

Consolidated Clause in Policy and Finance Committee Report 6, which was considered by City Council on July 25, 26 and 27, 2006.

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**Status Report - Implementation of 2004-2006 Access,
Equity and Human Rights Action Plans**

City Council on July 25, 26 and 27, 2006, adopted this Clause without amendment.

The Policy and Finance Committee recommends that City Council adopt the staff recommendations contained in the Recommendations Section of the report (July 4, 2006) from the City Manager.

Purpose:

To report on progress of the implementation of Council's priorities in access, equity and human rights and Divisional Access, Equity and Human Rights Action Plans, 2004-2006.

Financial Implications and Impact Statement:

The implementation of Access, Equity and Human Rights Action Plans has been incorporated within the approved budgets and resources in City divisions. No financial implications arise from recommendations in this report.

Recommendations:

It is recommended that:

- (1) future reports on the implementation of Divisional Access, Equity and Human Rights Action Plans focus on the assessment of the results and outcomes of the Action Plans;
- (2) this report be forwarded for information to the City of Toronto Roundtable on Access, Equity and Human Rights, Aboriginal Affairs Committee, Disability Issues Committee, Working Group on Immigration and Refugee Issues, Working Group on Language Equity and Literacy and Working Group on Status of Women and Gender Equity; and
- (3) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

Council reference:

Council has directed the City Manager to report regularly on the City's progress in implementing access, equity and human rights policies and programs as noted in the Final Report of the Task Force on Community Access and Equity, Policy and Finance Committee, Report 11(1), December 1999, and the City of Toronto Plan of Action for the Elimination of Racism and Discrimination, Policy and Finance Committee, Report 3 (3), April 2003.

Comments:

Action planning and reporting process:

This Status Report is based on the implementation updates on Access, Equity and Human Rights Action Plans provided by Divisions. This report provides:

- (i) a review of the general trends and future directions for access, equity and human rights implementation in the City;
- (ii) the Toronto Public Service's key access and equity highlights and accomplishments based on the seven strategic directions from the Council approved Plan of Action on the Elimination of Racism and Discrimination. These strategic directions are: leadership, advocacy, economic participation, public education and awareness, service delivery, building strong communities and accountability; and
- (iii) Appendices 1- 7 with details on the Toronto Public Service's accomplishments.

General trends and future directions for access, equity and human rights implementation in the City:

- (i) Integration of access, equity and human rights in the City:

The City of Toronto has taken a comprehensive and integrated approach to the implementation of access, equity and human rights based on the seven strategic directions adopted by Council, which recognizes the City's multiple roles as policy maker/civic leader, advocate, service provider, employer, funder and purchaser of goods and services.

The highlights and accomplishments identified in this report show that all Divisions are actively responding to the City's diverse populations through a broad range of activities. The City has made significant progress in the provision of multilingual services, improving accessibility for people with disabilities, providing mentoring opportunities, increasing civic participation from diverse populations, responding to youth, seeking diversity in the appointments to agencies, boards and commissions, and acting as an advocate on a range of issues such as funding for immigrant settlement and language training, same-sex rights and protections for undocumented workers.

(ii) Civic engagement and community involvement in access, equity and human rights implementation:

Toronto's diverse communities have contributed significantly to the development and implementation of the City's access, equity and human rights initiatives. Active involvement by Toronto's diverse communities is in line with the trend for enhanced local democracy and public accountability and opening up the process of local government so that residents can influence decision-making in the City.

This participation has occurred through the advisory bodies established by Council, as well as processes and committees established by Divisions. In addition, significant efforts have been made to include diverse communities in city-wide civic engagement programs, such as Listening to Toronto, Council's budget priority setting processes and the review of the City's governance.

The specific advisory bodies established by Council to address access, equity and human rights issues are: the Roundtable on Access, Equity and Human Rights, Aboriginal Affairs Committee, Disability Issues Committee, Working Group on Immigration and Refugee Issues, Working Group on Language Equity and Literacy, and the Working Group on Status of Women and Gender Equity.

The Roundtable on Access, Equity and Human Rights and Working Group on the Status of Women and Gender Equity, for instance, have recommended that the City apply an equity and gender-based analysis to the planning, implementation and evaluation of City policies, services and programs. Their recommendations have led to the development of an "equity lens" as an access and equity best practice tool to plan, implement and evaluate initiatives. The Disability Issues Committee has also played an active role in the preparation of the City's Accessibility Plan, details of which have been reported separately to Council.

(iii) Socio-economic disparities among diverse groups:

Achievement of access, equity and human rights goals is constrained by a number of factors, in particular the changing demographic, social and economic patterns in the City of Toronto. There has been a dramatic increase in the number of neighbourhoods experiencing high levels of poverty. The increase is acute in the inner suburbs of Scarborough, North York, Etobicoke, York and East York. The racialization and feminisation of poverty are significant characteristics of these patterns.

The Strong Neighbourhood Strategy as well as the mentoring, internship and co-op programs that are highlighted in this status report are among the City's responses to these challenges. The City is also playing an active advocacy role with other orders of government on these issues. For instance, the City has identified access to employment, access to settlement services and citizenship and civic engagement as priorities in its discussion on a Memorandum of Understanding on immigration to be signed with the federal and provincial governments.

Sustained efforts are required to alleviate these socio-economic disparities affecting diverse groups. The Toronto Public Service will continue to pay attention to these important issues in the future implementation of the Access, Equity and Human Rights Action Plans.

- (iv) Assessing the outcomes and impact of the City's access, equity and human rights initiatives:

Assessing the outcomes and impact of these initiatives has been identified as an important component in the next phase of the City's program. This assessment will be useful in identifying results, measuring progress, highlighting areas for development and continuous improvement, determining priorities and establishing staff training and professional development. This will be a focus for future reports.

Key highlights and accomplishments, 2004-2006:

The following table summarizes the key highlights and accomplishments of the Toronto Public Service and Toronto City Council in the implementation of access, equity and human rights policies and programs.

Strategic Direction	Highlights and Accomplishments
(1) Leadership and advocacy.	<p>(i) The City successfully negotiated the signing of a Toronto-specific Memorandum of Understanding by the three orders of government in the Canada-Ontario Immigration Agreement, bringing the City a step closer to having a seat at the table with the federal and provincial governments.</p> <p>(ii) Additional policies and action plans have been developed and adopted by Council: Divisional Access, Equity and Human Rights Action Plans, 2004-2006, Accessibility Design Guidelines, Municipal Accessibility Plan and Employment Accommodation Policy.</p> <p>(iii) The City of Toronto was identified as a "lead city" in UNESCO's international initiative to establish a Coalition of Cities against Racism. The City's Plan of Action for the Elimination of Racism and Discrimination has been held up as a model for use by other municipalities across Canada and internationally.</p> <p>(iv) The City produced the first Toronto Labour Force Readiness Plan, a ten-report series emphasizing the importance of diversity.</p> <p>(v) The Toronto Public Service initiative has incorporated an access and equity workplan.</p>

- (vi) Human rights principles were promoted in the planning process for the development of new affordable housing in City neighbourhoods through the Homecoming Initiative.
 - (vii) The facility at the Agincourt Community Recreation Centre which provides a multi-sensory room designed specifically for individuals with sensory, cognitive and physical disabilities is the first of its kind in a parks and recreation facility in North America.
 - (viii) The City was officially recognized for its support and assistance to the African Canadian community by the Marcus Garvey Centre for Leadership and Education, an organization which provides employability and leadership skills programs to African Canadian youth.
 - (ix) City Council adopted positions on access and equity issues which provided the basis for action by the Toronto Public Service, such as support for undocumented workers and requesting the federal and provincial governments to increase funding for language instruction to newcomers.
- (2) Economic participation
- (i) The Toronto Public Service delivered several award-winning programs which facilitated employment opportunities for recent immigrants:
 - (a) Profession to Profession, mentoring immigrants program (Silver award, Public Service Quality Fair, 2005);
 - (b) City of Toronto Co-op Engineering Program (Bronze award, Public Service Quality Fair, 2005);
 - (c) Marketing and Licensing of Toronto's Taxicab Drivers/Owners Training, specifically accessible taxicab drivers training (Silver award, Public Service Quality Fair, 2004); and
 - (d) Solid Waste Management Student Employment – Green Bin, Yellow Bag and Multi-Unit Residential Levy Programs (St. Stephen's House, Employer of the Year Award);
 - (ii) City divisions have been participating in Career Bridge, an internship program to help internationally trained professionals gain experience in the Canadian workplace.
 - (iii) Small business formation seminars were delivered to Aboriginal organizations and support was provided to setting up an Aboriginal high school program for Aboriginal street youth.

- (iv) In partnership with community organizations, various divisions have implemented programs to improve access to employment for youth from diverse backgrounds. The City's youth employment initiatives have increased as a result of the strong neighbourhood and community safety initiatives.
 - (v) Work to develop lesbian and gay tourism was initiated.
 - (vi) Various divisions undertook initiatives to make sure that their workplace respects diversity and is free from discrimination and harassment, e.g., comprehensive communication strategy, office retrofitting, modification of equipment and vehicles and changes in testing and training procedures.
 - (vii) To improve diversity representation in the workforce, various divisions allocated budgets for employee accommodation, actively outreached to diverse communities, reviewed hiring practices and statistical data to identify and remove barriers for diverse communities.
- (3) Public education and awareness
- (i) The City recognizes significant achievements in human rights goals through the presentation of Access, Equity and Human Rights Awards.
 - (ii) Proclamations which recognize days of significance to communities are regularly issued. Special events and poster campaigns which promote respect and value for diversity are held.
 - (iii) A comprehensive communication plan was implemented to increase public awareness of the multilingual capacity of the 9-1-1 Emergency Call Centre.
 - (iv) The Immigration and Settlement portal on the City's website was expanded to include additional information about City services and programs in key languages.
 - (v) The number of presentations on the City of Toronto to ESL students increased by 25 percent from 2003 to 2005.
 - (vi) The 2006 municipal election voter outreach and participation strategies have included ways of improving access for voters with special needs in partnership with community organizations. Essential election information will be translated into 17 languages.
 - (vii) All citizen-focused services have used multilingual information and communication to reach the diverse population, including multilingual ads and media strategies, the use of the Language Line Service and a 24 hour "Comment Line" in 10 languages.

- (viii) Other public education and awareness strategies included:
 - (a) reflecting diversity, such as depiction of racial minorities and people with disabilities in communication and public education material;
 - (b) presentations to community groups and ESL classes, and maintaining ongoing dialogue with community organizations;
 - (c) developing school programs and cultural programs to be delivered through ESL classes; and
 - (d) addressing the cultural, faith-based, mobility, special and dietary needs of diverse audience in information and public education programs;
- (ix) Some divisions delivered public education programs that targeted specific groups:
 - (a) Homes for the Aged used gay positive marketing materials to promote to the LGBTTTT communities;
 - (b) Emergency Medical Services delivered flu shot clinics at shelters and agencies serving low income, diverse, homeless and marginalized groups to raise awareness of flu prevention. The number of people immunized in 2005 more than doubled the number in 2004; and
 - (c) Through the Access, Equity and Human Rights Community Investment and Partnership program, over 60 anti-racism and anti-hate workshops were delivered to youth in 2005.

Service delivery

- (i) Multilingual services are frequently delivered by the Toronto Public Service to diverse communities, e.g., translation of printed materials, use of the Language Line Service and interpreters and hiring and deployment of staff with specific language skills to provide services.
- (ii) Various divisions modified and expanded service delivery methods to meet the needs of a diverse clientele. Examples:
 - (a) revision of an admission package by Children Services to recognise diverse cultures and special needs;
 - (b) addition of ethno-specific food items to the menu for residents of Homes for the Aged;

- (c) front and side door collection services for households with people with mobility and physical disabilities; and
 - (d) additional payment options at Revenue Services that benefit people with disabilities, seniors and residents not able to appear in person to make payments;
- (iii) The Toronto Public Service has increased initiatives to address accessibility for people with disabilities. Examples:
- (a) all City contractors in design and construction are provided with information on the Accessibility Design Guidelines;
 - (b) some divisions conducted accessibility audits, incorporated accessibility needs in renovations, provided wheelchair access and carried out retrofitting of facilities;
 - (c) a Web Accessibility Statement was adopted by Council. Planning is underway to improve accessibility for employees using City computers and for both employees and the public browsing the City's websites, and to correct or remove existing barriers that impede usage; and
 - (d) ten to fifteen audible pedestrian signals are installed annually.
- (iv) programs to meet the needs of specific groups were initiated or continued, e.g., youth and marginalized communities in 13 priority neighbourhoods; gay, lesbian, bisexual and transgender clients at Homes for the Aged; designated bilingual Court Services location; Culture and Parks and Recreation programs delivered in partnership with the Aboriginal and ethno-racial communities, people with disabilities and homeless refugees.
- (v) staff, management and volunteers on boards and committees in various divisions received training and education on a range of topics, including human rights, employment equity, managing diversity, anti-bullying, anti-racism, anti-oppression, cultural diversity, working with lesbian, gay, bisexual and transgender clients, managing racial incidents and domestic violence.
- Building strong communities
- (i) The City's Community Investment and Partnership Program in the amount of \$40 million provided funding to 920 community organizations in 2005. These funded community organizations contributed 14 million volunteer hours in 2005. The funding also helped community organizations leverage funding from other sources. Estimates are that each dollar allocated by the City leverages nine dollars in additional funding.

