mechanisms to formalize the supports, activities, and resources that will be required to achieve the targeted benefits for residents of the Taylor Massey and Woodbine Gardens neighbourhoods.

The project mandate was to develop a Community Engagement Strategy, including:

- a. Connecting and developing partnerships with Indigenous Groups;
- b. Engaging with the City of Toronto's Confronting Anti-Black Racism Unit;
- c. Connecting with other local Multi-Service Facilities and Community Hubs to learn about their individual service models and engagement strategies;
- d. Confirming outreach and communication activities such as:
 - i. Online Surveys,
 - ii. Focus Groups,
 - iii. Key Informant Interviews;
- e. Reporting on recommendations and sharing these with stakeholders.

To ensure the community engagement strategy would be evidence-based, the project team established a framework for continuous assessment of decisions and agreements made during a community centered planning process. The strategy lays the groundwork for a sustainable hub business model and proposes pathways for outcome-based evaluations and accountability in the delivery of integrated programs, trainings and other participation opportunities.

The recommended community engagement strategy will serve as a foundational structure for the Dawes Road Hub to be responsive to community needs identified through a robust consultation process. The strategy is underpinned by a proposed participatory governance framework including local representation, staff from Toronto Public Library, and the Community Development Unit at City of Toronto's, Social Development Finance and Administration Division, which will provide the funding to operate the Dawes Road Hub on a seven-day roster with dedicated staff.

Community Engagement

Community engagement is grounded in key **pillars** that guide the process towards meaningful and impactful participation. The **principles** of meaningful engagement enable community members to contribute authentically and shape outcomes. Engagement **goals** seek to build stronger relationships, empower individuals, and co-create solutions. Identifying feedback loops and **metrics** is crucial to measuring progress toward goals and intended impact. By upholding these pillars and principles, community engagement becomes a powerful tool for building trust, strengthening communities, and driving positive change.



| Pillars | Principles | Goals | Metrics |
|---|--|---|---|
| <ul style="list-style-type: none">• Reduced barriers• Open and transparent communication• Action-oriented dialogue• Meaningful engagements• Build capacity of residents & community members | <ul style="list-style-type: none">• Accessible, inclusive & safe environment• Reciprocity• Equity- historical & structural inequities that exist• Transparency• Trust & relationships• Understand & empower the community | <ul style="list-style-type: none">• Enhance engagement practices• Facilitate participation• Ensure participation reflects priority populations and demographic diversity• Build capacity to lead the engagement process• Ensure results, decisions & directions are shared publicly | <ul style="list-style-type: none">• Satisfaction measured by surveys• % Engagement• Participation by demographics• Feedback from users• # of engagement events• # of hours by type of engagement |

Impactful Community Engagement Strategies

A structured approach to community engagement builds positive, lasting relationships. Well-developed **planning** fosters meaningful participation, collaboration, and trust. The **design** should outline clear goals and methods, ensuring that **implementation** is inclusive, accessible, and timely. Communicating how community members' input has influenced decisions and contributed to outcomes helps **“close the loop”** and supports transparency and accountability.

| Planning | Design | Implementation | Close the loop |
|---|---|--|---|
| <ul style="list-style-type: none"> • Level of community input • Public influence & non-negotiable items • Impacted community members & stakeholders (Stakeholder mapping) • History or context of the project • Timeline & resources required • Level of engagement | <ul style="list-style-type: none"> • Use engagement techniques and technology suited to facilitators & attendees • Digital engagements • In-person engagements • Pre-consultations & use of prior consultation information • Surveys • Presentations • Small group communications • Ensure space availability • Avoid conflicts through research & awareness of other community engagements • Leverage existing engagements and/or events • Connect with relevant groups to support outreach | <ul style="list-style-type: none"> • Meet people where they already meet & gather • Listen openly & genuinely • Record accurately • Use objective facilitators • Provide clear and up-to-date project information • Promote two-way dialogue | <ul style="list-style-type: none"> • Go back to the community on what was heard and how input was used • Report to the community in a timely manner • Regular progress updates to the community will convey transparency, build trust and help the community • Continuity mindset-that will continue cycles of engagement |

Recommended Community Engagement Frameworks & Techniques:

It is recommended that the following techniques be considered regarding community engagement for the hub overall, but also in the context of delivering programming for the hub (i.e. workshops that are aligned with the requested programs summarized in the service delivery model proposal).

| Inform | Consult | Involve | Collaborate |
|---|---|---|---|
| <ul style="list-style-type: none">• Social Media• Information Booths• Promotional videos• Town halls• Project website | <ul style="list-style-type: none">• Surveys• Focus Groups• Pop Ups• Open Houses• Key informant interviews | <ul style="list-style-type: none">• Study Circles• Workshops• Site visits & tours• World cafes• Design Charrettes | <ul style="list-style-type: none">• Advisory Committees• Residents• Resident groups• Task Forces• Open space meetings |

Community Ambassadors

Service design projects can significantly benefit from investing in meaningful participation with their end users. This approach is especially effective when supported by Community Ambassadors. It allows for bottom-up input early in the process and encourages involvement in its evolution, leading to improved outcomes.

Community Ambassadors are trusted resources and effective advocates for their community's needs and concerns. Well-informed, connected, and knowledgeable, they help amplify the voices of stakeholder groups and are effective channels for sharing information with community members.

WoodGreen and TNO have a long history piloting new initiatives in collaboration with Community Ambassadors in various communities across the City. For the Dawes Road Hub consultations, we worked closely with Community Ambassadors in our networks who were familiar with the local neighbourhood and driving concerns of its residents. This participatory approach to service design and delivery has significantly improved communication, trust, and engagement, while sharing information across equity-deserving groups and communities.

Recommended Dawes Road Community Hub Engagement Strategy

The following strategy was developed for the Dawes Road Community Hub with input from the community and evidence-based best practices.

The project team researched the community engagement efforts practiced by other hubs and learned that most strive to embed their community engagement into hub operational structures and partnerships through community representation in decision-making levels (e.g. resident council). A strategy was developed for the community at large, and tailored sub-strategies were outlined for priority and equity-deserving populations.



All Community Members:

| | | |
|---------------------------|---|--|
| Key Messages | <ul style="list-style-type: none"> Regular updates about the Dawes Rd Hub Upcoming events, programs, workshops, trainings | <ul style="list-style-type: none"> Host Open Houses Tours |
| Methodology | <ul style="list-style-type: none"> E-Newsletter to users / subscribers Printed format on bulletin board | <ul style="list-style-type: none"> Dedicated webpage AV messaging E-mails |
| Mode of Delivery | <ul style="list-style-type: none"> Online Email | <ul style="list-style-type: none"> Hard-copies Phone |
| Frequency | <ul style="list-style-type: none"> Weekly / bi-weekly / monthly | |
| Measure of Success | <ul style="list-style-type: none"> Number of subscribers Feedback from end-users | <ul style="list-style-type: none"> Engagement resulting from this type of communication |

Indigenous Community Members:

| | |
|---------------------------|---|
| Key Messages | <ul style="list-style-type: none">• How can we better serve the local Indigenous community |
| Methodology | <ul style="list-style-type: none">• Focus group meetings• Indigenous Affairs Office (IAO)- City of Toronto |
| Mode of Delivery | <ul style="list-style-type: none">• Request gatherings/meetings with local Indigenous groups |
| Frequency | <ul style="list-style-type: none">• As advised by Indigenous Community |
| Measure of Success | <ul style="list-style-type: none">• Participation from members |

African/Black Community Members:

| | |
|---------------------------|---|
| Key Messages | <ul style="list-style-type: none">• How can we better serve the local Black community |
| Methodology | <ul style="list-style-type: none">• Focus group meetings• Confronting Antiracism (CABR) Unit – City of Toronto |
| Mode of Delivery | <ul style="list-style-type: none">• Request gatherings/meetings with local Black groups |
| Frequency | <ul style="list-style-type: none">• As advised by Black Community |
| Measure of Success | <ul style="list-style-type: none">• Participation from members |

Other Equity-Deserving Groups:

| | |
|---------------------------|---|
| Key Messages | <ul style="list-style-type: none">• How can we better serve the local diverse community groups |
| Methodology | <ul style="list-style-type: none">• Feedback sought via surveys in various locally used languages |
| Mode of Delivery | <ul style="list-style-type: none">• Request gatherings/meetings with local groups |
| Frequency | <ul style="list-style-type: none">• As advised by the groups |
| Measure of Success | <ul style="list-style-type: none">• Participation from members |

Community Engagement Strategy Appendices:

Supplementary information on the engagement frameworks used to develop the Community Engagement Strategy and sample guides as reference for future projects are provided in the Appendices at the end of this report.

