



Diversity Our Strength

Guide on the preparation of Access, Equity and Human Rights Action Plans

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Updated 2009

Vision Statement

on Access, Equity and Diversity

Diverse communities and groups make up the population of Toronto. The City of Toronto values the contributions made by all its people and believes that the diversity among its people has strengthened Toronto.

The City recognizes the dignity and worth of all people by equitably treating communities and employees, fairly providing services, by consulting with communities and making sure everyone can participate in decision-making.

The City recognizes the unique status and cultural diversity of the Aboriginal communities and their right to self-determination.

The City recognizes the barriers of discrimination and disadvantage faced by human rights protected groups.

To address this, the City will create an environment of equality in the government and in the community for all people regardless of their race, ancestry, place of origin, colour, ethnic origin, disability, citizenship, creed, sex, sexual orientation, gender identity, same sex partnership, age, marital status, family status, immigrant status, receipt of public assistance, political affiliation, religious affiliation, level of literacy, language and/or socio-economic status.

The City of Toronto will implement positive changes in its workforce and communities to achieve access and equality of outcomes for all residents and to create a harmonious environment free from discrimination, harassment and hate.

**Adopted by Toronto City Council
April, 2003**

Shared vision

The City of Toronto is strengthened when all residents share a vision for a society that is inclusive and values the diversity of its people.

Shared future and heritage

Our future as a city of people from diverse backgrounds is a shared future. We may come from different countries and speak many languages, but our home and our city of choice is Toronto. We endorse the principle of Aboriginal self-determination. Together we are one as we build a common future which respects our different histories.

Strength through diversity

Diversity is a core strength of Toronto. The city's success as a community comes from the respect and value which we place upon diversity. The City of Toronto will nurture and support this diversity.

Strong communities/dynamic city

All residents must share in the prosperity of the city. Every resident of Toronto must believe that the city belongs to them and that each person is able to participate in all aspects of the life of the city. Eliminating harassment and discrimination, and achieving access to employment, shelter, food, transit, childcare and education are necessities for strong communities.

Report of the Task Force on Community Access and Equity, December 1999.

Introduction

The City of Toronto has been in the forefront of many efforts to build an inclusive society which recognises and values diversity within the community.

In 1999, City Council approved an Action Plan on Access, Equity and Human Rights. City Council supplemented its Action Plan on Access Equity and Human Rights with its approval in April 2003 of a Plan of Action for the Elimination of Racism and Discrimination to respond to the City's multiple roles as advocate, policy maker, service provider, regulator, purchaser of goods and services, and employer.

This **Action Plan Guide** addresses the "Strategic Directions" that were adopted with the approval of Council's Plan of Action for the Elimination of Racism and Discrimination. To diagnose what should be included in an Action Plan, an "**equity lens**" can be used. The City of Toronto's "equity lens" was developed in consultation with its Roundtable on Access, Equity and Human Rights in 2005 and approved by City Council in 2006.

This guide identifies practices for inclusion in Departmental Access, Equity and Human Rights Action Plans in the following areas:

- policy and program development
- serving the public
- communicating with the public
- community engagement and civic participation
- strengthening communities
- public education and event planning
- economic participation, employment and staff development.

The preparation of Access, Equity and Human Rights Action Plans formalises practices for:

- Serving a diverse population;
- Providing accessibility to services and facilities;
- Strengthening communities; and
- Establishing benchmarks to be used in evaluation, monitoring and accountability.

What is an “equity lens”

The “equity lens” is a tool which can be used to identify and remove barriers and reinforce best practices in achieving equitable outcomes for people with disabilities and other diverse groups. The functions of the equity lens are diagnosis, measurement, evaluation, and identifying and celebrating accomplishments. The lens is useful for identifying and removing barriers and reinforcing best practices.

The “equity lens” assists the Toronto Public Service to achieve equitable treatment in the community and workforce when planning, developing and evaluating City policies and services whether they are new or existing policies and services.

Toronto’s “equity lens” consists of three questions which can be used to conduct and equity analysis followed by the preparation of an Action Plan.

- 1. Have you determined if there are barriers faced by diverse groups? Which groups or populations? What is the impact of the policy/program on diverse groups?***

Examples: How to determine if barriers exist.

Consultation, Research, Collection of data on gender, race and other characteristics, Outreach, Field work, etc.

- 2. How did you reduce or remove the barriers? What changes have you made to the policy/program so that the diverse groups will benefit from the policy/program? What human and budgetary resources have been identified or allocated?***

Examples: Barrier Reduction:

Language translation, Accessible location, Diversity training, Hiring and retention of diverse staff, Designated accessibility planner, Integrating community input into policy/program, Special program, Advocacy, etc.

- 3. How do you measure the results of the policy/program to see if it works to benefit diverse groups?***

Examples: What results are measured?

Statistics on the distribution of resources, Analysis of disaggregate data on gender, race, abilities, etc., Improvement in specific areas, Satisfaction with policy-program results, etc.

Activities for Action Plans

The activities identified in this **Action Plan Guide** respond to the strategic directions of the Plan of Action for the Elimination of Racism and Discrimination. Some activities pertain to more than one strategic direction.

The Plan of Action is based on the following seven strategic directions:

- Political leadership/leadership
- Advocacy
- Economic participation
- Public education and awareness
- Service delivery
- Building strong communities
- Accountability.

Activities are classified into two categories: **Standard Practice** and **Best Practice**.

Standard practice – Standard practices are those which respond to Council policies or plans or may be needed to respond to legislative obligations. The planning process should identify if there are any gaps and implement strategies to fill them.

Best practice – Best practices are activities which help to achieve accessibility, equity and an environment which values and respects diversity.

1 Policy and program development

Outcomes

- ❖ Communities are aware of the policy and program development process and how they can participate.
- ❖ Diverse groups have meaningful involvement in policy development and program planning, for service delivery.
- ❖ Services, policies, procedures and practices meet the needs of all City residents.
- ❖ Issues of access and equity are identified and addressed in all policies and programs.
- ❖ Priority issues identified through consultations with diverse communities are addressed, i.e. housing, childcare, employment, policing, education, transportation, immigration and refugee settlement.

Standard Practice

1. Establish advisory committees for policy development, and program/service delivery. Involve residents from the city's diverse communities on these committees.
2. Review existing policies, programs and services to identify barriers experienced by the various diverse populations. Develop measurement tools for this purpose.
3. Reflect access, equity and human rights goals and objectives in public education, programs and public activities.

