

Appendix C

Reporting to Deputy City Manager Sue Corke

3-1-1 Project Action Plan on Access, Equity and Human Rights 2007-2008

3-1-1 Project Context

3-1-1 PROJECT BACKGROUND

In September 2004, Council adopted a report from the City Manager titled “3-1-1 Customer Service Strategy”. The report described a single 3-1-1 access contact point and integrated multiple-channel (telephone, e-mail/fax, web and counter) service delivery model for customer service across all Divisions. The purpose of the 3-1-1 Customer Service Strategy is to transform the City service culture, process design, and operational requirements from traditional, operationally driven processes to a “customer first” orientation in service culture, operations and delivery. This will be achieved using modernized, streamlined service processes, and by implementing an electronic Tracking system to monitor all customer Service Requests from receipt to completion. Services and processes are being designed and organized from the perspective of the caller. Routine service enquiries and transactions will be processed at the first point of contact. Callers will be able to access services and transactions on their channel of choice and Service Quality Management will be consistent across all service channels.

In December 2004, Council approved its preferred 3-1-1 Service Model, a 3-1-1 Implementation Plan, and associated operating and capital budgets for 2005 to 2008. The Service Model and 2005-2008 3-1-1 Capital Budget was approved by Council in December 2005.

The Council Approved 3-1-1 Customer Service Strategy

The Council approved 3-1-1 Service Model recommended is characterized by:

- (a) A single 3-1-1 telephone number and e-mail address to the City;
- (b) A 3-1-1 Service Page to access on-line City services and place service order requests;
- (c) A 3-1-1 Contact Centre that operates on a 24/7 basis and:
 - Provides general Enquiry information;
 - Accepts and tracks service order requests for Solid Waste Management, Transportation, Toronto Water, Urban Forestry and

- Municipal Licensing and Standards;
 - Consolidates several general Enquiry functions;
 - Provides a single published number for easy public access;
 - Reduces call transfers with 70% of calls answered at point of first contact;
- (d) Access to the 3-1-1 Knowledge Base by Councillors to assist with constituent enquiries;
 - (e) Initiation and electronic Tracking of specific 3-1-1 service order requests by Councillors;
 - (f) Ward activity reporting; and
 - (g) Improved divisional information management.

The 3-1-1 Contact Centre is located at Metro Hall, 55 John Street, 2nd floor Toronto, Ontario in the former Council Chambers which have been retro-fitted for this purpose. It is expected to be fully operational by late 2008.

(a) Accessibility Compliance Overview:

The City of Toronto has a long-standing commitment to building an inclusive society and becoming barrier free. Toronto City Council adopted the City's Accessibility Plan in 2003 which has the central focus to make city facilities, information and activities more accessible, to identify and eliminate disparities [due to language, physical ability, treatment by the City, or opportunities to civic participation].

The City is implementing measures required by the Ontarians with Disabilities Act (Bill 118) and by the internationally-recognized standards established by the W3C (World Wide Web Consortium). The 3-1-1 Project is ensuring that all new acquired solutions are capable of meeting or exceeding the requirements set out in Bill 118 and W3C standards.

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	3-1-1 Project
CM/DCM	Sue Corke
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<p>Strategic Direction:</p>	<p>The 3-1-1 phone number, web access link, and e-mail address will be the single initial contact gateway for inquiries on City information, programs, and services. The future 3-1-1 Division will represent the entire City and must reflect accessible, equitable, non-discriminatory service provision. Key Access, Equity, and Human Rights Action Plan Strategic Directions supported by 3-1-1 are:</p> <ul style="list-style-type: none"> • Employer Leader in standards/actions; • Public Education/Public Awareness of Services; • Building Strong Communities (enabling civic participation and engagement in City activities);
<p>Action Plan Objectives:</p>	<ul style="list-style-type: none"> • Provide leadership on physical accessibility, accommodation, and safety by meeting or exceeding industry standards in the 3-1-1 Contact Centre facility; • Collaborate in the development of public education and communications on 3-1-1 benefits and functions that are appropriate for diverse citizen groups; • Ensure information provision to and equitable treatment of all persons irrespective of language, ability, community affiliation, or personal communication styles; • Provide for ease of access to City information and service requests that promote civic participation and engagement of diverse community groups

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
<p>2007</p>	<p>(1) Leadership (as Employer) in Facility Accessibility & Accommodation</p> <p>Design and build a 3-1-1 Contact Centre Facility that meets or exceeds industry standards to achieve best physical access.</p>	<p>Increased City staff, and Council awareness of physical accessibility and accommodation, diversity of the workplace and community, and sensitivity to City leadership role (to aid sight, mobility, or hearing accessibility and workplace accommodation).</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<p>Involve Ergonomics consultant in planning.</p> <p>Plan and design Emergency Procedures tailored to those with special physical needs as part of 3-1-1 Operating Procedures.</p> <p>Plan and design training module on Emergency Procedures for future 3-1-1 staff.</p> <p>(2) Public Education/Public Awareness</p> <p>Collaborate with Strategic Communications to develop internal (City staff and elected representatives) and external (public, other government, 2-1-1 and 9-1-1 sectors) Plans and campaigns for 3-1-1 service provision.</p> <p>Rigorous collection of City policy, program, and service content inclusive of Accessibility, Equity, and Human Rights matters, to develop 3-1-1 Knowledge Base.</p> <p>Plan and design internal (seamless to caller) call transfer system for TTY language, private or medical info requests with City Advisory Group, and following best practices.</p>	<p>INDICATORS</p> <p>Accessibility beyond building code and City standards to aid sight, hearing, and mobility access such as:</p> <ul style="list-style-type: none"> • Change in floor texture indicating elevation change; • Elevator access to each floor; • Task lighting and capability of oversize monitors at each workstation; • Emergency signals, strobe lights, and alarms; • Sit-stand workstations; • Talking microwaves, accessible fridge/freezer; • Accessible floor/structural materials; • Advisory Group input to Operating/training procedures design. <p>Increased City staff, and Council awareness of communications and provision of services that are appropriate for diverse communities and cultural groups.</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • Approval of approach needed to address diverse target audiences; • Approval of approach to develop 3-1-1 Brand and Taglines; • Consultation advice from diversity access specialists; • Increased internal City awareness of accessibility. <p>Increased City staff, Council and public awareness of City Access, Equity and Human Rights policies, programs and services.</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • All City contacts/specialists identified/verified; • Capture all diversity, disability, and accessibility services; • Creation of centralized, plain language information repository; • Scripts and training designed to ensure equitability; • Seamless and consistent divisional transfer protocol approval.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<p>(3) Build Strong Communities</p> <p>Add Access, Equity, & Human Rights info (metadata) to 3-1-1 Content Collection database.</p> <p>Consult with other governments on ensuring incorporation of accessibility issues to Operating Procedures.</p> <p>Consult with Advisory Group on training and procedures and business rules development that achieve non-barriers to civic engagement and participation.</p> <p>Design 3-1-1 technology system to function with TTY and language lines, City program, policy, organizational structure, and service information relevant to diverse communities.</p>	<p>Provide for increased civic engagement and participation in City activities, affairs, programs and policies by diverse communities and cultural groups.</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • All related content migrated to the 3-1-1 Technology Solution Knowledge Base; • Incorporate best practice/findings from other governments to 3-1-1 Operating Procedures addressing Access issues; • Test understanding of diverse community groups in reporting and requesting Service Requests and obtaining information on the status of those requests (i.e. action taken by City); • Monitor use, satisfaction, and areas of heavy inquiry from diverse communities; • Advisory Group input to Operating/training procedures design; • Identify any business processes creating access barriers.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
<p>2008</p>	<p>(1) Leadership (as Employer) in Facility Accessibility & Accommodation</p> <p>Hiring and location of staff in the new facility.</p> <p>Tours and publications that showcase Accessibility and Accommodation issues</p> <p>Extensive safety drills/testing especially for sight, hearing, mobility compromised persons.</p> <p>Establish Advisory Group on best practice for Facility (and other types of) accessibility.</p> <p>Implement Emergency Procedures as part of 3-1-1 Operating Procedures.</p> <p>(2) Public Education/Public Awareness</p> <p>Address multilingual audiences using targeted brand/tagline and translated materials.</p> <p>Provide media briefings & advertising in local non-English newspapers [10-16 languages].</p> <p>Promote language line availability and TTY.</p> <p>Communicate to special audiences through CNIB, Voiceprint, CHS, etc. as appropriate.</p>	<p>Increased City staff, Council, media, and visitor awareness of facility access and accommodation, diversity of the workplace and community, and sensitivity to City leadership role in Accessibility.</p> <p>Rigorous safety and emergency measures to protect all staff and with special attention to those who are physically challenged.</p> <p>INDICATORS</p> <p>Feedback and positive recognition from City staff, emergency workers, industry, Council, media and Access, Equity, and Human Rights specialists.</p> <p>Increased City staff, and Council awareness of communications that are appropriate for diverse communities and cultural groups through implementation of external Communication Plan, 3-1-1 Brand and taglines.</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • Language "slugs" developed for English 3-1-1 materials; • Visual impairments taken into account through design, font size and colour choices; • Highest standards of plain language to be used in all communication to the public to address literacy issues; • Public, media, and specialist feedback.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>(3) Build Strong Communities</p> <p>Migrate and implement new technology system Knowledge Base content including information on Access, Equity, and Human Rights policy, programs and services.</p> <p>Review and up-date all content for Plain Language conformance.</p> <p>Provide orientation sessions on City Services and Knowledge, and Business Rules.</p> <p>Train 3-1-1 staff on accessible service and performance expectations.</p> <p>Implement new seamless internal call transfer system with particular attention to reducing access barriers.</p> <p>Implement 3-1-1 Policy and Procedure to language and hearing challenged persons.</p>	<p>Increased City staff and Council awareness of City information provision and issues appropriate for diverse communities and cultural groups through implementation and use of Knowledge Base, and new technology.</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • Plain language achieved in scripts for Knowledge Base info; • Achieve seamless transfer to divisional experts when required; • Volume increases of contacts from diverse communities; • Tailored multi-channel access for diverse communities; • Monitor 3-1-1 staff on accessible service provision and performance; • Test ability of visually, hearing, and mobility challenged staff to use technology solution in the Contact Centre; • Correct procedures for service requests posing barriers for access; • Customer satisfaction surveys (based on “5 Drivers”).
<p>ACTUAL OUTCOMES All 2007 objectives and expected outcomes have been achieved and the 2008 activities are well underway as described.</p>		

Children's Services Action Plan on Access, Equity and Human Rights 2007-2008

Divisional Context

Economic Participation

Children's Services has established an Access and Equity Committee to make recommendations related to the implementation of access and equity policies, programs, and activities in the Division. The first priority has been training for Committee members so they can further their own knowledge and awareness of access, equity and diversity so they can become champions in their own units. Although training has been done previously it needs updating. As a result, the next priority is to train all staff from front line to Senior Management, so that staff are trained to serve a diverse population and are familiar with human rights policy and procedures. Once everyone is trained, the intent is to make recommendations for initiatives to help further the Division's progress in ensuring that the Division is a fair, equitable and inclusive workplace that provides service that is accessible and sensitive to the needs of the diverse groups of children and families that make up Toronto.

Building Strong Communities

Building on our Best Start Plan, Toronto's Vision for Children, we are continuing to build on the strengths of our communities and consolidate our commitment to building communities where children and families are supported and have access to the services they need. Despite funding cuts from other levels of government, Children's Services is proceeding with building a handful of new child care centres in the poorest areas of the City with the least access and the highest demand. Children's Services is working with the Francophone and Aboriginal communities to identify their unique service needs and develop programs within the Best Start Initiative.

The Toronto Child Care Service Plan 2010-2014 will provide an overview of Toronto's child care service needs and direction for the future of child care in the City. Planning for this 4th service plan since 1993 is currently underway. As part of the planning process, consultations will be held with stakeholders, including parents in diverse communities so their concerns and expectations can be addressed. Given the unique characteristics of the different populations, the different needs of children and families will be addressed through planning and implementation that may look different in various communities.

Children's Services is responsible for supporting childcare arrangements that meet acceptable standards of care for families. Children's Services values quality childcare experiences for

children as well as stable and dependable child care operations. To this end, the Toronto Operating Criteria outlines the City's operating standards and practices, as well as financial practices that programs with a service contract must meet. The updated 2007 edition outlines an integrated approach to planning and management that ensures services to children promote early learning and development, respond to families' needs and choices, and respect the diversity of Toronto's many communities. It incorporates all beliefs, culture/values, socio-economic groups, abilities / disabilities and family structures, etc. The intent is to post the results on the Internet by early 2008 so parents will have access to quality child care in order to make informed child care choices.

With the introduction of a policy change by the Province, many more families are now eligible for childcare fee subsidy. Our waiting list has grown by 53% since the beginning of 2007. However, the impact of the policy change is \$15 million per year because of lost revenue from parents. This amount is the equivalent of 1,500 childcare fee subsidies. A priority will be to restore this lost revenue and to increase the number of families receiving subsidy.

In partnership with PFR, we are continuing to expand the After School Recreation and Care (ARC) programs in the 13 priority neighborhoods.

Children's Services is developing a policy framework and vision document for Middle Childhood to address the needs of 6-12 year olds in all communities.

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division: Children's Services

CM/DCM Sue Corke

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Strategic Direction:	Economic Participation
Action Plan Objectives:	Improve employment opportunities for equity seeking groups

TIME FRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	Municipal Child Care Services (MCCS) will put in place an HR Strategy that supports equal access to all classifications through the provision of information kits, orientation sessions and training based on identified competencies.	All new recruits and existing staff will have equal access to promotional opportunities in MCCS.
		<p>INDICATORS</p> <p>Recruitment and assignment of opportunities in MCCS will be based on competence and expressed interest.</p>

Strategic Direction:	Economic Participation
Action Plan Objectives:	Improved employment opportunities for equity seeking groups

TIME FRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	MCCS will put in place an interactive communication strategy that will provide all staff with direct access to senior management that will include the establishment of an intranet clearinghouse for questions and comments and access to intranet for all staff.	All staff will be able to have questions addressed on a consistent way and answers will form a resource for all.
		<p>INDICATORS</p> <p>Information will be equally accessible and available to all staff.</p>

Strategic Direction:	Economic Participation
Action Plan Objectives:	Increase understanding of barriers to economic participation

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	MCCS will develop a training module on access and equity for all staff. Module will include sensitivity exercise and will be built on the same principles of inclusion that are applied to children in care.	Staff will develop a greater understanding and awareness of issues related to discrimination in all areas of their work.
		INDICATORS
		Greater sensitivity will result in improved staff to staff/parent partnerships.

Strategic Direction:	Economic Participation
Action Plan Objectives:	Increase understanding of access and equity throughout the Division

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	Children's Services staff training on Access, Equity and Human Rights to ensure that the diverse workplace is a fair and equitable that provides service that is assessable and sensitive to the needs to the diverse groups	Deliver a half day workshop to Children's Services staff.
		<p>INDICATORS</p> <p>To promote understanding, respect and positive interaction among staff and diverse communities.</p>

Strategic Direction:	Economic Participation
Action Plan Objectives:	Support equity through development of a mentoring program

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	MCCS will actively promote mentoring opportunities for staff.	Systemic barriers to promotion for MCCS staff will be mitigated through access to mentors.
		<p>INDICATORS</p> <p>MCCS management layer will be more reflective of composition of front staff and population of Toronto as whole.</p>

Strategic Direction:	Building Strong Communities
Action Plan Objectives:	Increase community supports for ethno-racial communities

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	MCCS will participate with other divisions and departments to establish gateway services for families in high risk and high need neighbourhoods.	An integrated approach to services and resources will result in smoother transitions for new comers.
		INDICATORS
		Newcomers will integrate into the economic and social life of their communities faster.

Strategic Direction:	Building Strong Communities
Action Plan Objectives:	Enhance service access and quality of inclusion for children with special needs in child care

TIME FRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<p>Develop Policy Guidelines for the inclusion of children with special needs in child care</p> <p>Consult service providers on issues of Access to support greater integration of services for children with special needs.</p> <p>Establish a Steering committee to implement key recommendations resulting from consultation on Access.</p>	<p>Increased acceptance of the needs and rights of children with special needs among childcare staff and service users.</p> <p>Greater integration and coordination of services for children with special needs.</p> <p>INDICATORS</p> <p>Increased compliance in the Administration section of the Toronto Operating Criteria Assessment.</p> <p>Participation in the Access consultation process and agreement on resulting recommendations.</p> <p>Participation of Senior level staff on Steering Committee.</p>

Strategic Direction:	Building Strong Communities
Action Plan Objectives:	Improved City's operating requirements to increase sensitivity to access and equity, and anti-racism

TIME FRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	Revised the Operating Criteria to make it more inclusive, sensitive to all age groups and their families in the City of Toronto to use it as a tool for measuring quality for child care programs, home child care, family resource centres, special needs programs and nursery schools.	Completed revision of the Criteria and distributed/trained all child care staff with the changes.
		INDICATORS
		This ensure that Child Care Community continues to serve the needs of the diverse population and provide equitable benefits to all clients they serve by providing inclusive and sensitive programming.