- G. Focus Group Planning (Questions & Template)**
- H. Planning Key Informant Interviews**
- I. World Café - Overview and Sample Process.**
- J. Design Charrettes**
- K. Tracking Engagement - Sample Questions**



© Perkins & Will and Smoke Architecture Inc.



Conclusions & Final Thoughts

Project Reflections

The Service Delivery Model and Community Engagement Strategy project for the Dawes Road Community Hub has been a rewarding endeavour for all involved.

The community is excited about this expanded and revitalized public space and eager for ongoing community engagement mechanisms once the hub becomes operational to ensure it continues to meet evolving local needs over time.

There is a strong desire for the service delivery model to be firmly anchored by an equitable space allocation / reservation process to ensure the benefits of the new hub space accrue to local residents as intended. Participants in the consultations emphasized the need to clearly delineate and prioritize the local geographic area's use of the hub. Many also stressed the importance that hub programs complement and expand on the existing neighbourhood services rather than duplicate them.

Project Impact

The project has delivered important positive impacts in terms of:

- Improved community stakeholder relations and receptivity to the Library reconstruction and community Hub expansion, including increased confidence that local residents will have a voice in the future Hub operations.
- Improved understanding of community needs and service gaps that the Dawes Road Community Hub is now better equipped to address.

Distinct Successes

This partnership exemplified the power of collective effort, shared vision, and unwavering commitment to delivering a needs-based service model and community engagement strategy to the Taylor-Massey residents.

- One success, among many, that we are most proud of is the multi-agency collaboration between WoodGreen Community Services and The Neighbourhood Organization (TNO) and the SDFA and TPL teams at the City of Toronto.
 - Open communication channels between all parties helped establish a unified and seamless approach to the project.
 - Each member of the project steering committee played their role effectively and efficiently, which made it easier to meet deadlines.
- Community participation, itself crucial to the project's success, also had an important personal impact on participants.
- The PAG meetings, community consultations and focus groups provided much-needed insights for the project team and also created opportunities for members to network and connect with each other.
 - Many participants in the in-person meetings commented on the importance of holding these types of events in the post-Covid environment. Refreshments at the in-person meetings created an opportunity for people to spend time with one another and make important connections.
 - Incentives, where appropriate, were effective supports to encourage individuals to engage. Some focus group participants did not accept honorariums that were offered, saying they wanted to participate pro bono because the hub is going to be a part of their neighbourhood and they have a vested interest to participate.

Unplanned Positive Effects

- Stakeholder and inter-agency relationships built during this project will outlast the duration of the project.
- The project team made every effort to use local businesses to cater for refreshments.

Notable Challenges

During the planning and execution of our project, the project team encountered a significant challenge related to community representation. Specifically, our efforts to recruit community representatives from the Indigenous and Black communities posed several obstacles. Here's how the project team navigated this challenge:

1. Underrepresentation Awareness:

- **Context:** The project team recognized that our project's success hinged on diverse perspectives and authentic community input.
- **Challenge:** Despite our best intentions, we struggled to attract Indigenous and Black community members to actively participate.
- **Response:** The project team initiated targeted outreach by identifying key stakeholders and reaching out to them via email and following up by phone calls. We also sought out the City staff's help and asked them to reach out to their contacts within the City. We reached out to the local Councillor's office and liaised with local organizations, PAG members and community leaders. We decided to hold two focus group consultations specifically targeted to these two groups. We also offered participation honoraria to encourage attendance.

2. Historical Mistrust and Skepticism:

- **Context:** Historical injustices and systemic discrimination have left lasting scars. The project team felt that there is residual mistrust felt by many Indigenous and Black individuals, and this may have impacted the low interest from these groups as they understandably approached our project with scepticism.
- **Challenge:** The project team had to establish credibility to assure the participants that their voices would be heard and respected.
- **Response:** We held transparent dialogue as much as possible during the focus groups, acknowledging some of their frustrations. Listening sessions allowed community members to express concerns and expectations openly. Participants provided post-consultation feedback that they felt our engagement efforts were engaging, transparent and highly participatory. Participants in the African/Black focus group agreed to renew their engagement in future Hub consultations.

3. Time and Commitment Constraints:

- **Context:** Community representatives often juggle multiple responsibilities—family, work, and personal commitments.
- **Challenge:** Securing their consistent involvement required flexibility and understanding.
- **Response:** We adapted meeting schedules, offered virtual participation options, and provided honorariums to compensate for their time. We emphasized that their contributions were invaluable.

4. Building Bridges:

- **Context:** Bridging cultural gaps and building trust between project organizers and community members was essential.
- **Challenge:** Lack of established relationships within certain underrepresented communities made it difficult to immediately connect and foster trust.
- **Response:** Our team developed cultural understandings of specific community needs and leveraged existing relationships to establish connections with underrepresented groups we were keen to hear from.

5. Celebrating Small Wins:

- **Context:** We were excited to see the turn out for each of the focus group and celebrated the wins.
- **Challenge:** The project timeline constraints limited the ability to fully explore creative outreach opportunities that could have further enhanced our community engagement.
- **Response:** We acknowledge that more ‘out of the box’ outreach efforts could have been made if there was no restrictions with time.

6. Feedback Loop and Accountability:

- **Context:** Community representatives wanted assurance their input mattered.
- **Challenge:** Demonstrating how their feedback would inform project decisions was crucial.
- **Response:** We established a transparent feedback loop by inviting the focus group participants to community session #3 to showcase how their feedback had been incorporated into the recommended service delivery model and how their suggestions had shaped the documents.

Top 10 Learnings

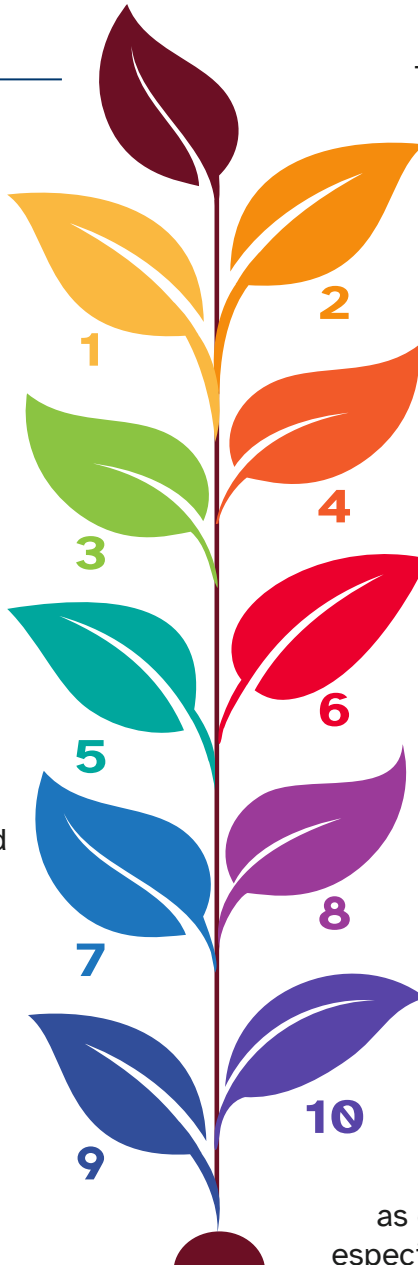
The local community is excited about the new Dawes Road hub space and looks forward to participating to make it a useful community resource.

Community members feel the City should actively encourage economic development for businesses neighbouring the Dawes Road library and hub.

Community ambassadors are a great resource to help spread the word in the Taylor-Massey area.

We need to do more to build trusting relationships with equity deserving groups in the community.

PAG members offered a wealth of knowledge about community needs. They were authentic and fearless in advocating for the perspectives of their community members.



The community was keen to actively contribute and were highly engaged in the consultations. Participants reflected on their perceptions of being valued and heard.

The geographic boundaries of the Taylor-Massey catchment area need to be revisited.

There is an opportunity for research and outreach to further identify local grassroots groups.

Many community groups are looking for affordable spaces able to host larger community events than the hub can support.

More work needs to be done to communicate the importance of equity, diversity, and inclusion. Even well-intentioned language can be perceived as oppositional and polarizing, especially in inter-group contexts.

Insights for the Future

The strength of the Dawes Road Hub Service Model and Community Engagement Strategy lies in its grassroots design. Reconnecting with the community as construction nears completion will be a crucial next step to ensure that all implemented recommendations remain aligned with residents' needs and reflect their feedback and concerns. This emphasis on eliciting local input and returning to the community for feedback through implementation and into the future is a direct response to the desire voiced by community members for a truly participatory relationship with the City in the Hub's design and governance.