Best Practice

4. Use a range of data and information sources to inform policy and program development, including:
 - Demographic data, survey data and research;
 - Similar policies in other public authorities;
 - Complaints, user/client surveys, evaluation, and other feedback mechanisms;
 - Trends and emerging issues;
 - Differences in access or outcomes experienced by diverse communities;
 - Data from front line staff; and
 - Community concerns and views.
5. Include the following when developing policies and programs:
 - Undertake research and hold consultations on the impact of proposed policy or program change upon diverse communities;
 - Utilise an analytic approach which recognises that individuals and groups may have multiple needs or face multiple barriers;
 - Consider what remedies might be needed if adverse impact is identified. Identify alternatives that could meet policy and program objectives without adverse impact or measures to reduce the predicted impact;
 - Establish mechanisms and indicators to monitor the impact of the policy or program.
6. Identify and include access and equity issues in reports submitted to Council. For example, include information on how the program or policy will contribute to a climate which respects diversity, or what, if any, impact of changes upon vulnerable communities.
7. Identify or develop internal staff expertise to address access, equity and human rights.
8. Create mechanisms and partnerships within the organization, with external institutions and community organizations for on-going policy development and evaluation.

2 Serving the public

Outcomes

- ❖ Residents have equal access to and benefit from City services.
- ❖ Services respond to the needs of diverse communities and incorporate accommodation principles for cultural sensitivity and disability access.
- ❖ Staff are trained to meet the needs of the communities they serve.
- ❖ Disparities in service outcomes among groups and communities are reduced.
- ❖ Services identified as priorities through community consultations with diverse communities are provided, improved or introduced.

Standard Practice

1. Departmental services, policies and practices are reviewed annually for congruence with the access and equity objectives.
2. Communicate a commitment to diversity, access, equity and human rights to staff.
3. Provide training to staff in the use of technology and services that promote accessibility, and sensitivity to people requiring accommodation.
4. Ensure that external service providers are delivering services congruent with Council's access and equity objectives.
5. Provide accommodation for communities and persons with special needs.

Best Practice

6. Monitor the use of services by diverse groups to guide operational planning and to inform priority setting.
7. Involve front-line staff with program planning and priority setting based on their experience in providing services to diverse communities.
8. Establish mechanisms for resolving complaints from the public.
9. Establish mechanisms for community consultation to identify needs, evaluate service delivery to diverse communities and to determine needs of people facing multiple barriers.
10. Include analysis of demographic data and research in reviews of service delivery.
11. Review the impact and implications of program changes upon diverse groups.
12. Provide choice in service delivery, including payment options, locations and hours of operation.

3 Communicating with the public

Outcomes

- ❖ Members of diverse communities and the community as a whole know how to access municipal services and employment and are able to get the benefit of these services.
- ❖ Members of diverse communities, the general public and people with differing levels of literacy are able to communicate in different formats and languages with all levels of the civic structure.
- ❖ Toronto's diversity is reflected in all communications materials.
- ❖ Communications materials observe the principles of clear language and design and do not stereotype groups.

Standard Practice

1. Develop communications strategies sensitive to the specific needs of various communities, including the need for accommodation and which address various levels of literacy.
2. Review all public documents and communications to determine which materials should be provided in multiple languages.
3. Provide all public documents in alternate formats, if requested, including Braille, large print and electronically, the provision of TTY's in public areas used by members of the public.
4. Reflect the diversity of Toronto in text and illustrations in communication materials and review materials for stereotyping.
5. Use ethno-specific and alternative media for advertising as well as for basic news. Base placement of ads on a communications plan which includes identification and assessment of the target audience and how best to reach the target audience.

Best Practice

6. Maintain and enhance multilingual capacity among staff by using the multi-lingual telephone service, providing printed materials in various languages, making service agreements with community agencies, identifying staff with language skills, and continuing to use in-house interpreters and community liaison staff.
7. Make arrangements for interpretation, ASL and real time captioning at public meetings and communicate the availability of services in notices for meetings and events.
8. Inform external bodies, including consultants and contractors, about related policies and requirements.
9. Include information in languages other than English on the website.
10. Track the demand and usage of services in various languages and formats for planning and evaluation purposes.

4 Community engagement and civic participation

Outcomes

- ❖ Members of diverse communities are involved in all aspects of civic life.
- ❖ Positive and respectful relationships exist between the City government and civil society.
- ❖ The concerns and expectations of diverse communities are addressed in planning processes.
- ❖ Policies, programs and services are relevant and address needs and priorities of diverse communities.

Standard Practice

1. Include members of diverse communities, community groups and networks in consultations.
2. Establish initiatives to support the cultural, social, economic and political participation of Aboriginal communities in Toronto's civic life.
3. Help people to participate on advisory committees and the advisory or management committee/boards of agencies, boards, commissions and special purpose bodies, including providing information in alternate formats and languages, interpretation, attendant care, child care and transit fares, and use accessible locations – both transit and disability access.
4. Ensure procedures are in place and staff are trained and knowledgeable on how to handle incidents of racism and intolerance, as well as addressing issues of safety and protection at public meetings.

Best Practice

5. Create opportunities for diverse communities, community groups and voluntary agencies to become involved in priority setting and service planning and to become more knowledgeable about civic structures.
6. Seek out opportunities to obtain involvement from communities who are not participating in programs and create a welcoming and respectful environment to encourage participation.
7. Identify staff expertise on community engagement techniques. Give consultation participants and users information about how they can provide ongoing feedback on services.
8. Attend meetings of community organizations to provide information as well as to gain input.
9. Establish on-going mechanisms for community input.

5 Strengthening communities

Outcomes

- ❖ Toronto is an attractive place to live, work and play for all members of diverse communities.
- ❖ Voices of vulnerable communities are heard.
- ❖ Emerging communities have the resources to participate in civic society along with more established groups.
- ❖ Mechanisms are in place for community voices to be part of the decision-making process.
- ❖ Residents are able to participate in civic society regardless of disability status, level of literacy, linguistic ability, status of citizenship.
- ❖ Community participation in the democratic process and structures of city government increases.

Standard Practice

1. Translate advertisements, pamphlets, videos and other sources of information about services, city government and community participation into other languages and into alternate formats.
2. Provide resource support, such as meeting space, information sessions and research information to community organizations to assist them in providing services to their communities and to facilitate their participation in civic society.
3. Establish partnerships which build the capacity of community organizations.
4. Use demographic and other data to identify needs and anticipate future needs.
5. Provide community access to publicly-owned facilities for meetings, and for recreational, cultural and educational purposes.

Best Practice

6. Help shape a “civic consciousness” among residents and members of the public by providing information and education about how the city works and how they can become actively involved.
7. Include objectives on community development in program goals.
8. Identify and provide long-term stable resources which support a community-based infrastructure.
9. Identify staff who will work with community organizations to support community capacity building.
10. Build strategic partnerships, alliances and networks among community-based organizations and institutions to provide effective services and advocacy.

6 Public education and event planning

Outcomes

- ❖ City residents become knowledgeable about the diverse communities of Toronto.
- ❖ Information is readily available about the contribution of all groups to the building of Toronto.
- ❖ Members of the public have access to information and programs about their services, rights and responsibilities.
- ❖ Toronto's diversity is reflected in civic campaigns.
- ❖ Toronto's diverse communities know about and feel welcome at civic events.
- ❖ City events are accessible to all Toronto residents.