- (ii) Scarborough Historical Museum was awarded the prestigious 2005 Museum Award of Excellence in Community Programming for excellence in community involvement and programming by the Ontario Historical Society.
- (iii) The Social Policy, Analysis and Research Unit collected data on gender, immigration and other social and economic conditions and conducted surveys jointly with other divisions and a research alliance. The data and survey results were disseminated to community organizations to support their planning, service delivery and advocacy efforts.
- (iv) The safe community and strong neighbourhood initiatives have been developed and will be implemented in 13 priority neighbourhoods through partnership with communities, private and public sector organizations and other orders of government. Seven of the 13 priority neighbourhoods have established Neighbourhood Action Teams. Over 800 youth from diverse backgrounds participated in various summer employment, job internship and mentoring programs. Seventeen arts and culture programs have been planned to help youth engage their communities and build positive community change.
- (v) Several initiatives facilitated the participation of diverse communities in the City's governance process. Examples:
 - (a) diverse communities are represented on the Roundtable on Access, Equity and Human Rights, advisory committees on Aboriginal affairs and disabilities issues and working groups on immigration, literacy and status of women;
 - (b) targeted outreach to women's groups and ethno-racial communities was initiated to increase diversity representation in the appointments to the City's agencies, boards, commissions and corporations based on the results of a diversity study on such appointments; and
 - (c) various divisions involved residents from diverse communities in program advisory committees and program reviews;
- (vi) many divisions built strategic alliances and partnerships with external organizations, including those from diverse communities to address issues of common concern, and improve service delivery, such as child care and food security, and carry out joint community capacity building activities, such as training workshops on board development and free legal assistance in acquiring charitable status.

- Accountability
- (i) The City Manager submits status reports on the implementation of Access, Equity and Human Rights Action Plans to Council.
 - (ii) The Human Rights Office submits human rights annual reports to Council.
 - (iii) Corporate Communication submits annual reports on multilingual services to Council.
 - (iv) City divisions followed up on the recommendations of the Auditor General's report on the review of the implementation of the recommendations of the Final Report of the Task Force on Community Access and Equity to address gaps in implementation.
 - (v) The Operating Criteria in Children Services, which have been revised to be more inclusive of all children and their families, are used as a tool for measuring the quality of child care programs.
 - (vi) Social Services used focus groups with clients across the City to evaluate services and held individual interviews with staff to address service and quality issues.
 - (vii) Parks, Forestry and Recreation conducted extensive consultations with people with disabilities to identify stakeholders and supports required in parks and recreational programs.
 - (viii) Solid Waste Management conducted a review to determine if any staff with physical disabilities had been accommodated.

Conclusions:

This status report shows that access, equity and human rights have been incorporated in many aspects of the City's operation, and that the Toronto Public Service has made significant progress in implementing these action plans. Recognizing that socio-economic disparities have severe impact on diverse groups, the Toronto Public Service will continue to tackle these challenging issues and future implementation will address the outcomes and impacts of the access, equity and human rights initiatives.

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List of Attachments:

- Appendix 1 – Highlights and Accomplishments, 2004-2006 – Leadership and Advocacy
- Appendix 2 - Highlights and Accomplishments, 2004-2006 – Economic Participation
- Appendix 3 - Highlights and Accomplishments, 2004-2006 – Public Education and Awareness
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- Appendix 6 - Highlights and Accomplishments, 2004-2006 – Accountability
- Appendix 7 – City Divisions’ Key Issues, 2006

Appendices
to the
City Manager’s Status Report – Implementation of the 2004-2006
Access, Equity and Human Rights Action Plans

Highlights and Accomplishments
2004-2006

Appendix	Strategic Direction
1	Leadership and Advocacy
2	Economic Participation
3	Public Education and Awareness
4	Service Delivery
5	Building Strong Communities
6	Accountability
7	City Divisions’ Key Issues, 2006

Note: Reporting is presented for each Strategic Direction by the group of Divisions reporting to:

- (A) City Manager - Shirley Hoy
 - (B) Deputy City Manager - Sue Corke – Citizen Focused Services A
 - (C) Deputy City Manager - Fareed Amin – Citizen Focused Services B
 - (D) Deputy City Manager and Chief Financial Officer - Joe Pennachetti – Internal Services
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Appendix 1
Highlights and Accomplishments, 2004-2006 – Leadership and Advocacy

Leadership and Advocacy	
(A) City Manager's Office	
Strategic and Corporate Policy	<ul style="list-style-type: none"> (i) Provided leadership and coordination in: <ul style="list-style-type: none"> (a) developing and obtaining Council approval of the Action Plan for Access, Equity and Human Rights, 2004-2006 and the Accessibility Plan required by the <i>Ontarians with Disabilities Act, 2001</i>; (b) Council adoption of the Accessibility Design Guidelines; (c) the submission of a brief in support of Bill 118, <i>The Accessibility for Ontarians with Disabilities Act</i> by the Chair of the Disability Issues Committee; and (d) the development and testing of an equity lens as a resource for access and equity best practice in the City, an initiative of the Roundtable on Access, Equity and Human Rights; (ii) Successfully negotiated a Toronto-specific Memorandum of Understanding on Immigration and Settlement in the Canada-Ontario Immigration and Settlement Agreement. This brought the City a step closer to having “a seat at the table” with the federal and provincial governments. (iii) Toronto's leadership on diversity issues was sought after and recognized. Delivered 40 presentations to numerous visiting international delegations, conferences and seminars in 2005. (iv) The City of Toronto was identified as a “lead city” in UNESCO's international initiative to establish a Coalition of Cities against Racism. Contributed to the development of a strategic framework and key documents for the Canadian Action Plan against Racism and Discrimination and proposal for a Canadian Coalition of Municipalities against Racism by working with the Federation of Canadian Municipalities.
Human Resources	<ul style="list-style-type: none"> (i) Implemented the Toronto Public Service (TPS) initiative with special attention given to integrating access and equity in its activities. (ii) Developed in collaboration with Diversity Management and Community Engagement an access and equity workplan for the TPS, including mentoring, summer employment and a diversity

Leadership and Advocacy	
	development program.
City Clerk's	<p>(i) Staff recommendation to increase the translation of election information into a home language spoken by two percent of a ward's population for the 2006 municipal election was adopted by Council, which brought the total number of translated languages to 17 (Arabic, Chinese, French, Greek, Italian, Korean, Farsi, Polish, Portuguese, Punjabi, Russian, Spanish, Ukrainian, Urdu, Tagalog, Tamil and Vietnamese).</p> <p>(ii) Led the Meeting Management Initiative to make Council documents more understandable to the public, including persons for whom English is not a first language.</p>
B. Citizen-focused services reporting to DCM Sue Corke	
Social Development, Finance and Administration	<p>(i) Took a lead role in the City's safe communities and strong neighbourhoods initiatives. The Toronto Strong Neighbourhoods Strategy adopted by Council designates 13 neighbourhood areas as having priority for infrastructure investment, and identifies the need for appropriate monitoring tools to track infrastructure gaps and to determine which neighbourhoods are most in need of future investment.</p> <p>(ii) Chaired the Policy Coordinating Team's Research Committee which brought together key research staff from across all City divisions to address common research issues, including diversity research data.</p> <p>(iii) The Social Policy Analysis and Research Unit played a lead role in social research initiatives, including the Social Atlas Project, Toronto Neighbourhoods Webpage and Federation of Canadian Municipalities Quality of Life study.</p> <p>(iv) Provided resources and support to the Youth Working Group of the Roundtable on Children, Youth and Education to develop a Toronto Youth Strategy adopted by Council.</p> <p>(v) Provided resources and support to the Toronto Senior Forum to carry out advocacy to address access and equity issues, particularly barriers to services with Toronto Community Housing, Toronto Transit Commission and Toronto Board of Health.</p>
Children's Services	<p>(i) Developed 1,500 copies of a multicultural calendar each year and distributed to all the child care community as a resource in promoting inclusion.</p> <p>(ii) Provided support to Ontario Early Years Centres Working Group in the development of quality assurance tool.</p>

Leadership and Advocacy	
	<p>(iii) Children's Services is in the process of creating an Access, Equity and Human Rights Committee to make recommendations related to the implementation of access and equity policies, programs, and activities. These initiatives will help further the division's progress in becoming a fair, equitable and inclusive workplace and providing service that is accessible and sensitive to the needs of the diverse groups of children and families in Toronto.</p>
Economic Development and Culture	<p>(i) Published the <i>Culture Plan for the Creative City</i>, highlighting diversity as a cornerstone of a vibrant and active City. As part of the <i>Culture Plan</i> objectives, a competition was initiated to design a major public art project honouring Toronto's Aboriginal roots.</p> <p>(ii) Produced the first Toronto Labour Force Readiness Plan, a ten-report series emphasizing the importance of diversity.</p> <p>(iii) Initiated work to develop gay and lesbian tourism and provided project management services for the 2006 AIDS conference.</p> <p>(iv) Scarborough Historical Museum was awarded the prestigious 2005 Museum Award of Excellence in Community Programming for excellence in community involvement and programming by the Ontario Historical Society.</p> <p>(v) Provided input to national and international bodies, such as Industry Canada, Human Resources and Skill Development Canada (HRSDC) and Organization for Economic Cooperation and Development (OECD) regarding community capacity building, labour force development, regional/local strategies for supporting the integration of immigrants and linking economic competitiveness with social cohesion.</p> <p>(vi) Contributed to making changes in the education system through participation in the Provincial Post Secondary Review Panel regarding enhancing accessibility to Aboriginal peoples, immigrants, and other disadvantaged communities, and the Association of Colleges of Applied Arts and Technology of Ontario (ACAATO) Pathways to Prosperity regarding immigration, credential recognition, and youth issues, including apprenticeship.</p>
Emergency Medical Services	<p>(i) Served as functional lead for an Access and Equity Work Group with the divisions of the former Works and Emergency Services Department to coordinate the planning and reporting of the divisional Access, Equity and Human Rights Action Plans.</p>

Leadership and Advocacy	
	<ul style="list-style-type: none"> (ii) Increased the Ethnocultural Access Coordinator to two staff positions in 2005. (iii) Raised funds for tsunami relief in partnership with the Tamil Emergency Medical Service.
Public Health	<ul style="list-style-type: none"> (i) Developed the Toronto Public Health Practice Framework which was approved by the Board of Health and TPH Divisional Management Team to guide policy development, programs/services and organizational practice responsive to the diversity of Toronto's residents. (ii) Leadership on the Board of Health and Local Health Committees is reflective of Toronto's diverse communities. (iii) Recognized as a leader in diversity issues, Toronto Public Health was invited to make presentations to various conferences, such as the Ontario Public Health Association Conference, 2004 and 2005, 10th International Metropolis Conference and the 2005 International Urban Health Conference.
Homes for the Aged	<ul style="list-style-type: none"> (i) Demonstrated leadership on many external committees, including the Toronto Gay, Lesbian, Bisexual, Transgender Workgroup and Concerned Friends, Diversity Steering Committee. (ii) Established an Ethics and Research Committee to promote ethics in organizational decision-making and ensure concerns of residents and clients are resolved in an ethical manner.
Parks, Forestry and Recreation	<ul style="list-style-type: none"> (i) Completed the draft divisional Access and Equity Policy and Guidelines to provide tools and strategies for serving diverse communities and working in a diverse environment. (ii) Officially recognized in 2006 by the Marcus Garvey Centre for Leadership and Education, an organization which provides employability and leadership skills programs to African Canadian youth for the division's support to the African Canadian community. (iii) Opened the Snoezelen Room at the Agincourt Community Recreation Centre which is a multi-sensory room that is designed specifically for individuals with sensory, cognitive and physical disabilities, the first of its kind in a parks and recreation facility in North America. (iv) Provided a forum for young people and community partners to discuss and advocate the importance of recreation and job opportunities by hosting the "Defy2006: Challenge Yourself"

Leadership and Advocacy	
	forum.
Shelter, Support and Housing Administration	<p>(i) Provided coordination of an inter-divisional planning and implementation of the Mass Care component of the City of Toronto Emergency Plan. The two Nuclear Reception Centre drills involved 400 participants and addressed cultural, mobility, special and dietary needs of evacuees in times of emergencies.</p> <p>(ii) Implemented the Homecoming Initiative aimed at reducing community resistance to the development of new affordable housing by advancing human rights as one of the principles in the planning process. Among its many achievements, the Initiative advocated changes to the planning system by conducting workshops for City planners and lawyers about human rights and planning and providing submissions to the City's Zoning By-Law and the Province's planning reforms, and engaged civic leaders in overcoming discriminatory barriers in land use planning.</p>
Social Services	<p>(i) Achieved tangible customer service improvements by the adoption of recommendations forwarded by clients and agencies participating in advisory committees established in all 14 local offices where staff meet regularly with Ontario Works clients and community agencies to discuss service and access issues.</p>
(C) Citizen-focused services reporting to DCM Fareed Amin	
Technical Services	<p>(i) Initiated discussions and surveys to determine issues and actions to identify barriers experienced by diverse groups in accessing Technical Services.</p>
Building	<p>(ii) The Code of Conduct for the Chief Building Official (CBO) and Inspectors under the Building Code Statute Law Amendment Act, 2002 was developed and adopted by Council. The Code of Conduct states that the CBO and Inspectors are expected to "Extend courtesy to everyone and adhere to the City's Vision Statement on Access, Equity and Diversity". The explanatory material notes that the CBO and inspectors are expected to recognize the barriers of discrimination and disadvantages faced by human rights protected groups and recognize the dignity of all people by equitable treatment of communities and employees. A Building Division Team has completed the Code of Conduct presentations for all inspectors in all District Offices.</p>
City Planning	<p>(i) The City's new Official Plan, which incorporates principles of diversity management as part of its framework, was approved in part by the Ontario Municipal Board. City Planning staff</p>