Appendices

- A. Project Advisory Group Terms of Reference
- B. Service Delivery Model: Recommended Programs and Services
- C. Daily Operations Recommendations
- D. Hub Community Space Welcome Package
- E. Hub Environmental Scan
- F. Sample Documents
 - F1. Hub Calendar Template (SAMPLE)
 - F2. Reception Checklist (SAMPLE)
 - F3. Daily Log (SAMPLE)
- G. Focus Group Planning (Questions & Template)
- H. Planning Key Informant Interviews
- I. World Café Overview & Sample Process
- J. Design Charrettes
- K. Tracking Engagement - Sample Questions
- L. Participating Community Groups
- M. Endnotes and References/Resources

A. Project Advisory Group Terms of Reference

Terms of Reference (TOR) provide members of a committee or advisory group with guidelines and clear direction to help manage expectations and enable the group to hold itself accountable for its activities. The TOR also provides a frame of reference that can be used to make informed decisions. The Dawes Road Community Hub Project Advisory Group adopted the following TOR.

Context

The City of Toronto's Social Development Finance and Administration (SDFA) team is developing the 3rd floor of the Dawes Road Community Hub project.

WoodGreen Community Services (WCS) and The Neighbourhood Organization (TNO) are collaborating to develop a service delivery and community engagement model for this 3rd floor development, which includes a Project Advisory Group.

The Project Advisory Group (PAG) will be composed of a diverse cross-section of residents and community members with representation from Indigenous, Black and equity-deserving groups from the Taylor Massey & South East section of O'Connor Parkview Neighbourhood to support the development of these resources. A key pillar of the project is to engage Indigenous, Black, and other equity-deserving groups through intentional consultations and representation on this Project Advisory Group.

Objectives & Outcomes

Dawes Road PAG will advise on and participate in supporting the project implementation, serving as a communication conduit between the networks and the community.

Objective

1. Promote local measures that address the needs of community groups and residents.

Outcome

- Residents will feel welcomed and supported and see that the Hub's service programs and delivery model responds to the needs identified.
- Ensure diversity, equity, and inclusion principles are at the forefront in development with focus on Indigenous and Black communities.

Objectives & Outcomes Cont'd

- | | |
|---|---|
| 2. Support information sharing, communication, and building trust with the broader community. | <ul style="list-style-type: none">• Residents will have a sense of ownership of the Hub, creating mutually respectful relationships, connectedness and trustworthiness among the community.• Residents will understand the project and how to navigate support services available. |
| <hr style="border-top: 1px dotted #000;"/> | |
| 3. Strengthen voices of residents by creating a platform for residents to express their concerns and be heard about local issues and state of care provisions. | <ul style="list-style-type: none">• Eliminate barriers of engagement faced by residents and community members. |
| <hr style="border-top: 1px dotted #000;"/> | |
| 4. Communicate with stakeholders, where local institutions and service providers can hear about the unique emerging needs of Taylor Massey so that provisions can be pivoted to address them. | <ul style="list-style-type: none">• Create an accountability mechanism for local stakeholders, institutions, service providers, and elected representatives. |

Responsibilities

The PAG will be responsible for:

- Advising on how to incorporate the needs and experiences of Taylor Massey & South East O'Connor Parkview residents and grassroots groups to guide the design of care, programming, and service provision at the Dawes Road Community Hub as needed.
- Advising the networks on how to best engage other groups in the community who are not represented by the current membership.
- Supporting the planning, co-designing, and implementation of projects, which may include participating in Work Groups that are developed.
- Advocating for services and programs based on the needs of the community and ensuring ongoing feedback opportunities.
- Providing feedback that reflects community voices on the final draft of the community engagement strategy presented to the City of Toronto.

Membership Terms

- Members of PAG must be residents of Taylor Massey & South East O'Connor Parkview (bordered by Taylor Massey Creek to the west, St Clair to the north and Vic Park to the East).
- Members must be able to commit to the duration of the project, tentatively aimed to end by June, 2024 (The end date is subject to change based on the progress made with other aspects of the project including community engagement activities that will inform the final deliverables).
- Members will have a strong connection to, interest in, and sound knowledge of the community's needs of the community hub.
- Members will have understanding of and experience with diversity, equity and inclusion.
- Members will be recruited by the Project Team.
- Membership will be equitably representative of the neighbourhoods, representing a broad range of under-served and equity-deserving groups such as, but not limited to, Indigenous peoples, Black, 2SLGBTQI+, newcomers, persons living in poverty, persons with disabilities, seniors, and youth.
- The PAG will comprise:
 - 11- 13 voting resident members;
 - Non-voting agency representatives, including but not limited to WoodGreen, TNO, City of Toronto, Toronto Public Library, and other partners.

Meetings and Decision Making

- The PAG will meet every two months (minimum of 3 meetings), or as needed.
- Decisions will be made by consensus or, when necessary, by a simple majority.
- Consensus is defined as a process for making group decisions of gathering information, sharing viewpoints and discussion to reach general agreement. Consensus does not necessarily result in unanimity, but rather in a confidence that the decision reflects for the most part the wishes of the group. This ensures that any decisions will be actively supported by PAG members.
- Each voting member will have a vote.
- Quorum is defined by 50% of voting members plus one.
- There can be a proxy vote in the decision-making of PAG. If a member cannot attend a meeting and a decision is being made, they can communicate their

position to the Project Team (WoodGreen Community Services & TNO — The Neighbourhood Organization) in writing, which will count as that person's vote.

- Decisions can also be made by email with written documentation following, in lieu of in-person meetings.
- Minutes will be captured by support staff from the Project Team.

Honorarium Policy

- Members will receive a remuneration for their time (Approximately \$500 per member for the duration of the PAG).

Terms of Reference Sunset

- These terms of reference are to be finalized by the formal PAG.
- Should the PAG not disband at the end of the project, these terms of reference can be reviewed and re-purposed for future use.

Approval Status:

- **Verbally approved by PAG at PAG meeting on February 13th, 2024.**



B. Service Delivery Model: Recommended Services and Programs

The following Community Hub Program and Service recommendations were gathered through community consultations in 2023-2024. Many ideas were shared and these have been grouped by theme in no particular order of priority as the implementation will ultimately be developed by the operational team.

Population-based

- **Newcomer-centered programs:** Conversation circles, homework clubs, reading clubs, conservation circles, mentorship programs.
- **Senior support programs:** A space for seniors to get together & participate. Support for isolated seniors. Sewing clubs, embroidery programs, etc.
 - » Do not duplicate existing resources such as Harmony Hall; rather, provide culturally relevant seniors programming such as for Indigenous seniors.
- **Youth programs:** Homework assistance, peer tutoring, recreation space.
 - » Do not duplicate TPL programs; rather, ensure programming is culturally relevant such as with Black-specific or Black-led activities for youth.
- **Family programs:** EarlyON, support groups to make connections with other parents, informal drop-in hours.
 - » Do not duplicate existing local EarlyONs; rather, tailor the hours and cultural relevance to the community.
- **Entrepreneurship:** Community workspaces / hot-desks; spaces to sell.
- **Volunteer opportunities:** Leadership capacity development and learning.

Activity-based^a

- **Employment:** Resumes prep, interview prep, networking opportunities; social entrepreneurship.
- **Training:** First aid, Red Cross babysitting course, food handling training, UPS road safety driving techniques, parents “being home alone” training; employable skills (graphic design, code, bookkeeping, certifications to get jobs), financial literacy.

a. Community participants stressed the importance that activities complement, not replicate, programs already offered. Participants also stressed that the Hub should prioritize local residents as volunteers and avoid using resources from outside the neighbourhood whenever possible. Refer to Service Delivery recommendations under “Community Capacity-Building and Volunteer-Driven Model.”

- **Legal:** Public legal education seminars and legal services, programs for justice-involved youth and adults, caregivers, support with court cases, support groups with peers.
- **Wellness Programs:** Nutrition-focused, therapy/counselling, harm reduction & substance use, women's health, sexual health.

Resource-based

- **Community resources:** Resource exchange - kitchen supplies, camping supplies, toys exchange, clothes exchange, community garden; community fridge that volunteers stock up.
- **System navigation:** Maintaining updated information of available services and supporting referrals).
- **Technology:** Computer access for large families, printer access for students, training for seniors.
- **Arts:** Programming in the garden space / food security / Indigenous uses of native plants—e.g. watercolour plant illustrations, sun prints, etc., Flexible space for exhibiting art/ community arts programming, including educational opportunities for art history and culture.
- **Housing Help:** Resource navigation and application assistance.
- **Good Food Market:** Free lunch prepared in the Community Kitchen for community members.