Standard Practice

1. Ensure the venues used for Departmental meetings and events meet accessibility standards as a matter of course. Information about accessibility is provided in notices and invitations.
2. Reflect the City's diversity in special events and regular education programs.
3. Develop outreach and advertising strategies to reach diverse communities.
4. Schedule and plan events that do not create conflicts with days of significance for various communities. Provide appropriate catering.

Best Practice

5. Identify gaps or contributions which have not yet been recognised for newly emerging groups.
6. Establish partnerships to carry out programs with community organizations.
7. Programs and events include elements which are inclusive of diverse communities.
8. Assess participation levels of diverse communities.

7 Economic participation, employment and staff development

Outcomes

- ❖ Economic development strategies support the full participation of diverse communities in the economic life of the City.
- ❖ Purchasing activities provide economic opportunities for diverse communities.
- ❖ The civic workforce reflects the diversity of the population.
- ❖ Work environment respects diversity and is free from harassment and discrimination.
- ❖ A range of training and development opportunities is available to staff at all levels of the organization.
- ❖ Staff are trained to serve a diverse population and are familiar with human rights policies and procedures.
- ❖ Employment supports are available to recognise work and family obligations.
- ❖ Mechanisms are in place for job mentoring and youth leadership programs.

Standard Practice

1. Provide sensitivity and awareness training and materials on access, equity and human rights issues to all persons involved with the municipal structure, including elected officials, emergency services personnel, staff, contractors and persons appointed to city committees.
2. Include access and equity issues in all training. e.g. customer service and human resource management training.
3. Encourage employees to participate in corporate and community programs to help staff better understand the city's diverse communities.

4. Use the employment equity workforce survey results to develop proactive employment equity plans and programs which include mechanisms for measuring and monitoring outcomes and results.
5. Carry out broad based employment recruitment activities.
6. Identify and remove systemic barriers and discriminatory practices from employment policies and procedures.
7. Ensure compensation practices are equitable and consistent with pay equity and same sex benefits requirements.
8. Ensure employees with disabilities are appropriately accommodated to ensure they are able to contribute to the work of the Department to the best of their ability.

Best Practice

9. Provide personal / professional development to meet the particular needs and enhance the skills of under-represented groups through mechanisms such as mentoring, job shadowing, and access to relevant networks.
10. Encourage and recognise employees who act as volunteer mentors to develop leadership, coaching and cross-cultural communication skills and help individuals from groups who face employment barriers.
11. Communicate emergency systems to all employees. Develop and communicate emergency procedures for persons with disabilities.
12. Implement a range of training and awareness programs incorporating the concepts of intersectionality of equity factors.
13. Outreach is undertaken with businesses from diverse communities regarding opportunities to participate in municipal purchasing.
14. Business development support is provided to emerging communities.
15. The economic contributions of diverse communities are identified in tourism and economic development promotions.

Appendix A

Summary - Plan of Action for the Elimination of Racism and Discrimination

The Plan of Action for the Elimination of Racism and Discrimination was adopted by Toronto City Council at its meeting of April 14-16, 2003.

Toronto has become one of the most diverse cities in the world and has gained an international reputation for the success of its diversity. The City has an inclusive vision of society, which is equitable and built on the strength of its diversity.

Through the leadership of Toronto City Council, the City has adopted and implemented policies and programs on Non-discrimination, Human Rights, Elimination of Hate, Access and Equity Grants, Employment Equity and Action Plan on Community Access and Equity. These policies and programs are in place to remove barriers, promote equitable participation of all residents and build an inclusive society.

The City recognizes that notwithstanding the above initiatives, intensifying social and economic disparities impact disproportionately on diverse individuals and communities. It must work proactively to improve access and equity, be more inclusive and continue to challenge racism and discrimination. Through this Plan of Action for the Elimination of Racism and Discrimination, the City:

- reaffirms “Diversity Our Strength”, embraces opportunities to build an inclusive society, serves as a model of diversity, and celebrates the cultural, economic and social successes of our diverse communities;
- affirms its commitment to removing the barriers of racism and discrimination that exclude and disadvantage individuals and communities from participating equitably in all spheres of life in Toronto;
- acknowledges that multiple factors, such as race, gender, disability, sexual orientation, gender identity, place of origin compound the discrimination of individuals and communities;
- ensures that non-discrimination, anti-racism, accessibility and equity policies and programs are integrated in the operation of the municipality;
- strengthens advocacy and partnership with communities, public and private sectors and other orders of government; and
- demonstrates accountability to all residents in striving to achieve the goal of a diverse, equitable and inclusive society.

Throughout the consultations on the Plan of Action, priorities for action and the direction the City should take were articulated. Seven strategic directions were proposed:

- Political leadership
- Advocacy
- Economic participation
- Public education and awareness
- Service delivery
- Building strong communities
- Accountability

The Plan of Action incorporates these seven strategic directions.

Strategic Directions

LEADERSHIP

Demonstrate leadership in building an inclusive society through the articulation of a vision which values diversity in all aspects of city life.

Lead a responsive organization that recognizes that diverse groups experience discrimination based on the intersection of several aspects of their identity, including gender, race, disability, and sexual orientation.

Act upon the City's multiple roles as policy maker, employer, service provider, grants provider, regulator, and purchaser of goods and services to ensure an equitable society.

Allocate resources for programs that sustain communities and respond to the needs of vulnerable populations.

Speak out against all forms of discrimination and inequality.

ADVOCACY

Act as an advocate with all sectors and orders of government for legislation, funding and programs to sustain communities, support economic participation and deliver responsive services.

Recognize and support the unique history and position of the urban Aboriginal population and the right to self-determination.

Speak out in support of the elimination of barriers faced by diverse groups and the most marginalized communities and work to prevent the creation of additional barriers.

Establish partnerships with all sectors to build an inclusive society.

ECONOMIC PARTICIPATION

Support the full participation of all communities in the economic life of the city.

Ensure the availability of adequate and accessible supports required for the economic participation of all communities, including accommodation, childcare, literacy and ESL (English as a Second Language) programs, transit and affordable housing.

Implement employment equity strategies to ensure the City's workforce reflects the diversity of the population.

Support the contribution the diverse communities make to the city's position in the global economy.

PUBLIC EDUCATION AND AWARENESS

Communicate a clear commitment to the value of diversity.

Implement campaigns and programs which inform residents about services, their rights and obligations.

Promote understanding, respect and interaction among diverse communities.

Develop and disseminate materials which document the contribution of all groups to the building of Toronto.

SERVICE DELIVERY

Ensure that programs and services serve the needs of a diverse population and provide equitable benefits to all residents.

Involve communities in setting policies and priorities for service delivery.

Deliver services that respond to the changing needs of the population.

BUILDING STRONG COMMUNITIES

Strengthen organizations to enable communities to make their voices heard.