Strategic Direction:	Building Strong Communities
Action Plan Objectives:	Increase community awareness and support diversity

TIME FRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	MCSS Child Care Services developed Multi-Ethnic Calendar and distributed to all childcare communities.	Published 1500 calendars to all children care community ie. Group Centres, home childcare, family resource centres, nursery schools, special needs programs.
		<p>INDICATORS</p> <p>Promoted inclusion in marginalized communities to enhance service delivery.</p>

Strategic Direction:	Building Strong Communities
Action Plan Objectives:	Increase community and Divisional supports to parents

TIME FRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	MCSS Child Care Services to revise Parent Admission Package in order to recognize various cultures, special needs children and families.	Created a Committee to accomplish this task.
		INDICATORS
		Delivered services that responded to the changing needs of the clients. Communicated a clear commitment to the value of diversity.

Strategic Direction:	Highlights / Economic Participation
Action Plan Objectives:	Support Equity through Mentoring

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	Staff has participated in the corporate Profession to Profession Mentoring Immigrants Program. This program matches employees of the Toronto Public Service with internationally trained professionals who are new to Canada and are seeking employment in their profession. A Children's Services staff member was honored by The Mentoring Partnership as Mentor of the Year.	The program has been successful in two staff assisting two professionals to access jobs.
		<p>INDICATORS</p> <p>Newcomers will integrate into the economic and social life of their communities faster.</p>

Strategic Direction:	New Initiative/Economic Participation
Action Plan Objectives:	Initiate retrofits of facilities to increase access to persons with disabilities

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	The Access and Equity Committee is forming an ad hoc sub-committee to review and determine implications and outcomes needed for Children's services with respect to Accessibility for Ontarians with Disabilities Act, 2005 ONTARIO REGULATION 429/07, Accessibility Standards that take effect January 1, 2008, and municipalities have to comply with them by January 1, 2010.	Increase Division's activities increasing access to persons with disabilities.
		INDICATORS All work sites compliant with the regulation by 2010.

Strategic Direction:	New Initiative / Education and Awareness
Action Plan Objectives:	Revise operating requirements to support inclusion of children with special needs

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<p>Quality is measured in the City by using the Operating Criteria, which requires that all programs have an Access and Equity/Inclusion Policy. To support these expectations, we have developed <i>Inclusion: Policy Development Guidelines for Early Learning and Care Programs</i>. This document provides a step by step approach through the process of developing a good, fair and equitable policy that is consistent with Children's Services expectations.</p>	<p>Children with special needs will be able to access child care in their own community.</p>
		<p>INDICATORS</p> <p>All child care centres include children with special needs.</p>

Strategic Direction:	New Initiative/ Building Strong Communities
Action Plan Objectives:	Ensure equitable access to service

TIME FRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	Children's Services is developing a policy framework and vision document for Middle Childhood to address the needs of 6 – 12 year olds in all communities.	City adopts a policy to support services for children 6 – 12.
		INDICATORS
		Increase in coordination of services for 6 – 12 year olds.

Strategic Direction:	New Initiative/ Building Strong Communities
Action Plan Objectives:	Increase service in City's priority neighbourhoods

TIME FRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<p>In partnership with PEF, After School Recreation and Care programs (ARC) was developed and implemented in the City's 13 priority neighborhoods in fall, 2006. The programs are high caliber, skill-building accessible and sustainable. They also have a Youth Leadership and Youth Employment component.</p> <p>There are currently 16 ARC programs operating throughout the City serving 600 children in priority neighborhoods.</p>	Increased services for school age children in 13 priority communities.
		<p>INDICATORS</p> <p>Number of children served increases.</p>

Strategic Direction:	Highlights
Action Plan Objectives:	

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<ul style="list-style-type: none"> ▪ Effective January 1, 2007 Children’s Services implemented a new way of assessing the needs for child care subsidies through income testing. ▪ Income testing supports the Province’s vision of improved access to early learning and care as more families will be eligible for child care fee assistance. ▪ It also involves a less intrusive eligibility assessment process and under income testing assets and expenses are no longer to be considered. ▪ Revised City of Toronto Operating Criteria to make it more inclusive, sensitive to all age groups and their families in the City of Toronto to use it as a tool for measuring quality for child care programs, home child care, family resource centres, special needs programs and nursery school. 	
		INDICATORS

Strategic Direction:		Highlights
Action Plan Objectives:		
TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	Children's Services has established an Access and Equity Committee to make recommendations related to the implementation of access and equity policies, programs, and activities in the Division.	Improved opportunities for employees. Increased service supports promoting access, equity and inclusion.
		INDICATORS
		More diversity in management level with the division. Improved opportunities and programming in childcare centres.
ACTUAL OUTCOMES		

Court Services Action Plan on Access, Equity and Human Rights 2007-2008

Divisional Context

The Court Services Division provides court administration and related services to the public using the Provincial Offences Courts in Toronto. The Division is well-acquainted with the diverse communities and groups that make up Toronto. Court Services values the contributions made by these groups and believes the diversity among Torontonians has strengthened the city. In this regard, the Division is responsive to and operates within the framework of access, equity and diversity.

Since 2002, the Division has implemented initiatives which promote the city's policy on access, equity and diversity including:

- ensuring all new court facilities are accessible to residents,
- improving access to information – language lines are available at service counters to ensure staff can communicate with persons from diverse communities,
- implementing new payment methods to increase flexibility for fine payments.

For 2007 and 2008, the Division will continue to focus on providing services to stakeholders that are fair, efficient and accessible through:

- recruiting three to five qualified bilingual staff in frontline positions to respond to service expectations in both official languages,
- ensuring equity and safety of the hearing impaired staff by installing visual signal system to notify them of fire alarm activation, and
- providing training to all Divisional staff in Human Rights and Harassment awareness with the view to promoting appreciation for diversity and encourage understanding of persons from other cultural backgrounds.

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Court Services
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Strategic Direction:	Service Delivery
Action Plan Objectives:	<ul style="list-style-type: none"> a) To respond to service expectations in both official languages, complete recruitment of three to five qualified bilingual staff in front line positions and continue to co-ordinate over 28,000 language interpreters to provide translation to public requiring the service. b) To ensure the equity and safety of the hearing impaired staff, install visual signal system to notify of fire alarm activation. c) To promote appreciation for diversity and encourage understanding of other cultures, provide training to all Divisional staff in Human Rights and Harassment awareness.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	a) One staff hired.	Services to French clients will be provided.
	Advertise unfilled positions in appropriate media. Select and interview qualified applicants. Hire and train successful applicants.	Translation services will continue to be provided to clients who require hearing in a language different from English or French.
		INDICATORS
		Number of clients served Client feedback on service delivered

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>Continue to provide interpreter co-ordination services</p> <p>b) Liaise with Facilities & Real Estate to identify work areas to install visual signals.</p> <p>Create work order for the purchase and installation of signals.</p> <p>Inform staff of the initiative. Install signals.</p> <p>Provide orientation session(s) to all staff, particularly the hearing impaired and floor fire wardens, with respect to how the signals work.</p> <p>Floor fire wardens to monitor to ensure signals are working during false or actual fire alarm activation situations.</p> <p>c) Divisional staff have either taken or are registered to take a course in “Managing Human Rights in the Workplace”</p>	<p>Meet workplace accommodation requirement Staff safety</p> <hr/> <p>INDICATORS</p> <p>Signals installed and monitored. Response rate of hearing impaired staff during false or actual fire alarm activation situations Increased awareness and sensitivity to accommodate staff who have special needs.</p> <hr/> <p>EXPECTED OUTCOMES</p> <p>Staff appreciation and tolerance for people of different cultural backgrounds Staff compliance with Human Rights and Harassment policy</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
<p style="text-align: center;">2008</p>	<p>a) Continue to provide training to all divisional staff in Human Rights – Harassment Awareness.</p> <p>b) Continue to promote Multilingualism, with emphasis on French Language Service Delivery</p>	<p>INDICATORS</p> <p>Mutual respect among staff</p> <p>a) Increased awareness among staff of the program and any revisions that may have occurred since the last time they attended the training.</p> <p>b) To respond to service expectations in both official languages, and provide the public with language interpreters</p>
		<p>INDICATORS</p> <p>a) Number of employees applying skills successfully.</p> <p>b) Client feedback.</p>

Economic Development, Culture & Tourism Action Plan on Access, Equity and Human Rights 2007 - 2008

Divisional Context

Guided by the Agenda for Prosperity, Culture Plan, Creative Cities Planning Framework, and 5-Year Tourism Plan, the Economic Development, Culture and Tourism Division is responsible for a wide range of services which contribute to an economically strong, socially enjoyable and culturally vibrant City. This mandate, which includes policy advice to Council and senior staff and service delivery to the public, ties together many of the factors which enrich the quality of life within the City. The Division provides services to: create a diverse and competitive economy; promote the City to the world as a desirable destination; stimulate and support a range of cultural expressions and art forms; ensure that Toronto residents and visitors have affordable and convenient opportunities to participate in the cultural life of the city; inspire and enable the full participation of residents in building a great city; and promote and celebrate diversity. The Division is committed to achieving the Mayor and Council's inclusive vision of society.

The Agenda for Prosperity is based on four pillars:

Proactive Toronto:

Improve the business climate within the city to enable, accelerate and attract economic growth.

Global Toronto:

Diversify our international portfolio by substantially increasing economic activity with cities beyond North America with a focus on emerging markets.

Creative Toronto:

Anchor and expand strategic industry sectors through increased competition and collaboration.

One Toronto:

Enhance and expand Toronto's labour force and ensure that all residents have equitable access to the benefits of Toronto's enhanced economic competitiveness and growth.

All four pillars support continual improvements to access, equity and human rights. The Division's 2007-2010 Plan focuses on Leadership, Economic Participation, Service Delivery, Public Education and Awareness, Building Strong Communities and Accountability. Division staff routinely work with other orders of government, and many external organizations, including

business, labour, educators, industry (business, culture, tourism, human resources) associations, and community based organizations and will use these partnerships to enhance its Access, Equity and Human Rights Action Plan over time.

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Economic Development, Culture and Tourism
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Strategic Direction:	Leadership
Action Plan Objectives:	<p>Demonstrate leadership in building an inclusive society through the consistent articulation of a vision which clearly and strongly values diversity in all aspects of city life.</p> <p>Establish partnerships with other orders of government and all sectors to build an inclusive society.</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 / 2008	<ul style="list-style-type: none"> Incorporate reference and commitment to City motto ‘Diversity Our Strength’ in presentations to internal and external audiences. Presentations to various business, employer, equity/diversity community groups and agencies, foreign delegations and other City divisions to provide information about cultural programming and activities, labour market and demographic trends, neighbourhoods, and visitors experience that speaks to the importance of a diverse workforce to Toronto’s creativity, innovative capacity and competitiveness. 	<ul style="list-style-type: none"> Increase understanding and appreciation of importance of diversity to the City. Increased ability of staff to relate to and work effectively with diverse communities Familiarize immigrant workers with Canadian workplace culture. Better informed federal and provincial legislation, policies and programs. Improved coordination among all orders of government. More effective use of resources.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<ul style="list-style-type: none"> • Invite representatives from diverse communities to perform and present at City events. • Participate and support external advocacy and partnership initiatives, e.g. Canada-Ontario Immigration Agreement Work Groups, Toronto Region Immigrant Employment Council, Internationally Educated Professionals Conference, Youth Employment Partnerships, Toronto Community Arts Alliance, and others. • Continually reinforce need for City of Toronto to have a ‘seat at the table’ in discussions regarding access, equity and human rights impacting Toronto residents and businesses. • Assist in developing and support City of Toronto’s immigration and settlement web portal. 	

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
		<p data-bbox="1018 310 1192 337">INDICATORS</p> <p data-bbox="1018 383 1829 451">Broad community recognition of City of Toronto as a leader in promoting and effecting positive change.</p>
ACTUAL OUTCOMES		

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Economic Development, Culture and Tourism
CM/DCM	Sue Corke
Contact Information:	
Randy McLean Manager, Economic Policy 416-392-3397; rmclean@toronto.ca	

Strategic Direction:	Economic Participation
Action Plan Objectives:	Support the full participation of all communities in the economic life of the city. Implement employment equity strategies to ensure the City's workforce reflects the diversity of the City

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 / 2008	<ul style="list-style-type: none"> Promote City of Toronto – Profession to Profession Mentoring Pilot Project and encourage staff participation. Work in partnership with business, labour, educators, cultural and community agencies to promote adoption and expansion of mentorship activities within the private sector. Support and assist in organizing Annual Internationally Educated Professionals Conference. 	<ul style="list-style-type: none"> Increased awareness and participation of all communities in activities that will enhance involvement in the economic life of the City. More internationally educated professionals becoming members of regulated professions and/or entering their field of practice.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<ul style="list-style-type: none"> • Ensure participation of ethnic-business associations in the planning and delivery of Annual Small Business Forum and that seminars are advertised in ethnic media and interest group media. • Participate in Neighbourhood Action Plans to ensure outreach to culturally diverse youth in priority neighbourhoods • Participate in advisory groups (e.g. Immigrant Job Search Workshop Advisory Committee, Youth Employment Partnership Advisory Committee, EASE Advisory Committee) for initiatives aimed at increasing the economic participation of underrepresented groups. • Support Urban Aboriginal Economic Development project (forum, Aboriginal Business Resource Unit). • Collaborate with Black Business Professionals Association and support annual Harry Jerome Awards. • Provide seminars for immigrant and women entrepreneurs. • Hire summer students representative of Toronto's diverse population. 	

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<ul style="list-style-type: none"> • Provide entrepreneurial and small business advice in a variety of languages and ensure clients have access to information in different languages through a number of channels such as the Canada Ontario Business Service Centre 	<p>INDICATORS</p> <p>Participants in Annual Internationally Educated Professionals Conference.</p> <p>Participants in Annual Small Business Forum</p> <p>Participants in seminars and workshops.</p>
ACTUAL OUTCOMES		

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Economic Development, Culture and Tourism
CM/DCM	Sue Corke
Contact Information:	
Randy McLean Manager, Economic Policy 416-392-3397; rmclean@toronto.ca	

Strategic Direction:	Service Delivery
Action Plan Objectives:	<p>Ensure that programs and services address the needs of a diverse population and provide equitable benefits to all residents.</p> <p>Involve communities in setting policies and priorities for service delivery.</p> <p>Deliver services that respond to the changing needs of the population.</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 / 2008	<ul style="list-style-type: none"> Celebrate Toronto’s diversity in programs, e.g. Black History Month, City Youth Arts, Doors Open Toronto, etc., include artists and performers from many different backgrounds, disciplines and art forms. Unique programming for artists with disabilities. Diverse arts programming in art galleries 	<ul style="list-style-type: none"> Increase participation by all communities involved in programs and services. Increase understanding of community composition and characteristics. Increased flexibility in arts and cultural programming Enhanced arts and cultural programming for equity seeking groups Increased use and user satisfaction among all community groups.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<ul style="list-style-type: none"> • Physical renovation of EDCT (Culture) facilities • Implement a series of citywide Community Arts Stakeholders Consultation sessions • Continue to tell Toronto’s story through diverse educational programs (Black History Month, etc) • Continue to develop and implement English as a Second Language (ESL) programming at all sites • Partnered with the Toronto Public Libraries in their pilot Museum+Arts pass program (MAP), sponsored by Sun Life. Based on a successful program in Chicago, participating museums and galleries provide five one-visit free family passes per library branch per week. On a first-come, first-served basis, a TPL card holder can go to their local library, pick up a pass, and take their family to the museum or gallery for free. • Inclusive venues and programming in <i>Doors Open</i> within select <i>Sacred Spaces</i>, <i>Sacred Circles</i> venues • Compliance with Corporate Grants Policy 	<ul style="list-style-type: none"> • Create opportunities for people with mobility disabilities. • Increased public appreciation of art from diverse and emerging arts groups and individuals. • Enhanced support for economic viability of new and emerging artists. • Enhance physical access to specific EDCT (Culture) facilities to accommodate diverse community needs. • Mapping of opportunities and challenges of the community arts sector • Remove barriers and address service gaps • Enhance tools for monitoring and tracking to ensure equitable outcomes • Youth continue to work with our sites and provide value input that helps redefine museum programming • Increase awareness and knowledge of the histories of diverse communities in Toronto • Enhance public awareness of access, equity and human rights • Increase participation by all communities involved in programs and services • Increase awareness of sites among residents and visitors