Space-based:

- **Social:** Opportunities for social community gatherings of various sizes.
 - **Ceremony-friendly:** Create policy for indoor smudging ceremonies.
 - **Rooftop Garden:** Should include positive sharing circles & be led by Black and Indigenous groups. Consider full moon ceremonies and sacred fire burnings requiring 3-day non-stop burning.
 - **Multi-faith:** A prayer/quiet room.
 - **Storage space** for advocacy groups.
 - **Counselling rooms** for quiet, private spaces to connect one-to-one with clients or as consultation spaces (i.e. one-to-one legal consultations, settlement consultations, health and nutrition consultation).
 - **Hub as potential installation space** that could be part of the City's Year of Public Art or Nuit Blanche.
-

C. Dawes Road Hub: Daily Operations Recommendations



| | Community Hub | Extras |
|-----------------------------|---|--|
| Opening Hours | <p>Open full-time</p> <ul style="list-style-type: none"> Monday to Friday: 9am to 9pm Saturday: 9am to 5 pm Sunday: 10 to 4 pm <p>Services provided according to previously allocated timetable</p> <p>Spaces can be booked for a fee per agreed terms</p> | <p>After-hours bookings may be available for \$50 per hour staffing fee, in addition to the room-rate. (Note that one extra hour will be charged for staff to open and close the building)</p> <p>Mandatory security to be hired on-site for usage of spaces after hours.</p> |
| Workforce | <ul style="list-style-type: none"> Front-of-house team (SDFA) Supporting partners to deliver programs as per agreed upon terms | <p>No workforce for after hours use of spaces</p> |
| Recommended Programming | <ul style="list-style-type: none"> Programming recommendations are further detailed in Appendix A. | |
| Partners providing services | <ul style="list-style-type: none"> SDFA & TPL Service Providers of Taylor Massey & Woodbine Gardens community | |
| Other Requirements | <ul style="list-style-type: none"> Wi-fi capability for public use Web-streaming capability Tables and chairs Vacuum cleaners Storage space Translated materials (as required) | <p>Groups / Individuals using spaces will be responsible for making sure the space is clean before leaving the space.</p> |

D. Recommended Community Space Use Agreement

1. Introduction

This Dawes Road Hub-Space Use Agreement outlines the terms and conditions associated with accessing the Hub Premises at 416 Dawes Road- 3rd floor, Toronto, ON M4B 2E8. All individuals attending the Hub Premises on behalf of the Permit Holder (Participants) are subject to the terms and conditions outlined by the Dawes Road Hub Management. Please read the Agreement carefully. Once you complete and submit the Agreement, a copy will be sent to you by email for printing or to refer to at a later date.

2. Community Space Description

Community Space at the Dawes Road Hub includes the Training Room, Community Kitchen, Counselling Rooms and Boardroom. Audio Visual equipment such as TV's, microphones, speakers and laptops can be requested by space users subject to availability.

3. Space Use Guidelines

The Dawes Road Hub space will be available for use only by organizations or groups which are in no way discriminatory and are welcoming to everyone. Organizations or individuals that advocate, support or practice discrimination based on age, ethnicity, gender, disability, religion, sexual orientation, or socioeconomic background are not eligible to book the space.

Any activities while on the premises should abide by the City of Toronto's Non-Discrimination, Anti-Racism, Access and Equity policies (available online).

The Dawes Road Hub space endeavours to provide a safe, welcoming, positive and inclusive environment where differences are valued. Scheduling priority will be given for programs or opportunities for Indigenous, Black and other Equity Deserving Groups will be prioritized.

4. Rules and Regulations for Use of Community Space^b

General

- Your group must follow the guidelines of the Dawes Road Hub, including guidelines relating to safety and anti-oppression.
- Your group must adequately supervise the activity and accept responsibility for the safety of your participants.
- Select a main contact person and a secondary contact person with whom staff at the Dawes Road Hub can communicate with.
- Smoking, alcoholic beverages, candles and incense are not allowed within the building (* smudging is permitted with prior notice).
- Keep noise to a level that does not disturb other groups or staff.
- Ensure your activity takes place in the room you booked and ends at the scheduled time.
- Ensure that furniture is stacked and stored in the appropriate rooms according to signage in the community space.
- Report actual attendance numbers for the duration of your program/ event to the Hub.
- Violent, dangerous, harassing and discriminatory behaviour are not accepted and tolerated.
- Children cannot be left unattended in the building.
- The Hub does not provide child-minding. Each agency/group is responsible for booking and paying the cost for a childcare provider.
- If your group requires storage to store equipment prior to the event/ program, contact Hub Staff for making arrangements.

Operating Hours

The Community Space is available for use during the Hub's operating hours. Programs or events need to finish at least 15 minutes before the Hub closes.

The Hub's operating hours are:

- Monday to Friday: 9am to 9pm
- Saturday: 9am to 5 pm
- Sunday: 10 to 4 pm

b. The Hub Management reserves the right to change these rules without giving advance notice.

Booking and Fees

- To reserve a community space, all groups must complete a Space Use Application Form.
- The Dawes Road Hub may refuse access to any group that it determines violates the mission, vision, or values of the Hub (or any of its partners).
- Groups will be asked to sign a Space Use Agreement form before they begin using the space and will be expected to follow its terms.
- Incorporated not-for-profits, for-profits, and private events will be charged a fee to use space. This fee is to be paid prior to using the space.
- Dawes Road Hub hourly facility fees are based on rates of other similar hubs and are subject to change based on demand and availability.
- Fees can be paid by cash, cheque, or credit, and should be made payable to City of Toronto.
- A full refund will be given if the agency cancels its reservation at least 48 hours before their booking. Cancellation fees may be incurred for bookings cancelled after the minimum 2 business day timeline.

| Type of Facility | Registered residents & resident-led grassroots groups | City's Community Partners | Incorporated non-profit | For profit and private resident events |
|--|---|---------------------------|---|---|
| Community Meeting Room 1 OR Meeting Rooms 2+3 joined together | Free | Free | \$25.00/hr | \$30.00/hr |
| Community Meeting Room 2 or 3 | Free | Free | \$20.00/hr | \$40.00/hr |
| Community Kitchen (for exclusive use) | Free | Free | 5+ hrs \$25.00/hr 1-4 hrs \$30.00/hr | 5+ hrs \$35.00/hr 1-4 hrs \$40.00/hr |
| Community Kitchen (over 15 minutes snack preparation) + any meeting room | Free | Free | \$35.00/hr | \$70.00/hr |

Programming

- Programs or activities organized by residents cannot charge a fee, unless this fee has been approved by the Dawes Road Hub. If a fee is charged, the group must ensure that no participant is turned away because of an inability to pay.
- Fees will only be approved to cover costs directly associated with running the program or activity.
- Commercial activity is prohibited, including commercial advertising, promotional meetings and the sale of goods.
- For-profit companies are only permitted to rent space for meetings or events.

Cleaning and Damages

- Ensure all spaces your groups have used (including the kitchen and public areas) are left clean and tidy. This includes placing all garbage into containers, wiping down tables, and returning tables and chairs to their original locations.
- Report any damages your group has caused to the room or building to the Hub Manager and/or Receptionist.
- Note: Community agencies, coalitions, and anchoring partners will pay for any necessary repairs. Remedies for resident-led groups may include paying for damages, suspended usage privileges, and/or other solutions.

Agency-Specific

- Programs or activities run by community agencies or coalitions will last for a maximum of 12 weeks.
- Community agencies must provide proof of insurance covering use of space at the Dawes Road Hub.
- Community agencies must bring their own supplies, including pens, paper, and flip-chart paper. Photocopying is not available. A flip-chart stand can be provided if requested.

Resident-led Group Specific

- Activities run by resident-led groups must remain open to new members, unless otherwise agreed to by the Dawes Road Hub.
- Resident-led groups may have access to photocopying and some supplies but must arrange this in advance with the Hub's Receptionist.

Community Kitchen

All groups preparing food in the Community Kitchen must have a staff person or volunteer present during their booking who has a valid Food Handlers Certificate.