Leadership and Advocacy	
	continue to provide expert testimony before the Ontario Municipal Board to bring outstanding policies into force.
Fire Services	<ul style="list-style-type: none"> (i) Responded to children in need through the Annual Toronto Fire Fighters' Toy Drive. (ii) Fire stations across the City were used to collect food during the Daily Bread Food Drive. (iii) Responded to the tsunami relief effort by collecting tents at all fire stations.
Municipal and Licensing Standards	<ul style="list-style-type: none"> (i) Developed for Council approval Municipal Code amendments which prescribe a set of standards to improve service for people with disabilities who use accessible taxicabs. (ii) Completed an audit of 30 multi-residential apartment buildings to ensure that they conformed to property standards, building code and fire code.
Transportation Services	<ul style="list-style-type: none"> (i) Represented the City on the Transportation Association of Canada project steering committee to develop national guidelines for pedestrian countdown signals and design guidelines for accessible pedestrian signals.
(D) Internal services reporting to DCM and Chief Financial Officer Joe Pennachetti	
Corporate Communication	<ul style="list-style-type: none"> (i) Set up a corporate signage steering committee to work towards the establishment of formal signage standards that meet the international accessibility standards. (ii) RFPs were issued and awarded for corporate contracts for telephonic interpretation and American Sign Language (ASL) interpretation for use by all divisions and selected ABCs. (iii) Established the Assistive Technology and Web Accessibility Committee. Significant progress was made to address communications and technological barriers for people with disabilities and to ensure the City of Toronto demonstrates leadership in the removal or prevention of such barriers. (iv) Significant efforts were made to engage the ethnic media including special briefings on key issues and an annual ethnic media reception to highlight important City issues and encourage networking with key staff.
Facilities and Real Estate	<ul style="list-style-type: none"> (i) Coordinated the development of the City of Toronto Accessibility Design Guidelines and initiated the process for accessibility

Leadership and Advocacy	
	audits and scheduled facility retrofits within a multi-year framework.
Fleet Services	(i) Successfully implemented a City of Toronto Fleet Safety Policy to provide common procedures, training and driving practice for all driving staff.

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Appendix 2
Highlights and Accomplishments, 2004–2006 - Economic Participation

Economic Participation	
(A) City Manager’s Office	
Strategic and Corporate Policy	<p>(i) Initiated and expanded Profession to Profession, a mentoring immigrants program involving Human Resources, Diversity Management and Community Engagement and community organizations. The program won a silver award from the 2005 Public Sector Quality Fair. The 2004 results show a high rate of women’s participation and that 70 percent of the 29 participants found employment or furthered study in their own fields. The 2005 program was expanded to 40 mentors from eight occupational groups.</p> <p>(ii) Submissions were made to the federal government and the Standing Committee on Citizenship and Immigration on immigrants’ labour market integration and recognition of the credentials of internationally trained professionals.</p>
Human Resources	<p>(i) The Employment Accommodation policy was approved by Council in 2004. Guidelines for HR staff, managers and employees have been drafted. Training of HR staff will be completed in late 2006.</p> <p>(ii) A human rights web page was launched in December 2005, and broadly promoted to all employees. The web page contains information about and links to human rights related policies, training resources and contacts. Articles on current human rights issues and developments are posted regularly.</p> <p>(iii) HR is a partner to Diversity Management and Community Engagement in implementing Profession to Profession, a mentoring immigrants program. Based on the positive results in 2004 and 2005, recruitment of mentors for the 2006 program is underway and additional professional groups have been added.</p>

Economic Participation	
	<p>The professional groups now include accounting, engineering, information technology, human resources, facilities and real estate, purchasing, communications, urban planning, social work/social policy and event planning. The goal for 2006 is to match 50 City mentors with 50 internationally trained professionals.</p> <p>(iv) Promoted and coordinated the City's participation in Career Bridge, an internship program to help internationally trained professionals gain work experience in Canada. The City hired two interns in the pilot phase of the program and 13 interns in 2005. Four of these interns have now been hired into more permanent employment at the City. The City plans to hire at least 15 interns in 2006.</p> <p>(v) Outreach to equity seeking groups is ongoing. In addition, a Hiring Guide was implemented in 2006 which clearly outlines roles and responsibilities of HR and the hiring division in the selection process to help ensure a fair, equitable and transparent process. The Guide also recommends that all external recruitment include outreach to diverse applicant pools.</p> <p>(vi) HR is working with Social Development, Finance and Administration in the development of a strategy to increase access of youth from priority neighbourhoods to employment at the City.</p> <p>(vii) HR is working with Diversity Management and Community Engagement on the inclusion of access and equity activities in the Toronto Public Service Initiative work plan.</p> <p>(viii) Ongoing provision of advice, guidance, assistance and training sessions for managers and employees from occupational health and safety, employee rehabilitation and employee assistance to optimize health and safety, prevent injury and illnesses and facilitate return to work, including accommodations.</p> <p>(ix) Met with the Language and Literacy Group, a working group of the joint union-management of the Toronto Public Service (TPS) Steering Committee to discuss next steps for the implementation of a corporate workplace literacy program. It should be noted that the implementation of a TPS workplace literacy program is contingent on securing funds.</p>

Economic Participation	
City Clerk's	<p>(i) Staff accessibility in the City Clerk's Office has been improved through:</p> <ul style="list-style-type: none"> (a) automation of all access doors; (b) retrofitting of washrooms to improve accessibility for people with mobility aids; (c) increased aisle widths in most areas providing more access width; and (d) accessible staff areas and adjustable desk heights are adjustable for people in wheelchairs.
(B) Citizen-focused services reporting to DCM Sue Corke	
Children's Services	<p>(i) Developed recruitment assessment tools to address discrimination, such as racism, sexism and ageism.</p>
Economic Development and Culture	<p>(i) Organized or co-organized:</p> <ul style="list-style-type: none"> (a) Small Business Forum (3,500 participants) including participation of ethnic business associations and media; (b) Urban Aboriginal Business Forum; (c) Annual Internationally Educated Professionals Conference (2003, 2004, 2005, 2006); (d) Passport to Business Success in conjunction with Citizenship and Immigration Canada and Ministry of Economic Development and Trade to assist immigrant entrepreneurs; (e) Intergovernmental Committee on Economic and Labour Force Development – Annual meeting and discussion forums focused on issues, such as Aboriginal peoples, immigration, apprenticeship, youth, strong neighbourhoods and social service delivery; (f) Numerous small business seminars and information meetings. <p>(ii) Participated on the World Education Services Employer Council, an advisory body for outreach programs to employers in regard to foreign credential assessment and recognition.</p>

Economic Participation	
	<p>(iii) Initiated the Urban Aboriginal Economic Development Committee. The Committee helped to establish the Aboriginal Business Resource Centre, revive the Toronto Aboriginal Business Association, organize the 2nd annual Aboriginal Business Forum, provide small business formation seminars to Miziwe Biik, Toronto's Aboriginal employment service, and set up an Aboriginal high school program for Aboriginal street youth.</p> <p>(iv) Initiated the Diversity Business Forum in conjunction with the Association of Chinese Canadian Entrepreneurs. Began the process of including other ethnic business communities in the planning and presentation of seminars and presentations.</p> <p>(v) Assisted the Mayor's Community Safety Secretariat in convening a series of breakfast meetings with business leaders to advocate hiring at-risk youth.</p> <p>(vi) Actively participated and supported partnership development and initiatives, e.g., Toronto Region Immigrant Employment Council (TRIEC), Internationally Educated Professionals Conference, Policy Roundtable Mobilizing Professions and Trades (PROMPT), Council for Access to the Profession of Engineering (CAPE), Immigrant Women's Research Network, and Toronto Community Foundation.</p> <p>(vii) Participated on Job Search Workshop Advisory Committee, a joint federal-provincial-City-community agency initiative focused on immigrant employment.</p>
Emergency Medical Services	<p>(i) Promoted careers in paramedics to high schools and Scouts Canada with an objective to increase diversity in the EMS workforce.</p>
Public Health	<p>(i) Working with a communication firm to develop five posters on workplace diversity, access and equity to promote a work environment that respects diversity and is free from harassment and discrimination.</p>
Homes for the Aged	<p>(i) Allocated staff resources to partnership initiatives with external organizations, e.g., collaboration with the 519 Church Street Community Centre and the gay, lesbian, bisexual and transgender community to increase access of the GLBT community to Homes for the Aged.</p> <p>(ii) Provided opportunities to small ethno-cultural groups to raise funds for their operations through participation in the annual</p>

Economic Participation	
	Toronto Challenge Run organized by Homes for the Aged.
Parks, Forestry and Recreation	<p>(i) The lowering of the hiring age to 14 years of age which was approved by Council would increase access to job opportunities for youth.</p> <p>(ii) Hired five Youth Development Workers from diverse backgrounds, under the Human Resources and Social Development Canada program, to work in the Community Recreation Development Project in partnership with local community based agencies including: Cabbagetown Youth Centre, LAMP and Scarborough Boys and Girls Club.</p> <p>(iii) Committed resources to the Earth Keepers program which helps homeless Aboriginal youth to access employment opportunities in horticulture and landscaping. The program was launched by the Timivut Earth Keepers Enterprise and provides support to approximately 14 at-risk Aboriginal youth.</p> <p>(iv) Coordinated and facilitated the <i>Perspectives 2006: Latino Youth in the Urban Village</i> conference to provide information on employment opportunities in Fire Services, Emergency Medical Services and Parks, Forestry and Recreation. Over 170 individuals from the Hispanic community participated.</p> <p>(v) Facilitated 10 small business information sessions within the Iranian community from North York with staff from Enterprise Toronto.</p> <p>(vi) Worked in partnership with Small Business and Local Partnerships to develop a business plan for the economic development of the Marcus Garvey Centre for Leadership and Education, an organization working with African Canadian youth to provide them with employability and leadership skills.</p>
Social Services	<p>(i) Participated in the Career Bridge internship program, whereby internationally trained professionals had the opportunity to gain Canadian work experience. During the pilot phase, the division provided internship to two candidates, and hired one of them full-time.</p> <p>(ii) Notifies over 200 community agencies that serve diverse populations about employment opportunities with the division. Throughout 2005, Social Services' Human Services Unit attended five career fairs in the community. As a result, the division has hired individuals from various backgrounds so that its workforce increasingly reflects the diversity of the City.</p>

Economic Participation	
	<p>(iii) Provides accommodation to staff with special needs, i.e., large computer monitors, special software and ergonomic equipment. In 2005, the division spent \$52,000 on IT hardware, software and support costs to ensure staff's ability to continue performing their work.</p> <p>(iv) The division's kids@computers Scholarship Project has a mentoring program, which provides mentoring by IT staff to children on Ontario Works assistance. In 2005, seven mentors coached 63 children.</p> <p>(v) In 2005, 17 staff members participated in the One-on-One Mentoring Program sponsored by Public Health to guide children in an effort to increase self-esteem and enhance school performance. This initiative demonstrates the dedication of Social Services to the greater community.</p>
(C) Citizen-focused services reporting to DCM Fareed Amin	
Technical Services	<p>(i) Provided mentoring in conjunction with job demonstration to help internationally trained professionals to gain Canadian experience and be oriented to the Canadian workplace.</p> <p>(ii) Enrolled managers in the 'Leading through Excellence' program and other corporate programs to be trained in handling issues of harassment and sexual harassment in the work place.</p>
Fire Services	<p>(i) The focus of the Fire Services Recruitment and Community Outreach Section with a dedicated team of five members is to make Fire Services an accessible career choice. It works in partnership with many communities and schools to deliver information about the recruitment process and participates in group and youth initiatives and job fairs. Whenever possible, staff at these events represent the community and in some cases speak the language of the group. Over the years, flyers and letters have been translated into various languages.</p> <p>(ii) Hiring practices with each recruitment are reviewed. Statistics are reviewed at each step to ensure barriers are identified and removed.</p> <p>(iii) Recruitment drives are advertised in 27 community papers.</p> <p>(iv) Career information sessions are organized for specific designated groups, including women, Aboriginal/First Nations Peoples of Canada, Black, East Asian, South-East Asian, South Asian, West</p>