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
		<ul style="list-style-type: none"> • Number of community partnerships to develop programs • Acknowledge diverse venues of faith and worship as sites that inspire <i>reverence and respect</i> and are <i>highly valued and important</i>. • Invitations to many communities involved, representatives of Toronto-area Aboriginal/First Nations communities to participate and commemorate sites of particular significance through musical and theatrical performances • Ensure Anti Racism, Access & Equity and Human Rights Compliant Procedures are in place for all funding recipients

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
		<p data-bbox="1018 267 1186 300">INDICATORS</p> <p data-bbox="1018 341 1522 373">Number of community culture projects</p> <p data-bbox="1018 414 1239 446">Total attendance</p> <p data-bbox="1018 487 1417 519">Physical renovation completed</p> <p data-bbox="1018 560 1921 625">Number of youth organizations or individuals served through capacity building training.</p> <p data-bbox="1018 665 1501 698">Number of consultation sessions held</p> <p data-bbox="1018 738 1186 771">Testimonials</p> <p data-bbox="1018 812 1438 844">Number of participating libraries</p> <p data-bbox="1018 885 1428 917">Increase number of website hits</p> <p data-bbox="1018 958 1606 990">Engage communities in developing programs</p> <p data-bbox="1018 1031 1806 1063">Previous partners return to participate in the annual programs</p> <p data-bbox="1018 1104 1648 1136">Increase of new residents booking ESL programs</p> <p data-bbox="1018 1177 1806 1242">Anti Racism, Access & Equity and Human Rights Compliant Procedures in place for all funding recipients</p>
ACTUAL OUTCOMES		

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Economic Development, Culture and Tourism
CM/DCM	Sue Corke
Contact Information:	
Randy McLean Manager, Economic Policy 416-392-3397; rmclean@toronto.ca	

Strategic Direction:	Public Education and Awareness
Action Plan Objectives:	<p>Communicate a clear commitment to the value of diversity.</p> <p>Better understanding, respect and interaction among diverse communities.</p> <p>Develop and disseminate materials which document the contribution of all groups to the building of Toronto</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 / 2008	<ul style="list-style-type: none"> • Ensure communication materials and publications visibly reflect the diversity of Toronto’s population. • Plan and deliver events that showcase Toronto as a diverse city and proud to be so. • Incorporate reference and commitment to City motto ‘Diversity Our Strength’ is 	<ul style="list-style-type: none"> • Diverse communities feel connected and see themselves included in the day to day activities and events of the City. • City events are accessible to residents. • Responsive programming for equity seeking groups

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p data-bbox="449 233 926 298">presentations to internal and external audiences.</p> <ul data-bbox="407 347 852 412" style="list-style-type: none"> <li data-bbox="407 347 852 412">• Advertise in local ethnic media publications. 	<p data-bbox="1020 347 1188 373">INDICATORS</p> <p data-bbox="1020 418 1625 451">Public awareness and attitude toward diversity.</p> <p data-bbox="1020 493 1661 526">Value of advertising in ethnic media publications.</p>
ACTUAL OUTCOMES		

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Economic Development, Culture and Tourism
CM/DCM	Sue Corke
Contact Information:	
Randy McLean Manager, Economic Policy 416-392-3397; rmclean@toronto.ca	

Strategic Direction:	Building Strong Communities
Action Plan Objectives:	<p>Strengthen organizations to enable communities to make their voices heard.</p> <p>Allocate resources to emerging communities so that they can participate in civic society along with more established groups.</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 / 2008	<ul style="list-style-type: none"> • Participate with other City staff in building strong neighbourhoods. • Provide advice and exchange information with external organizations that assist communities. • Encourage private sector, universities, colleges, arts and cultural organizations, etc. to be partners in community building. 	<ul style="list-style-type: none"> • Better partnership with community and responsive service delivery. • More effective and efficient use of resources. • Communities are empowered to assist themselves.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<ul style="list-style-type: none"> • Expand outreach, capacity building and partnership activities. • Collaborate with federal and provincial governments to deliver the Passport for Business Success program to recently arrived business immigrants. • <i>Go Far Passport</i> – a framework developed to help youth advance their career in the arts sector. • Continue to implement community arts project <i>City Youth Arts</i> in priority neighbourhoods in partnership with diverse community organizations, school boards, City divisions, agencies, boards and commissions. • Continue to support and collaborate with funders from various orders of government to promote and develop the youth arts sector, particularly those youth living in underserved areas via the ArtReach framework (a consortium of organizations and institutions: Canadian Heritage, United Way, Laidlaw Foundations; Community Foundation, Community Arts Ontario, etc.) • Continue to engage youth in priority neighbourhoods to enhance their pride of place. 	<ul style="list-style-type: none"> • Maintain community building and youth oriented arts and cultural projects • Strengthen youth engagement with their communities • Promote positive community change • Develop artistic and leadership skills in participating youth • Increase outreach to underserved groups and communities • Increase artistic career opportunities for youth • Enhance funding for youth arts program development • Increase capacity building for youth arts organizations • Develop a set of resource guides for youth with topics spanning grant-writing, arts-based evaluation and internships. • Increase awareness in the arts and wider community about the needs of the underrepresented youth arts sector. • Increase institutional support through ArtReach partnership to developing a skilled and trained youth arts sector. • Increase of synergy and valuable symbiotic experiences between the youth and museums

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
		<p data-bbox="1020 342 1192 375">INDICATORS</p> <p data-bbox="1020 418 1562 451">Number of community youth arts projects</p> <p data-bbox="1020 495 1318 527">Total youth attendance</p> <p data-bbox="1020 571 1572 604">Number of priority neighbourhoods served</p> <p data-bbox="1020 647 1902 680">Number of youth participating in the <i>Go Far Passport</i> pilot program</p> <p data-bbox="1020 724 1850 756">Credible references when youth apply for jobs in the community</p>
ACTUAL OUTCOMES		

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Economic Development, Culture and Tourism
CM/DCM	Sue Corke
Contact Information:	
Randy McLean Manager, Economic Policy 416-392-3397; rmclean@toronto.ca	

Strategic Direction:	Accountability
Action Plan Objectives:	Strengthen mechanisms for community voices to be part of the City's decision-making process.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 - 2008	Ensure representatives from diverse communities are invited to participate on advisory groups and committees.	<ul style="list-style-type: none"> Representation on advisory groups and committees reflects diversity of City's population.
		<p>INDICATORS</p> <p>Representation on advisory groups and committees.</p>

ACTUAL OUTCOMES

Toronto Emergency Medical Services Action Plan on Access, Equity and Human Rights 2007-2008

Divisional Context, Executive Summary

Toronto EMS will continue to take actions aimed at building an organization which is responsive to the diversity among diverse populations of Toronto; the focus for 2007-2008 will encompass civic and employment participation through development of partnerships within the City of Toronto.

- Toronto EMS acknowledges that social and economic disparities can impact disproportionately on diverse individuals and communities. Efforts to maintain and continuously improve access and equity initiatives towards a more inclusive service and challenge systemic barriers.
- Toronto EMS aims to continually remove barriers that may discriminate by excluding and/or disadvantaging individuals and communities from participating equitably in services and in employment within TEMS, under boundaries of Provincial Legislation.
- Toronto will strive to achieve civic and employment participation in part through advocacy and partnership with communities, public and private sectors and other orders of government.
- Toronto EMS will continue to demonstrate accountability to all residents to achieve the goal of a diverse, equitable and inclusive service through strategies implemented 2007-2008.

2007-2008 focus on ethno cultural and ethno racial groups served within the City of Toronto.

- Implement community Advisory Committee under General Manager's direction. The committee is to comprise of city divisions that work in partnership with Toronto EMS and Agencies representing diverse populations defined under the City's Human Rights Policy. Toronto EMS strives to ensure access to services and employment that is directly reflective of input from diverse groups in City of Toronto.
- Analyze and study a range of training and awareness programs, including the sensitization of staff and management, to the diverse needs of both public and workforce issues covered by the Human Rights Act.
- Develop various survey tools to collect data on barriers and concerns of diverse populations that interact with Toronto EMS. Focus to produce customer service benchmarks that are culturally defined and enhanced.

- Continue to develop and implement social programs/policies to address social determinants of health – addressing priority barriers of diverse populations in order to increase access to TEMS.
- Pilot the above initiatives within select ethno cultural populations and develop a model of application to other diverse populations in 2008-2010.

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	EMS
CM/DCM	Sue Corke/Bruce K. Farr
Contact Information:	
Faziela Bacchus Ethno Cultural Access Coordinator 416-392-2644 fbacchu@toronto.ca	

Strategic Direction:	Advocacy, Economic Participation, Service Delivery, Building Strong Communities
Action Plan Objectives:	<ul style="list-style-type: none"> • To provide equitable opportunities for residents of all backgrounds to access services and employment opportunities with Toronto EMS • Civic Participation to allow EMS to get data on the effectiveness of services • Development of policy and programs to address particular needs of diverse communities • Address barriers within communities to create better access to TEMS services as defined under Social Determinants of Health

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<ul style="list-style-type: none"> • Implement General Manager's Advisory Committee (GMAC) • Tamil Services Providers Committee represented and incorporated into GMAC; follow-up in 2008 with committee on cultural specific concerns. • Flu Clinics – Seniors, Youth • Training and awareness to the Public • Staff training - new recruits orientation, Domestic Violence On-line training for paramedics • Partnership and Networking. 	<ul style="list-style-type: none"> • Increased civic participation in processes of employment and services. • Increased awareness among staff • Build Stronger and Healthy communities – through empowerment by advocating for removal of barriers faced in the larger community • Enhanced service delivery

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<ul style="list-style-type: none"> • Focus of Ethno cultural communities, specifically newcomers, with consideration to intercultural diversity e.g. gender, age, disability. • Language access of internet site • Access for non-status residents of Toronto • Survey distributed to staff to access language and cultural complement and where possible include cultural specific representation at public presentations/events. • Promote staff participation in events and presentations that are specific to culture to allow exposure and learning opportunity for cultural understanding 	<p data-bbox="1020 272 1192 302">INDICATORS</p> <ul style="list-style-type: none"> • Data Collection of Language Line uses, compared with data of 9-1-1 usage and postal codes – develop a demographic map

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
<p>2008</p>	<ul style="list-style-type: none"> • Promotional literature - Translations, DVD • I.C.E Kit – in case of emergency kit for public with medical focused information. • Data/research development on public access, use and concerns • Develop customer service benchmarks utilizing data from PSU • Citizenship ceremony • Diversity Training – Paramedics • CREMS - Community Referral for marginalized communities - homeless, mental health, disabilities. • Accessible resource package for staff. • Initiate online resource library on diversity – self study. • Continued presentations and presence at events, with focus on specific issues e.g. first aid, domestic violence, seniors’ abuse, window/balcony safety, Toronto EMS’s role in the community. • Continue GMAC and develop project ideas through this committee. • Promote First Aid/CPR/PAD training diverse populations. 	<ul style="list-style-type: none"> • Increased civic participation in processes of employment and services, subject to legislated prerequisites. • Increased awareness among staff • Build stronger and healthy communities through empowerment, by advocating for removal of barriers faced in the larger community • Enhanced service delivery
		<p>INDICATORS</p> <ul style="list-style-type: none"> • Participant survey: community feedback to identify barriers and actions • Analysis the Professional Standards Unit (PSU) data regarding 9-1-1 users and caller cancellations. • Analyze the use of Language line in the PSU. • Anonymous collection of ethno cultural data on new recruits and current staff to identify percentage of target population currently employed • Presentations/Event participation; staff volunteers at events and data of type of presentations.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
		<p>ACTUAL OUTCOMES 2007</p> <ul style="list-style-type: none"> • Languages: Chinese, Spanish and Italian available on Internet; Chinese, Spanish, Italian and Tamil available on Literature • Language line use increased 2% for 2007 • Presentations – public participation = 234% increase from Ethno Cultural Access Coordinator initiative. • Interdivisional partnership – Access to City Services campaign was implemented, with focus on non-status residents of Toronto. • Poster/calendar campaign – EMS profile and awareness – received award. • Toronto Police Service Black History Month Award -excellence in diversity programs to Youth Program EMS Medical Venturers • Media – further representation on local community media - radio, television, and newspapers/journal – Tamil, East Asian, Chinese and Islamic focus. • Internal Staff – Black History month Awareness campaign – February • Special Project: training in First Aid/CPR to Youth/Adults of Malvern Soccer Club – one of the 13 priority Neighbourhoods • First Aid Training specific to language – Cantonese utilizing language capable trainers. • YCS initiative – Presentations conducted within priority neighbourhoods in the old City of York in alternative venues – e.g. apartment buildings, retail outlets and hair salons. • Language line services available in Professional Standards Unit, and TTY access, in partnership with Toronto Police Services.

Homes for the Aged Action Plan on Access, Equity and Human Rights 2007-2008

Divisional Context

Toronto Homes for the Aged provides long-term care in ten directly operated homes and a variety of community services to help people remain in their own homes.

As a major provider of long-term care in Toronto, the HFA division takes pride in offering a real home to people across Toronto. The division is committed to being involved in communities and working co-operatively with community health and social service agencies and other community groups to build an effective health continuum for the benefit of citizens who need long-term care.

Toronto Homes for the Aged operates ten long-term care homes serving over 2600 residents. Each home fosters a high-quality environment designed to meet the physical, intellectual, social, cultural, emotional and spiritual needs of residents. We do as much as we can to promote independence, mobility and individuality. The homes provide 24 hour nursing care and other services including medical, recreation, rehabilitation, nutrition, social work, spiritual care, housekeeping and administrative supports. The residents admitted to our homes have three to five chronic diseases including medical and mental health problems.

In addition to the ten Homes for the Aged, the division also operates short stay programs, adult day programs, convalescent care, supportive housing and homemaking services to seniors in the community.

The Homes for the Aged understand the diversity of Toronto's communities and are committed to working with our residents, partner's, families, and friends to find ways to acknowledge and celebrate the distinct and unique lives of all of our residents and clients. The residents and staff population of each home represented the community in which it is located. Homes located in the downtown core cater to Japanese, Korean, Estonian, Chinese and LGBT clients. Other homes have alliances with the Is Mali, Jewish, Portuguese, Italian and Armenian communities.

Staff is also representative of the surrounding area since workers are interested in working within their local community. The majority of the front-line workers are women and represent a variety of cultural and ethnic groups. The Division works closely with colleges, universities, and school boards to offer student placements and volunteer opportunities.

The Homes for the Aged has developed a variety of means of communication with the community. Advisory committees and family committees operate in each home and continually offer their input to improving the care and services offered within the division and homes.

The membership of the Advisory Committee and family committees are reflective of the population surrounding the home.