Allocate resources to emerging communities so that they can participate in civic society along with more established groups.

Promote literacy and official language ability among residents to enable them to participate and move ahead in society.

ACCOUNTABILITY

Strengthen mechanisms for community voices to be part of the City's decision-making process.

Conduct research and publish reliable data with the objectives of monitoring the status of groups and developing policies and practices aimed at combating racism and discrimination.

Establish indicators, evaluation mechanisms and regular reporting requirements to monitor and assess the implementation of the Plan of Action.

Plan of Action

1. Guided by the directions set out by the Final Report of the Task Force on Community Access and Equity, the City will work towards achieving full implementation of the 97 recommendations. These recommendations address the City's goals for access and equity as well as the City's role as advocate.
2. The City will continue to take actions aimed at building an organization which is responsive to the diversity among City residents by:
 - a) developing an Access Action Plan Guide, which will include measurement indicators for use by City Departments and the City's Agencies and Special Purpose Bodies to prepare and submit their Action Plans to City Council;
 - b) developing an Accessibility Plan as required by the *Ontarians with Disability Act* to remove barriers to services for people with disabilities, and submit reports to the provincial government;

- c) completing the employment equity workforce survey of City Departments as outlined in the goal of the City's Employment Equity Policy to achieve a representative workforce at all occupational levels;
 - d) using the survey results to develop proactive employment equity plan and programs which include mechanisms for measuring and monitoring outcomes and results;
 - e) implementing an employment accommodation policy to provide appropriate accommodation, for instance, to employees with disabilities and employees who need religious accommodation;
 - f) requesting that the City's Agencies, Boards, Commissions and Special Purpose Bodies conduct employment equity surveys with the results to be reported to City Council;
 - g) implementing a range of training and awareness programs, including the sensitizing of staff and management to the accommodation needs of employees with disabilities and employees who need religious accommodation, and making sure that training offered is current and addresses issues of gender, race, disability, religion, lesbian, gay, bisexual and transgender people, etc., and acknowledging the impact of the intersectionality of these factors.
3. In response to the changing demographic composition of the population, the City will:
- a) publish an annual diversity report card based on identified indicators;
 - b) undertake research to establish indicators which can monitor the socio-economic status of groups, and which can be used to set service delivery priorities;
 - c) conduct specific studies on issues identified through community consultations and by the community advisory committees on access, equity and human rights, including analysis based on gender and intersection of diversity;
 - d) hold bi-annual workshop/seminar on best practices and involve participation from all sectors of the City.
4. To pursue the direction of economic participation, the City will:
- a) increase its involvement in Aboriginal economic development in partnership with Aboriginal community organizations;
 - b) integrate into the City's plans for labour force development co-operative strategies with other orders of government, educational and training institutions and public and private sector organizations to address the unique needs of Aboriginal people, women, people with disabilities,

- c) implement mentoring programs to assist employees to develop skills for occupational advancement and internationally trained professionals to access employment in their fields of expertise, and encourage and recognize employees who act as volunteer mentors;
 - d) continue outreach and information initiatives so that businesses from diverse communities have access to the procurement process of the City and its Agencies, and Special Purpose Bodies;
 - e) provide information, peer networking and advocacy to remove barriers faced by small businesses and businesses owned by people from diverse communities, such as access to loans and credit.
5. In recognition of the need to build strong communities, the City will:
- a) establish partnerships with diverse communities, other orders of government and public and private sector organizations to address issues of discrimination and inequity;
 - b) develop the resources of emerging community organizations through the City's grants programs, staff support, access to space for meetings and programs as well as access to incubator programs for new entrepreneurs;
 - c) identify and remove barriers to municipal elections for all voters, provide information on municipal elections in different languages and alternate communication formats and disseminate the information in ways that are free of bias, and encouraging voter turnout;
 - d) use creative, innovative and proactive community engagement practices to facilitate diverse communities' participation in the City's decision-making process;
 - e) continue to explore funding and resources for the establishment of an Office of Disability Issues;
 - f) review zoning bylaws and City policies to address barriers faced by the Aboriginal and diverse communities practising cultural and spiritual traditions, take action on issues that fall within the City's jurisdiction, and advocate for changes if regulations affecting these practices fall under other jurisdictions.
6. In recognition of the need to increase public awareness of the breadth and depth of the City's diverse communities and their contributions to the vitality of Toronto, the City will:

- a) publicize and celebrate the success and achievements of diverse people and communities to counter negative stereotypes and help the public understand their contributions to Toronto;
 - b) provide information on City services and programs in plain language, multi-lingual and alternate formats, and make the information available on the City's website, in published materials and to the ethno-specific and community media;
 - c) portray diverse populations in the City's advertising, communications, cultural programs and special events through appropriate and inclusive language, pictures and images, including the creation of a Diversity Day as a part of the Celebrate Toronto Street Festival;
 - d) promote to the public the City's vision on access, equity and diversity and inform members of the public City policies on non-discrimination, human rights and anti-hate and harassment through information and communication campaigns, community outreach and engagement programs, proclamations on days of significance and special events;
 - e) work with community groups, public and private sector organizations and other orders of government to combat hate and discrimination;
 - f) increase the awareness and understanding of residents and City staff regarding the role of the City of Toronto's Human Rights Office.
7. In keeping with its leadership and advocacy role, the City will:
- a) continue to advocate to the federal and provincial governments for adequate funding and co-operative strategies to provide affordable housing; public transit; childcare; employment programs; training in official languages; literacy programs; accreditation and recognition of prior learning and experience of immigrant workers; and settlement services for immigrants and refugees; and for programs to increase voter participation in municipal elections;
 - b) develop a Toronto Urban Aboriginal Strategy and Aboriginal Office in accordance with the principle of Aboriginal self-determination in partnership with the Aboriginal communities and other orders of government;
 - c) act as an advocate and partner with the school system to acquire adequate funding from the Province to meet the educational needs of students from diverse backgrounds, changes to allow community use of space and recreational facilities in schools, and the continuation of equity programs in schools.
8. In recognition of the need for the oversight of the implementation of the Plan of Action and for a coordinated approach to accountability, monitoring and advising City Council,

- a) the City Council Reference Group for the Plan of Action for the Elimination of Racism and Discrimination continue to fill this oversight and monitoring role, and meet quarterly to review the status of the implementation of the Plan of Action;
- b) the interdepartmental staff team on access and equity function as a corporate co-ordinating group for the implementation of the Plan of Action for the Elimination of Racism and Discrimination, the Accessibility Plan, and the recommendations of the final report of the Task Force on Community Access and Equity.