Example: Other user priority options

Depending on demand, the Dawes Hub may decide to further delineate user groups and space usage fees. Below is an example of how this can be done.

| User Category | Criteria |
|-----------------------------|--|
| A: No or Nominal Fee | <ul style="list-style-type: none">• Local arts and cultural groups and events with no admission• Local City Councillor and School Trustees• Not-for-profit organizations delivering services• Local grassroot groups with free public facing events• Volunteer run organizations from the catchment area |
| B: Reduced Fee | <ul style="list-style-type: none">• Arts and cultural groups and events charging admission• Local Condominium Corporations• Local BIAs• Registered charities and non-profits• Spiritual and religious groups• Unions and professional associations• Local social enterprises (2 year start-up)• Volunteer run organizations from outside the catchment area |
| C: Basic Fee | <ul style="list-style-type: none">• Events charging a fee• Members of Parliament and Members of Provincial Parliament• Political Parties• Municipal, Provincial, and Federal agencies, boards, commissions, divisions, and departments• Local businesses• Private functions |
| D: Premium Fee | <ul style="list-style-type: none">• Businesses headquartered outside catchment |

5. Sample Space Usage Application

Dawes Road Community Hub Space Application form

Please complete all sections of this application form for your space booking request, and email completed application to: [insert email]. Depending on the nature of your request, you can expect a response within 2-10 business days

Applicant Information

| | |
|---|--|
| Organization name/ Permit Holder: | |
| Address/Postal Code: | |
| Permit Holder Phone: | |
| Contact Person Name During the Activity: | |
| Title/Role | |
| Contact Telephone of Person Onsite: | |
| Contact Email address: | |

About Your Organization/Group

1. Has your group previously reserved space at Dawes Rd Community Hub?

(please select one)

☐ No ☐ Yes If Yes, when was your last reservation? _____

2. How is your organization/group structured? (please circle one)

- | | |
|--|--|
| <input type="checkbox"/> Not-for-Profit Organization | <input type="checkbox"/> Committee |
| <input type="checkbox"/> Network/coalition | <input type="checkbox"/> Association |
| <input type="checkbox"/> For-Profit Organization | <input type="checkbox"/> Other: (please specify) |
| <input type="checkbox"/> Resident Group | » _____ |
| <input type="checkbox"/> Charity | |

Sample Space Usage Application Cont'd

3. Does your organization/group have an organizational budget? (select one)

☐ Less than \$ 25000

☐ Between \$ 25000 - \$250,000

☐ More than \$250,000

☐ N/A

4. Does your organization have paid staff?

☐ Yes, We have paid staff

☐ No, We are completely run on a
volunteer basis

5. Please briefly tell us about your organization/group:

Your Space Needs

6. Room Requirements _____

7. What do you want to use the Dawes Hub space for?

8. What date do you require the rooms(s)? _____

9. For recurring event, list all dates you require: _____

10. What will be the start and finish time of your reservation (please include time for set-up and clean-up, if required)? _____

11. How many people will be in attendance?

Participants: _____

Staff/ volunteers: _____

12. Does this activity focus on or target residents of [insert postal codes]?
(select one)

☐ No

☐ Yes

Sample Space Usage Application Cont'd

13. Do you have a history of working or doing activities in these communities?

☐ No ☐ Yes

14. Will you charge for attendance at this event?

☐ No ☐ Yes

15. Does your organization/group carry liability insurance for off-site events?

☐ No ☐ Yes

14. Additional Garbage Bins required?

☐ No ☐ Yes

I (Permit Holder) commit to:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Clean up all garbage after the event | <input checked="" type="checkbox"/> Not conduct any religious or political proselytizing in the space; |
| <input checked="" type="checkbox"/> Provide staff contact information who will be responsible to supervise the activity; | <input checked="" type="checkbox"/> Exit the Hub Facility in the event of a fire alarm; |
| <input checked="" type="checkbox"/> Abide by policies and codes of conduct of Dawes Road Hub; | <input checked="" type="checkbox"/> Follow lockdown procedures in the event of a lockdown. |

I (Permit Holder) confirm that:

- ☒ Any activities while on the premises will abide by the City of Toronto's Non-Discrimination, Anti- Racism, Access and Equity policy.

E. Community Hubs Environmental Scan

To help orient planning for the Dawes Road Community Hub Service Delivery Model, the project team conducted an environmental scan of the operation and governance practices of several local Community Hubs, each of which shared detailed information about their service mission and mandate, governance structure, space usage guidelines, and day-to-day operations.

Unison Bathurst-Finch Hub

Unison Health and Community Services provides programs and services to people of all ages, cultures and backgrounds. Its Bathurst-Finch Hub brings together several organizations to offer primary health care, counselling, dental services, employment, settlement, and legal services under one roof.

Alongside Unison, agencies with permanent space at the hub include: CUIAS Immigrant Services, Downsview Community Legal Services, Family Service Toronto, JVS Toronto, Kababayan Multicultural Centre, KCWA Family and Social Services, North York Community House, and Toronto Public Health Dental Clinic. Supporting partners Circle of Care and SickKids Centre for Community Mental Health offer their programs and services on a scheduled basis.

Community spaces are available for resident groups, community agencies and other organizations to host activities and meetings. Northview Community Garden provides gardening



opportunities for local residents, with most of the harvest donated to the local food bank.

Unison Jane Street Hub

Unison's Jane St Hub brings several organizations together to offer community services and health care to the residents of Weston, Mount Dennis, Trethewey, and surrounding areas.

In addition to Unison, agencies with permanent space at the Hub include: Macaulay Child Development Centre, Midaynta Community Services, Toronto Public Health Dental Clinic, and Yorktown Family Services. The hub also provides space for community groups to use, including a kitchen and meeting rooms.



Rexdale Community Hub

Located in North Etobicoke, Rexdale Community Hub's mission is to provide accessible, welcoming space with collaborative, integrated services and programs to enrich every aspect of the community's life. Collaboration is the key ingredient that makes the RCH special.

The Hub's in-house community service partners include Albion Neighbourhood Services, Delta Family Resource Centre, Toronto Employment and Social Services, Rexdale Community Health Centre, Rexdale Community Legal Clinic, and Rexdale Women's Centre.

Rexdale Hub also offers multi-purpose community spaces for use by local residents, groups, and community

organizations, a collaborative food program serving weekly meals to children and youth from partner agencies, and a STEM (Science, Technology, Engineering & Mathematics) Club available to local students during the school year.

The Hub, mid-Scarborough

The Hub, mid-Scarborough, is an integrated service delivery hub model. Operated by Scarborough Centre for Healthy Communities (SCHC), the Hub has helped strengthen the culturally-rich neighbourhood of Eglinton East/Kennedy Park & Ionview since 2010.

SCHC departments and partner agencies provide social services that target specific local needs, including a Community Health Centre, Diabetes Education program and care, neighbourhood development initiatives, and employment and community services with mentoring for children and youth.

The Hub's non-profit partners include: Big Brothers Big Sisters of Toronto, Fred Victor Centre, the YMCA, Surrey Place - a trusted leader in the developmental services sector, Toronto Public Health, and Vasantham - a Tamil seniors wellness centre.

Governance model and/or partnership frameworks:

While community hubs varied considerably in their governance models and partnership frameworks, all strove to balance core themes of community representation, stable operational management, and responsiveness to change.

Most hubs were led by a core group of anchor non-profit community services partners working collaboratively as consortia. While responsibility for the management of core operations was typically mandated to a given municipal/regional or community



partner, the number of partners and scale of operations strongly contributed to the governance model.

Larger hubs, delivering complex integrated services through a community health lens was more likely to operate from a Lead Agency model, relying on committee structures for inputs by and coordination with partner agencies, grassroots groups, and residents. Other hub structures emphasized balanced stakeholder power using Representative models for decision-making by a Board of Directors comprised of local residents, user groups, partner agencies, and management representatives. Smaller hubs were led by hands-on volunteer groups, whereas larger hubs relied on Partnership committees to bring recommendations about management and operations for Board review and decision.

Hours of Operation:

Each hub in the environmental scan had slightly different operating hours that suited their local needs and types of programming. All hubs operated at least Monday through Friday during usual business hours of 8:30 or 9am to 5pm. Several also offered evening hours on either Tuesdays or Tuesdays and Thursdays to 8:30pm. Most were closed on weekends or offered only reduced hours such as Saturdays 10am to 3pm. Only one hub had an extended weekday schedule from 8am to 8:30 pm. It also opened both Saturday and Sunday from 8am to 4:30pm.

Use of space rental fees:

All of the hubs sought to balance inclusiveness, access, and financial viability by using a combination of free and sliding scale rental rates for use of their community spaces. Residents and grassroots groups were able to reserve hub facilities at no charge so long as they met the hub's Use of Space guidelines and agreements.

Hubs that had anchor community partners offered up to 10 hours of bookings per week before charging rental fees. Sliding scale hourly fees were charged for use by non-profit organizations (\$25-\$30/hr) and commercial enterprises (\$30-\$60/hr).

Hubs also charged variable rates according to room capacity or exclusive use of otherwise shared facilities. For example, rental rates for smaller meeting rooms with a capacity of 10-15 people were \$25/hr, medium rooms with a capacity of 25 people were \$35/hr, and larger rooms with a capacity of 65-75 people were \$50/hr. Renting kitchen facilities for exclusive use varied according to duration: from a high \$35/hr for less than 2 hours, to \$30/hr for a half-day, to \$25/hr for a full day.