Economic Participation	
	<p>Asian/Arab and other racial minority groups.</p> <p>(v) Questionnaires are distributed to attendees at career information sessions to gather information to better serve future attendees and to follow-up with individuals who leave their contact information for one-on-one counseling.</p> <p>(vi) New women's washrooms have been built or renovated in 16 Fire Stations and Fire Stores.</p> <p>(vii) The Fire Academy and Communications Centre has been retrofitted to be barrier-free.</p> <p>(viii) Accessibility is reviewed and improved as stations are renovated.</p> <p>(ix) The new registration process for the Career Preparation Course requires students to self identify to increase the number of members of the employment equity designated groups.</p> <p>(x) In 2005, a Chinese marketing promotion campaign focused on print, radio and television advertising for Fire Prevention Week.</p>
Solid Waste Management	<p>(i) Provided summer student and coop student programs assisting at risk youth and individuals from disadvantaged groups in gaining skills, income and possible future employment. From 2004 to 2006, hired over 50 students with subsidies through St. Stephen's House, a provincial government skills development and placement agency to work on the Green Bin, Yellow Bag and Multi-Unit Residential Levy programs. Over 90 percent of those students spoke more than one language, and they spoke to the public regarding new solid waste management programs. Participation in this program has helped facilitate employment and related Canadian experience for new immigrants. Seven of these students have continued to work for Solid Waste Management Services (SWMS) as casual or contract employees and have made a valuable contribution to the City. SWMS has received recognition from St. Stephen's and awarded Employer of the Year for our participation in their program.</p> <p>(ii) Encouraged staff to attend sessions for women in non-traditional jobs.</p>
Toronto Water	<p>(i) Participated in summer student employment program and the Career Bridge internship program.</p>
(D) Internal services reporting to DCM and Chief Financial Officer Joe Pennachetti	
Facilities and Real Estate	<p>(i) Has hired staff from the Career Bridge internship program and promoted staff participation in the Profession to Profession,</p>

Economic Participation	
	mentoring immigrants program.
Fleet Services	<ul style="list-style-type: none"> (i) Continues to work with the Human Resources Occupational Health, Safety and Ergonomics section to develop easier access on vehicles, e.g. grab handles, running boards, step height, seat positions and drivers' sight lines. (ii) Continues to modify vehicles and equipment to accommodate driver restrictions and assist in the return to work process. Successful examples are: <ul style="list-style-type: none"> (a) seat modifications for taller or shorter than average drivers; (b) hand throttle and braking controls for stroke recovery drivers; and (c) rear view camera systems, to assist driver limitations. (iii) Made modifications to provide a safe work zone and environment to a visually restricted (blind) small engine mechanic. (iv) Continues to work with user divisions to identify the needs of and work with drivers with visual disabilities and drivers who are deaf, deafened or have a hearing loss. Successful examples are modifications to in-vehicle and in-class training. (v) Continues to work with user divisions and Human Resources Staffing to identify the need and provide assistance to job applicants and current City employees with limitations, such as; poor writing and reading skills, dyslexia, English as a second language etc. Some successful examples are: <ul style="list-style-type: none"> (a) provision of verbal examinations in lieu of written examinations; (b) provision of assistance to the employee and job applicant to better understand examination questions; (c) assistance to the employee with provided study material; and (d) hands on practical training and explaining in terms understood by the driver applicant. (vi) Has modified parking lots to provide parking to people with accessible parking permits and building entry doors to accommodate wheelchair access in all Fleet Services locations.

Appendix 3
Highlights and Accomplishments, 2004-2006 – Public Education and Awareness

Public Education and Awareness	
(A) City Manager’s Office	
Strategic and Corporate Policy	<ul style="list-style-type: none"> (i) Delivered five Access, Equity and Human Rights Awards, 20 proclamations, special events and poster campaigns every year to promote respect and value for diversity. (ii) Provided four scholarship programs at the University of Toronto leading to an increase in trained professionals and specialized research in diversity issues. (iii) Through the Access, Equity and Human Rights Community Investment and Partnership Program, over 60 anti-racism and anti-hate workshops were provided to youth in 2005. (iv) The 10th International Metropolis Conference, October 2005, managed through the City Manager’s Office included key thinkers stimulating debate on the economic, social, cultural, justice, and political dimensions of diversity in the world's cities. Over 1,000 people from 47 countries participated.
City Clerk’s	<ul style="list-style-type: none"> (i) To engage all eligible voters for the 2006 municipal election, Election and Registry Services has developed strategies to outreach to voters who have special needs in partnership with community organizations, such as Canadian National Institute for the Blind, Canadian Hearing Society and Ontario Council of Agencies Serving Immigrants. (ii) The agendas, decision documents, reports and minutes of Council, its Committees and Community Councils are now accessible on the City’s website.
B. Citizen-focused services reporting to DCM Sue Corke	
Social Development, Finance and Administration	<ul style="list-style-type: none"> (i) Produced multilingual ads and media strategies promoting Toronto Seniors’ Forum consultations (ii) Made presentations on diversity topics, such as ethno-racial data to the Community Social Planning Council of Toronto community workshop, immigration research issues to the CERIS (Joint Centre of Excellence for Research on Immigration and Settlement) research retreat, Toronto’s Chinese community at the 10th International Metropolis Conference; and coordinated a joint-presentation with key community stakeholders and academia on Canada’s changing Chinese populations at the 8th National Metropolis Convention in Vancouver, March 2006.

Public Education and Awareness	
	<p>(iii) Supported the Homes for the Aged in preparing marketing materials that highlighted gay-positive culture and multilingual services available in individual homes, producing television ads in English, Chinese, Portuguese and Italian for the Toronto Challenge, marketing to the multi-faith community fair at Kipling Acres and providing full-service communication support for “Bringing aging out of the closet”, a full day conference on issues affecting lesbian, gay, bisexual and transgender seniors.</p>
Children’s Services	<p>(i) Created marketing tools such as bookmarks and brochures outlining information for families on subsidies and how to find childcare.</p> <p>(ii) Developed and distributed throughout the child care community communication materials articulating Toronto's vision in fostering an inclusive child care system promoting positive and healthy environments for all children.</p> <p>(iii) Organized an annual “Art at the Start” event involving all children aged 0-12 years to celebrate diversity and children's talents as well as heighten public awareness of services.</p> <p>(iv) Developed and distributed a poster to all the child care community to heighten public awareness of the funding commitment to support children from all socio-economic backgrounds.</p> <p>(v) Organized a series of workshops for the child care community as well as Children’s Services staff:</p> <p style="padding-left: 20px;">(a) Anti-bullying – eight half day workshops with 280 participants;</p> <p style="padding-left: 20px;">(b) Anti-racism – four two-day training sessions on handling racial incidents with 280 participants;</p> <p style="padding-left: 20px;">(c) Organized and delivered a community-based workshop on supporting families, strengthening communities and providing learning and care in diverse communities in partnership with Ryerson University at the 10th International Metropolis Conference, October 2005; and</p> <p style="padding-left: 20px;">(d) Will host a children’s summit on how to improve the social conditions of children and improve the quality of life in collaboration with other divisions.</p>

Public Education and Awareness	
Economic Development and Culture	<ul style="list-style-type: none"> (i) Participated in the Toronto Youth Cabinet awards for youth which included the Newcomer Youth Award category; (ii) Delivered presentations to public, private, and volunteer sector groups, including the International Economic Development Council CEO Leadership Forum, Human Resource Professional Association of Ontario (HRPAO), Career Edge/Bridge, emphasizing the economic and social importance of diversity to Toronto's success and the City's commitment to its motto 'Diversity Our Strength'. (iii) Culture staff facilitated two workshops for community artists and speakers from social services and health agencies to share expertise and build the capacity of community arts organizations to work with youth in priority neighbourhoods. (iv) Toronto Museums developed two school programs, "The Black Press in Canada West" and "In the Footsteps of the Black Victorians" that highlight the experience of African-Canadians in early Toronto. (v) Toronto Museums created two new programs, "An Immigrant's Experience" and "Fireside Happiness", for new immigrants and residents to be delivered through ESL (English as a Second Language) programs. (vi) Culture staff coordinated workshops with schools and communities to explore issues of diversity and immigration. This will continue into 2006 with special events and workshops exploring the community's diversity (i.e. Montgomery's Inn, "Mind's Eye Maps"). (vii) Colborne Lodge partnered with Parkdale Collegiate which has a large newcomer student population in 2004. The program paired students with seniors who shared their love for and experiences in High Park. The resulting arts and culture exhibit and project was called "Legacy of High Park: Only a Matter of Time".
Homes for the Aged	<ul style="list-style-type: none"> (i) Produced a series of brochures, "Just for Families", to educate families and the broader community on topics such as: <ul style="list-style-type: none"> (a) Advocacy and You; (b) Understanding Advocacy and how to Advocate; (c) Accessing Adult Day Programs; and (d) Accessing Supportive Housing.

Public Education and Awareness	
	<ul style="list-style-type: none"> (ii) Culture is celebrated in different ways in each home based on the local demographics, e.g., the “Black History Month” celebration at Kipling Acres and “Around the World” at Castlevue Wychwood Towers. These events offer different groups opportunity to learn from each other’s culture. (iii) Prepared marketing materials that highlighted gay-positive culture and multilingual services available in individual homes, produced television ads in English, Chinese, Portuguese and Italian for the Toronto Challenge Run, marketed to multi-faith community fair at Kipling Acres, where approximately 20 different faith groups took part and presented “Bringing aging out of the closet”, a full day conference on issues affecting lesbian, gay, bisexual and transgender seniors.
Parks, Forestry and Recreation	<ul style="list-style-type: none"> (i) Published and distributed the Community Access and Diversity Newsletter for City staff and community stakeholders. (ii) Developed an exhibit entitled: <i>Journey to the Present</i> which illustrates the history of African Canadians and their contributions. To date, the exhibit has travelled to over 20 community centres, organizations and schools. (iii) Improved the harmonized Fun Guide which has increased access for users with a disability and their families across the four districts. (iv) Delivered presentation at Parks Canada National Visitor Experience Workshop in November 2005, on outreach and promotion within diverse communities. (v) Delivered presentation to the Ontario Camping Association on outreaching to multicultural communities at its annual conference in 2005. (vi) The division participated in a committee representative of people with disabilities to judge universal accessibility for garden design at the <i>Canada Blooms</i> garden show. This was the first time accessibility was judged at this event.
Shelter, Support and Housing Administration	<ul style="list-style-type: none"> (i) Provided public awareness of the City of Toronto Emergency Plan. The two Nuclear Reception Centre drills involved 400 participants and addressed cultural, mobility, special and dietary needs of evacuees in times of emergencies.

Public Education and Awareness	
	<p>(ii) Implemented the Homecoming Initiative aimed at reducing community resistance to the development of new affordable housing by advancing human rights as one of the principles in the planning process. The Initiative successfully formed a coalition of interested organizations to provide input into community consultation meetings; revised a guide book entitled “Yes, In My Back Yard” and conducted educational workshops for housing providers and support groups to help them overcome opposition before and during the development of new housing.</p>
Social Services	<p>(i) All Social Services communication and public education materials are vetted through a Communication Support Group to ensure that materials are adhering to the corporate standard on diversity access and sensitivity. Divisional standards are being developed to ensure that diversity is reflected consistently in all Social Services communication and public education material.</p> <p>(ii) Actively outreached to 45 agencies from diverse communities that reflect Social Services clients to provide information on Ontario Works.</p> <p>(iii) Client Services and Information Unit made 30 presentations to community groups and agencies regarding the OW program and services in 2005.</p> <p>(iv) Additionally, each local office is involved in community outreach in their respective areas and address access issues as they arise.</p>
(C) Citizen-focused services reporting to DCM Fareed Amin	
City Planning	<p>(i) The division releases on an ongoing basis, a number of demographic and socio-economic profiles, among them the Toronto Profile Series, including diversity demographic data such as: Perspectives on Household Income Sept. 2004, Toronto Employment Survey 2004, Mid-Rise Residential Housing November 2005.</p>

Public Education and Awareness	
Fire Services	<ul style="list-style-type: none"> (i) Delivered 272 presentations, career fairs and information sessions in 2004; 371 in 2005 and 255 in 2006 to date. (ii) Recruitment advertising in various community papers focused on the employment equity designated groups. (iii) Fire safety materials were printed in various languages. (iv) Interviews on radio and television were done with firefighters representing specific communities and languages. (v) Presentations were made to ESL classes. (vi) Other public education activities included the annual Fire Prevention Week and Risk Watch.
Municipal and Licensing Standards	<ul style="list-style-type: none"> (i) Developed plain language information brochures, including the Complaint Process for Tenants and Enforcement of Property Standards, Window Safety Latches and Election Sign Enforcement to be distributed and posted on the Municipal and Licensing Standards website. (ii) Held a series of workshops and consultations throughout 2005 with members from the community of people with disabilities, the taxicab industry and the Toronto Transit Commission to look at increasing availability of accessible taxicab vehicles and improving service standards.
Policy, Planning, Finance and Administration	<ul style="list-style-type: none"> (i) Made reference to census data to determine the dominant languages in an area and created public education activities accordingly to ensure the most effective approach for the local population. (ii) Conducted public attitude research to measure attitudes and behaviours of specific communities to help understand their needs. (iii) Graphic design and advertising included depiction of visible minorities and citizens with disabilities. (iv) Maintained ongoing dialogue with ethno-cultural groups to deal with specific issues, e.g. confidence in the city's tap water. (v) Outreached and made presentations to ESL classes. (vi) Produced and distributed various communication materials using clear language and design in as many as 24 different languages, depending on the target audiences. For example, the recycling cards were available in 20 different languages. This information was also made available on the website or could be made available in hard copy by personal contact.