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Homes for the Aged
CM/DCM	Sue Cooke
Contact Information:	
Patty Carnegy Co-ordinator of Staff Education 392-8490/ pcarnegy@toronto.ca	

Strategic Direction:	Economic Participation
Action Plan Objectives:	To participate in Mentoring/Student Placements Programs

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007/08	<p>The Profession to Profession Mentoring</p> <p>This program mentors immigrants by matching members of the Toronto Public Service with internationally trained professionals who are new to Canada and seek employment in their professions. The program is a joint initiative between the City of Toronto and community partners.</p> <p>The Homes for the Aged will mentor one immigrant in 2007 in the area of information and technology.</p>	<p>The mentee will acquire information and technology skills common to the Canadian job market.</p>
		<p>INDICATORS</p> <p>The Mentee and Mentor will indicate that the work experience in Homes for the Aged was a positive experience and that they are both satisfied with the relationship/job experience. The mentee will acquire information and technology skills common to the Canadian job market.</p> <p>Expected Outcomes</p> <p>The Homes for the Aged will hire a proportion of the students completing their placements as part-time staff.</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>Student Placements</p> <p>Homes for the Aged provides approximately 350 student placements for nursing and other allied health workers. A great majority of these students are from other countries and have English as a second language. Homes for the Aged prepare them for work in the health care field.</p>	<p>INDICATORS</p> <p>Each Home for the Aged will provide student placements from a minimum of 2 health faculties.</p>
ACTUAL OUTCOMES		

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Homes for the Aged
CM/DCM	Sue Cooke
Contact Information:	
Patty Carnegy C-ordinator of Staff Education 392-8490/ pcarnegy@toronto.ca	

Strategic Direction:	Building Strong Communities
Action Plan Objectives:	To partner with community organizations to continue to promote a gay positive culture in Homes for the Aged.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<p>Form a LGBT Diversity Initiative Steering Committee to champion the creation of welcoming homes for LGBT residents.</p> <ul style="list-style-type: none"> - to continue to implement gay-positive services - to offer support for LGBT residents, families and partners - to provide staff training on LGBT issues 	<p>The Committee will form sub-committees to examine:</p> <ul style="list-style-type: none"> - the welcoming space - administrative processes - activities and recreational programming - personal health care - human resources - volunteers and education - community engagement.
		<p>INDICATORS</p> <ul style="list-style-type: none"> - administrative practices will be sensitive to the LGBT community - there will be effective linkages for LGBT referrals

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
		<ul style="list-style-type: none"> - there are strong LGBT community partnerships - staff receive training on resident rights and LGBT issues - printed literature will be non-discriminatory and gay-positive

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
<p>2008</p>	<p>The LGBT Diversity Initiative Steering Committee will oversee the development of a tool- kit and the full implementation of practices to support LGBT inclusion in the Homes for the Aged.</p>	<p>A tool kit will be developed to assist other long-term care homes to create a gay-positive living environment.</p> <p>Research will be conducted to measure the effectiveness of the activities and improvements.</p>
		<p>INDICATORS</p>
		<ul style="list-style-type: none"> - there will be a written policies and procedures - there will be a range of LGBT activities available for all clients. - education will be offered to HFA staff, and family/partners

<p>ACTUAL OUTCOMES</p>

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Homes for the Aged
CM/DCM	Sue Cooke
Contact Information:	
Patty Carnegy C-ordinator of Staff Education 392-8490/ pcarnegy@toronto.ca	

Strategic Direction:	Building Strong Communities
Action Plan Objectives:	To expand Toronto Homes for the Aged public interest partnerships for youth in high risk areas.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<p>To conduct outreach to high schools students and build on and expand the current volunteer programs through connections with schools in the high risk neighborhoods.</p> <p>To participate in job fairs in the Jane-Finch area.</p> <p>To present work opportunities to youth in high risk neighborhoods.</p> <p>To establish Youth for Toronto partnership programs in 2 Homes for the Aged.</p>	<p>To continue to build strong relationships with the youth and seniors in the high risk areas.</p>
		<p>INDICATORS</p> <ul style="list-style-type: none"> - a minimum of 2 job fairs will be held in the high risk areas. - Each home in a job fair area will hire a minimum of 2 youth - The Toronto Police Service will offer in-service training in each Home.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>To link with the Toronto Police Service and EMS to provide temporary shelter or assistance for seniors in high risk areas who wish to leave their home for a safer location.</p> <p>Invite the Toronto Police Service in at least once a year for staff training.</p> <p>To develop a pilot student training program with a selected vocational school if there is new money.</p> <p>To participate in job Fairs in the Jane Finch area.</p>	

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
<p>2008</p>	<p>Institute a Home Watch program in the priority neighbourhoods.</p> <p>Approach CUPE Local 79 to co-facilitate training in Workplace Harassment or work place bullying</p> <p>Develop Youth Councils in each Home</p> <p>Strengthen partnerships with individual schools to expand youth volunteering.</p>	<p>To continue to build strong relationships with the youth and seniors in the priority neighbourhoods.</p> <hr/> <p>INDICATORS</p>
<p>ACTUAL OUTCOMES</p>		

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Homes for the Aged
CM/DCM	Sue Cooke
Contact Information:	
Patty Carnegy Co-ordinator of Staff Education 392-8490/ pcarnegy@toronto.ca	

Strategic Direction:	Building Strong Communities
Action Plan Objectives:	To continue to develop strong community connections with diverse cultural populations.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007/08	<p>Homes for the Aged admit residents from all ethno cultural groups living within Toronto. The residents are representative of their geographic community. To meet the social, intellectual, psychological, physical and spiritual needs of each resident, the Home builds strong collaborative relations with community groups. The community groups offer specialized programs for the residents and staff. Examples include:</p> <p>Celebration of Black History Month Chinese New Year Faith services in all religions Kosher meal program Monthly Korean meals And many others</p>	<p>To continue to build strong relationships with the community groups who provide specialized recreational and spiritual supports to the residents.</p>
		<p>INDICATORS</p> <p>Statistics are maintained for each recreational and religious program offered each Home and for the residents attending.</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
ACTUAL OUTCOMES		

Parks, Forestry and Recreation Action Plan on Access, Equity and Human Rights 2007-2008

Park, Forestry and Recreation is addressing the issues of access, equity and human rights in the division and in the communities we serve by ensuring staff and management are trained in the Ontario Human Rights Code and legislation as well as in diversity awareness. The Access and Diversity Unit has been responsible for educating the Division on the equity-seeking groups, the obligations of staff and management with respect to access and programming, and developing a strategic plan which encompasses the initiatives and tools of measurement.

In 2008-2009, PFR will develop the strategic direction of leadership by continuing to train management staff and casual workers in the area of Human Rights and Employment Equity through intensive training sessions and train-the-trainer modules. As well, a diverse succession planning model is being developed by the Unit and will be incorporated by the leadership team. This model would illustrate the characteristics of positive leadership and the role of diversity in creating a skilled and innovative workforce.

Other policies, such as the Equity Lens, will be implemented into staff performance measures once staff have been introduced and trained on the policy. This tool will assist by ensuring that PFR practices and procedures are equitable and consider the needs of diverse clients, residents and employees.

Access, Equity and Human Rights Action Plan

2007-2008

Division:	Parks, Forestry and Recreation
CM/DCM	Sue Corke
Contact Information:	
Ken Jeffers Manager 416-392-7019 kjeffers@toronto.ca	

Strategic Direction:	Accountability
Action Plan Objectives:	<ul style="list-style-type: none"> • Establish indicators, evaluation mechanisms and regular reporting requirements to monitor and assess the implementation of the Plan of Action • Ensure compliance with Equity Lens Policy • Ensure that the practices of succession planning reflects diversity • Ensure compliance with Human Rights Policy and Employment Equity

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2008/2009	<ul style="list-style-type: none"> • Meet quarterly with the General Manager to review progress of the plans for each Director/Branch • Use Diversity Unit as a supportive resource to monitor the progress of the action plan 	<ul style="list-style-type: none"> • Expanded breadth and depth of data related to diversity in Toronto and other benchmark data. • Compliance from all management staff in the implementation of the action plan • That all staff will become familiar with Equity seeking groups
		INDICATORS

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<ul style="list-style-type: none"> • Periodic review of the recommendations in Our Common Grounds relevant to access and diversity • Ongoing communication with mentors to ensure inclusion of equity seeking groups in succession planning • Finalization and Implementation of the Access and Equity Draft Policy within Division 	<ul style="list-style-type: none"> • Number of mentees from equity seeking groups • Increased understanding of community composition and characteristics. • Recognition program and testimonials • Frequency of agenda items at staff meetings regarding the ongoing implications and impact of access, equity and human rights on the work that is being performed • Increased awareness and staff compliance with Access and Equity Policy • Implementation of Guidelines and Recommendations within policy

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
		<p data-bbox="1018 836 1207 868">INDICATORS</p>
ACTUAL OUTCOMES		

Access, Equity and Human Rights Action Plan

2007-2008

Division:	Parks, Forestry and Recreation
CM/DCM	Sue Corke
Contact Information:	
Ken Jeffers Manager of Access and Diversity Unit 416-392-7019 kjeffers@toronto.ca	

Strategic Direction:	Public Education and Awareness
Action Plan Objectives:	<ul style="list-style-type: none"> • Create a communications plan to disseminate information to Toronto’s diverse residents • Implement campaigns and programs which inform residents about the variety of programs and services offered by Parks, Forestry and Recreation. • To utilize methods of communication preferred by equity seeking groups • To maintain a consistent liaison with appropriate staff of TDSB and the Separate Board

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007-2008	<ul style="list-style-type: none"> • Make presentations on PFR information to equity-seeking community groups in conjunction with the Diversity Unit. • Posting of signs in universal languages and symbols • Utilize media such as local radio stations, the ethnic press and all preferred forms of communication by equity seeking groups • Quarterly meetings with appropriate staff of the Boards of Education 	<ul style="list-style-type: none"> • Appropriate materials and documents, in addition to <i>The Fun Guide</i>, are made available to equity-seeking groups • Increased participation of residents, whose first language is not English, in our programs and services • Increased presence of Parks, Forestry and Recreation in diverse communities • Better understanding, by diverse communities of the services offered by Parks, Forestry & Recreation • Increased awareness of seniors programming. • Improve quality of conference displays, in order to capture the professionalism and quality of programs and services offered. • Increased public awareness of the programs and services

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2008	<ul style="list-style-type: none"> • Appropriate presentations by Access and Diversity as well as communications staff to the Multiethnic Press Association • Consult with the designated staff person regarding the most effective vehicles of communication for People with Disabilities • Ensure that all equity seeking communities are informed of job opportunities when appropriate. • Staff will identify and communicate with leadership in diverse communities • Staff will occasionally support and attend social functions that are important to diverse communities 	<p>offered by PFR to people with a disability.</p> <ul style="list-style-type: none"> • City events are accessible to residents. • Diverse communities feel connected to the City of Toronto • Staff will be better informed in their professional practice of the needs of equity seeking groups <hr/> <p>INDICATORS</p> <ul style="list-style-type: none"> • Number of complaints regarding the Fun Guide will decrease • Number of newcomer residents participating in programs • Improved registration process because residents will better understand our program offerings • Increase in public and agency inquiries regarding programs and services • Increase in program registration by people with disabilities. • Number of universal signs and symbols created • Creation of a data base of ethno specific community groups and leaders. • Number of functions by diverse community organizations attended by staff • Frequency of PFR announcements by the culturally diverse media

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Parks, Forestry and Recreation
CM/DCM	Sue Corke
Contact Information:	
Ken Jeffers Manager 416-392-7019 kjeffers@toronto.ca	

Strategic Direction:	Service Delivery	
Action Plan Objectives:	<ul style="list-style-type: none"> • Ensure that programs and services serve the needs of a diverse population and promote equitable benefits to all residents • Workforce is reflective of equity-seeking groups • Ensure a gender balance in all of our programs, services and activities • Improve and deliver services that respond to the needs of the non-traditional population 	
TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007-2008	<ul style="list-style-type: none"> • Ensure all staff are properly trained and familiar with all branches in PFR • Engage equity seeking groups in planning and implementing culturally appropriate programs i.e. 5 equity-seeking groups (Aboriginal, GLBTT, People with Disabilities, Women and Race and Ethnic groups) • Maintain ongoing communication and information with operational recreation staff, including staff who work with people with disabilities • Ensure gender balance and women specific activities when requested 	<ul style="list-style-type: none"> • Staff and management are equipped with diversity and customer service skills • Increased number of employment opportunities to visible minority youth from priority neighbourhoods • Increased number of qualified, diverse applicants • Promotion of Code of Conduct and Human Rights within facilities, programs and services • A complete inventory of programs and services provided by all four districts. • Develop strategies to ensure consistency with delivery of programs and services across the districts/ neighbourhoods
		INDICATORS

- Encourage staff to support involvement of women in male dominated and expected activities
- Ensure that the delivery of our programs and services is as consistent and harmonized as possible.
- Establish a clear, consistent tracking system for performance measures.

- Number of visible minority youth hired, while maintaining a gender balance, from priority neighbourhoods
- Outreach to youth with a disability is increased
- Number of staff trained on human rights education
- Number of culturally diverse sporting activities introduced in the programs
- Creation of an inventory of programs & services provided by all four districts.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
<p>ACTUAL OUTCOMES</p> <ul style="list-style-type: none"> • Hired 17 visible minority youth from priority neighbourhoods • Provided youth employees with training in leadership and employability skills (e.g., time management, attitudes, teamwork, event planning) • Provided youth employees with hands-on training in agricultural methods (e.g., planting, weeding, watering, land preparation, tool use, fence construction) • Provided 20 African-Canadian youth from the AfriCan FoodBasket (community agency) with hands-on training in agricultural methods (e.g., weeding, land preparation) • Programming standards are being developed for delivery service in 5 equity-seeking groups • Training sessions for senior and middle management in Human Rights and Employment Equity were offered in August/September 2007 • Further Human Rights training sessions have been scheduled for January 2008 for Supervisors and Exempt staff • Attended several culturally diverse social functions and received awards for community engagement • Made several presentations on PFR services to culturally diverse and people with disabilities • Supported the urban youth Riding Project for Aboriginal youth • Liaised with the Persian gay community • Worked in partnership with Casa Dona Juana to offer multicultural gardening project • Developed a Toronto cricket strategy for approval and implementation in 2008 • Commemorated the Abolition of slavery in partnership with CIBC • Worked with La Academia de Beisbol Latino in the promotion of baseball • Recognition of South Asian contributions to the game of cricket • Participated in the Women of Promise community fundraiser • Created the Footsteps 2007 program with culturally diverse seniors in partnership with Community Folk Arts Council • Hosted a Chinese Olympic Sports delegation • Hosted a conference in partnership with the Hispanic Development Council • Worked in partnership with the Iranian community network in the development and promotion of their programs and services • Conducted a training session with Toronto Public Health nurses • Made presentation at the Corporate inter-Departmental team on access and equity • Attended the CANTYD [Tamil Youth] leadership awards 		

Access, Equity and Human Rights Action Plan

2007-2008

Division:	Parks, Forestry and Recreation
CM/DCM	Sue Corke
Contact Information: Ken Jeffers Manager 416-392-7019	

Strategic Direction:	Advocacy
Action Plan Objectives:	<ul style="list-style-type: none"> • Invite Parks staff from diverse communities to share cultural background among peers in the promotion of the concept of Inter-culturalism • Promote and present Inter-culturalism as a methodology in our practice of all aspects of community engagement • Employ and integrate the practice of the elimination of barriers faced by diverse groups and marginalized communities and work to prevent the creation of additional barriers • Establish partnerships with diversity specific community groups to make recreation more inclusive • Empower and support equity seeking groups in their quest for fairness and equity

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007-2008	<ul style="list-style-type: none"> • Outreach to vulnerable communities and populations (youth, children, seniors , newcomers and persons with disability) • Establish a working partnership with Variety Village • Develop partnerships with ethno specific organizations that serve the diverse communities, 	<ul style="list-style-type: none"> • Increase in numbers of diverse residents who are aware of City policies, programs and services • A variety of partnerships created to provide access to recreation by vulnerable communities • Partners for the creation of a Toronto Accessible Sports Council are identified • Certification and potential for employment as aquatic staff as a result of Toronto Sport Leadership program • More frequent communication and cooperation among

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<ul style="list-style-type: none"> • Begin dialogue with sports organizations, agencies serving people with a disability to create the Toronto Accessible Sports Council • Support service integration approaches with other city divisions • Continue to participate in ARC and Investing in Families service integration projects • Increase the access of equity seeking groups utilizing the Welcome Policy by 10% • Increase the access to recreation and other City grants through public information • Identify partnerships that can be strengthened. • Investigate partnership potential with Special Olympics and Paralympics Ontario to increase grass roots program 	<p>diverse groups, facilitated by staff when appropriate</p> <ul style="list-style-type: none"> • PFR participation in ARC, Investing in Families, Focus on Youth 2007 • Helmets provided to children and youth from priority neighbourhoods so they can participate in hockey and other ice sports • A partnership inventory, indicating the various levels of partnering • Physical activity outreach workers promoting healthy lifestyles to individuals and communities who are not connected to services • Elimination of financial barriers to access for seniors. 10% increase in seniors living below LICO who will access PFR programs. • Agreements fostered to improve partnerships with various organizations. • Improved understanding of demographic trends and increased capacity for proactive development and implementation of policies and programs and other interventions. <p>INDICATORS</p> <ul style="list-style-type: none"> • The number of diverse participants in programs and services • The number of community contracts/agreements signed • The level of participation by People with Disabilities (projection of 1000% as stated in Our Common Grounds) • The level of participation in leadership development by all age groups and new users

Access, Equity and Human Rights Action Plan

2007-2008

Division:	Parks, Forestry and Recreation
CM/DCM:	Sue Corke
Contact Information: Ken Jeffers Manager 416-392-7019 kjeffers@toronto.ca	

Strategic Direction:	Building Strong Communities
Action Plan Objectives:	<ul style="list-style-type: none"> • Support emerging communities in order for them to participate in recreation programs and services • Develop a volunteer data-base and identify resources • Invest in local community resources through the promotion and support of community based organizations

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007-2008	<ul style="list-style-type: none"> • Provide youth empowerment and mentorship opportunities • Ensure the PFR Neighbourhood Engagement Teams are operational in the priority neighbourhoods • Provide day-time drop –in and other recreation opportunities for homeless and out-of school youth to build their self-esteem and connection with communities 	<ul style="list-style-type: none"> • Vulnerable youth have a safe and supervised place to socialize and participate in organized activities. • Sustainability for newcomer organizations and increased advocacy • Residents will be more engaged and aware of issues and opportunities in their communities • Communication strategy for current participants with disabilities and their parents. • Offer networking and educational opportunities for diverse groups

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2008-2009	<ul style="list-style-type: none"> • Participate in the Focus on Youth partnership with TDSB • Review and analyze demographic and socio-economic data to identify emerging issues. • Participate with CAO, CNS and other City staff engaged in building strong neighbourhoods. • Provide advice and exchange information with external organizations that assist communities. • Encourage private sector, universities, colleges, arts and cultural organizations, etc, to be partners in community building, e.g., Urban Farm/Community Gardens. • Develop a Working City-wide Advisory Council Structure • Revise Advisory Council Terms of Reference and Guidelines 	<p><u>INDICATORS</u></p> <ul style="list-style-type: none"> • Number of marginalized communities in programs • Number of community organizations representing newcomer communities • Number of volunteer opportunities for seniors at community centres. • Number of information nights hosted by Division • Establishment of a partnership with Toronto's Universities