ACCESS, EQUITY AND HUMAN RIGHTS ACTION PLAN

Department:	
Division:	
Contact Information:	
<i>[Name]</i>	
<i>[Title]</i>	
<i>[Telephone number / e-mail]</i>	

Strategic Direction:	<i>[Identify from the Plan of Action for the Elimination of Racism and Discrimination]</i>
Action Plan Objectives:	<i>[These objectives should be reflected in expected outcomes.]</i>

TIMEFRAME	ACTIVITIES	PLANNED RESULTS	EXPECTED OUTCOMES
Year 1	<i>[What activities will you plan to meet your Action Plan Objectives?]</i>	<i>[What will be the immediate, visible and concrete achievements of your action plan? For example: number of training sessions, development of policy.]</i>	<i>[How will your Planned Results help meet your Action Plan Outcomes? For example: increased civic participation, increased awareness among staff, etc.]</i>
Year 2			
Year 3			

TIMEFRAME	ACTIVITIES	PLANNED RESULTS	EXPECTED OUTCOMES
Access, Equity and Human Rights Action Plan			Division:
2009-2011			Director:
			CM/DCM
			Contact Information:
			[Name]
			[Title]
			[Telephone number / e-mail]

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	Employment Equity Initiatives	[Describe what the initiative, program or service will lead to. These objectives should be reflected in the expected outcomes]	[The visible and concrete achievements of your initiative. For example: increased participation of priority groups, increased awareness among staff, etc.]
	Identify the priority groups*:	2009	INDICATORS
		2010	[What you will use to assess the expected outcomes. Include numerical data when available]
		2011	2009
			2010
			2011

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
2. Leadership	Equity Lens - Equity Analysis in Policy Development and Service Delivery Identify the priority groups*:	2009 2010 2011	2009 2010 2011
3. Leadership & Service Delivery	Preparation – AODA Customer Service Compliance Identify the priority groups*:	2009 2010 2011	2009 2010 2011
4. Service Delivery	[Identify the initiative(s) that removes barriers and ensures equitable benefits to priority groups.*] Identify the priority groups*:	2009 2010 2011	2009 2010 2011

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
5. Building Strong Communities & Public Education and Awareness	[Identify the initiative(s) that builds community capacity, provides program advice and increases diverse communities' participation in decision-making.] Identify the priority groups*:	2009 2010 2011	2009 2010 2011
[Identify the strategic direction(s)**	[Other initiatives to be included in the Action Plan] *** Identify the priority groups*:	2009 2010 2011	2009 2010 2011

*In addressing access, equity and human rights issues, the City's priority groups are Aboriginal people; immigrants and refugees; lesbian, gay, bisexual, transgender, transsexual and two spirit people; people with disabilities; people with low literacy; racial minorities; seniors, women and youth.

**The AEHR Action Plan is based on the seven strategic directions from the *Plan of Action for the Elimination of Racism and Discrimination: Leadership, Advocacy, Economic Participation, Public Education and Awareness, Service Delivery, Building Strong Communities and Accountability* (Adopted by Council, April 2003).

Resources

- Information and template: Divisional Action Plan on Access, Equity and Human Rights, <http://insideto.toronto.ca/human-rights/>
- Contacts in Diversity Management and Community Engagement, City Manager's Office, <http://insideto.toronto.ca/human-rights/contacts.html>

***** Priority areas for 2009-2011 Action Plans**

- Employment equity initiatives (e.g. participation in mentoring/internship programs; participation in diversity and human rights training programs; employment accommodation)
- Preparations to respond to the upcoming "customer service" compliance requirements of provincial legislation (AODA - Accessibility for Ontarians with Disability Act)
- Initiatives to improve service delivery, including multi-lingual services
- Involvement with diverse communities to build community capacity, provide advice on programs, increase participation in decision-making and community engagement;
- Inclusion of an equity analysis using the "equity lens" in reports to Council focusing on policy development and service delivery
- A review of the effectiveness of program advisory committees where these committees are in place.

Appendix B

Action Plan on Access, Equity, and Human Rights

The Report of the Task Force on Community Access and Equity, and its 97 recommendations, was adopted by City Council in December 1999.

Guiding Principles

Shared vision

The City of Toronto is strengthened when all residents share a vision for a society that is inclusive and values the diversity of its people.

Shared future and heritage

Our future as a city of people from diverse backgrounds is a shared future. We may come from different countries and speak many languages, but our home and our city of choice is Toronto. We endorse the principle of Aboriginal self-determination. Together we are one as we build a common future which respects our different histories.

Strength through diversity

Diversity is a core strength of Toronto. The city's success as a community comes from the respect and value which we place upon diversity. The City of Toronto will nurture and support this diversity.

Strong communities/dynamic city

All residents must share in the prosperity of the city. Every resident of Toronto must believe that the city belongs to them and that each person is able to participate in all aspects of the life of the city. Eliminating harassment and discrimination, and achieving access to employment, shelter, food, transit, childcare and education are necessities for strong communities.

1.a In addition to an Aboriginal Affairs Committee, City Council establish four City-wide access, equity and human rights community advisory committees as follows:

- Disability Issues Committee
- Status of Women Committee
- Race and Ethnic Relations Committee; and
- Committee on Lesbian, Gay, Bisexual and Transgendered Issues; and

(Note: At its January 2004 meeting, City Council decided to establish new structures to continue the functions of these advisory committees, including the establishment of a Roundtable on Access, Equity and Human Rights. This impacts recommendations 1, 20, 21, and 55.)

1.b The community advisory committees on access, equity and human rights consider rotating the location of their meetings across the City.

2. That Community Councils establish working groups on access, equity and human rights issues, as needs currently exist or arise, and permit membership on these working groups to include individuals who work or reside in the City.
3. That the community advisory committees advise City Council, its agencies, boards and commissions, and advocate to external bodies on removing barriers that restrict human rights protected groups from participating in public life and achieving social, cultural, economic and political well-being.
4. That the community advisory committees include: individuals; individuals who work in community agencies serving the human rights protected groups; individuals with technical expertise; and, that the membership represent all regions of the City, and reflect the diversity of the City's population.
5. That the community advisory committees on access, equity and human rights report to City Council through the appropriate Standing Committees on issues within the mandate of the Standing Committees, and to the Policy and Finance Committee for issues which are strategic in nature.
- 6.a The members of the City-wide access, equity and human rights community advisory committees be recommended for appointment by the Nominating Committee using the existing Council Policy for Citizen Appointments and, for the initial appointments, the Nominating Committee conduct the interview process using community persons nominated by the Task Force on Community Access and Equity;