Public Education and Awareness	
	<p>(vii) Placed advertisement in ethno-specific media and developed media relations activities with these media outlets.</p> <p>(viii) Residents were directed to customer service staff who used the Language Line Service to respond to inquiries in various languages. Seventy-five staff have been trained to date to use the Language Line Service.</p> <p>(ix) Second language capabilities were used as part of the selection criteria in staff hiring, especially for programs such as the Green Bin.</p> <p>(x) A 24 hour “Comment Line”, which is a voice mailbox that answers in specific languages (English, Italian, Mandarin/Cantonese, Greek, Arabic, Tamil, French, Portuguese and Vietnamese) is available. If a message is left, it is responded to by a staff member or translator.</p> <p>(xi) The city-wide, semi annual door-to-door newsletters contain summaries in up to six languages that are spoken most widely across the City of Toronto.</p>
Solid Waste Management	<p>(i) In partnership with Policy, Planning, Finance and Administration (PPFA), the division provided communication materials such as annual collection calendars, recycling cards, Waste Watch and Green Bin information cards in a variety of languages and directed residents to the Language Line Service for inquiries.</p> <p>(ii) In partnership with PPFA, public notices, advertisements and media relations activities were provided to ethnic media (print and radio) and posted on the City’s web site. Advertisements featured strong visuals that delivered key messages rather than using lengthy copy to ensure wider comprehension by all audiences.</p> <p>(iii) Graphic design and advertising included depictions of visible minorities and persons with disabilities.</p> <p>(iv) Translators were provided at public meetings or during focus groups where required.</p>
Transportation Services	<p>(i) Public meeting notices and brochures were provided in the predominant languages in the project area. The TTY telephone number was also provided.</p> <p>(ii) The Road Info Line (416-599-9090) and website provided 24-hour and 7 day access to audible pedestrian signal information and other transportation services and information.</p>

Public Education and Awareness	
Toronto Water	<ul style="list-style-type: none"> (i) Advertised in the ethno-specific media. (ii) Made presentations to ESL students in various schools. (iii) A video was produced in Mandarin describing the water treatment and process.
(D) Internal services reporting to DCM and CFO Joe Pennachetti	
Finance and Administration	<ul style="list-style-type: none"> (i) Coordinated public consultations on the City's financial process and progress in a number of locations that are wheelchair accessible. Materials were provided in alternate languages and formats, e.g., American Sign Language (ASL) and Real Time Captioning. (ii) Communications officers encouraged and assisted clients in using plain language and design to ensure materials can be understood by the widest audience possible. (iii) Undertook strategic advertising in multi-ethnic and community publications to reach Toronto's diverse audience. (iv) Communication staff provided print materials in multiple languages within client's budget constraints.
Corporate Communication	<ul style="list-style-type: none"> (i) A comprehensive communications plan was developed and launched in November 2004 to increase public awareness of the multilingual capacity of the 9-1-1 Emergency Call Centre. (ii) The Immigration and Settlement portal on the City's website was significantly expanded to include additional information about City services and programs in key languages. (iii) The number of educational presentations about municipal government made to ESL students grew 25 percent from 2003 to 2005.
Facilities and Real Estate	<ul style="list-style-type: none"> (i) Participated in the development of by-laws and application of the harmonized rules regarding Civic Squares that include accessibility and anti-discrimination policies.

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Appendix 4
Highlights and Accomplishments, 2004-2006 – Service Delivery

Service Delivery	
(A) City Manager’s Office	
City Clerk’s	<ul style="list-style-type: none"> (i) 2006 municipal election information is available in 17 languages in addition to English, an increase from 14 languages in 2003. (ii) Council, Committee and Community Council documents can be accessed through the City’s website and internally on the Q drive. (iii) Protocol incorporates accessibility planning principles in events and venues. (iv) Attendant care and ASL interpreter service are provided at Committee and Community Council meetings if requested with advance notice.
(B) Citizen-focused services reporting to DCM Sue Corke	
Children’s Services	<ul style="list-style-type: none"> (i) Municipal Child Care Services revised a parent admission package in order to recognize various cultures, special needs children and families. (ii) Organized eight half-day workshops on anti-bullying for staff and four two-day training sessions on organizational change for management. (iii) Conducted a comprehensive overview of child care service facing the City of Toronto by hosting parent and community consultation sessions attended by 130 parents from 44 wards in 2004. (iv) Four parent information/consultation sessions attended by 48 parents provided a snapshot of parent feedback for Best Start. (v) Working in partnership with Parks, Forestry and Recreation to provide an alternative model for School Age Children in Care in the 13 priority neighbourhoods with funds transferred from Social Reserve Funds. (vi) Investigating the feasibility of using the Language Line for District Operations and translation of basic intake information and child care literature into several languages to respond to diverse needs of families.
Court Services	<ul style="list-style-type: none"> (i) Created an information pamphlet, translated into 12 languages, which is handed out in the appeal court for Provincial Offences Act matters.

Service Delivery	
	<ul style="list-style-type: none"> (ii) Court facilities are physically accessible. (iii) Language lines are available at service counters to ensure counter staff can communicate with persons speaking any language. (iv) Bilingual staff have been hired for the south court which has been designated a bilingual location. (v) Staff have initiated lunch time sign language sessions to facilitate easier communication with staff and customers who are deaf, deafened or experiencing hearing loss. (vi) In association with IT, developing a web based payment system to be available in mid 2006. (vii) Implemented a new approach to responding to telephone calls by re-assigning staff in each of the three large administration offices dedicating them to handling public enquiries. Since implementation in June 2005, public complaints about reaching call centers have virtually been eliminated.
<p>Economic Development and Culture</p>	<ul style="list-style-type: none"> (i) As part of the <i>Culture Plan</i> objectives, a competition was initiated to design a major public art project honouring Toronto's Aboriginal roots. (ii) T.O. Live with Culture project featured a partnership with Native Women in song for two concerts featuring First Nations female artists and a partnership with the "Murmur" project to tell the diverse stories of Spadina Avenue and Spadina Road through the use of community recordings and cell phone technology. (iii) Initiated work to develop gay and lesbian tourism. (iv) Provided project management services for the 2006 AIDS Conference. (v) Doors Open Toronto, an annual signature program of the Division, provides Toronto residents and visitors free access to over 130 buildings of diverse cultural, social and architectural significance throughout the City. (vi) Assembly Hall partnered with Laser Eagles to support artistic opportunities for people with mobility disabilities. Laser Eagles is a unique program that partners the artists with volunteer trackers, who help to translate the artists' ideas into paintings, through creative and collaborative communication.

Service Delivery	
	<p>(vii) Implemented a strategy to promote and recruit members of diverse communities to museum boards to improve representation of diverse communities.</p> <p>(viii) An accessibility audit was undertaken at Culture museums and arts sites to increase access to the site exhibits and programs. Audit recommendations will guide Culture next steps related to improved program accessibility.</p> <p>(ix) Included the new Accessibility Design Guideline requirements in all recent RFPs for new facilities and major maintenance projects.</p> <p>(x) Culture staff delivered five Ontario Works funded initiatives for youth at risk in Kingston-Galloway area, young pregnant teens and single mothers, homeless youth, and youth and seniors in the Mabelle neighbourhood.</p> <p>(xi) Culture staff have been involved with seven neighbourhood action teams and have implemented community building and youth oriented cultural projects with diverse partners.</p> <p>(xii) Toronto Museums developed two school programs “The Black Press in Canada West” and “In the Footsteps of the Black Victorians” that highlight the experience of African-Canadians in early Toronto.</p> <p>(xiii) Initiated Toronto Ambassador Program recruiting volunteer greeters from many diverse communities to provide free tours of neighbourhoods to visitors.</p>
Emergency Medical Services	<p>(i) Information materials were translated into Tamil, Chinese and Italian. Three more languages, Spanish, Vietnamese and Arabic would be added in 2006.</p> <p>(ii) The use of Language Line increased to 1,710 requests in 2005 from 1,278 in 2003, a 34 percent increase.</p>
Public Health	<p>(i) Based on Toronto Public Health (TPH) Practice Framework, developed four resource tool kits to enable TPH staff to plan inclusive programs and services.</p> <p>(ii) Developed a video to disseminate the TPH Practice Framework to all TPH staff.</p>
Homes for the Aged	<p>(i) Provided care to residents from 42 different countries of origin, with 36 languages and 50 different faiths. There is a growing number of non-Christians, with the Jewish faith being the largest</p>

Service Delivery	
	<p>group (32 percent in Cummer Lodge).</p> <p>(ii) Education for staff, Residents Council and Family Committees included access and equity, e.g., gay, lesbian, bisexual and transgender issues delivered in partnership with 519 Church Street Community Centre and Centre of Addiction and Mental Health.</p> <p>(iii) Over the past two years, service has increased to “hard to serve” clients, including, clients with intellectual disabilities and gay, lesbian, bisexual and transgender clients. The new Convalescent Care program was the most recent addition.</p> <p>(iv) Worked in partnership with external agencies to ensure clients receive services that are culturally sensitive. For example, calls were made to an ethno-specific community to arrange grocery service to a client requesting ethnic foods.</p> <p>(v) New menus were established each year in cooperation with an external company. With each review, additional ethno-specific food items were added to the menu.</p> <p>(vi) True Davidson Acres and Wesburn Manor were redeveloped to meet the design standards of the Ministry of Health and Long-Term Care and to ensure that all areas are wheelchair accessible.</p> <p>(vii) A number of capital projects have been completed to enhance accessibility in specific homes, e.g., Castlevue-Wychwood Towers, Carefree Lodge and Kipling Acres. Additional projects are included in the 2006 capital budget.</p>
Parks, Forestry and Recreation	<p>(i) Facilitated Human Rights and Employment Equity training for 250 senior staff in the Division. Developed and delivered anti-oppression training sessions to over 250 staff in 2005. Initiating a train-the-trainer component in diversity skills development to be rolled out to all part-time and casual staff and volunteers in 2006.</p> <p>(ii) Service delivery to youth from diverse backgrounds:</p> <p>(a) The hiring of 31 Youth Outreach Workers to work in diverse communities, including newcomers and people with disabilities, has been approved.</p> <p>(b) Facilitated the Diverse Youth Advisory Council (DYAC), a group of 12 youth from across the City who provide direction on youth programming.</p>

Service Delivery	
	<ul style="list-style-type: none">(c) Coordinated and delivered the <i>Youth Rethink, Respect, Relearn</i> workshop series which includes material on youth from five designated groups – Aboriginal people, women, people with disabilities, racial minorities and lesbian, gay, bisexual and transgender people.(d) Coordinated and hosted the Youth Challenge program at the Toronto Islands for the Saugeen First Nation’s youth.(e) Partnered with Silent Voice, a non-profit organization for the deaf to set up a deaf youth drop-in sports program at Brown Community Centre.(f) Initiated and continues to co-ordinate the <i>Youth Spirit Challenge</i> dragon boat program for youth with disabilities, which has over 120 participants and 50 volunteers. This year the team has been asked to compete at the World Club Crew Championships in Toronto. The <i>Youth Spirit Challenge</i> introduces and promotes a unique experience through physical activity, sport and recreation for youth who have a physical, developmental or intellectual challenge in a supportive environment. <p>(iii) Service delivery to people with disabilities:</p> <ul style="list-style-type: none">(a) Formed a city-wide advisory committee to address issues related to people with disabilities.(b) Completed the development of a city-wide service delivery model to people with disabilities for both staff and residents.(c) Facilitated <i>Reactivate TO!</i> and <i>Getting Services Right for People with Disabilities</i> review with several diverse communities across the city.(d) The Power of Movement Physical Activity Project has started a Wheel Chair Dancing program for children aged 6-14 years old with physical disabilities at Glen Long Community Centre and a walking program for people who are blind.(e) Improved communication and promotion to people with disabilities through a comprehensive booklet for parents, families and staff. The pilot document was presented at the Disability Issues Committee for further comment and

Service Delivery	
	received tremendous support.
Shelter, Support and Housing Administration	<p>(i) All services, programs and agencies funded by the City of Toronto Homelessness Initiative (CT-HI) and Supporting Community Partnership Initiative (SCPI) served culturally diverse communities and provided language assistance wherever possible by using staff and volunteers who could speak the language, or through professional interpretation services. Some funded programs specifically targeted newcomers and refugees. In addition, a funded Aboriginal agency, Native Child and Family Services, provided assistance to clients who spoke Ojibway, Cree and French in moving from streets to shelters. The Street Helpline provided Language Line Services to non-English speaking callers for information and referral.</p> <p>(ii) Multi-lingual printed materials and interpreter assistance were provided for tenants and those at risk of homelessness who did not speak English through City-funded tenant support programs, including:</p> <ul style="list-style-type: none"> (a) a tenant information hotline that used Language Line Services for immediate response to tenant inquiries and recently translated a Tenants Rights Basic Guide into 12 languages. (b) a tenant outreach program that assisted tenants in organizing and dealing with rental housing issues translated information materials into languages frequently spoken by tenants. (c) an eviction prevention project that provided outreach to ethno-specific and immigrant communities translated resource materials into seven languages. (d) an annual notification program that is administered by the City and legislated by the provincial <i>Tenant Protection Act</i> has included a multilingual insert in the rent reduction notices to landlords and tenants since 1998. <p>(iii) Emergency shelters operated directly or funded by the division are in day to day contacts with homeless individuals and families from diverse communities. The shelters must comply with the Toronto Shelter Standards with respect to addressing ethno-specific and linguistic needs of residents and provide access to appropriate interpreter service. In particular, the City's Central Family Intake telephone line accesses Language Line Services for non-English speaking callers seeking emergency</p>