Access, Equity and Human Rights Action Plan

2007-2008

Division:	Parks, Forestry and Recreation
CM/DCM	Sue Corke
Contact Information:	
Ken Jeffers Manager 416-392-7019 kjeffers@toronto.ca	

Strategic Direction:	Leadership
Action Plan Objectives:	<ul style="list-style-type: none"> • Demonstrate leadership by building an inclusive society through the articulation of a vision which values diversity in all aspects of city life • Provide opportunities for training and employment through diverse parks programming • Allocate resources for programs that sustain communities and respond to the needs of vulnerable populations • Speak out against all forms of discrimination and inequality

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2008	<ul style="list-style-type: none"> • Incorporate reference and commitment to City motto 'Diversity Our Strength' in presentations to internal and external audiences in Parks, Horticulture, Turf, and Open Space streams. • Develop mentoring programs for skill development and occupational advancement within Parks Branch. 	<ul style="list-style-type: none"> • Increase understanding and appreciation of importance of diversity to the City. • Increased ability of staff to relate to and work effectively with diverse communities • Increase awareness of City employees of immigrant experience. • Increased staff morale and pride of ownership • Greater awareness of accessible Parks resulting in more usage.
		INDICATORS

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2008-2009	<ul style="list-style-type: none"> • Identify accessible Parks and Trails • Use the vehicles of the environment and recreation to promote equity and community building 	<ul style="list-style-type: none"> • Number of information sessions presented to various equity/diversity target groups and agencies • Number of staff trained on Access, Equity and Human Rights • Number of job opportunities to shadow in areas of interest

Access, Equity and Human Rights Action Plan 2007-2008

Division:	Parks, Forestry and Recreation
CM/DCM:	Sue Corke
Contact Information: Ken Jeffers Manager 416-392-7019 Kjeffers@toronto.ca	

Strategic Direction:	Economic Participation
Action Plan Objectives:	<ul style="list-style-type: none"> • Support the full participation of all communities in the economic life of the city. • Implement employment equity strategies to ensure the City's workforce reflects the diversity of the population. • Support the contribution the diverse communities make to the city's position in the global economy. • Ensure that equity seeking groups receive information regarding RFP's to compete in fairness and equity

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<ul style="list-style-type: none"> • Promote the Profession to Profession Mentoring Immigrants Program and encourage staff participation. • Work closely with Human Resources to promote and recruit from diverse communities and equity-seeking groups • Work with Business Improvement Areas and 	<ul style="list-style-type: none"> • Increased awareness and participation of all communities in activities that will enhance involvement in the economic life of the City. • Increased number of applicants to all City of Toronto positions • Diverse pool of candidates for non-traditional jobs • Increased amount of hires within equity-seeking groups
		INDICATORS

<p>Enterprise Toronto identify diverse leadership in the business community</p> <ul style="list-style-type: none"> • Implement succession management program that recognizes diversity and equity-seeking groups • Work closely with Human Resources to ensure that diverse groups are represented within all branches • To inform equity seeking groups of the tendering process 	<ul style="list-style-type: none"> • Adoption of successful pilot mentoring project as an ongoing program. • Number of staff that are willing to mentor in City mentorship programs • Number of diverse communities informed about Business Improvement Areas and Enterprise Toronto • Number of partnerships established between the City of Toronto and the financial sector. • Number of partnerships established between Division and embassies and other levels of government
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Toronto Public Health Action Plan on Access, Equity and Human Rights 2007-2008

Divisional Context

Toronto Public Health's Strategic Plan (2005-9) highlights a strong commitment to achieving the highest level of health and well being for those who live, work and play in the city. A key focus of the Strategic Plan is to reduce health inequalities. In particular, the first strategic direction is to improve the health of the city's diverse population through responsive services.

This divisional plan highlights the areas for the next four years: Economic Participation, Civic Engagement, Service Delivery, and Advocacy.

Economic Participation: TPH will continue to provide student placement opportunities to foreign-trained professionals in bridging programs, and will recruit additional staff who participate in the Corporate Profession to Professional mentoring program.

Civic Engagement: TPH will improve the diversity of representation on the Board of Health and Local Health Committees, will provide opportunities for residents of all backgrounds to participate in TPH's decision-making process, and will work with communities to increase their capacities and access to effective participation in various civic processes.

Service Delivery: TPH will strive to make program and service delivery more reflective, relevant and accessible through staff diversity competency training, development of health inequality measurements, and identification and elimination of barriers.

Advocacy: TPH will increase awareness of the health status inequities in the city by highlighting the health status of three marginalized groups: immigrants and refugees, aboriginal community, and racialized and minoritized groups.

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Public Health
CM/DCM	Sue Corke
Contact Information:	
Caroline Wai Consultant, Health Promotion 416-338-2303/cwai@toronto.ca	

Strategic Direction:	Economic Participation
Action Plan Objectives:	<ul style="list-style-type: none"> To provide opportunities for foreign-trained professionals to gain experience and enter their field of practice. To increase the number of staff who participate in the Profession to Profession mentoring program.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<ol style="list-style-type: none"> Participate in placement of students from bridging programs (international-trained professionals) from nursing, dietetic and other health-related programs Encourage staff to participate in the Toronto Public Service Profession to Profession: Mentoring Immigrants program. 	<ul style="list-style-type: none"> More international-trained professionals becoming members of regulated colleges and/or entering their field of practice.
		<p>INDICATORS</p> <p># of students from bridging/foreign-trained programs placed in TPH # of staff who participate in mentoring program</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
<p>2008</p>	<ol style="list-style-type: none"> 1. Participate in placement of students from bridging programs (international-trained professionals) from nursing, dietetic and other health-related programs 2. Encourage staff to participate in the Toronto Public Service Profession to Profession: Mentoring Immigrants program. 	<ul style="list-style-type: none"> • More international-trained professionals becoming members of regulated colleges and/or entering their field of practice. <hr/> <p>INDICATORS</p> <p># of students from bridging/foreign-trained programs placed in TPH # of staff who participate in mentoring program</p>
<p>ACTUAL OUTCOMES</p>		

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Public Health
CM/DCM	Sue Corke
Contact Information:	
Caroline Wai Consultant, Health Promotion 416-338-2303/cwai@toronto.ca	

Strategic Direction:	Civic Engagement/Building Strong Communities
Action Plan Objectives:	<ul style="list-style-type: none"> • To improve the diversity of representation on the Board of Health and Local Health Committees. • To provide equitable opportunities for residents of all backgrounds to participate in Toronto Public Health’s decision-making process. • To work with communities to increase their capacities and access to effective participation in various civic processes.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<ol style="list-style-type: none"> 1. Provide continuous development support to current BOH and LHC members. 2. Provide community capacity building services to various communities across the City. 	<ul style="list-style-type: none"> • Increased civic participation of Toronto’s diverse communities
		<p>INDICATORS</p> <p># of BOH and LHC members from diverse communities # of opportunities for active participation from diverse communities in TPH program planning processes (e.g., coalitions, focus groups, consultations, etc) # of communities actively participating in various civic processes</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
<p>2008</p>	<ol style="list-style-type: none"> 1. Provide continuous development support to current BOH and LHC members. 2. Provide community capacity building services to various communities across the City. 	<ul style="list-style-type: none"> • Increased civic participation of Toronto's diverse communities
		<p>INDICATORS</p> <p># of BOH and LHC members from diverse communities # of opportunities for active participation from diverse communities in TPH program planning processes (e.g., coalitions, focus groups, consultations, etc) # of communities actively participating in various civic processes</p>
<p>ACTUAL OUTCOMES</p>		

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Public Health
CM/DCM	Sue Corke
Contact Information:	
Caroline Wai Consultant, Health Promotion 416-338-2303/cwai@toronto.ca	

Strategic Direction:	Service Delivery
Action Plan Objectives:	<ul style="list-style-type: none"> To increase TPH programs and services that are accessible and equitable to Toronto’s diverse population. To increase staff competence in planning and delivering accessible and equitable programs. To identify and decrease barriers to access of TPH programs and services.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<ol style="list-style-type: none"> Carry-out mandatory diversity, access and equity (DAE) training for all staff. Deliver training sessions to staff and managers on the TPH Practice Framework and Inclusive Program Planning Tools. Access and Equity staff will provide consultations to programs to improve service delivery. Develop health inequality indicators to track priority populations. 	<ul style="list-style-type: none"> Improved service delivery of TPH that are accessible to Toronto’s diverse population. TPH staff have improved competence to deliver accessible and equitable programs and services. Identification and removal of barriers to access of TPH programs and services. Identification of priority populations to consider in program planning. <p>INDICATORS</p> <p># of staff trained in DAE training # of Practice Framework and Tools training sessions delivered, # of staff participated # of program consultations provided</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
		# of programs/services that provide information in plain language, different languages and/or alternate formats - Health inequality indicators developed

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
<p>2008</p>	<ol style="list-style-type: none"> 1. Carry-out mandatory diversity, access and equity (DAE) training for all staff. 2. Deliver training sessions to staff and managers on the TPH Practice Framework and Inclusive Program Planning Tools. 3. Access and Equity staff will provide consultations to programs to improve service delivery. 4. Develop health inequality indicators to track priority populations. 5. Investigate process to identify needs of people facing barriers and evaluating service delivery to them (eg., program advisory committees, working groups, etc). 6. Incorporate an “Equity Lens” to staff reports prepared for Board of Health based on findings of the corporate pilot project. 	<ul style="list-style-type: none"> • Improved service delivery of TPH that are accessible to Toronto’s diverse population. • TPH staff have improved competence to deliver accessible and equitable programs and services. • Identification and removal of barriers to access of TPH programs and services. • Identification of priority populations to consider in program planning. <p>INDICATORS</p> <p># of staff trained in DAE training # of Practice Framework and Tools training sessions delivered, # of staff participated # of program consultations provided # of programs/services that provide information in plain language, different languages and/or alternate formats - Health inequality indicators developed. - Process to identify needs of people facing barriers identified.</p>
<p>ACTUAL OUTCOMES</p>		

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Public Health
CM/DCM	Sue Corke
Contact Information:	
Caroline Wai Consultant, Health Promotion 416-338-2303/cwai@toronto.ca	

Strategic Direction:	Advocacy
Action Plan Objectives:	To raise awareness and identify strategies to address the health status inequities and barriers to health experienced by certain marginalized communities in Toronto.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2008	1. Develop position papers outlining the current health status of three communities in Toronto: immigrants and refugees, aboriginal community, and racialized and minoritized groups.	<ul style="list-style-type: none"> Increased awareness of the health status inequities and barriers to health facing three communities in Toronto: immigrants and refugees, aboriginal community, and racialized and minoritized groups. Increased community collaboration to raise awareness of and identify strategies to address the health status of three communities in Toronto.
		INDICATORS
		Outlines developed.
ACTUAL OUTCOMES		

Social Development, Finance & Administration Action Plan on Access, Equity and Human Rights 2007-2008

Divisional Context

The Social Development, Finance & Administration Division (SDFA) provides leadership and support to the Deputy City Manager, the Citizen Centred Services "A" Cluster, and City Council to advance social inclusion and to build safe, strong neighbourhoods and communities. The Division identifies and responds to community social needs; undertakes social planning and trend analysis; develops strategic policy responses; and provides financial, administrative, information technology and communications support and oversight.

The division recognizes that access, equity and human rights principles and practices are integral to identifying and addressing various social issues and conditions, removing barriers to access, and ensuring equitable access to the City's programs, goods, and services for all its diverse communities. SDFA staff regularly identify and address these issues as part of their on-going work including in strategic policy efforts, development of various frameworks and strategies, allocation of community grants, provision of community services and supports, purchasing of goods and services, and employing/mentoring staff, among others.

The Division also participates in and supports numerous on-going Corporate efforts related to access, equity, and human rights. In addition, SDFA is directly involved in numerous initiatives that address these issues in order to enhance responsiveness to the needs of Toronto's diverse population, particularly the most vulnerable. The majority of these efforts focus on 'Building Strong Communities' and on 'Economic Participation' – two priorities identified by this term of Council. Highlighted on the following pages are examples of how the division addresses these Directions. The selected examples relate to:

- communications
- education, awareness, and service delivery
- mentoring / employment
- youth engagement and development
- community safety and provision of community resources

In addition to the highlighted activities, the division carries out numerous initiatives that target other Strategic Directions. For example, the Division contributes to 'Advocacy', 'Leadership', and 'Accountability' in:

- its advocacy efforts with various orders of government and other sectors with regards to service delivery, funding, and legislation.

- staff's work with the Community Development and Recreation Committee on its focused agenda on social inclusion. The Committee launched "Toronto for All" – an initiative that aims to build a Toronto that provides opportunities for the optimal well-being and healthy development of all children, youth and adults. This initiative addresses building an inclusive city that contributes to the quality of life and health of the population by reducing social and economic distances between people; valuing diversity and recognizing experiences of people; and ensuring that all members of the community participate as equally valued and respected citizens; and
- SDFR Research Analysts' efforts to regularly apply access and equity lenses to their work including in various research projects, ordering data, and establishing indicators. Staff monitor the status of and impacts on diverse groups on a regular basis and they explore data by various diversity dimensions including age, gender, ethnic/cultural background, immigration status, and religion.

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Social Development, Finance & Administration
CM/DCM	Sue Corke
Contact Information: <u>Communications:</u> John Gosgnach, Manager (416) 392-8386; jgosgna@toronto.ca <u>A&E Lead:</u> Ida Hersi, PDO (416) 397-0441; ihersi@toronto.ca	

Strategic Direction:	<ul style="list-style-type: none"> ▪ Public Education and Awareness ▪ Service Delivery
Action Plan Objectives:	<ul style="list-style-type: none"> ▪ Develop and disseminate materials that represent Toronto’s diverse communities ▪ Ensure that programs and services serve the needs of a diverse population and provide equitable benefits to all residents ▪ Deliver services that respond to the changing needs of the population

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 - 2008	<ul style="list-style-type: none"> • Focus on clear language/diversity in all high-level divisional communication/marketing plans • All photos and illustrations used in communication material reflect Toronto’s diversity • Support communication initiatives that provide a voice to marginalized communities (e.g. youth-led events, GLBT, seniors events, Toronto Challenge) 	<ul style="list-style-type: none"> • Toronto’s diverse communities know about and feel welcome at civic events • Reduction of barriers to programs, services, and civic/community involvement • Members of diverse communities, the general public and people with varying levels of literacy are able to access information regarding various departmental initiatives • Voices of marginalized communities are heard
		<p>INDICATORS</p> <ul style="list-style-type: none"> • Participation rates of diverse groups at events • Participation rates of at-risk youth in civics • Community / stakeholder feedback

ACTUAL OUTCOMES

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Social Development, Finance & Administration
CM/DCM	Sue Corke
Contact Information: <u>Communications:</u> John Gosgnach, Manager (416) 392-8386; jgosgna@toronto.ca <u>A&E Lead:</u> Ida Hersi, PDO (416) 397-0441; ihersi@toronto.ca	

Strategic Direction:	<ul style="list-style-type: none"> • Building Strong Communities
Action Plan Objectives:	<ul style="list-style-type: none"> • Provide information on City services and programs in plain language, multi-lingual and alternate formats, and make the information available on the City’s website, in published materials and to the ethno-specific and community media • Provide equitable opportunities for residents of all backgrounds and members of the general public to participate in the City’s decision-making process • Ensure printed materials are accessible to the widest possible audience • Promote strategic advertising in multi-ethnic/community publications to reach Toronto’s diverse audience

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 - 2008	<ul style="list-style-type: none"> • Coordinate public consultations on behalf of Cluster “A” divisions in locations that are wheelchair accessible • Provide materials in multiple languages and alternate formats as required • Encourage and assist clients in using clear language and design to ensure materials are useable by the widest possible audience • Use larger font size when producing written material for audiences with visual impairments (e.g. seniors) • Encourage advertising in multi-ethnic/community publications • Assist with securing ASL interpreters as required for events 	<ul style="list-style-type: none"> • Enhanced information sharing through a range of outreach tools. • Increased awareness of opportunities to participate in the City’s decision-making process. • City events are accessible to all Toronto residents
		<p>INDICATORS</p> <ul style="list-style-type: none"> • Greater turnout at events. • Monitoring the number of City articles appearing in ethnic and community publications.