- 6.b the guidelines developed by the Task Force for appointments to these advisory committees be considered in making these appointments; and
- 6.c the term for the initial appointments to these advisory committees continue until the end of the next term of Council.
7. That City Council to provide for at least one Member of Council to serve on each of the five City-wide access, equity and human rights community advisory committees.
8. That City Council appoint a Member of Council as a special advocate on disability issues.
9. That the City provide sensitivity and awareness training and materials on access, equity and human rights issues to all persons involved with the municipal structure, including elected officials, emergency services personnel, staff, contractors and persons appointed to City committees.
10. That City Council endorse the principle of Aboriginal self-determination and work with Aboriginal people to achieve this goal.
11. The Chief Administrative Officer work with the Aboriginal Affairs and Disability Issues. Advisory Committees towards the establishment of an Aboriginal Affairs Office and an Office for Disability Issues.
12. That City Council establish initiatives to support the cultural, social, economic and political participation of Aboriginal communities in Toronto's civic life.
13. That the Chief Administrative Officer work with the Disability Issues Advisory Committee towards the establishment of an Office for Disability Issues.
14. That City Council and City staff review all disability-related policies of former municipalities, and compile best practices to remove systemic barriers in employment, goods, services and facilities, and that City Council endorse these best practices.
15. That City Council authorize an external review of the policies and services and establish time lines for changing or improving the mobility and access of people with disabilities including all forms of transportation services in the City, including:
 - adding streetscaping amenities (e.g., ramped corners with tactile warning strips, practical street door accesses, and enforcing clear paths on all pedestrian walkways);
 - installing specialized traffic signals (e.g., audio signals at which those users who cannot cross safely during the standard cycle timing can prolong the pedestrian walk cycle);

- improving the services provided by the TTC, Wheeltrans and increasing the number of accessible taxicabs; and
 - this be referred to the Toronto Transit Commission and the Commissioner of Works and Emergency Services for consideration during the preparation of their respective business plans and capital spending priorities.
16. That City Council establish TTY's in all departments, in public areas of City facilities and in the community and that this be referred to the Commissioner of Corporate Services for consideration during preparation of the Corporate Services Department's business plan.
 17. That City Council continue to act as an advocate for the equal treatment of same-sex spouses.
 18. That City Council take steps to establish parallel pension benefits programs for same-sex spousal families and that these remain in place until other governments remove legislative prohibitions, and that no limits be set on retroactivity for these benefits.
 19. That work against hate activity include hate crimes and incidents motivated by racism, sexism, anti-Semitism, bigotry, or homophobia.
 20. That the City request the inter-agency working group on hate activity to continue its work.
 21. That, where required, City Council and City staff should work to establish inter-agency staff working groups to address specific problems; and,
 - a. that working groups be established on Language Equity and Literacy, and that the International Literacy Decade be extended for another decade to the year 2010; and,
 - b. that the working group on Employment Equity include the City's bargaining agents as well as community organizations.
 22. That the City vigorously implement the already-approved implementation strategy arising from the Urban Forum on Immigration and Refugee Issues.
 23. That, for the purpose of implementing City Council's policy on appointments to agencies, boards, commissions and special purpose bodies, the City will define "citizen" to include all persons who pay property taxes or who pay business taxes or who live within the boundaries of the City of Toronto, including permanent residents, refugees, refugee claimants and residents without homes.

24. That the City use the foregoing definition of "citizen" in making appointments to agencies, boards, commissions and special purpose bodies, except where law requires Canadian Citizenship for an individual to serve as a member of these bodies.
25. That the City remove the age restriction in making appointments to agencies, boards, commissions and special purpose bodies except where law requires an individual to attain a particular age to serve as a member of these bodies.
26. That City Council advocate for changes to any law which creates barriers to civic appointments for persons who are residents or who pay property taxes or business taxes.
27. That the Nominating Committee establish goals and timetables for increasing the diversity among persons it recommends for civic appointments.
28. That City staff provide an annual report to City Council on the participation rates of the human rights-protected groups in appointments made to agencies, boards, commissions and special purpose bodies.
29. That the City make resources available to facilitate members of the public in participating on advisory committees which City Council establishes and the advisory or management committees/boards of agencies, boards, commissions and special purpose bodies, including providing information in alternate formats, languages, attendant care, child care, and using accessible locations.
30. That the communications strategies for municipal elections take account of the City's linguistic diversity and levels of literacy.
31. That all graphic design, cultural programs and special events of the City reflect the diversity of the City's population.
32. That the City continue to provide awareness and public education programs which support the principles of including all groups, respecting differences, achieving human rights, and eliminating harassment and hate activities.
33. That the City continue its awards and scholarship programs which recognize and contribute to the City's objectives regarding access, equity and human rights.
34. That the City provide space in its press gallery for the "ethnic and community" media to help expand coverage of municipal issues and that this recommendation be referred to the Commissioner of Corporate Services for a report on its implications.

35. That the City maintain and enhance its multi-lingual capacity by encouraging staff to use the multi-lingual AT&T telephone service, providing printed materials in various languages, purchasing service agreements with community agencies, identifying and remunerating staff with language skills, and continuing to use in-house interpreters and community liaison staff.
36. That the City extend guidelines regarding anti-discrimination which govern the use of Nathan Phillips Square to all "civic squares" and that the City amend the Municipal Code accordingly
37. That the City set annual targets for increasing the number of child care spaces and their hours of operation.
38. That the City make housing services for refugees a priority.
39. That the Official Plan and the Social Development Strategy respond to the barriers and specific needs identified during the consultations held by the Task Force.
40. That the Official Plan provide for recognizing the ethno-racial and cultural heritage and needs of the diverse communities in the City.
41. That City Departments involve residents in program advisory committees to evaluate services and make sure that these processes include persons who are from the City's diverse communities.
42. That the City continue recreation programs which are targeted to specific communities, including lifeguard training for black youth, special hours for Muslim women, and leadership training for youth from high-risk populations.
- 43.a That the City review its zoning, building and fire regulations to address the barriers faced by Aboriginal people and other communities practicing cultural and spiritual traditions, and identify those regulations which fall under the mandate of other levels of government, and advocate for changes as required; and,
- 43.b that appropriate civic officials be requested to report further on these matters, including the provision of residential uses at places of worship and various burial traditions.
44. That City Council adopt a set of accessibility guidelines for all City-owned buildings and other properties and that it determine accessibility gaps and implement an action plan to address these gaps.
45. That the City work to pro-actively respond to accessibility issues with architects and developers by seeking to enhance the legislated requirements under the Ontario Building Code and by more stringently enforcing them.

46. That the City investigate means of augmenting the City's stock of affordable, accessible housing for people with disabilities, both privately and publicly-owned.
47. That the City modify its subsidies program to create portability which matches the need of the tenant with the disability, rather than the unit.
48. That the City adopt an employment equity policy to achieve a workforce which reflects the population at all occupational levels of the City.
49. That the City conduct additional workforce surveys as needed to assemble a complete data base from which to monitor the ongoing participation of designated groups in the City's workforce.
50. That, when the City establishes any new compensation and benefit programs for employees, it arrange for an independent "gender equity"/"wage gap" analysis to determine the impact of new systems on the "wage gap".
51. That the City establish "mentoring" and "job demonstration" programs to help individuals from groups who face barriers gain work experience, and that the City encourage and recognize employees who act as volunteers for these programs.
52. That the City offer specialised training programs to employees to enhance their language and literacy skills or to facilitate entry into "non-traditional" work, paying particular attention to employees whose first language is not English, or for whom technology and high literacy levels have not been occupational requirements.
53. That Council allocate sufficient resources to accommodate employees with disabilities in the workplace so that their productivity and work experience parallels as nearly as possible that of their peers.
54. That the City's Fair Wage and Labour Trades Office continue to oversee the anti-discrimination requirement of the Workers' Rights Policy and that it update the grounds of anti-discrimination to include those covered by the Human Rights Policy.
55. That the City continue its employee working groups, as needed, on issues related to the designated groups to address emerging issues, and that they liaise with the relevant community advisory committees on an ongoing basis.
56. That the City encourage employees to participate in corporate and community programs to help staff better understand the City's diverse communities.
57. That the City establish a Human Rights Office to receive inquiries and investigate complaints of discrimination regarding employment, access to services, and hate-related activities.