Service Delivery	
	<p>family shelters.</p> <p>(iv) The Council direction approved in 2002 designated homeless refugees as one of the disadvantaged groups who would be eligible for applying for social housing and filling one of seven vacancies.</p> <p>(v) Refugees are also eligible for other City alternative and transitional housing programs. In 2004, three transitional housing projects for refugees, Sojourn House, Romero House and Wood-Tree Co-op Housing funded by SCPI were approved by Council and would provide 62 units for single refugees and refugee families with children by 2006.</p> <p>(vi) Ninety barrier-free or accessible units have been completed or will be built through funding under Let's Build, SCPI and the Federal/Provincial new affordable housing program by 2006.</p> <p>(vii) In 2005, about \$700,000 was provided for modification of 79 affordable units for persons with disabilities. The funding was allocated from the federal Residential Rehabilitation Assistance Program that the division administered on behalf of the Canada Mortgage and Housing Corporation.</p> <p>(viii) In 2005, the Toronto Hostels Training Centre continued to deliver training on anti-racism, anti-oppression, cultural diversity, Aboriginal issues and culture, culture, cultural competency approaches to mental health, immigration and refugee laws, refugee determination process, working with transsexual and transgender clients, managing racial incidents among children and managing diversity. A new staff orientation program was developed in Hostel Services and information was provided to new staff on the Corporate Human Rights policy and employment equity issues.</p>
Social Services	<p>(i) The Moving Forward client information kit has been translated into ten languages: Arabic, Farsi, French, Polish, Russian, Somali, Spanish, Tamil, Traditional Chinese and Vietnamese.</p> <p>(ii) Provided two TTY phone lines and was staffed with one caseworker that completed intake applications and services to approximately 30 ongoing clients who are deaf, deafened and people with hearing loss. Has established a partnership with the Bob Rumball Centre to facilitate the provision of this service.</p> <p>(iii) Staff visited applicants in their homes if they were not mobile enough to come to the office. Applications were also completed at hospitals, hostels, shelters and other community locations to</p>

Service Delivery	
	<p>ensure greater access to the Ontario Works program.</p> <p>(iv) All Social Services local offices have been retrofitted with wheelchair access and other mobility devices to comply with the City's Building By-laws.</p> <p>(v) In 2006, Social Services will complete training all divisional staff, approximately 1900, on the Domestic Violence Initiative and Advanced Case Management program.</p>
(C) Citizen-focused services reporting to DCM Fareed Amin	
Technical Services	<p>(i) Provided all construction notices not only in English but also in the predominate languages in the area of construction.</p> <p>(ii) Public education material on nuclear accident was translated in another six languages.</p> <p>(iii) The simulation of an emergency exercise at York University specifically addressed evacuees with access issues, i.e., blindness, wheelchair mobility and language barriers.</p> <p>(iv) Continues to advise on the implementation of the Accessibility Design Guidelines to design and construction, as required of all City contracts.</p>
City Planning	<p>(i) Meetings were held with faith groups and people with disabilities to provide them with opportunities to comment on the zoning by-law review process.</p> <p>(ii) Has taken the lead role on a number of important housing initiatives which affect the lives of many diverse groups, such as:</p> <p>(a) Modified Official Plan (OP) policies to provide a better basis for the protection of rental housing.</p> <p>(b) Defending OP Housing Policies at the Ontario Municipal Board, scheduled for September 2006.</p> <p>(c) Working with the Affordable Housing Office on an Affordable Housing Plan to be released in 2007.</p> <p>(d) Supporting Bill 53, <i>Stronger City of Toronto for a Stronger Ontario Act, 2005</i> that provides for control over the demolition and conversion of rental housing.</p>
Municipal and Licensing	<p>(i) To expand service for Wheel-Trans contracts, an additional 30 dedicated accessible owner licences will be issued over the</p>

Service Delivery	
Standards	<p>next three years.</p> <p>(ii) A Chinese language speaking MLS Officer was hired to work within the Chinese community to improve relations between MLS and the community.</p> <p>(iii) Developed the Standard Maintenance Request Form in 22 languages for individuals living in rental units wishing to complain to the City regarding building maintenance.</p> <p>(iv) A seven-day new MLS Officer training program was developed and delivered to new officers during 2005, and all MLS Officers were trained in a variety of topics in an effort to improve communication and understanding between officers and their diverse clientele.</p>
Policy, Planning, Finance and Administration	<p>(i) Sensitivity and awareness training on access, equity and human rights was part of the training curriculum for managers and all divisional staff, resulting in an increased understanding of diverse cultures and improvement in service delivery.</p> <p>(ii) Orientation for new staff included discussions on the City's Human Rights and Harassment Policy.</p>
Transportation	<p>(i) Ten to 15 new audible pedestrian signals (APS) are installed annually with tactile push-buttons to assist deaf and blind pedestrians. Also testing new accessible pedestrian push buttons to determine the best design for the City to adopt.</p> <p>(ii) Completed pilot projects to evaluate pedestrian safety enhancements for signalized intersections, including zebra crosswalk markings and leading pedestrian interval (advance walk indication for pedestrians) and developing new policy for crosswalk markings to enhance pedestrian safety based on results of the pilot projects.</p> <p>(iii) Wheelchair accessible ramps were installed routinely in all sidewalk construction.</p> <p>(iv) Completed installation of high visibility street name signs at signalized intersections on arterial roads as part of the Seniors Task Force Sign Program.</p> <p>(v) Developed new program to install pedestrian countdown signals at all signalized intersections, to be delivered over several years as part of the Traffic Control Signals LED Conversion Program, at no additional cost to the City.</p>

Service Delivery	
	(vi) Initiated development of a Pedestrian Master Plan in consultation with other City divisions, agencies and the Pedestrian Committee.
Solid Waste Management	<p>(i) Since 1999 has provided front or side door collection services to persons with mobility and physical disability. Approximately 500 households receive this specialized collection service throughout the City.</p> <p>(ii) Management is encouraged to attend “Leading through Excellence” program which includes human rights issues available through George Brown College.</p> <p>(iii) Orientation for new staff includes discussions on the City’s Human Rights and Harassment Policy.</p>
Toronto Water	<p>(i) Has been incorporating accessibility needs into all renovations at Toronto Water facilities.</p> <p>(ii) New management staff will attend the “Leading through Excellence” management training program.</p>
(D) Internal services reporting to DCM and CFO Joe Pennachetti	
Purchasing and Materials Management	<p>(i) Participated in a meeting with the African Caribbean Chamber of Commerce regarding opportunities to conduct business with the City in 2004 and 2005.</p> <p>(ii) Participated in the Enterprise Toronto one day sessions providing outreach to businesses in the City, including minority businesses and organizations in 2004 and 2005. It is anticipated that staff will attend this event in 2006.</p> <p>(iii) Ethno-specific newspapers were used to inform certain communities of the City’s bidding processes. Briefing bulletins were provided to these publications in different languages. This practice will continue in 2006.</p> <p>(iv) Conducted supplier briefings to all interested suppliers. In May 2006, a joint supplier briefing will be convened with Accounting Services. At these briefings, sign language interpreters will be available on request with advance notice.</p>

Service Delivery	
Revenue Services	<ul style="list-style-type: none"> (i) Payment options have been expanded to benefit people with disabilities, seniors and those not able to appear in person to make payments. These options are the Pre-authorized Water Payment Program, Pre-authorized Tax Payment and payment of parking tickets by credit card via the internet. (ii) Revenue Services Call Centre can now provide service in English, French, and 16 other languages, as well as utilizing Language Line Services for all other languages. (iii) For persons requesting a parking ticket trial at one of the three First Appearance Facilities, the service of a court interpreter can be requested for the language of their choice, to be in attendance for their trial. (iv) At the request of City Councillors, staff attended public meetings to address any concerns the public may have regarding tax/water/parking ticket issues.
Facilities and Real Estate	<ul style="list-style-type: none"> (i) Training in applying the accessibility design guidelines and profiles for building accessibility assessments, using the train the trainer model was provided to Facilities and Real Estate staff.
Fleet Services	<ul style="list-style-type: none"> (i) Provided trained, competent, safe and compliant drivers and safe compliant vehicles and equipment to all user divisions. (ii) Made modifications and provided accommodation for staff with disabilities. (iii) Provided assistance to job applicants with limitations such as poor writing and reading skills, dyslexia, English as a Second Language. (iv) Purchased access buses for people with disabilities and provided training on wheelchair restraint systems on City buses. (v) Modified parking lots to provide parking for people with disabilities and built entry doors to accommodate wheelchair access in all Fleet Services locations.
Information and Technology	<ul style="list-style-type: none"> (i) Has been working in partnership with Corporate Communications on web accessibility protocols and guidelines to make City's website accessible to the greatest number of users. Currently investigating assistive technology to improve access for web users and assistive software/hardware for City computer users.

Appendix 5
Highlights and Accomplishments, 2004-2006 – Building Strong Communities

Building Strong Communities	
(A) City Manager's Office	
Strategic and Corporate Policy	<ul style="list-style-type: none"> (i) Facilitated Council's Roundtable on Access, Equity and Human Rights, two advisory committees (Aboriginal Affairs and Disability Issues), and three working groups (Immigration and Refugee Issues; Language Equity and Literacy; and Status of Women and Gender Equity). (ii) Input obtained from the Roundtable and advisory groups included: Aboriginal ceremonial sites and monuments; assistive technology and web accessibility; accessible meetings for people who are deaf, deafened and have a hearing loss; workplace literacy project; non-status women's access to City services; governance review of Toronto; and 2006 municipal election voter outreach and participation initiatives. (iii) A diversity study of appointments to the City's agencies, boards, commissions and corporations was completed. Initiatives are underway to increase the diversity of the applicant pool to the appointments to Agencies, Boards, Commissions and Corporations. (iii) Listening to Toronto sessions provided real time captioning as well as American Sign Language to increase the participation of people who are deaf, deafened and have a hearing loss. (iv) Supported the Governing Toronto Advisory Panel in the review of the City's governance structure. The advisory panel reflected community voices on the need to educate new Canadians about their political rights and to reach out to disenfranchised and marginalized groups. (v) The Access, Equity and Human Rights (AEHR) Community Investment and Partnership Program (CIPP) funding base of \$773.8 thousand supported 87 organizations and leveraged \$4.024 million in programs and projects in 2005. (vi) Community capacity support was provided to 61 agencies through workshops, information sessions and referrals to external and internal resources in 2005. (vii) Participated in the Management Committee of the Urban Aboriginal Strategy initiated by Human Resources Development

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	<p>Canada/Service Canada. The committee sets funding priorities and allocations for Aboriginal communities in Toronto.</p> <p>(viii) Served as a contact with the Mississaugas of the New Credit First Nation regarding its land claim and interest in the waterfront development.</p>
(B) Citizen-focused services reporting to DCM Sue Corke	
<p>Social Development, Finance and Administration</p>	<p>(i) The safe communities and strong neighbourhoods initiatives have been implemented through partnership with and funding support from other orders of government, private and public sector organizations as well as City divisions, agencies, boards and commissions:</p> <p>(a) With \$500,000 in funding from the provincial government, 388 youth from Malvern, Kingston-Galloway, Jane-Finch and Jamestown – principally youth of colour – were employed for the summer.</p> <p>(b) Six young people from the Chester Le neighbourhood are in job internships at IBM Canada.</p> <p>(c) The Ministry of Community Safety and Correctional Services funded a mentorship program to support young people living in the Malvern and Kingston-Galloway neighbourhoods to attend skills development programs offered by Centennial College in the summer of 2005. Five mentors were hired and 135 young people graduated.</p> <p>(d) The Malvern Youth Community Employment Program, a six-week program funded by Ontario Works and delivered by West Scarborough Neighbourhood Community Centre, trained 120 youth as of March 2006. Seventy-five youth have been employed; 18 have decided to return to school and five are still seeking employment.</p> <p>(e) Organized a conference on community crisis response that oriented 150 people in culturally competent crisis intervention; trained 35 people to facilitate Healing Circles; and 27 people in Conflict Resolution and Healing.</p> <p>(f) City Neighbourhood Action Teams were established in seven of the thirteen priority neighbourhood areas, involving 13 partners from City Divisions, Agencies, Boards, Commissions and the school boards</p> <p>(g) The Social Policy Analysis and Research Unit (SPAR) developed an initial series of social demographic profiles for</p>

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	<p>the 13 priority areas that will continuously be updated as more information becomes available.</p> <ul style="list-style-type: none">(ii) The Service Development Investment program was initiated in 2005 to help small organizations develop their capacity in high needs, under-served communities in order to effectively respond to community needs. Seven organizations were funded from an envelope of \$250,000. The funds were allocated in December 2005. This enables small organizations to develop a sustainable model of service delivery for their community and to strengthen community engagement, community problem solving, access to services and service planning.(iii) Partnered with West Toronto Developmental Organizations Capacity Building Network to offer nine sessions from September 2005, to May 2006, to 53 organizations on topics including community needs assessment, asset mapping, organizational capacity needs assessment, diversity, program development and evaluation, partnership-trusteeship, policies and procedures for the organization, best practices for operational policies, financial and administrative best practices, grant and proposal writing and strategic planning.(iv) Partnered with Volunteer Lawyers Services of Probono Law Ontario to hold workshops for hundreds of non-profit organizations across Toronto on issues of board of directors' duties and responsibilities, new privacy law, labour law as it applies to hiring etc.(v) Partnered with John McIninch Law Foundation on a pilot project in the fall of 2005 providing free legal assistance to support efforts of nine non-profit organizations to achieve charitable status for their organizations.(vi) Designed and implemented the Youth Working Group of the Roundtable on Children, Youth and Education based on best practices for youth engagement and operated within the anti-oppression framework.(vii) The Toronto Youth Survey Project reached more than 3,000 youth. The respondent group generally reflected the make-up of Toronto's youth population in terms of age, gender, ethno-racial identity, gender identity, disability status, sexual orientation and place of residence. Fifteen focus groups were conducted with youth from marginalised communities. Project staff were very diverse and reflected the age group targeted for the survey. The Survey results will be released in September 2006, as part of the Toronto Youth Profile. The Profile's content, including the results