Recommended space usage guidelines and fees for the Dawes Road Community Hub, outlined in Appendix C, are based on the rates charged by hubs considered in the Environmental Scan during the 2023-2024 study period.

Space booking software:

Most hubs used either Excel spreadsheets or Supersaas, an online scheduling platform that allows businesses and individuals to manage appointments, integrate payments, and customize booking processes with easy website integration. Information on features and pricing see <https://www.supersaas.com>

| | Free | \$9/€7 per month* | \$18/€14 per month* | \$28/€21 per month* | \$38/€28 per month* | \$48/€35 per month* |
|---|------|----------------------|------------------------|------------------------|------------------------|------------------------|
| Maximum number of upcoming appointments ** | 50 | 100 | 300 | 600 | 900 | 1,500 |
| Maximum number of registered users | 50 | Unlimited | Unlimited | Unlimited | Unlimited | Unlimited |
| Ad free | X | ✓ | ✓ | ✓ | ✓ | ✓ |
| Calendar sync (Outlook / Google Calendar / iCalendar) | X | ✓ | ✓ | ✓ | ✓ | ✓ |
| Payments | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Past reservations that can be kept | 500 | 1,000 | 3,000 | 6,000 | 9,000 | 15,000 |

F1. Sample Hub Calendar Template

Made in a web-based, collaborative tool such as *Canva*, the calendar can be posted as an embedded link on a Hub website so changes are made live when the calendar is edited.

| HUB CALENDAR | | | | |
|--|---|--|--|--|
| <small>Visit us: ADDRESS Call: 416-123-4567 Email: ABC@XYZ.COM</small> | | | | |
| AUGUST 2020 | | | | |
| MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY |
| <div> <div>All programs, capacity & times are subject to change. Please call for the most up-to-date information.</div> </div> | | | 1 Leadership : 9-5 Games Drop-in (Girls): 3-6 Learn to Code: 4-5 | 2 Leadership : 9-5 Peer Support Drop-in: 12-4 Games Drop-in: 3-6 |
| 5 CLOSED CIVIC HOLIDAY | 6 Leadership : 9-5 Peer Support Drop-In: 12-4 Games Drop-in (Girls): 3-6 Peer Support Grp.: 5-6:30 | 7 Leadership : 9-5 Laughter Healing Circle (Virtual): 11:30-12 Games Drop-in: 3-6 Sound of Healing: 4-6 | 8 Leadership : 9-5 Games Drop-in (Girls): 3-6 Learn to Code: 4-5 | 9 Leadership : 9-5 Peer Support Drop-in: 12-4 Games Drop-in: 3-6 |
| 12 Leadership : 9-5 Games Drop-in: 3-6 | 13 Leadership : 9-5 Peer Support Drop-In: 12-4 Games Drop-in (Girls): 3-6 Peer Support Grp.: 5-6:30 | 14 Leadership : 9-5 Laughter Healing Circle (Virtual): 11:30-12 Games Drop-in: 3-6 Sound of Healing: 4-6 | 15 Leadership : 9-5 Games Drop-in (Girls): 3-6 Learn to Code: 4-5 | 16 Leadership : 9-5 Peer Support Drop-in: 12-4 Games Drop-in: 3-6 |
| 19 Leadership : 9-5 Games Drop-in: 3-6 | 20 Leadership : 9-5 Peer Support Drop-In: 12-4 Games Drop-in (Girls): 3-6 Peer Support Grp.: 5-6:30 | 21 Leadership : 9-5 Laughter Healing Circle (Virtual): 11:30-12 Games Drop-in: 3-6 Sound of Healing: 4-6 | 22 Leadership : 9-5 Games Drop-in (Girls): 3-6 Learn to Code: 4-5 | 23 Leadership : 9-5 Peer Support Drop-in: 12-4 Games Drop-in: 3-6 |
| 26 Leadership : 9-5 Games Drop-in: 3-6 | 27 Leadership : 9-5 Peer Support Drop-In: 12-4 Games Drop-in (Girls): 3-6 Peer Support Grp.: 5-6:30 | 28 Leadership : 9-5 Laughter Healing Circle (Virtual): 11:30-12 Games Drop-in: 3-6 Sound of Healing: 4-6 | 29 Leadership : 9-5 Games Drop-in (Girls): 3-6 Learn to Code: 4-5 | 30 Leadership : 9-5 Peer Support Drop-in: 12-4 Games Drop-in: 3-6 |

PROGRAM DESCRIPTION

Weekly Programs

Games Drop-in: Join us for pool, ping-pong, and simply a safe space to hang out.

Intergenerational Program: Activities for older adults and youth to increase community connections and support general wellness.

Laughter Healing Circle: Laugh together through laughter exercises known as laughter yoga. No experience needed.

Leadership Program: Life and leadership training, post-secondary and resume, tutoring and more.

Peer Support Drop-in: Peer Support Workers can help you navigate your personal challenges and help you access the resources you need.

Peer Support Group: In-person peer support group to discuss challenges in a safe space and receive support from leaders and participants.

Sound of Healing: Join our 8-week music therapy program for youth (12-25) to explore music and mental health. Limited space.

Tutoring: Empower your academic journey with personalized support in subjects like Math, Science, English and various other disciplines.

Your Wiser Self: Get help regulating your emotions, improve interpersonal relationships, and develop effective coping skills in a group setting. For youth aged 16-20 years. Registration required.

Daily Onsite Integrated Youth Services

Care Coordination: A care coordinator is here to assist with a range of social and wellness services, including housing and settlement, offering comprehensive support tailored to your needs.

Clinicians: Clinicians are on site for short-term primary care, medicine, sexual health, and psychiatry.

Employment Counsellors: Employment counsellors offer personalized one-on-one assistance, covering job search strategies, and a host of additional resources to enhance your career journey.

Wellness Counselling: Wellness counsellors are available via walk-in and scheduled services to talk to you about stress, worries, low moods, harm reduction, and more.

Off-site Youth Programs: Get ready for some high-energy, offsite fun! Join us for basketball, hockey, volleyball, skating, and more.

F2. Sample Reception Checklist

Youth Hub Reception activity checklist, week of: _____

Please initial each task once completed.

| Daily - Opening | M | T | W | T | F |
|---|---|---|---|---|---|
| Lights: Turn on all lights | | | | | |
| TV: Turn on TV, play flyer slideshow and music | | | | | |
| Refresh display boards: Ensure notice boards, signage, calendars & flyers are up to date. Post new flyers & email manager for new promo materials as needed | | | | | |
| Restock: Ensure photocopiers have enough paper | | | | | |
| Photocopier: Recycle outdated copies & printouts | | | | | |
| Sign-in sheets: Scan and upload previous day's sign-in sheets & interaction tracker. | | | | | |
| Voicemail: Check unread messages (flashing red light = unread). Note the name, # & message details. Respond to caller or forward/email the right person for follow up. | | | | | |

| Daily - Ongoing | M | T | W | T | F |
|---|---|---|---|---|---|
| Interaction tracker: Log # inquiries (phone and walk-in). | | | | | |
| Sign-in/out: Ensure all staff and visitors sign in; ensure games are signed out & checked back in when returned | | | | | |
| Tidy: General tidying of common areas. e.g. Kitchen (put dishes away, stock up communal items like cups, sugar, stir sticks, etc.); Lounge (put chairs in place), etc. | | | | | |

| Daily - Closing | M | T | W | T | F |
|---|---|---|---|---|---|
| Ensure cupboards are locked | | | | | |
| Ensure games room is tidy; pool balls in cupboard, foosballs in cupboard, pool cues in bench | | | | | |
| Turn off all lights, TV. | | | | | |
| Sign-in sheets: Replenish staff & visitors sign-in sheets for next day (see "reception files" folder on desktop) | | | | | |

| Weekly | M | T | W | T | F |
|--|---|---|---|---|---|
| Print sign in and sign out sheets for the following week | | | | | |
| Tidy cupboards / closets / drawers that may need it (kitchen closet, program cabinets, lost and found) | | | | | |

F3. Sample Daily Log

Hub Daily Log

This log is a communication tool for all Hub staff.

All receptionists and admin staff are responsible to read this log at the start of every shift to see the activities and important notes they've missed since their last shift.

At closing, please add new notes to flag issues that the next hub staff should know and update items that aren't relevant anymore.

Please add new items by creating a new row at the TOP of the table!

| Date | Subject | Details | Name |
|--------|--------------------------|---|------------|
| June 2 | Eg. Package | Eg. There's a package for XYZ on the table behind the reception. XYZ was emailed and will pick it up tomorrow (June 3). | Staff name |
| June 2 | Eg. Broken door | Eg. The automatic door opener in the front door is broken. A technician has been scheduled for June 4. Please keep the door propped open until it is fixed. | Staff name |
| June 1 | Eg. Delivery on June 2nd | Eg. On June 2nd we're expecting a delivery & installation of 5 office chairs. When it arrives, please sign off and keep them in the meeting room. | Staff name |

G. Focus Group Planning (Questions & Template)

Focus groups (FG) are a valuable qualitative research method that can be used in various contexts. They offer a controlled environment for in-depth discussions and insights, making them a valuable tool in strategy development and decision-making.