58. That the organizational placement of the City's Human Rights Office facilitate arm's-length investigations, including those relating to complaints of discrimination in employment, service delivery and hate activity.
59. That the Human Rights Office submit:
 - a. an annual report to City Council on its activities; and,
 - b. that this Annual Report include the success rates of resolving complaints, including those which have been filed with the Ontario Human Rights Commission.
60. That the City's Economic Development Strategy specifically outline proactive strategies that include the City's diverse communities.
61. That the City implement the implementation strategy arising from recommendations of the Urban Aboriginal Economic Development Seminar and that it provide progress reports.
62. That to promote the image of Toronto as a "global city", City-endorsed programs, such as the Olympic Bid, The Gay Games, small business outreach, strategies be implemented to use these as opportunities for businesses owned and operated by members of the human rights protected groups.
63. That the City use its purchasing process for communicating the City's leadership role on employment equity, anti-discrimination and against harassment in the workplaces of Toronto.
64. That the City continue information and outreach activities, which make sure that businesses from various communities have access to the procurement process of the City and its agencies.
65. That the City's purchasing process utilise strategies such as reducing the size of contracts and sub-contracts to increase the number of businesses owned by designated groups participating in the process and for achieving employment equity among firms seeking to do business with the City.
- 66.a That City staff submit an annual report to Council on the proportion of expenditure the City spent with businesses owned by the designated groups and that this report include information on the employment equity policies of firms who are suppliers to the City; and,
- 66.b that a report be submitted to Council every 5 years, coinciding with the Census, on the status of designated groups in supplier workforces.
67. That City Council continue to support community organizations through its various grants programs and that it develop a strategy to facilitate the equitable distribution of grants funding.

68. That the City continue to provide resource support, such as meeting space, information sessions and research information to community organizations to assist them in providing services to their communities and to facilitate their participation in civic society.
69. That the City require all organizations receiving City grants to demonstrate their commitment to access and equity.
70. That the City expand its Day Care grants program across the City, and refer to the Commissioner of Community and Neighbourhood Services for consideration in her forthcoming report on the former City of Toronto's day care grants program.
71. That the City expand its Breaking the Cycle of Violence (BTCV) grants program across the City.
72. That the Multicultural grants program maintain anti-racism and anti-hate as program criteria, if no new funds are available in 1999.
73. That City Council work to establish a comprehensive access and equity grants program to support the advocacy efforts of human rights protected groups.
74. That City staff modify the report template for all reports to Council to include an impact statement on access, equity and human rights.
75. That City staff prepare comprehensive demographic profiles of all City wards to guide policy development, program planning and service delivery.
76. In order to ensure that there is an external perspective on the City's progress towards access, equity and human rights goals, the City organize an annual community consultation on access, equity and human rights issues that will provide input to planning, policy and program development in subsequent years. (Toronto City Council, June 1999)
77. That each department, agency, board, commission or special purpose body submit an Access, Equity and Human Rights Action Plan to City Council.
78. That each department evaluate its policies, programs and services to identify barriers experienced by the human rights protected groups and that measurement tools be prepared for this purpose.
79. That City Council request its agencies, boards, commissions and special purpose bodies to provide an annual report on how they implemented employment equity, community access, service equity and human rights.
80. That the annual employment equity report to City Council on the status of the human rights protected groups include data on its workforce as a

whole and by departments regarding representation, occupations, promotions, compensation, training, benefits, exits, and developmental opportunities.

81. That the City produce an annual consolidation of access and equity measures in a report card format.
82. That the City establish organizational structures and resources for access, equity and human rights:
 - to provide policy development;
 - to facilitate community advisory processes including committees relating to the human rights protected groups and -other committees of City Council as required;
 - to administer anti-racism, access and equity grants;
 - to investigate human rights issues at arm's length;
 - to implement awareness and public education programs on access, equity and human rights issues;
 - to act as a resource for departments and agencies in developing and implementing action plans;
 - to liaise with community organizations regarding emerging issues and to assist them with civic involvement;
 - to conduct research on the needs of the human rights protected groups and to provide results to departments to use -in delivering services;
 - to monitor legislative proposals that impact on the human rights protected groups;
 - to implement communication strategies to increase involvement and access to services;
 - to promote the City's position to other levels of government and external bodies; and,
 - to provide advice and research to Council committees.
83. That agencies, boards and commissions be requested to implement access, equity and human rights policies and programs consistent with those of City Council.
84. That the Workers Information and Action Centre be continued as a resource for addressing employment discrimination in the Toronto labour market and that the Small Business Centres operated by the City ensure that information regarding employment equity and human rights are provided to business owners.
85. Once in each term of Council, The City Auditor oversee an internal audit of the performance by the corporation as a whole in achieving its access, equity and human rights goals. (Toronto City Council, June 1999)
 - a. A reference group be established to advise the City Auditor in carrying out his responsibility to oversee an internal audit of the performance of the Corporation in achieving its access, equity and human rights goals once in each term of Council; and

- b. The membership of the reference group include members of the community advisory committees and be chaired by a member of Council.
- 86. That the Chief Administrative Officer provide a status report 12 months after approval by City Council, on the implementation of recommendations.
- 87. That the Toronto District School Board and all Boards of Education be requested to implement comprehensive access, equity and human rights policies.
- 88. That the Government of Ontario be requested to provide resources for education, transportation, housing, etc., to improve the status of the human rights protected groups.
- 89. That the Government of Canada be encouraged to provide resources to the City and other agencies for settlement, education and employment certification for immigrants and refugees.