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Social Development, Finance, & Administration
CM/DCM	Sue Corke
Contact Information: <u>A&E Lead:</u> Ida Hersi, PDO (416) 397-0441; ihersi@toronto.ca	

Strategic Direction:	<ul style="list-style-type: none"> ▪ Economic Participation ▪ Building Strong Communities ▪ Service Delivery
Action Plan Objectives:	<ul style="list-style-type: none"> ▪ Implementing a range of training and awareness programs, including the sensitizing of staff and management to the accommodation of needs of employees with disabilities and employees who need religious accommodation, and making sure that training offered is current and addresses issues of gender, race, disability, religion, lesbian, gay, bisexual and transgender people ▪ Deliver services that respond to the changing needs of the population

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2008	SDFA is planning to implement diversity training for all its staff in order to enhance SDFA's responsiveness to the diversity of the populations we serve.	<ul style="list-style-type: none"> ▪ Increased staff awareness and knowledge of issues of diversity, access, equity and human rights ▪ Increase number of staff identifying, addressing, and incorporating these issues as part of their work and hence more responsiveness to Toronto's population ▪ Enhanced responsiveness to needs and enhanced outcomes in City's various efforts ▪ Positive feedback from staff and communities regarding efforts to identify and address access, equity, and human rights issues.
		INDICATORS <ul style="list-style-type: none"> ▪ Number of staff trained ▪ Increased staff awareness of diversity ▪ Increased staff knowledge of diversity, including strategies, tools, and/or resources to address issues of diversity ▪ Formal and informal evaluations ▪ Feedback from staff and others (e.g. community members)

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Social Development, Finance, & Administration
CM/DCM	Sue Corke
Contact Information: <u>Financial Administration Section:</u> Iqbal Ali, Director; (416) 392-8720; ial@toronto.ca <u>A&E Lead:</u> Ida Hersi, PDO (416) 397-0441; ihersi@toronto.ca	

Strategic Direction:	Economic Participation
Action Plan Objectives:	<ul style="list-style-type: none"> ▪ Implement mentoring programs to assist employees to develop skills for occupational advancement and internationally trained professions to access employment in their fields of expertise, and encourage and recognize employees who act as volunteer mentors

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 -2008	<p>SDFA’s Financial Administration Section (FAS) actively participates in the Profession to Profession mentoring immigrants programs. Currently, three management staff, including the Section Head, volunteer as Mentors with this City-run program. The Section’s goal is to double the staff participation to this City-run initiative.</p> <p>FAS also supports the City's plan for the Elimination of Racism and Discrimination and Equal opportunity and the current staffing</p>	<ul style="list-style-type: none"> ▪ Increased staff awareness of City’s mentoring program as well as issues & experiences of newcomers related to finding employment ▪ Increase in the number of staff (by 50%) participating in the mentorship program ▪ Enhanced mentee access to job-related information, advice and support ▪ Increased employment-related skills of mentee participating in program and, hence, improved access to future employment ▪ Increase in the number of mentees from City-designated priority groups (i.e. women, racial minorities, youth, seniors, aboriginal people, people with disabilities, immigrants and refugees, and LGBTT people)
		INDICATORS

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>force in FAS includes a number of foreign trained accounting professionals from various ethnic backgrounds.</p> <p>SDFA's Executive Director is a mentor for the African Canadian Mentoring Pilot Project.</p>	<ul style="list-style-type: none"> ▪ Number of staff involved in the mentorship program ▪ Number of mentees participating in the program, including number from designated priority groups ▪ Mentee and staff evaluations and other feedback (both formal & informal) ▪ Number of mentees who are hired (internally or externally) following their placement with the unit

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Social Development, Finance, & Administration
CM/DCM	Sue Corke
Contact Information: A&E Lead: Ida Hersi, PDO (416) 397-0441 ; ihersi@toronto.ca	

Strategic Direction:	<ul style="list-style-type: none"> ▪ Service Delivery ▪ Advocacy ▪ Accountability 	
Action Plan Objectives:	<ul style="list-style-type: none"> ▪ Ensure that programs and services serve the needs of a diverse population and provide equitable benefits to all residents ▪ Act as an advocate with all sectors and orders of government for legislation, funding and programs to sustain communities, support economic participation and deliver responsive services ▪ Strengthen mechanisms for community voices to be part of the City’s decision-making process 	
TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 - 2008 (on-going)	<p>SDFA plays a leadership role in the Interdivisional Staff Group on Immigration & Settlement – a group that provides coherent and co-ordinated advice and support to the City of Toronto on immigration and settlement (I&S) issues and activities, including issues of access, equity and human rights.</p> <p>SDFA staff also participate in other Corporate committees and groups that address issues of access, equity, and human rights (e.g. Inter-divisional Access & Equity Committee).</p> <p>SDFA staff are also applying an equity lens to</p>	<ul style="list-style-type: none"> ▪ Enhanced information, input, and strategic advice to support SDFA and other City activities related to I&S ▪ Enhanced City role (i.e. input, feedback, etc.) into federal, provincial, and international issues and activities related to I&S ▪ Increased awareness, knowledge, linkages, and resource sharing among divisional staff on these issues ▪ Enhanced research on I&S ▪ Establishment of a clearing house for divisional information on I&S ▪ Enhanced linkages, partnering, and sharing with Toronto communities/stakeholders working on I&S issues ▪ Enhanced staff capacity to identify and address issues of access, equity, and human rights in program service delivery
		INDICATORS

the Cluster A program reviews.

- Number of group meetings and other activities
- Number and type of group linkages (e.g. partnerships) established, both internally and externally
- Increased staff / stakeholders knowledge and awareness of I & S
- Number and type of information and resources shared with divisions and other partners
- Number of staff and other stakeholders identifying and raising issues related to I & S

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Social Development, Finance, & Administration
CM/DCM	Sue Corke
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Strategic Direction:	<ul style="list-style-type: none"> ▪ Building Strong Communities
Action Plan Objectives:	<ul style="list-style-type: none"> ▪ Strengthen organizations to enable communities to make their voices heard ▪ Allocate resources to emerging communities so that they can participate in civic society along with more established groups ▪ That City Departments involve residents in program advisory committees to evaluate services and make sure that these processes include persons who are from the City’s diverse communities

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<ul style="list-style-type: none"> • In 2006, Council adopted the Toronto Youth Strategy – an initiative that commits the City to working with youth and their communities to support the positive development and engagement of youth – particularly marginalized youth – and to continue to be responsive to the priorities and needs of the City’s diverse youth. The Strategy is to be implemented using the advice of a 13-member Youth Strategy Panel which partners with the City in the development, monitoring and evaluation of a Youth Action Plan to advance the Toronto Youth Strategy. <p>Planned activities include:</p> <ul style="list-style-type: none"> • Establish Youth Strategy Panel 	<ul style="list-style-type: none"> • New advisory committee of Council established that engages marginalized youth and their communities to support the development, implementation and evaluation of municipal policy, program and facilities • Youth Strategy Panel members (including youth) have a greater understanding of civic structures and how they can become actively involved • Youth Strategy Panel members (including youth) develop the skills necessary to participate in meetings according to the Simplified Rules for Advisory Committees • Youth Strategy Panel members develop a meeting format and way of working that allows both youth and non-youth to fully participate and remain engaged • Youth members attend meetings and remain engaged. • Community outreach and consultation strategy that reaches marginalized youth and their communities developed • Partial set of strategic priorities that includes the needs of

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<ul style="list-style-type: none"> • Provide Youth Strategy Panel with orientation to roles and responsibilities, municipal decision-making, and the Toronto Youth Strategy • Provide Youth Strategy Panel with training on meeting procedures • Work with Youth Strategy Panel to establish a meeting format and way of working that allows both youth and non-youth members of the Panel to fully participate and remain engaged • Support youth according to best practices of youth engagement • Support Youth Strategy Panel to: <ul style="list-style-type: none"> - develop community outreach and consultation strategy - develop a strategic set of priorities that will form an Action Plan 	<p>marginalized youth and their communities developed (to be part of Youth Action Plan)</p> <ul style="list-style-type: none"> • INDICATORS • Number of Youth Strategy Panel meetings • Increase in the ability of Youth Strategy Panel members to engage with and influence civic structures as an advisory committee and as individuals • Increase in ability of Youth Strategy Panel members to participate in meetings according to the Simplified Rules for Advisory Committees • Job description developed and used by Youth Strategy Panel members • Number of Youth Strategy Panel members who remain on the Panel for the first half of the Council term • Number of Youth Strategy Panel members who leave the Panel during the term because of a failure of the Panel to meaningfully engage them • Community outreach and consultation strategy that reaches marginalized youth and their communities • Partial set of strategic priorities includes the needs of marginalized youth and their communities

	<ul style="list-style-type: none"> • ACTIVITIES 	<ul style="list-style-type: none"> • EXPECTED OUTCOMES
<p>2008</p>	<ul style="list-style-type: none"> • Support Youth Strategy Panel to: <ul style="list-style-type: none"> - implement community outreach and consultation strategy - develop a strategic set of priorities that will form an Action Plan - develop framework for report card on youth - review Terms of Reference and develop recommendations for change - review Toronto Youth Strategy and develop recommendations for change - review the recruitment method for Panel members and develop recommendations for change. • Manage youth-led process adopted by Youth Strategy Panel to recruit new Panel members for 2009-10 if necessary. 	<ul style="list-style-type: none"> • Community outreach and consultation strategy implemented. • Youth from marginalized communities have an opportunity to contribute to the development of Action Plan priorities • Youth Action Plan developed • Framework for Report Card on Youth developed • Changes to Terms of Reference for Youth Strategy Panel recommended to Community Development and Recreation Committee • Changes to Toronto Youth Strategy recommended to Community Development and Recreation Committee • Youth-led process for recruiting community representatives to the Youth Strategy Panel recommended to the Community Development and Recreation Committee • Youth-led process to select new representatives to the Youth Strategy Panel for the 2009-10 period <hr/> <ul style="list-style-type: none"> • INDICATORS • Number of outreach and consultation initiatives • Number and diversity of youth reached through outreach and consultation initiatives • Youth input into strategies for the Youth Action Plan collected. • Youth Action Plan • Framework for Report Card on Youth • Changes to the Terms of Reference of the Youth Strategy Panel • Changes to the Toronto Youth Strategy • Youth Strategy Panel Terms of Reference amended and include youth-led process for community representative recruitment • Youth-led process to recruit new Youth Strategy Panel members

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Social Development, Finance, & Administration
CM/DCM	Sue Corke
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Strategic Direction:		Building Strong Communities
Action Plan Objectives:		<ul style="list-style-type: none"> ▪ Allocate resources to emerging communities so that they can participate in civic society along with more established groups ▪ That City Council continue to support community organizations through its various grants programs and that it develop a strategy to facilitate the equitable distribution of grants funding
TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<p>The Toronto Youth Cabinet identified the need for the city to support more youth-led activities, and included the concept of a special fund for this purpose in its information to Council during the 2006 budget process. The City’s Community Safety Plan has also clearly identified the contribution that meaningful engagement opportunities for youth make, both to healthy youth development and to broader community safety.</p> <p>The Identify ‘N Impact Investment Fund (started in 2006) funds youth-led projects to enhance engagement opportunities for youth through community organizations and groups.</p>	<ul style="list-style-type: none"> ▪ Enhance meaningful engagement opportunities for youth ▪ Increase youth involvement in neighbourhoods ▪ Increased knowledge, awareness, and skills for youth ▪ Increased access to resources for young people ▪ Increased participation in city processes for young people ▪ Enhanced community safety
		INDICATORS
		<ul style="list-style-type: none"> ▪ Number of youth engaged (e.g. in needs identification, planning, problem solving, decision-making and community action) ▪ Number of panel members trained in anti-oppression training, project development and assessment workshops and develop an understanding of city funding policies ▪ Number of community organization and group partners

Funded projects include a range of activities that will increase youth involvement in neighbourhoods--including needs identification, planning, problem solving, decision-making and community action.

A review panel of 10 youth from the 13 priority neighbourhoods are responsible for recommending projects to be funded. Panel members participate in anti-oppression training, project development and assessment workshops and develop an understanding of City funding policies.

- Number of groups / projects funded
- Number of youth trained
- Number of youth participating in city processes
- Amount of funding and other resources devoted to initiative

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	Social Development, Finance, & Administration
CM/DCM	Sue Corke
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Strategic Direction:	<ul style="list-style-type: none"> • Economic participation • Building strong communities
Action Plan Objectives:	<ul style="list-style-type: none"> • Support the full participation of all communities in the economic life of the city • Allocate resources to emerging communities so that they can participate in civic society along with more established groups • Strengthen organizations to enable communities to make their voices heard

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<p>1. Mayor’s Advisory Panel for Making a Safe City Safer: SDFa provides support to the Mayor’s new Advisory Panel for Making a Safe City Safer -- a diverse group of individuals, and organizations, which focuses on investments in the priority neighbourhoods related to youth opportunities and community safety interventions. The work has a special focus on marginalized, racialized communities impacted by economic, social, and political disadvantage.</p> <p>2. Special Fund Monies Earmarked for</p>	<ul style="list-style-type: none"> ▪ Alignment and enhancement of investments in priority neighbourhoods ▪ Increased / enhanced partnerships and initiatives ▪ Enhanced community safety ▪ Increased community perceptions of safety ▪ Enhanced social, economic, and political outcomes for youth, (e.g. jobs, recreation programs, etc) particularly low-income, marginalized, and disadvantaged youth
		<p>INDICATORS</p> <ul style="list-style-type: none"> ▪ Number and type of partnerships established ▪ Number of specific working group / Panel objectives and

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>Families, Children and Youth Programs: Provide support to the Toronto Police Services Board, to issue \$100,000, in funds to non-profit organizations whose objective is to develop and implement programs that will benefit families, children, and youth; minimizes the need for policing intervention; and strengthens the need between the police and the community.</p> <p>3. Take BAC 13 Summer '07: Take BAC (Beautiful and Clean) 13 summer '07 is a program that engages over 100 youth between the ages of 13 and 17 years in Toronto's 13 priority neighbourhoods in activities that clean, beautify and make their neighbourhoods safer. The type of project undertaken and its location within the specific neighbourhoods will be determined by the youth and could include: planting and maintaining a community garden; graffiti removal; creation of outdoor art; area clean-up. The youth will acquire leadership skills in the process.</p> <p>4. Community Crisis Response (CCR): The CCR Program provides support to communities and individuals that have been impacted by violent incidents involving young people and the use of</p>	<p>outcomes accomplishments</p> <ul style="list-style-type: none"> ▪ Number of organizations that have received funds from the Special Fund Monies Earmarked for Families, Children and Youth Programs ▪ Number of meetings per year for the Mayor's Advisory Panel for Making a Safe City Safer ▪ Number and type of Panel / panel working groups developed supported ▪ Number of initiatives developed and evaluated <ul style="list-style-type: none"> ▪ Number/amount of honorariums to youth between the ages of 13 to 17 ▪ Number of youth acquiring leadership and other positive skills ▪ Number of youth reporting enhanced resilience ▪ Number of beautification projects completed in priority neighbourhoods ▪ Number of community members perceiving enhanced community safety ▪ Number of Take BAC 13 partners established ▪ Cash and/or other resources provided by initiative stakeholders <ul style="list-style-type: none"> ▪ Number/nature of violent incidents to which the Community Crisis Response Program (CCRP) responded ▪ Number of community events in which the CCRP staff conduct and participate ▪ Amount of financial support provided by the Crisis Fund to agencies and families due to violent incidents ▪ Number and type of training workshops conducted with youth.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>weapons. The program assists local communities in coordinating resources and strategies that support healing, and that builds capacity towards increased resilience to violent behavior.</p>	

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
<p>2008</p>	<p>1. Previous activities mentioned in 2007.</p>	<p>▪ Expected outcomes as mentioned above for 2007.</p> <hr/> <p>INDICATORS</p> <p>▪ Indicators mentioned above for 2007</p>

Shelter, Support and Housing Administration & Affordable Housing Office Action Plan on Access, Equity and Human Rights 2007-2008

Divisional Context

The Shelter, Support and Housing Administration Division (SSHAD) supports a range of shelter and affordable housing options for vulnerable people who are homeless or at risk of homelessness. The Division provides temporary shelters and supports for homeless individuals and families; administers Toronto's social housing stock for the City; helps tenants at risk of losing their rental homes; links homeless people to permanent housing and provides supports to keep them housed; and works with the Affordable Housing Office to facilitate and create new permanent housing for the homeless.

All of our clients are people with low income and often come from diverse communities identified in the Action Plan on Access, Equity and Human Rights (AEHR) and as such, the work to address their challenges permeates all areas of the Division. The homeless people who are accommodated by the emergency shelters include women, racial minorities, youth, seniors and immigrant and refugee individuals and families. The social housing stock administered by SSHAD and the community agencies that access homelessness funding through SSHAD assist many AEHR clients.