It is important to remember that FGs are a resource intensive engagement method, engaging a smaller number of participants at greater depth versus alternative methods that are used to engage a large number of participants. They are typically used sparingly and in special circumstances, such as when tackling complex topics involving nuance or when seeking feedback from a harder to reach target audience.

Situations where focus groups are particularly useful fall into the following broad categories:

1. Exploratory Research:

- FGs can help generate ideas, opinions, and insights when you want to explore a new or complex topic in depth. They allow participants to discuss and share their perspectives, providing rich qualitative data.

2. Service or program development:

- FGs are often used to gather feedback from users about new services or programs in context of a community hub. They help identify potential areas for improvement and guide program development.

3. Marketing Research:

- FGs provide nuanced insights that go beyond surface-level data to understand user preferences, perceptions, and motivations related to a program or service.

4. User Feedback:

- Participants engage directly, offering fresh and authentic feedback when you need real-time reactions to a program or service.

Focus Group Questions

When conducting a FG, well-crafted questions adapted to specific context and goals are essential for gathering valuable insights. Sample questions you can consider using include:

1. General Questions:

- How did you learn about the Dawes Rd Community Hub?
- When was the last time you visited the library / community hub?
- How often do you visit the library / community hub?

2. Service Improvement:

- If you could change one thing about the library / community hub, what would it be?
- What kind of problems have you experienced when using the library / community hub?
- What do you think are the strengths and weaknesses of the library systems / community hub operations?

3. Perception:

- What other hubs are you aware of that are doing a good job?
- Where do you go to receive information about the hub?
- Do you find the newsletter useful?

4. Open-Ended Exploration:

- Is there anything else you would like to say about the library / community hub?





Questions Template

A table with two columns is a good way to create a template for focus group questions.

| Focus Group Question | Responses |
|----------------------|-----------|
| Q1 | |
| Q2 | |
| Q3 | |

Alternatively, a slide deck is a helpful conversation tool for presenting a specific context and asking follow-up questions. A designated recorder should take notes to capture participant responses.

H. Planning Key Informant Interviews

A key informant interview is a specialized qualitative research method used to gather in-depth information from specific individuals who have expert knowledge or unique perspectives on a specific topic.

Key informant interviews are valuable because they:

- Provide access to specialized knowledge and expert insights.
- Offer flexibility and adaptability in the line of questioning.
- Capture the context and nuances around a subject matter.
- Can identify hidden/sensitive issues that might not emerge in other methodologies.

These interviews are typically conducted with a single or small number of participants, and are less structured than focus groups, allowing for a free flow of ideas and information. The interviewer frames questions spontaneously, probes for information, and takes notes, which can be elaborated on later.

This method is particularly effective when qualitative and descriptive information is needed for decision-making, understanding perspectives and behaviours, generating recommendations, or interpreting quantitative data.



I. World Café Overview & Sample Process

The World Café is a method for creating a living network of conversation around questions that matter that can be used to encourage conversation and connection in a corporate dialogue, community session, or educational workshop. In other words, it is a powerful approach for fostering meaningful dialogue and collective exploration.

This method is used in a large group setting (15 to 20 people ideally) and allows for diverse voices and experiences to contribute. Here are situations where you might consider using it:



1. Exploring Complex Topics:

- When you want to delve into a clearly articulated topic, question, or set of questions from multiple perspectives.
- It encourages participants to share their insights and experiences.

2. Generating New Ideas or Solutions:

- If you're seeking fresh ideas, innovative thinking, or creative solutions, the World Café can help.
- Participants build upon each other's thoughts, catalyzing new thinking.

3. Understanding Context and Patterns:

- World Café supports systems thinking by exploring how contextual factors (e.g., social, economic, cultural) influence a topic.
- It helps identify patterns, common interests, and areas of energy or blockages.

4. Building Trust and Relationships:

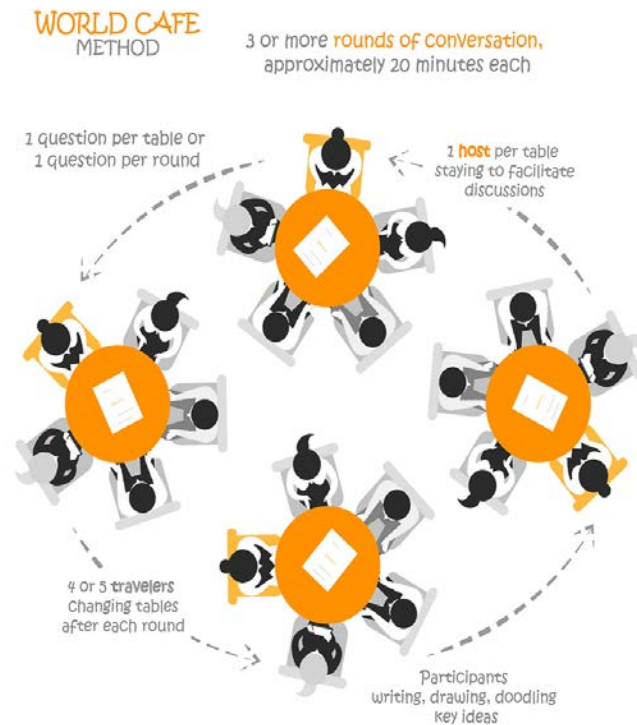
- The method strengthens relationships among participants. It creates a safe and welcoming environment for open dialogue.

Here's a sample process design for a World Café:

Setting: Create a welcoming environment reminiscent of a café:

- Arrange small round tables with four chairs each.
- Cover tables with linen tablecloths and provide butcher paper, coloured pens.
- Optionally, include a “talking stick” item on each table. When someone holds the talking stick, they have the floor to express their thoughts or share insights. Others listen attentively without interrupting. Once the speaker finishes, they

pass the stick to the next person who wishes to contribute. The idea is to create an environment where everyone feels heard, valued, and eager to participate.



Welcome and Introduction

- Begin with a warm welcome and an introduction to the World Café process. Greet participants with enthusiasm and warmth. Set a positive tone by expressing appreciation for their presence. Use humour or personal anecdotes to break the ice. Set the context, and make participants feel at ease.
- Share the Café Etiquette:
 - » Listen actively: Encourage participants to truly hear each other.
 - » Speak from the heart: Invite authentic sharing.
 - » Connect ideas: Encourage building upon others' contributions.
 - » Stay focused: Keep discussions relevant to the topic.

Small-Group Rounds

- Conduct the first of three or more twenty-minute rounds of conversation.
- Groups should have four (five maximum) people per table.
- At the end of each round, participants move to a new table.
- Optionally, leave one person as the “table host”. Their role is to welcome new participants, summarize previous discussions, and keep the conversation flowing.

Intentionally Crafted Questions

Preface each round with a question crafted for the specific context and desired purpose.

Optional: After each round, allow a few minutes of silent reflection to foster deeper thought.

Questions can be consistent for all rounds or build upon each other.

Examples include:

- Opening Question: Start with an engaging and open-ended question that invites participants to share their perspectives. For example:
 - ◇ *“What does community mean to you?”*
 - ◇ *“What excites you about the Dawes Road hub’s future?”*
 - ◇ *“What are the key challenges we face in achieving our mission?”*
 - ◇ *“What excites you about this topic?”*



Questions cont'd

- » Exploration Questions: These questions encourage deeper exploration and dialogue. Use them during the small-group rounds:
 - ◇ *“What experiences or stories have shaped your understanding of this topic?” “What experiences have shaped your perspective?”*
 - ◇ *“What values or principles guide your decision-making?”*
 - ◇ *“How can we better collaborate to address our shared challenges?”*
 - » Integration Questions: Towards the end of the rounds, use questions that help synthesize insights:
 - ◇ *“What common themes or patterns emerged from your conversations?”*
 - ◇ *“What surprising connections did you discover?”*
 - ◇ *“How might we apply these insights to our work moving forward?”*
 - » Harvesting and Reflection: After the rounds, gather participants and facilitate a collective reflection:
 - ◇ *“What stood out to you from today’s conversations?”*
 - ◇ *“What actions or next steps do you feel inspired to take?”*
 - ◇ *“How can we continue this dialogue beyond today?”*
 - ◇ *“What did you learn from others today?”*
- **Closing Circle:**
 - » Gather everyone for a closing circle.
 - » Invite reflections on the overall experience.
 - » Express gratitude for their contributions.