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	<p>of the Toronto Youth Survey Project, will be used by the City, other governments and community agencies to support their planning, service delivery and advocacy efforts.</p> <p>(viii) The SPAR unit continued to meet data and information requests, many of which came from community agencies involved in social and diversity research. It will continue its participation in a joint initiative with Community University Research Alliance that explores how communities are changing in Toronto. There will be significant research into diverse communities as part of this project.</p>
Children's Services	<p>(i) Restructured the Special Needs Unit into four quadrants to promote an inclusive child care community responding to families needs and choices and respecting diversity.</p> <p>(ii) Established a Special Needs Advisory and work collaboratively with other networks across the city on inclusion to identify gaps and service priorities.</p>
Economic Development and Culture	<p>(i) Actively participated in and supported corporate initiatives such as <i>Listening to Toronto</i>, Profession to Profession, Mentoring Immigrants Program, Youth Employment Program, Youth Development through Sport and Recreation, FCM National Study on Municipal Immigration Issues, 2005 Metropolis Conference, and Intergovernmental Partnership Project Team regarding Employment Supports for Persons with Disabilities.</p> <p>(ii) Provided assistance to local groups bidding on international events such as the 2013 Deaflympics.</p> <p>(iii) Culture staff are involved with seven neighbourhood action teams and have implemented community building and youth oriented cultural projects with many diverse partners from community organizations, school boards, City divisions, agencies, boards and commissions. Culture has seventeen arts and culture programs planned for priority neighbourhoods in 2006 to help youth engage with their communities, build positive community change and assist youth in developing skills for future employment.</p> <p>(iv) Culture staff delivered five Ontario Works funded initiatives, including an arts training program for youth-at-risk in the Kingston-Galloway neighbourhood with two community agencies incorporating Aboriginal and Afro-Caribbean drumming, storytelling and urban-hip hop; a neighbourhood celebration project in partnership with the Na-Ma-Res (The Native Men's Residence) and the Tumivut Transitional Centre for Homeless</p>

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	<p>Youth.</p> <ul style="list-style-type: none"> (v) Culture manages the Culture Build Investment Program through the City's Community Investment and Partnership Program (CIPP). This program enhances the cultural experience for Toronto residents and visitors by bringing Toronto not-for-profit cultural facilities into a state of good repair. (vi) Culture also manages the partnership with four Local Arts Services Organizations (LASO) funded through CIPP. The Local Arts Services Organizations have twenty community and youth oriented initiatives planned for 2006 with similar community building objectives. (vii) Culture presented community partnership programs celebrating Toronto's diversity including programs involving different ethno-cultural groups working in the same project, sharing the culinary knowledge of cultural and ethnic groups and African Canadian programming. (viii) Scarborough Historical Museum developed "Bendale: About Place", a culturally diverse on-line virtual exhibit in partnership with Canadian Heritage Information Network's (CHIN) Virtual Museum of Canada's Community Memories program and the local community. (ix) Culture held a public consultation to engage the community in discussions about the future direction and community use of Todmorden Mills Heritage Museum and Arts Centre. (x) Participated in Regent Park Employment Study. (xi) Participated in the meeting of Toronto Black Leaders, 'Solutions Summit', to discuss approaches to reducing youth violence in Toronto.
Emergency Medical Services	<ul style="list-style-type: none"> (i) Participated in community events, such as the Latino Youth Conference, 2006 and presented to youth about job opportunities with Toronto EMS. (ii) Supported community initiatives such as the Toronto Children's Breakfast Club.
Public Health	<ul style="list-style-type: none"> (i) Has developed a Public Health community capacity building framework. (ii) Increased the civic participation among members of Toronto's

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	<p>diverse communities by successfully recruiting members to the Local Health Committees, Board of Health and community advisory committee for the Access and Equity project.</p> <p>(iii) Programs such as Heart Health, Peer Nutrition and Sexual Health Promotion have established engagement mechanisms to increase participation among members of Toronto’s diverse communities in policy and program.</p> <p>(iv) Engaged Toronto’s diverse communities across the City in the development of the Public Health Strategic Plan.</p> <p>(v) Continued to work with community partners to advocate for healthy public policies addressing broad determinants of health, such as food security and access to child care.</p> <p>(vi) Worked with other City divisions and staff and community partners in the development and implementation of Toronto’s Strong Neighbourhood Strategy.</p>
Homes for the Aged	<p>(i) Given the diversity of the residents in Homes for the Aged and the understanding that family involvement is key to good care, each home has developed strong community partnerships. The following are some examples:</p> <p>(a) Bendale Acres – French, Ismaili;</p> <p>(b) Carefree Lodge – Korean;</p> <p>(c) Castlevue – Japanese, Korean, Estonian, Maltese, Portuguese;</p> <p>(d) Cummer Lodge – Jewish;</p> <p>(e) Fudger House – Cantonese, Mandarin;</p> <p>(f) Kipling Acres – Italian, Portuguese, Somali, Goan; and</p> <p>(g) Seven Oaks – Tamil, Armenian;</p> <p>(ii) The Homes continue to target communities to actively recruit volunteers that are reflective of the residents living in the Home. These volunteers provide a wide range of ethno-specific activities.</p> <p>(iii) To support the religious needs of the residents, regular contact with diverse faith communities is maintained in each home. Faith specific services and activities are arranged regularly.</p>

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	<p>(iv) The Homes offer space to community organizations to hold meetings or sites for their organizations. These include: The Alzheimer Society and the Ontario Association for Resident Councils (OARC). The Homes also offer Adult Day Programs and act as a receiving site for emergency response programs, faith communities and cultural events.</p>
Parks, Forestry and Recreation	<p>(i) The division's Community Investment and Partnership Program provided \$1.3 million of minor recreation grants to 137 community organizations to provide leisure or sports activities to improve the quality of life of residents, and \$139,000 to 57 community organizations for community festivals and special events.</p> <p>(ii) Initiated and expanded the Michael Pinball Clemons Community Leadership Awards which recognize the outstanding contributions of individuals from the African Canadian community. Scholarships and community awards have been granted to 12 individuals from various disciplines.</p> <p>(iii) Has hosted the official launch of Black History Month in partnership with the City Manager's Office and community groups since 2003.</p> <p>(iv) Hosted the International Day for the Elimination of Racism with local youth in Scarborough to discuss issues of discrimination within the school system and the workplace in 2006.</p> <p>(v) Through pilot programs under the Get Your Move On initiative with Ministry of Tourism and Recreation funding, over 100 women from diverse communities including Aboriginal, Hispanic and Mandarin groups increased their level of physical activity in eight community programs and were introduced to the Parks, Forestry and Recreation system.</p> <p>(vi) Initiated, developed and strengthened community partnerships with organizations serving people with disabilities including Bloorview Children's Rehabilitation Centre, Geneva Centre, Community Living and Variety Village.</p> <p>(v) Worked in partnership with the Toronto Police and Toronto Lynx soccer club to deliver a series of soccer clinics between July and August 2005 for youth from Jane-Finch, St. Jamestown and the York region. Approximately 150 children and youth were</p>

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	<p>introduced to soccer skills.</p> <p>(vi) Completed a draft Police Protocol which outlines staff responsibilities when dealing with community matters and ways to build community partnership with Toronto Police.</p> <p>(vii) Ongoing work with the homeless community was carried out through Parks ambassadors and the Division's inner city baseball league.</p> <p>(viii) Delivered presentation to Queer Seniors group at the 519 Community Centre and currently working with this group to strengthen partnership between LGBT community and Parks, Forestry and Recreation.</p> <p>(ix) Hosted, in collaboration with Qu'Art Collective, a large group art exhibition entitled: "Making History: Construction of Queer Identity 2005", to celebrate 25 years of Pride festivities in Toronto.</p> <p>(x) The Division continues to recognize the importance and popularity of cricket amongst diverse communities. Initiated a Cricket Advisory Committee to discuss how to support and assist the cricket community in its objectives of promotion and recruitment. The first Cricket Conference was held in May 2005.</p> <p>(xi) Conducted research to enhance knowledge and skills in building strong communities.</p> <p>(xii) Completed a comprehensive study of the diverse perceptions of recreation entitled Recreation Research and Multicultural Communities Outreach Project based on consultations with over 40 groups and stakeholders.</p> <p>(xiii) Completed an innovative study which examines membership in the disability community entitled Research Analysis and Demographics: Who in our community has a disability? The consultation process included 14 public forums across the city, all of which provided accommodation for the participants. These findings will be shared at the upcoming Canadian Parks and Recreation Association conference in October 2006.</p>
Shelter, Support and Housing Administration	<p>(i) Provided support for community groups and the private sector to increase the supply of affordable housing for low-income households that included immigrants and refugees. Three affordable or transitional housing projects specifically designed for</p>

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	<p>refugees were approved in 2004 and were either completed or under development in 2005-2006.</p> <p>(ii) Funded and collaborated with community-based agencies to increase their capacity for helping immigrants/refugees and human rights protected groups through advocacy, public education, access to settlement services, language interpretation, housing search, eviction prevention, shelter and support services. In 2005, over \$500,000 from the City of Toronto Homelessness Initiative Fund was committed to nine programs and services targeted for homeless immigrants, refugees or refugee claimants. About \$838,000 was allocated from the Supporting Community Partnerships Initiative to five programs that provided interpretation assistance, settlement, and access to housing, health and social services for newcomers and refugees or claimants.</p> <p>(iii) Continued to provide funding and support for community and Aboriginal agencies to operate emergency shelter and support services for newcomers, refugees and Aboriginal people. While most shelters house refugees/newcomers, three shelters (World Vision, COSTI and Sojourn House) have a specific mandate for accommodating refugees with a total of 146 beds, a shelter at Native Child and Families has 12 beds, and the integrated shelters for both Aboriginal and non-Aboriginal people at Native Men Residence, Tumivut, and Council Fire have a total of 174 beds.</p>
(C) Citizen-focused services reporting to DCM Fareed Amin	
Fire Services	<p>(i) Established and maintained partnership with community groups and organizations. Fire Services' mailing list is comprised of over 1,000 groups, and special efforts are directed at members of employment equity designated groups and vulnerable areas of the City.</p> <p>(ii) Consulted with community organizations on different issues, such as the new recruitment poster, which reflected community input.</p> <p>(iii) Continued to participate in numerous community events and has been involved in ongoing plans for future events with the Tamil community and other employment equity designated community groups.</p>
Policy, Planning, Finance and Administration	<p>(i) Continued to build strategic alliance with external organizations to improve service delivery and maintained ongoing dialogue with ethno-cultural groups to deal with specific issues, e.g., confidence in the City's tap water.</p>

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	(ii) Involved residents in program advisory committees regarding public consultation services, number of different language lines, outreach and presentations to English as a Second Language classes and advertising in ethno-specific newspapers.
Solid Waste Management	(i) Continued to build strategic alliance with external organizations. (ii) Established the Toronto Environmental Volunteer Program. Volunteers have diverse cultural knowledge and diverse language skills.
Transportation Services	(i) Continued to consult with the Audible Pedestrian Signal advisory group, representing the Canadian National Institute for the Blind, the Alliance for Equality of Blind Canadians, Access and Mobility Instructors and the Toronto District School Board, to establish priority locations for the installation of audible pedestrian signals and review guidelines and policies. (ii) Provided ongoing technical support for the monthly meetings of the Toronto Pedestrian Committee, including seniors and representatives with visual disabilities to review transportation policies and programs to improve pedestrian access and safety.

Appendix 6
Highlights and Accomplishments, 2004-2006 – Accountability

Accountability	
A. City Manager's Office	
Strategic and Corporate Policy	(i) Submitted the City Manager's Status Reports on the Access, Equity and Human Rights Action Plans, 2004-2006 to Council as required by the Council adopted Final Report of the Task Force on Community Access and Equity, 1999 and the Plan of Action for the Elimination of Racism and Discrimination, 2003. (ii) Followed through with the Auditor General's recommendations on the review of the implementation of the Recommendations of the Final Report of the Task Force on Community Access and Equity adopted by Council, May 2004, such as the assigning of Diversity Management and Community Engagement staff leads to support City divisions in access and equity action planning.
Human Rights Office	Submitted annual reports to Council.
(B) Citizen-focused services reporting to DCM Sue Corke	

Accountability	
Children Services	<ul style="list-style-type: none"> (i) Revised operating criteria to make it more inclusive and sensitive to all children and their families. It is used as a tool for measuring quality for child care programs, home child care, family resource centres, special needs programs and nursery schools. (ii) Develop an exit interview/survey for survey users to offer feedback on quality of service. This will be used as an evaluation tool to assess needs and gaps in services.
Public Health	<ul style="list-style-type: none"> (i) Prepared an evaluation report to the Board of Health (BOH) on the Local Health Committees to ensure ongoing effective mechanisms for community participation to the BOH.
Homes for the Aged	<ul style="list-style-type: none"> (i) Each Manager is held accountable for ensuring that the care delivered is accomplished with the resident/client's input and meets individual needs. Each employee receives feedback on performance and the ability to meet the changing needs of the residents and clients. (ii) The Homes for the Aged is committed to ensuring that all citizens of Toronto have access to services and that equity and human rights are protected.
Social Services	<ul style="list-style-type: none"> (i) In 2005, conducted 17 focus groups with clients across the City to evaluate services and gain insight into their issues while receiving Ontario Works assistance. (ii) Held two focus groups and conducted 77 individual interviews with divisional frontline staff to address service and quality issues.
(C) Citizen-focused services reporting to DCM Fareed Amin	
Solid Waste Management	<ul style="list-style-type: none"> (i) In 2004, a review was conducted at Solid Waste Management facilities to determine if any staff with physical disabilities had been accommodated. This involved a review of accessibility to facilities, special telecommunications needs, ergonomic assessments for computers, work stations, manual lifting operations, etc.
(D) Internal services reporting to DCM and CFO Joe Pennachetti	
Corporate Communication	<ul style="list-style-type: none"> (i) Annual reports were submitted to Council on Multilingual services activities.