The SSHAD Action Plan for the 2007-2008 period will focus on the Division's activities that address the strategic objectives of Economic Participation and Building Strong Communities for all AEHR priority groups. The Action Plan will also provide an update on other strategic directions the Division submitted in the previous AEHR Action Plan wherever appropriate. Most programs serve AEHR clients across the City, therefore the Action Plan only indicates the ward location of some programs where available.

To achieve the economic participation objectives, SSHAD is planning activities to increase staff participation in the City's Employment Equity survey and Profession-to-Profession Mentoring Immigrant Program, and to enhance staff's understanding of AEHR principles in service delivery and hiring practices. SSHAD will continue to work in partnerships with community agencies in a number of employment training and skills development initiatives for homeless women, Aboriginal people, street-involved youth, and seniors. In particular, about 20% of the new federal homelessness funding will be allocated to services and programs targeting Aboriginal people.

The objectives of building strong communities will be addressed through funding for community partners to enhance their capacity to respond to the needs of their diverse client groups and to build networks for effective services, and facilitating affordable housing opportunities for approximately 200,000 households in need over the next ten years in collaboration with the Affordable Housing Office.

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division	Shelter, Support and Housing Administration
CM/DCM	Sue Corke
Contact Information:	
Gwynne Cheung Policy Development Officer 416-392-0643 / gcheung2@toronto.ca	

Strategic Direction:	Economic Participation – Employment related priorities
Action Plan Objectives:	Increase participation of the Division staff to complete the Employment Equity workforce survey and provide opportunities for professional development

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 - 2008	<ul style="list-style-type: none"> Attend staff meetings and use other venues to provide information on the Employment Equity workforce survey and its use. Provide outreach by Access Equity and Human Rights representatives in SSHA to encourage participation. Make hard copies of the survey available and give all workers the opportunity to complete it, focusing on new hires. Provide as many opportunities as possible to complete survey, including on line completion. Develop a process to identify barriers related to professional development of equity priority groups, raise awareness of the barriers and provide support to assist the Division and individuals to mitigate such barriers. Based on results of the Employment Equity Survey in SSHA, work with management staff to 	<ul style="list-style-type: none"> The overall knowledge of staff about the workforce survey and participation rate for the Division is increased for both union and non-union staff Process developed to identify and address the barriers of priority groups to professional development
		<p>INDICATORS</p> <ul style="list-style-type: none"> Number of employees who participate in the workforce survey Number of meetings or outreach visits by members of the SSHA Access, Equity and Human Rights staff team

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	encourage more diversity applicants for Divisional professional development opportunities to reflect the diverse communities being served.	
ACTUAL OUTCOMES		

Strategic Direction:	Economic Participation – Employment related priorities
Action Plan Objectives:	Increase staff participation in the Profession to Profession Mentoring Immigrant Program and other similar mentoring and placement initiatives within the Division

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 - 2008	<ul style="list-style-type: none"> • Promote the mentoring program to Divisional staff through various devices, including placing information posters to all work sites, emails and individual discussions. • Recruit staff with different professional capacities in the Division to increase the pool of mentors. • Invite previous mentors to share their experience at management and general staff meetings. • Encourage recognition of SSHA mentors by the Senior Management Team in the Division. • Identify other mentoring and placement opportunities. 	<ul style="list-style-type: none"> • Participation rate of professional staff mentors in the program will be increased • Increased knowledge of the mentoring program among professional and management staff. • Increased awareness of programs or opportunities for hiring of internationally trained professionals
		<p>INDICATORS</p> <ul style="list-style-type: none"> • Number and professional category of staff volunteers participating in the professional mentoring immigrant program • Number and type of other mentoring, employment, or promotional opportunities
ACTUAL OUTCOMES		

Strategic Direction:

Economic Participation, Leadership and Advocacy

Action Plan Objectives:

Improve the understanding and application of Access, Equity and Human Rights and the Equity Lens principles for all staff

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
<p>2007 - 2008</p>	<ul style="list-style-type: none"> • Create a Divisional staff team with representation from all units in the Division to work on Access, Equity and Human Rights action plan. • Promote and coordinate AEHR related training opportunities and materials offered by the City, including Equity Lens training, to all Divisional staff and encourage staff participation on an on-going basis, particularly non-union and senior management staff. • Provide information and support for the Division regarding the application of Equity Lens and Equity Impact statements in report submissions to Council and Standing Committees. • Develop a communication strategy to report out on AEHR activities to the senior management team and other staff. • Identify corporate AEHR training and best practices in AEHR training models used by other City Divisions and Public Health and make recommendations to the SSHA senior management team for training of frontline staff. • Explore the possibility of SSHA-AEHR working group members developing expertise in area related to AEHR and facilitate workshops or presentations to SSHA units. • Encourage staff to participate and provide support to community-based committees related to housing and homelessness issues facing the priority groups, including the Immigrant and Refugee Housing Task Group, the Rental Housing Advisory Committee and the Alternative Housing and Services Committee. 	<ul style="list-style-type: none"> • Greater understanding and acknowledgement of Access, Equity and Human Rights issues within the Division • AEHR Action plan will reflect SSHA services and programs related to priority groups • A best practice training model for AEHR will be developed within the Division • Greater information sharing and improved knowledge of applying Equity Lens principles in various Divisional work areas • Active participation of senior management team members in AEHR and Equity Lens and AEHR related trainings • Increased awareness of affordable housing and homelessness issues faced by priority groups particularly immigrants and refugees <p>INDICATORS</p> <ul style="list-style-type: none"> • Regular meetings among the Divisional AEHR staff team • Completion of 2007-08 AEHR action plan • Communication strategy developed for

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
		<p>reporting to SMT on AEHR priorities and good practices training for all levels of staff</p> <ul style="list-style-type: none"> • Participation of management staff in AEHR and Equity Lens training • Application of Equity Lens in new policy and planning initiatives • Inclusion of Equity Impact Statement in Divisional staff reports to Committees and Council • Active staff participation in housing and homelessness workshops and committees related to priority groups
ACTUAL OUTCOMES		

Strategic Direction:	Economic Participation – Community employment related priorities
Action Plan Objectives:	Provide pre-employment programming at City Operated shelters and support community services to enhance the pre-employment and self-sufficiency skills of homeless/at risk, Aboriginal, women, youth, and other target groups

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 - 2008	<p>As part of the proposed Community Plan for the federal Homeless Partnership Initiative (HPI), assist homeless and those at risk of homelessness with employment skills through a continuum of vocational assessment, career and work planning, skills training and employment support services. These include:</p> <ul style="list-style-type: none"> • Transition to Work Pilot Project for clients at Fort York Residence and other City operated shelters. <p>Projects funded in 2007 targeting the priority group include:</p> <ul style="list-style-type: none"> • Miziwe Biik Aboriginal Employment & Training (Ward 27) for Aboriginal clients • St. Christopher House’s Meeting Place First Nations Program (Ward 19) that provides skill development in traditional arts for First Nations people • Sistering On the Path (Ward 19), Pre-Employment Project for marginalized women • Woodgreen Community Services (Ward 30)-Skills Matter project that provides support services for job readiness (e.g. ESL and literacy skills training and volunteering employment opportunities) for women • Youth Skills Zone that provides skills development, housing and education services for recently housed homeless youth or those youth working towards independent living. • Partner with Toronto Environment Volunteers to create opportunities for priority group members and homeless individuals to provide opportunities for people who are homeless to gain work related experience though 	<ul style="list-style-type: none"> • Support training opportunities on pre-employment skills for Aboriginal, women, and youth to increase self-esteem and self confidence, and improve access to community supports for the priority groups • Increase in awareness and employment opportunities for priority groups
		<p>INDICATORS</p> <ul style="list-style-type: none"> • Number and type of volunteer and transition to work opportunities • Number of homeless clients who received support to find a job • Funds invested to support this set of activities

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	volunteer activities.	
ACTUAL OUTCOMES		

Strategic Direction:	Economic Participation – Community Economic Development
Action Plan Objectives:	Invest in local community economic development projects to increase economic participation and community involvement for the homeless and people at risk of homelessness in Toronto, including those from AEHR priority groups such as youth, Aboriginal people and immigrants

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 - 2008	<p>Continue to contribute funding to the Toronto Enterprise Fund that supports 11 local community economic development projects with approximately 1,200 participants in 2007, through the Consolidated Homelessness Prevention Program (CHPP) and Homelessness Partnerships Initiative (HPI).</p> <p>Projects targeting the priority groups include:</p> <p>Youth Initiatives:</p> <ul style="list-style-type: none"> • River Restaurant, Ward 14, (run by All-A-Board Youth Ventures, Ward 20): a restaurant and lounge that provides training and transitional employment to youth who are homeless or at-risk of homelessness. • Eva's Phoenix Print Shop, Ward 19 (run by Eva's Initiatives, Ward 20): a commercial print shop that provides training and transitional employment to youth who are homeless or at-risk of homelessness. • Blue Sky DJ Service (run by Pape Adolescent Resource Centre, Ward 30): an entertainment business that provides training and transitional employment to youth moving out of the foster care system. • Beatz to da Streetz Ventures (trusteed by Touchstone Youth Center, Ward 29): music production enterprise that provides training and transitional employment to youth who are 	<ul style="list-style-type: none"> • Create employment experience and opportunities for the homeless and those at risk, including youth, Aboriginal people and immigrants • Support partnership and initiatives in economic development • Facilitate sharing of learning and good practices on social purpose enterprises working with homeless people
		<p>INDICATORS</p> <ul style="list-style-type: none"> • Number and type of programs offering economic development for priority groups • Number of participants • Success of the enterprises and their impact on participants to inform policy development • Funds invested to support this set of activities

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>homeless or at-risk of homelessness.</p> <p>Aboriginal Initiatives:</p> <ul style="list-style-type: none"> • Tumivut Earthkeepers (run by Native Men's Residence, Ward 21): a horticultural and landscaping business that provides training and transitional employment to residents of the Tumivut Youth Shelter. <p>Psychiatric Consumer/Survivor Initiatives:</p> <ul style="list-style-type: none"> • Out of This World Café, Ward 19 (run by Ontario Council of Alternative Businesses – OCAB, Ward 14): a canteen, coffee cart, espresso bar, and catering business that offers permanent employment to psychiatric consumer/survivors. • Parkdale Green Thumb Enterprises (run by Ontario Council of Alternative Businesses – OCAB, Ward 14): a horticultural maintenance and streetscaping business that provides permanent employment to psychiatric consumer/survivors. <p>Women, Immigrant Women Initiatives:</p> <ul style="list-style-type: none"> • Inspirations Studio (run by Sistering, Ward 19): a studio space for homeless and marginalized women to develop skills and micro-businesses in arts and crafts production. • Haween Enterprises (run by Somali Women and Children's Support Network, Ward 2): a sewing enterprise that provides training and transitional employment to immigrant and low-income women. <p>Other initiatives for homeless and marginalized people:</p> <ul style="list-style-type: none"> • St. John's Bakery (run by St. John the Compassionate 	

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>Mission, Ward 30): a wholesale and retail bakery that offers permanent employment to people who are homeless or at risk of homelessness.</p> <ul style="list-style-type: none"> • Furniture Link (run by Furniture Bank, Ward 22): a furniture pickup and delivery business providing employment to people who are homeless or at -risk of homelessness 	
ACTUAL OUTCOMES		

Strategic Direction:	Building Strong Communities – Community Partnerships	
Action Plan Objectives:	Ensure effective partnerships with stakeholders, advocates and service sectors to improve housing and homelessness services, including those for priority groups	
TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 - 2008	<ul style="list-style-type: none"> • Consult with social housing stakeholders, advocates and sector groups in the following areas: <ul style="list-style-type: none"> • studies on access to social housing; • recommendations on changes to the Social Housing Reform Act (SHRA) • Work with other City Divisions to provide training or act as guest speakers in education initiatives that the Social Housing Unit provides to housing providers, e.g. tools to better manage their buildings through preventive maintenance training, financial risk management training. • Continue to coordinate a network of community organizations serving tenants and landlords to advocate for and support service improvements related to rental housing, including: <ul style="list-style-type: none"> ○ Funding an update of the Tenant Survival Manual; ○ Conducting a review of the Tenant Defence Fund program to better assist tenants in the legal process about rental housing issues; ○ Supporting the landlordconnect project linking housing workers to landlords to find appropriate housing for tenants. • Continue to develop partnerships with external agencies/organizations 	<ul style="list-style-type: none"> • Produce documentation (i.e. City Guidelines, reports, studies etc.) for social housing providers that accurately represents the goals of the involved partners and their client groups • Assist social housing partners to meet the changing needs of social housing • Provide support for tenants and landlords particularly small landlords • Support community partnerships to address the needs of homeless people in shelters and drop-in centres and on the street • Provide specialized outreach and support to homeless people to keep their housing • Coordinate with community service providers in the planning for services for homeless people

that complement the case management model used by all shelters to improve services offered within the shelter system, including:

- a program for young homeless women who are pregnant to enhance their parenting and life skills
 - partnership with the Aisling Discoveries Child and Family Services (Ward 42), to provide support to homeless children with social skills and creating self-confidence.
- Consult with community agencies and stakeholders in development of a community plan for the investment of the Homelessness Partnership Initiative (HPI) funding and for improvements in homelessness programming, resulting in a proposal to the federal government for approval. The committees that participate in the consultation include:
 - the HPI Community Reference Group;
 - the Street Outreach Steering Committee;
 - the Alternative Housing and Services Committee;
 - the Immigrant and Refugee Housing Task Group; and
 - the Innovator’s Council, the Homeless Health Reference Group.
 - Collaborate and consult with all agencies providing drop-in services in the City in a review of drop-in services to support service improvements, develop clear funding policy, and identify barriers for clients in disadvantaged groups to access the services (see P. 26 for more details).
 - Street to Homes Program funds and works with community agencies to deliver a range of programs that help homeless people find and keep permanent housing, many of whom belong to the AEHR priority groups. Programs include:
 - Supporting clients to maintain their housing by providing case management, monitoring each individual’s progress, accessing community-based agencies in their home areas, establishing stronger ties to their new community and acquiring the necessary skills needed to gain control over their lives.
 - Continuing to provide outreach and supports in order to assist

INDICATORS

- Number and type of social housing related documentation.
- Number of social housing providers who have developed a preventive maintenance plan
- Completion and distribution of the Tenant Survival Manual
- Approval of the HPI Community Plan by the federal government
- Number of homeless people moved from the streets to permanent housing
- Funds invested to support this set of activities

homeless youths.

- Working in partnership with John Howard Society (Ward 27), Elizabeth Fry, Ward 28 (which serves women) and the Prisoners' HIV/AIDS Support Action Network (Ward 19) to assist homeless ex-offenders in re-integrating to the community and building skills to maintain their housing.
- Supporting city-wide street outreach work with Aboriginal homeless individuals to facilitate access to the services and supports.