Additional Recommendations:

- 90. The corporate Access and Equity Unit work with each commissioner to define the functions and reporting relationships for the assignment of dedicated access and equity staff resources to assist departments in meeting access and equity objectives. (Toronto City Council, June 1999)
- 91. The 1999 approved budget of \$1,501,000.00 total gross expenditures (\$1,471,000.00 total net expenditures) and 21.3 equivalent funded staff positions for Access and Equity services be transferred from the Human Resources Division in the Corporate Services Department to the Strategic and Corporate Policy Division in the Chief Administrator's Office to facilitate the transfer of program management and administration of the corporate Access and Equity Unit from the Corporate Services Department to the Chief Administrator's Office, and the 1999 Operating Budget be adjusted accordingly. (Toronto City Council, June 1999)
- 92. A copy of this clause be forwarded to the Executive Committee of the Federation of Canadian Municipalities with a request that it be placed before the Standing Committee on Race Relations of the Federation of Canadian Municipalities and studied and compared with other best practice initiatives from other cities. (Toronto City Council, June 1999)
- 93. The Federation of Canadian Municipalities be advised that the City of Toronto assigns a high priority to this work. (Toronto City Council, June 1999)

94. The Executive Committee of the Federation of Canadian Municipalities be requested to consider the inclusion of Councillors McConnell, and Shaw on the membership of its Committee on Race Relations. (Toronto City Council, June 1999)
- 95.a As part of her forthcoming report on the consolidated employment equity policy for the City of Toronto, the Acting Commissioner of Corporate Services report to Council through the Administration Committee, on the implementation of the Human Rights Office and how the expertise and skills of the employment equity and human rights consultants are being used to enhance the activities of the human resources business units.
- 95.b The consolidated employment equity policy reiterate and reaffirm the fundamental principles of fairness and equal opportunity for each and every citizen of Toronto; and the policy explicitly reject the concept of "demographic mirrors" and "racial set-asides" - i.e. "demographic mirrors" being the concept that the percentage or proportion of "designated" in the general community as defined in the repealed Employment Equity Act of Ontario should be reflected or "mirrored" precisely in the bureaucracy of the new City of Toronto; and racial set-asides" being the concept that a certain proportion of the City contracts should be set aside for businesses either owned and/or employing certain racial groups. Toronto City Council, Dec. 1999)
96. The Chief Administrative Officer report to Council on the effectiveness of the City-wide community advisory committees mid-way through the next term of Council. (Toronto City Council, Dec. 1999)
97. Council thank the members of the various municipal advisory committees on access, equity and human rights and the members of the Task Force on Community Access and Equity for their work over the past two years and their important contribution to City policy. (Toronto City Council, Dec. 1999)

Appendix C

Applying the “Equity Lens”

Examples of Equity Impact Statements that have been included in reports to Council.

(1) City Manager Cover Report (March 9th) to the Executive Committee meeting of March 26, 2007 on Toronto Community Housing Corporation (TCHC) Community Management Plan (CMP)

“The CMP addresses the challenges faced by Toronto Community Housing and sets out actions that will help build and strengthen healthy communities. TCHC has a very diverse tenant population with over 70 languages spoken. Because of this diversity and the very low average household income, equity issues are very clear and very important to TCHC. The removal of systemic barriers and support for and accommodation of differences is vital to the work. Tenant participation in governance, support for youth programs and employment, translation and interpretation services and many other actions have been part of TCHC's approach since it came into existence.

There are a number of initiatives in the 2007 - 2009 CMP that continue the focus on improving equity. The diversity plan provides the framework for increasing diversity in the workforce so that it reflects the demographics of the community. A number of initiatives focus on improving social inclusion or reducing the barriers to participation. These include the development of pilot programs to address mental health and social isolation, anti-racism study circles that engage staff and tenants and the development of an accessibility plan that identifies priorities for investments in improving accessibility. Another set of initiatives work to create economic opportunities for tenants through setting goals and targets for tenant employment in contracted services and through programs focused on employment and education that provide opportunities and reduce barriers for youth within TCHC's communities.”

The foregoing statement responds to the purpose of the equity lens by:

- noting the diversity and income levels among the tenant population
- notes that these characteristics creates barriers
- notes that barriers are addressed through specific programs to address tenant participation in governance, support for youth programs and employment, translation and interpretation services

- identifies specific initiatives within the community management plan such as the development of pilot programs to address mental health and social isolation, anti-racism study circles that engage staff and tenants, the development of an accessibility plan, economic opportunities for youth and tenant employment in contracted services.

(2) City Manager Cover Report (March 9th) to the Executive Committee meeting of March 26, 2007 on French Language Services.

“The provision of information in French provides access to services by Francophones who do not have a working knowledge of English.”

This statement notes that

- a barrier exists for a linguistic minority;
- the provision of service (translation and interpretation) provides access.

(3) City Manager’s Report (April 16th, 2007) to the Executive Committee on the 2005 Performance Measurement and Benchmarking Report

“This report summarizes Toronto’s performance measurement results in seventeen service areas and also includes data of up to fourteen other Ontario municipalities. The measures and indicators included are at a high level and therefore are not at a level of detail that would allow for an equity impact analysis to be undertaken.”

The Equity Impact Statement notes that:

- an equity impact analysis could not be conducted as the indicators which were selected by the participating municipalities did not provide a level of detail to permit this analysis.

(4) City Manager’s Report (May 9th) to the Executive Committee meeting on May 28th, 2007 on the renewal of technical partnership with Botswana.

“The City of Toronto’s participation in technical partnerships such as this assists cities in the developing world with community and organizational capacity building initiatives. In the next phase of this partnership, the City of Toronto will continue to support SEDC in improving their capacity to address HIV/AIDS issues with particular emphasis on helping establish a solid foundation for the South East District Youth Empowerment League (SEDYEL), a youth led soccer league which integrates HIV/AIDS awareness, health promotion, life skills, sexual health and youth leadership development.”

The Equity Impact Statement notes that

- the City is sharing its expertise with other cities to address barriers for target populations.

(5) City Manager's Report (May 11th) to the Executive Committee on hosting the 2008 Great Lakes and St. Lawrence Cities

"The 2008 Great Lakes and St. Lawrence Cities Initiative annual meeting and conference will provide a forum in which to discuss issues related to the protection and restoration of the Great Lakes and St. Lawrence River for the benefit of current and future generations.

A priority for the City of Toronto is improving access and enjoyment of urban beaches for the benefit of the population as a whole but specifically for City residents who do not have access to recreation activities outside the City."

The Equity Impact Statement notes that

- the proposed forum will address issues which will result in benefits for future generations;
- a priority for the City is increasing access to recreation services for a target group of residents.

(6) City Manager's Report (September 1, 2006) to the Policy and Finance Committee regarding the Policy and Processes for Public Appointments to City Agencies, Boards, Commissions and Corporations and Nominations to External Special Purpose Bodies

The report sets out the following equity objectives for the Public Appointments Policy:

"The objective is to build capacity on City boards to oversee services delivered within a diverse community. This is addressed in this policy by:

- (a) establishing procedures and a monitoring mechanism to ensure board members reflect the diversity of the community with respect to gender, age, Aboriginal status, race, disability and sexual orientation;
- (b) ensuring that boards accommodate appointed members with disabilities or other barriers inhibiting full participation; and
- (c) providing direction and orientation for board members on the City's objectives of providing services that respect the needs and desires of diverse communities and ensuring access to services."

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