Appendix 7
City Divisions' Key Issues, 2006

Key Issues	
A. City Manager's Office	
Strategic and Corporate Policy	<ul style="list-style-type: none"> (i) Restructuring the inter-departmental staff team on access and equity as a result of the administrative reorganization of April 2005. (ii) Effects of New Deal on residents and communities from diverse backgrounds, e.g., how to engage them in the City's new governance structures. (iii) Initiatives to increase diversity in the appointments to Agencies, Boards, Commissions and Corporations (ABCCs). (iv) Responding to emerging community needs through the Access, Equity and Human Rights Community Partnership and Investment Program.
Human Resources	<ul style="list-style-type: none"> (i) The need to improve the return rate of the Employment Equity workforce survey to meet the recommended return rate. (ii) Challenge in meeting increased demand for the services of the Human Rights Office, given a decrease in available staff resources. (iii) The administrative and human resources reviews, including a review of the Human Rights Office. (iv) Increasing attention to access and equity issues in the Toronto Public Service initiative.
City Clerk's Office	<ul style="list-style-type: none"> (i) Retaining clear-language consultants to recommend changes to create greater access to information about the City's decision making. (ii) Collaborating with Strategic and Corporate Policy in increasing diversity in appointments to ABCCs. (iii) Implementing strategies to engage all eligible electors in the 2006 municipal election. (iv) Accommodation and accessibility issues incorporated in the search for the new facility of the Printing Unit.

Key Issues	
(B) Citizen-focused services reporting to DCM Sue Corke	
Social Development, Finance and Administration	<ul style="list-style-type: none"> (i) Prioritizing and focusing opportunities to increase participation of racialized youth. (ii) Accessing resources to implement priorities and service gaps. (iii) Expand Neighbourhood Action to Neighbourhood Action Partnership that involves multi-sectoral representation and local citizen participation. (iv) Establishing effective tracking mechanisms to monitor results and outcomes. (v) Ensuring data is available and reported on diversity, such as gender issues and immigrants' income profile and getting research products out to diverse communities.
Children Services	<ul style="list-style-type: none"> (i) Impact of the federal government's cancellation of the child care agreement on the City's Best Start Plan which targets child care growth to the City's 13 priority neighbourhoods. (ii) The City's limited ability, due to the cancellation of the agreement, to respond to diverse needs of families by creating new spaces and increasing child care subsidies, and improving supports for children with special needs.
Court Services	<ul style="list-style-type: none"> (i) Identifying opportunities to improve service delivery to stakeholders in the South service district. (ii) Increasing accessibility to the justice system and maintaining administration efficiency through the use of modern technology. (iii) Increasing the number of staff able to communicate in sign language. (iv) Identifying and implementing legislative and regulatory reform to simplify the court process.
Economic Development and Culture	<ul style="list-style-type: none"> (i) Ongoing community engagement to identify opportunities and constraints in service/program delivery to a multicultural city. (ii) Celebrating and showcasing Toronto's diversity in 2006 - Year of Creativity. (iii) Advocacy to the private sector and NGOs for enhanced initiatives related to access, equity and human rights.

Key Issues	
	<ul style="list-style-type: none"> (iv) Providing input to Corporate position papers and submissions to other orders of government to reinforce the need for Toronto to have “a seat at the table”. (v) Outreach to business, labour, academic, NGO and community leaders and groups to develop and implement joint initiatives.
Emergency Medical Services	<ul style="list-style-type: none"> (i) Sustaining relationships and building partnership with agencies and organizations serving Toronto’s diverse communities to address the needs of each community in service delivery.
Public Health	<ul style="list-style-type: none"> (i) Developing and implementing programs/services/activities that enable Toronto Public Health (TPH) to realize the mission in the TPH Strategic Plan to improve the health of the whole population and to reduce health inequalities. (ii) Developing appropriate health indicators on health inequalities. (iii) Implementing a two-day mandatory diversity, access and equity training to all TPH staff over two to three years. (iv) Dissemination of an inclusive program planning and evaluation tool kit to be incorporated in the practice of all TPH staff. (v) Implementation of a comprehensive communication campaign to promote a TPH work environment that respects diversity and is free from harassment and discrimination.
Homes for the Aged	<ul style="list-style-type: none"> (i) Increasing ethno-cultural diversity and clinical challenges of residents and clients in the homes and in the communities. (ii) Responding to linguistic, spiritual, faith, ethno-cultural, community-of-interest and food requirements of residents and clients.
Parks, Forestry and Recreation	<ul style="list-style-type: none"> (i) Updating, monitoring and providing support to deal with youth initiatives and violence prevention through community programs and recreation. (ii) Promoting physical activity in diverse communities, through the delivery of innovative and appropriate programs and services. (iii) Development of programs and initiatives to deal with increasing senior population and impact on Parks, Forestry and Recreation system. This senior population will have a major effect resulting in seniors who will be experiencing and/or developing disabilities.

Key Issues	
	<ul style="list-style-type: none"> (iv) Civic engagement of diverse communities by staff within neighbourhood councils and advisory committees. (v) Increasing participation of People with Disabilities in recreational programs and services significantly (by 1,000 percent) from the current 0.5 percent participation rate. (vi) Working with Corporate Human Resources to ensure staff and management within Division are reflective of the cultural, ethnic and disability composition of Toronto and hiring practices are fair and equitable. (v) Addressing child poverty through the implementation of policies on a city-wide level to deal with access to recreation programs by low-income families (Welcome Policy, Priority Centres).
Shelter, Support and Housing Administration	<ul style="list-style-type: none"> (i) Monitoring and review of access and equity policies for social housing by conducting a study on waiting list applicants. (ii) As part of the second phase of Hostel Services Quality Assurance Initiative, review of access policies in relation to age, ethno-cultural background, disability, gender identity and sexual orientations. (iii) Supporting and enhancing City-funded community organizations to provide multilingual services to tenants and homeless people, including hotline response to tenants in multicultural communities, access to the Language Line Service to respond to requests and translation of the Shelter Standards document into other languages to be determined through consultations with shelters and a review of client profiles. (iv) Continued use of a multilingual insert in the City's recent reduction notices to tenants and landlords.
(C) Citizen-focused services reporting to DCM Fareded Amin	
Technical Services	<ul style="list-style-type: none"> (i) Delivery and service – effectiveness, safety and timeliness. (ii) Process and operational – efficiency, competence, alignment (diversity management). (iii) Community outcomes – satisfaction, access (workforce reflecting the City). (iv) Funding – budget process/pressures.

Key Issues	
	<ul style="list-style-type: none"> (v) Legislation – how to stay aware of the legislation that exists. (vi) Changing environment – changes at the top of the organization structure.
Building	<ul style="list-style-type: none"> (i) Provincial building regulatory changes including requirements for a Code of Conduct for Chief Building Officials and Inspectors took effect in January 2006. (ii) The new edition of the Ontario Building Code anticipated for release by the province in early-summer and implementation by the end of the year is likely to include new barrier-free access provisions for new construction and substantial renovation that were part of the 2003 Code consultation.
City Planning	<ul style="list-style-type: none"> (i) Facilitating and promoting community engagement. (ii) Enhancing accessibility of the urban environment – barrier-free paths of travel, buildings, facilities, parks and open spaces. (iii) Transit-supportive growth. (iv) Strengthening at-risk neighbourhoods and building strong communities. (v) Supporting sustainable development. (vi) Ensuring a variety of housing options by type and affordability.
Fire Services	<ul style="list-style-type: none"> (i) Delivery and service – effectiveness, safety and timeliness. (ii) Process and operational – efficiency, competence, alignment (diversity management). (iii) Community outcomes – satisfaction, access (workforce reflecting the City). (iv) Funding – budget process/pressures. (v) Legislation – how to stay aware of the legislation that exists. (vi) Changing environment – changes at the top of the organization structure.

Key Issues	
Municipal Licensing and Standards	<ul style="list-style-type: none"> (i) Expansion of MLS' apartment standards website for prospective tenants. (ii) Review of multi-residential unit licensing to aid in the preservation of quality affordable housing stock. (iii) Review of accessible taxicab service standards and further developing recommendations for on-demand accessible taxicab service, 24 hours per day, seven days per week for consumers with disabilities. (iv) Design and delivery of an additional day of training for new and existing accessible taxicab drivers. (v) Continued development and distribution of plain language information brochures to residents and posting of information on MLS website.
Policy, Planning, Finance and Administration	<ul style="list-style-type: none"> (i) Delivery and service – effectiveness, safety and timeliness. (ii) Process and operational – efficiency, competence, alignment (diversity management). (iii) Community outcomes – satisfaction, access (workforce reflecting the City). (iv) Funding – budget process/pressures. (v) Legislation – how to stay aware of the legislation that exists. (vi) Changes arising from the implementation of a new City of Toronto Act – impacts. (vii) Changing environment – changes at the top of the organization structure.
Solid Waste Management	<ul style="list-style-type: none"> (i) Delivery and service - effectiveness, safety and timeliness. (ii) Process and operational – efficiency, competence, alignment (diversity management). (iii) Community outcomes – satisfaction, access (workforce reflecting the City). (iv) Funding – budget process/pressures.

Key Issues	
	<ul style="list-style-type: none"> (v) Legislation – how to stay aware of the legislation that exists. (vi) Changing environment – changes at the top of the organization structure.
Transportation Service	<ul style="list-style-type: none"> (i) Maintaining the City’s transportation infrastructure in a state of good repair. (ii) Providing safety enhancements for the most vulnerable road users, including those with mobility, sight and other disabilities. (iii) Ensuring that transportation policies and day-to-day practices are compliant with the City’s Accessibility Design Guidelines and the Accessibility for Ontarians with Disabilities Act, 2005.
Toronto Water	<ul style="list-style-type: none"> (i) Delivery and service - effectiveness, safety and timeliness. (ii) Process and operational – efficiency, competence, alignment (diversity management). (iii) Community outcomes – satisfaction, access (workforce reflecting the City). (iv) Funding – budget process/pressures. (v) Legislation – how to stay aware of the legislation that exists. (vi) Changing environment – changes at the top of the organization structure.
(D) Internal services reporting to DCM and CFO Joe Pennachetti	
Purchasing and Materials Management	<ul style="list-style-type: none"> (i) Expanding the scope of participants in the City’s purchasing process by ensuring an open, fair and transparent purchasing process that is open to all suppliers and by reaching out to minority businesses and organizations.
Revenue Services	<ul style="list-style-type: none"> (i) Full review of multilingual messaging on all Revenue Services publications, ensuring recognition of 16 frequently used languages among residents. (ii) Construction to begin at East York Civic Centre which will provide a barrier free counter to improve access to seniors and people with disabilities. (iii) An Integrated Voice Response system to be in place to allow people to access Revenue Services over the phone, 24 hours per day.

Key Issues	
	(iv) Review of equity and human rights issues within the division, following the parameters of the Equity Lens.
Finance and Administration	(i) Continuing practices to better serve people with disabilities and reach multilingual communities.
Corporate Communication	<p>(i) Ensuring existing policies relating to access, equity and human rights are considered as the new Strategic Communications Division establishes corporate communications standards, practices and protocols for the City.</p> <p>(ii) Creative Services Unit continuing to lead the work of the Assistive Technology and Web Accessibility committee and to seek Council endorsement of its work and the Web accessibility statement.</p> <p>(iii) Public Information Unit to respond to a request from the Disabilities Issues Committee regarding accommodations for the deaf, deafened and people of hearing loss, continue to explore options for the provision of American Sign Language (ASL) interpretation and increasing awareness among divisions about the Multilingual Policy and the services of staff available to assist with translation and interpretation needs.</p>
Facilities and Real Estate	<p>(i) Removal of systemic barriers in Corporate Services facilities.</p> <p>(ii) Increasing staff awareness of access, equity and human rights issues.</p> <p>(iii) Maintenance of anti-discrimination guidelines for all civic squares and removal of hate related graffiti on corporate buildings.</p> <p>(iv) Integration of legislated requirements of the <i>Accessibility for Ontarians with Disabilities Act (2005)</i> and the <i>Ontarians with Disabilities Act (2001)</i> and the City of Toronto Accessibility Design Guidelines.</p>
Fleet Services	<p>(i) Continued adherence to provincial guidelines with respect to driver and vehicle licensing, performance and compliance, through a guidance, training and monitoring process.</p> <p>(ii) Provide trained, competent, safe and compliant drivers and safe compliant vehicles and equipment to all user divisions.</p> <p>(iii) Continued adherence to Human Resources guidelines in recruitment and accommodation for the employment selection process where applicable.</p>