J. Design Charettes

A design charrette is a collaborative planning process that involves a group of people who come together to focus on a design challenge within a limited timeframe. It's an intense period of design or planning activity where stakeholders, designers, and experts work together to draft solutions to a design problem.

Charrettes can involve multiple sessions where participants break into sub-groups, each contributing ideas and designs which are then presented to the full group for further discussion and refinement.

This method is used to quickly generate solutions while integrating the diverse perspectives of all participants. It's a way to foster joint ownership of the final design solutions and can help defuse confrontational attitudes by involving all stakeholders in the decision-making process.

A design charrette involves several key activities that foster collaboration, creativity, and problem-solving:

1. Define the Project Scope:

- Clearly articulate the design challenge you're addressing.
- Set specific goals for the charrette.
- Identify any constraints (budget, timeline, resources).
- Clarify participant roles and responsibilities.

2. Assemble the Right Team:

- Invite professionals from diverse fields (architects, engineers, designers, planners, stakeholders).

- Include experienced team members who can share insights.
- Encourage creativity and open-mindedness.
- Consider group dynamics for effective collaboration.

3. Choose the Ideal Location:

- Select a space that inspires creativity and encourages focus.
- Ensure accessibility for all participants.
- Consider amenities and transportation options.



4. Prepare the Team:

- Provide background information on the project.
- Foster a positive and collaborative atmosphere.
- Set expectations for active participation.

5. Create a Detailed Agenda:

- Plan each session and breaks.
- Allocate time for brainstorming, sketching, presentations, and discussions.
- Keep the agenda flexible to adapt as needed.

6. Facilitate Effective Communication:

- Encourage open dialogue among participants.
- Use visual aids, diagrams, and models to convey ideas.
- Foster a respectful and inclusive environment.

7. Use the Right Design Tools:

- Leverage appropriate tools for sketching, modeling, and visualization.

- Consider digital tools, whiteboards, and flip charts.
- Ensure everyone has access to necessary materials.

8. Encourage Collaboration:

- Break into smaller groups for focused work.
- Rotate team members to cross-pollinate ideas.
- Promote active listening and constructive feedback.

9. Review and Refine the Design:

- Regularly assess progress against project goals.
- Iterate on concepts using feedback.
- Aim for realistic and achievable solutions.

10. Present and Document the Results:

- Share the developed designs with all stakeholders.
- Capture key decisions, sketches, and outcomes.
- Use the charrette momentum to move the project forward¹.

A successful design charrette involves collaboration, creativity, and a shared commitment to finding innovative solutions to complex design challenges.

K. Tracking Engagement - Sample Questions

The following questions can be considered for developing feedback mechanisms through various techniques (i.e. survey).

Overall Satisfaction:

- *“How satisfied are you with the current operations of the community hub?”*
- *“What aspects of the community hub’s operations have you found most beneficial or enjoyable?”*

Areas for Improvement:

- *“What areas of the community hub’s operations do you think need improvement?”*
- *“Have you experienced any challenges or issues while using the community hub’s services?”*

Communication and Accessibility:

- *“How effective is the community hub’s communication about programs and events?”*
- *“Do you find the community hub accessible in terms of location, hours of operation, and facilities?”*

Community Engagement:

- *“Do you feel that the community hub is successfully engaging with and serving the needs of the community?”*
- *“In what ways do you think the community hub could better engage with community members?”*

Feedback Mechanism:

- *“How do you currently provide feedback to the community hub, and how responsive have they been to your input?”*
- *“What would make it easier for you to share your thoughts and suggestions with the community hub?”*

L. Participating Community Groups

Contributing stakeholder organizations included:

Indigenous, Black, and other equity-deserving groups

Ontario Federation of Indigenous Friendship Centres (OFIFC)

Toronto Aboriginal Support Services Council (TASSC)

Native Canadian Centre of Toronto

Native Child and Family Services of Toronto

Aboriginal Professional Association of Canada

2 Spirit of the First Nations

Children's Peace Theatre

Native Women's Resource Centre

ENAGB Indigenous Youth Agency

Tropicana Community Services

TAIBU Community Health Centre

Black Women in Motion

Women's Health in Women's Hands Community Health Centre

FoodShare Toronto

Black Business and Professionals Association

Black Lives Matter (Toronto Chapter)

Taylor-Massey Residents Wellness Council (TMRWC)

Taylor-Massey Oakridge Crisis Response Team (TMOCRT)

New Circles Community Services

Bengali Information and Employment Services

Toronto Pflag

The 519

Turning Point Youth Services

Taylor-Massey Oakridge (TMO) Women's Group

Health & Educational Institutions

East Toronto Health Partners (ETHP)

South Riverdale Community Health Centre (SRCHC)

Michael Garron Hospital

Taylor Massey Residents Wellness Council

Taylor Massey & Oakridge Community Response Team - partners & community representatives

Health Access Taylor Massey

East End Community Health Centre

Access Alliance

Secord Elementary School

Crescent Town Elementary School

DA Morrison Middle School

East York Collegiate

Danforth Collegiate and Technical Institute

Wandering Spirit School

George Brown College
 Selwyn Elementary School
 George Webster Elementary School
 (Toronto District School Board)
 Monarch Park
 Greenwood Secondary School
 Our Lady Fatima
 St. Dunsten
 St. Bridget
 St. Pats
 East York Alternative School
 TDSB Trustees
 TPH School Nurse
 TDSB School Community Support
 Workers
 Parent councils, parents & caregivers of
 Crescent Town & Secord Schools

**Organizations and groups that have
 used the existing library space (Arts,
 Economic Development, Newcomer
 Services, Entrepreneurship, Religious
 & Spiritual, Youth)**

TNO - The Neighbourhood Organization
 Settlement Workers & Community
 Ambassadors
 Toronto Public Health
 Toronto Catholic District School Board
 WoodGreen Community Services -
 Newcomer & Immigrant Supports
 Tenancy Support
 Youth Link
 Stella's Place
 Friends of Ruby
 Toronto Community Housing Corp

Toronto Parks and Recreation
 Extend-a-Family Toronto; advocates for
 inclusionary practices
 Youth Hub at Victoria Village
 Rites of Passage at WoodGreen
 United Way
 ILEO (Inclusive Local Economic
 Opportunity)
 BIA
 East End Arts
 Toronto Arts Council
 Beaches Sandbox
 Faith Presbyterian Community Church
 on Dawes
 Mosque
 Dawes Rd Gospel Church
 Stan Wadlow
 Bengali Community Employment
 Services
 "Beachers for Black Lives"
 "Equity we come"
 Beach Metro Community News
 Crescent Town Club (social media
 presence)
 East Cares
 Various WhatsApp groups in Taylor-
 Massey, including some cultural groups
 United We Grow, grassroots group
 Teesdale Foodbank

Elected Officials

Beaches - East York

M. Endnotes and References

1. Toronto Strong Neighbourhoods Strategy – Link: <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/toronto-strong-neighbourhoods-strategy/>
2. City of Toronto Reconciliation Action Plan – Link: <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/reconciliation-action-plan/>
3. Toronto Poverty Reduction Strategy – Link: <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/poverty-reduction-strategy/>
4. Toronto Youth Equity Strategy – Link: <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/toronto-youth-equity-strategy/>
5. Toronto Action Plan to Confront Anti-Black Racism – Link: <https://www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-109127.pdf>
6. City of Toronto Commitments to Indigenous Peoples – Link: <https://www.toronto.ca/city-government/accessibility-human-rights/indigenous-affairs-office/commitments-to-indigenous-peoples/>
7. Truth and Reconciliation Commission of Canada – Link: <https://www.rcaanc-cirnac.gc.ca/eng/1450124405592/1529106060525>
8. City of Toronto Reconciliation Action Plan 2022-2032 – Link: <https://www.toronto.ca/wp-content/uploads/2022/04/8d83-City-of-TO-Reconciliation-Action-Plan-for-web.pdf>

Contact Information

To request additional information on the methodology, findings, and recommendations for the Dawes Road Library and Community Hub Service Model and Engagement Strategy, please contact:

WoodGreen Community Services

Naureen Choudhry

nchoudhry@woodgreen.org

Eunice Mamic

emamic@woodgreen.org

TNO - The Neighbourhood Organization

Karma S. Lhamo

klhamo@tno-toronto.org

Cyntia Kocan

ckocan@tno-toronto.org



WoodGreen
Community Services

815 Danforth Avenue
Suite 100
Toronto, ON M4J 1L2
Tel. 416-645-6000
woodgreen.org



18 Thorncliffe Park Dr,
East York, ON M4H 1N7
Tel. 416-421-3054
tno-toronto.org