ACTUAL OUTCOMES

Strategic Direction:	Building Strong Communities, Leadership and Service Delivery – Consolidated Homelessness Prevention Program
Action Plan Objectives:	Support community organizations, through funding, coordination and partnership building, and develop strategies for equitable distribution of grants to AEHR priority groups

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 - 2008	<p>SSHA continues to administer the Consolidated Homelessness Prevention Program (CHPP) fund, City of Toronto Homeless Initiative Fund, and the Provincial Rent Bank. These funds provide support to 100 community agencies receiving CHPP funds to deliver 156 projects in six service sectors:</p> <ul style="list-style-type: none"> • Housing Help Services outside Shelter • Housing Help Services inside Shelters • Drop-in Services • Street Outreach • Support to Daily Living • Special Projects <p>The Division encourages and facilitates coordination of services and partnership building among the community services. It provides clear and consistent directions to community agencies for more effective services and measurable outcomes.</p> <p>The Division continues to ensure that the eligibility criteria set for funding, application process and grant administration are in compliance with the City of Toronto Auditor General’s recommendations and the City’s Best Practices in Grant Administration. Funded projects receive support and direction in fostering accountability, implementing a client first approach, and providing services that are multi-layer culturally sensitive, and free of discrimination and barriers.</p>	<ul style="list-style-type: none"> • Continue to fund and support community agencies in providing services to the homeless • Support opportunities for service coordination and partnership between service sectors, and effective use of resources • Ensure priority groups’ access to housing and eviction prevention services through specialized, multi-lingual and culturally sensitive services and trained staff • Ensure consistency and reliability of service data, and opportunity for evaluation and planning by community organization and the SSHA <p>INDICATORS</p> <ul style="list-style-type: none"> • Number of people accessing housing or keeping their housing • Number of agencies receiving IT and data collection support • Funds invested to support this set of activities

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>The Division continues to support programs that specifically target AEHR priority groups, including:</p> <ul style="list-style-type: none"> • 6 projects for Aboriginal people • 9 housing help projects for immigrants and refugees • 3 programs for marginalized seniors to access and keep their housing • 9 projects for helping marginalized women to maintain housing stability • The Toronto Rent Bank Program with 7 Access Centres helping families, seniors and individuals to prevent eviction • 2 programs supporting LGTTTB communities <p>The Division has initiated a Housing Help Data Template Pilot Project to support housing help projects meet reporting requirements more efficiently. This project provides IT training and supports good practices in clients' intake and discharge procedures. Community agencies received funds for IT development, where needed. Agencies also receive support on development of operational policies through workshops and follow-up assistance.</p>	
ACTUAL OUTCOMES		

Strategic Direction:	Building Strong communities, Leadership, and Service Delivery – Homelessness Partnership Initiative
Action Plan Objectives:	Support community organizations through various grant programs, service agreements and partnerships, and develop strategies for equitable distribution of grants to priority groups.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 - 2008	<p>Shelter, Support and Housing Administration continues to manage homelessness funding provided by the federal government.</p> <p>HPI Community Plan The Division has recently developed a community plan in consultation with agencies and key stakeholders for the investment of Toronto's HPI allocation.</p> <p>The community plan focuses on 4 key priorities that will have impact on some of the AEHR priority groups:</p> <ul style="list-style-type: none"> • taking a Housing First approach to create new units and support those people most in need of help to find and keep housing • spending 20% of the City's allocation (after administration) on services and initiatives to end homelessness among Aboriginal people due to high needs in this group • Capital investment in community and City facilities and shelters • Skills training and employment development for homeless people <p>A separate community consultation and planning process is underway to develop an investment plan for the Aboriginal</p>	<ul style="list-style-type: none"> • Provide funding and support for organizations assisting homeless people including those from priority groups • Investment plan for Aboriginal services developed <p>INDICATORS</p> <ul style="list-style-type: none"> • Number and type of grants issued and supportive activities provided to community organizations serving priority groups • Number of women and Aboriginal youth with mental health issues successfully housed • Number and types of programs developed for Aboriginal people in the investment plan • Funds invested to support this set of activities

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>allocation that has the support of Aboriginal agencies, key community stakeholders and the City.</p> <p>The HPI program continues funding some of the successful projects funded by SCPI that support the priority groups :</p> <ul style="list-style-type: none"> • Three projects targeted for training and language services to community services and clients, and for coordination of existing services for homeless and at risk immigrants and refugees • Two projects for women and Aboriginal youth with mental health issues 	
ACTUAL OUTCOMES		

Strategic Direction:	Building Strong Communities and Service Delivery – Affordable Housing Programs
Action Plan Objectives:	Augment the City's stock of affordable housing in partnership with the private and non-profit sectors and ensure access to affordable housing for the AEHR priority groups, including seniors, people with disabilities, refugees and Aboriginal people.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007-2008	<p><u>New Affordable Housing:</u></p> <p>The Division works closely with the Affordable Housing Office (AHO) to create new affordable housing for people with low income and the homeless.</p> <p>The Community Plan of the new Homelessness Partnership Initiative (HPI) adopts a “housing first” approach to helping homeless people on the street through creation of new units in collaboration with the AHO and supporting those in most need to find and keep housing.</p> <p>The Affordable Housing Office coordinates funding from other orders of government and expedites delivery of new affordable housing to address homelessness from two main sources: the Canada-Ontario Affordable Housing Program and the federal government’s Homelessness Partnership Initiative.</p> <p>Since 2000, Toronto City Council has approved the creation of 4,200 new affordable homes, but the demand for supported units and affordable housing remains strong, with over 65,000</p>	<ul style="list-style-type: none"> • Comprehensive affordable housing plan will be developed in partnership with community service providers and private sector • Maintain access to affordable and transitional housing with supports for homeless women, Aboriginal, refugees and youth. • Existing modified units in social housing will continue to be maintained as required by the Social Housing Reform Act. • Continue to raise awareness and facilitate planning for accessible housing for people with disabilities and seniors
		<p>INDICATORS</p> <ul style="list-style-type: none"> • Number of new affordable housing and transitional housing units under development and completed • Distribution of user guide for accessibility designs in new affordable housing and

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>people on the social housing waiting list in Toronto.</p> <p>On November 7, 2007, the City released an Affordable Housing Framework that sets out a 10-year plan to provide a range of affordable housing solutions for approximately 200,000 homeless people and households with rental affordability problems over ten years. The AHO together with SSHA, will be consulting community stakeholders and housing providers in both the private and non-profit sectors to develop a comprehensive affordable housing plan for the City.</p> <p><u>Affordable housing for women, immigrant, refugees and youth:</u></p> <p>The Division continues to implement the City’s policy on access to social housing as governed by the provincial Social Housing Reform Act (SHRA). Victims of domestic violence are given over-riding priority. Homeless people, newcomers who are homeless and 16-17 years old youth are included in the disadvantaged groups such that one in every 7th rent-geared-to-income vacancy will be filled by these groups.</p> <p>Several projects developed by Affordable Housing Office continue to house refugees and other marginalized people. These include two transitional housing for refugees at Romero House (Ward 14) and Sojourn House (Ward 28). In addition, AHO is also in the process of development of two new shelters in conjunction with SSHA and community partners - Eva’s Canterbury (Ward 23), a harm reduction program for youth and Bethlehem United Co-Ed Shelter (Ward 15) operated by Fred Victor Centre.</p>	<p>alternative housing</p> <ul style="list-style-type: none"> • Number of modified units committed through RRAP • Funds invested to support this set of activities

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p><u>Affordable housing for Aboriginal people:</u></p> <p>Aboriginal people are continued to be housed through the Aboriginal Housing program that includes 50 units at 20 Sewell (Ward 42), and a transitional housing for Aboriginal youth.</p> <p>Since Aboriginal people made up 24% of the homeless people living on the street, the Community Plan has identified services for Aboriginal people as a priority and will spend 20% of the City's HPI allocation to help end homelessness among Aboriginal people. A separate community consultation and planning process is underway to develop an investment plan for the Aboriginal allocation that has the support of Aboriginal agencies, key community stakeholders and the City.</p> <p><u>Housing for seniors and people with disabilities:</u></p> <p>The City currently maintains a centralized waiting list system for people applying for subsidized housing, but each housing provider can maintain its own waiting list of modified units, resulting in people with disabilities having to apply at different locations.</p> <p>A recent regulation under the Social Housing Reform Act requires service managers for social housing to make information on the housing projects that contain modified units and the type of modified units available to the public. The City will continue to encourage housing providers to list their</p>	

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>modified units on the centralized waiting list in order to comply with this new requirement and to streamline the application process for people with disabilities.</p> <p>The HPI Community Plan proposes to conduct a pilot project on providing housing for very hard-to-house seniors who may not be eligible for or cannot function in the traditional Long Term Care environment (i.e. those with histories of substance use, mental health issues or challenges with daily living).</p> <p>Since there is often a high incidence of disability in the homeless and lower-income populations, the Affordable Housing Office (AHO) will continue to work with housing providers respecting accessibility designs in all new affordable housing developments in the City.</p> <p>The AHO has recently completed a user guide for developing alternative housing that identifies design principles which enhance tenant satisfaction and management of housing, and helps housing providers with practical solutions to ensure tenants can age safely and in comfort.</p> <p>As part of the objectives of the federal Residential Rehabilitation Assistance Program (RRAP), the AHO will continue to fund modification of privately owned or rental affordable units to enable persons with disabilities to live more independently at home.</p>	
ACTUAL OUTCOMES		

Strategic Direction:	Building Strong Communities – Community Services Capacity Building
Action Plan Objectives:	Invest in the strengthening and building of effective organizations through the provision of capacity building opportunities, resources and supports for agencies that are funded to address the issue of homelessness or those at risk of homelessness.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007-2008	<p>Provide a range of supports for capacity building in four core capacity areas: adaptive, leadership, management and operations. Activities include:</p> <ol style="list-style-type: none"> 1. Providing workshops and one-on-one coaching on fundraising resulting in the creation of a 3 year fund-raising and resource development strategy for each participating agency. 2. Working in partnership with the United Way of Greater Toronto to support organizations previously funded for capacity building activities to build on their capacity gains through: <ul style="list-style-type: none"> • the provision of technical assistance grants; • provision of up to five spaces for HPI funded agency staff in The Schulich School of Management’s Emerging Leaders Program; • supporting sectoral innovation by undertaking a multi-faceted initiative focused on program innovation for new service approaches to addressing homelessness. 3. Continuing to work in partnership with United Way of Greater Toronto, the Ministry of Children & Youth Services and Oolagen Community Services (Ward 27) to develop a capacity building portal as a gateway to: information and expert resources; best and promising practices; interactive knowledge-sharing practices; conferences; forums; and the latest developments in the area of 	<ol style="list-style-type: none"> 1. Participating organizations’ ability to fundraise and secure resources will be improved 2. Increased organizational effectiveness, leadership capacity , and improved service delivery 3. Effective and seamless access to Organization Capacity Building resources for agencies, funders and sector players, including: <ul style="list-style-type: none"> • pooling and refining of capacity building resources and • collaboration and coordination among funders 4. Increased understanding and ability to manage facility preventative maintenance needs
		INDICATORS
		<ol style="list-style-type: none"> 1. Number of agencies that completed the intensive program including development of a 3-year resource development plan 2. Number of organizations that received funds 3. Number and type of agencies that completed the multi-faceted innovative training based

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>capacity building.</p> <p>4. Facilitate preventative maintenance training initiative to assist organizations in developing an increased understanding of their facility/building needs and develop a plan.</p>	<p>initiative</p> <p>4. Number and type of agencies that completed training and implemented preventative maintenance plan</p> <p>5. Funds invested to support this set of activities</p>
ACTUAL OUTCOMES		

Strategic Direction:	Building Strong Communities and Accountability	
Action Plan Objectives:	Develop and evaluate policies, services, and programs to identify barriers experienced by the AEHR priority groups and involve community partners and clients in these processes	
TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007-2008	<ul style="list-style-type: none"> • Ensure feedback or input from AEHR priority groups in planning and delivery of programs and services. • The Division will conduct a study on applicants on the social housing waiting list to monitor and review access and equity policies for social housing approved by the City in 2002. • The Division is undertaking a review of the City’s Tenant Defence Fund to improve and expand the existing program that assists tenants in rental affordable housing. Consultation is underway with tenant and landlord organizations and other community stakeholders in the rental housing sector. • As part of the second phase of Hostel Services Quality Assurance Initiative, the Division will be conducting a client survey to review and improve access to the Toronto Shelter System, including access policies in relation to age, ethno-cultural background, (dis)ability, gender identity and sexual orientation. • Involve the drop-in sector in the review of drop-in services by: <ul style="list-style-type: none"> ○ creating a reference group that includes representation from specialized drop-in centres for youth, women, 	<ul style="list-style-type: none"> • Engagement of community partners and users in planning and evaluation of programs that have an impact on them • Continue to support delivery of housing and homeless services to meet the need of AEHR priority groups. • Develop clear policy approach to funding drop-in centres and better understanding of any barriers that clients in disadvantaged groups experience in accessing drop-in centres <hr/> <p>INDICATORS</p> <ul style="list-style-type: none"> • Completion of Tenant Defence Fund review • Completion of access to social housing study • Completion of client survey as part of the Quality Assurance review of shelters • Approval of HPI allocation for Aboriginal services and housing projects • Module on measuring outcomes added to the Toronto Drop-In Good Practices Toolkit • Funds invested to support this set of activities

and older men;

- engaging individual drop-in centres to conduct focus groups and interviews with specified client groups including Aboriginal, women, youth, older people, LGTTTB;
 - holding sector wide consultations to review findings and refine policy direction
 - partnering with the Toronto Drop-In Network to develop success indicators for services.
-
- Complete a post-occupancy survey of the homeless people housed directly from the streets in partnership with non-profit agencies to find out the general well-being and housing situations of these clients after they are housed, and identify areas for program improvements.
 - Ensure that funded projects comply with City's AEHR related policies, through implementation of performance measurements and engage clients in feedback on the services.

ACTUAL OUTCOMES

Strategic Direction:		Building Strong Communities, Public Education and Awareness - Multi-Lingual Assistance
Action Plan Objectives:		Continue to support and enhance the capacity of programs to provide multi-lingual and culturally sensitive services where indicated and written materials to AEHR priority groups, homeless persons and those at risk of homelessness
TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 - 2008	<ul style="list-style-type: none"> • Ensure that emergency shelters continue to maintain language capacity and skills within their own agencies or partner with other agencies to provide services and supports for homeless people from diverse communities. • Ensure that Emergency Management Office continue to take into consideration language, cultural, dietary and mobility needs of Toronto residents in its policy and planning for mass care response, and coordinate public education activities organized by Emergency Management Ontario to improve emergency planning for people from diverse communities and people with disabilities. • Ensure that services/programs and agencies funded through the CHPP and HPI have incorporated multi-lingual assistance as a component of their services. • Ensure that the Division continues to support programs for tenants and those at risk of homelessness by providing language assistance including: <ul style="list-style-type: none"> • Use of AT&T Interpretation Services for the Tenant Hotline and the Tenant Outreach and Organization program. • Translation and posting of the Tenant Guide on website of the Federation of Metro Tenants' Association (FMTA) 	<ul style="list-style-type: none"> • Mass care response reflecting the needs of AEHR priority groups. • Ensure accessibility to multi-lingual and culturally sensitive information and services for homeless persons who need multi-lingual assistance and other non-English clients at risk of homelessness.
		INDICATORS

- The Hostel Services Central Family Intake telephone line for people seeking emergency shelters.
- Inserting a multi-lingual insert in the City's rent reduction notices to tenants and landlords for the annual notification program administered by the City and legislated by the provincial *Residential Tenancies Act*.
- Provide funding to the Street Helpline as part of the 211 project, including translation of its information into multiple languages.
- Ensure that written materials are easy to read, clear and concise, and use universal symbols and pictographs in written communication.

ACTUAL OUTCOMES

Strategic Direction:	Building Strong Communities, Public Education and Awareness - Support for Community Participation in Advisory Committees
Action Plan Objectives:	Facilitate and support members of the public, community services and other Divisions in participating on information and advisory committees and working groups for networking, advocacy, community planning and programming to reduce homelessness

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007-2008	<ul style="list-style-type: none"> • Continue to provide support and facilitate members of the public and community services by providing meeting space, staff support, refreshments, and to some individuals with TTC tickets to participate in community forums and committees initiated by SSHA, including: <ul style="list-style-type: none"> ○ Alternative Housing and Services Committee (AHSC) ○ Immigrant and Refugee Housing Task Group (IRHTG), on networking ○ Rental Housing Advisory Committee (RHAC), ○ Rooming House Working Group (RHWG) ○ Street Outreach Steering Committee ○ Drop-In Services Review Reference Group • Continue to support committees and advisory panels initiated by other Divisions of the City, City-Province-Federal Governments and community groups that have a mandate to improve aspects of housing conditions of the marginalized people, specifically those identified as priority groups under AEHR, including: <ul style="list-style-type: none"> ○ Toronto Rent Bank Steering Committee ○ Housing Help Sector Network ○ Toronto Drop-In Network ○ Homeless and Health Reference Group ○ St. Michael Hospital Homeless and Under Housed Community Advisory Panel (H&UH CAP) 	<ul style="list-style-type: none"> • Increased awareness of housing and homelessness issues for public policy makers, community service, and the public • Increase in resource coordination and engagement of the ethno-cultural communities on the EMS Committee, IRHTG and AHSC. • Strengthened use of existing housing and homelessness services by bringing together and coordinating with key stakeholders from shelters, drop-ins, settlement agencies, community health centres and community legal services
		INDICATORS <ul style="list-style-type: none"> • Number and type of inter-Divisional collaborative work and their results • Number and type of SSHA committee initiatives to address the AEHR issues and results • Funds invested to support this set of activities

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<ul style="list-style-type: none"> ○ Toronto Drug Court Treatment Committee (TDTC) ○ Toronto Aboriginal Agencies Network (TAAN) ○ Homeless and Health Reference Group ○ EMS General Manager Advisory Committee on Ethno-Cultural issues ○ Immigrant and Refugee Inter-Divisional Staff Group ○ Inter-Divisional Staff Team on Access, Equity and Human Rights Action Plan ○ Multi-Residential Apartment Building Regulatory Strategy Working Group ○ Children's Report Card Working Group 	
ACTUAL OUTCOMES		

Toronto Social Services Action Plan on Access, Equity and Human Rights 2007-2008

Toronto Social Services - Divisional Context

The Toronto Social Services (TSS) Division is committed to the principles of Access, Equity and Human Rights. The Division is one of the largest within the City of Toronto and employs approximately 1950 staff. The Division has 16 office locations around the Toronto area and provides support to approximately over 130,000 residents by offering employment services and financial assistance.

The Division is a service delivery agent of the Ontario Works Program. This is a provincially mandated program administered by the City. The Ontario Works Act governs the program's policies, procedures and benefits. TSS has compliance and audit requirements under this legislation.

TSS plans to make a difference in the lives of its staff, clients and the greater community. TSS continually strives to improve service, remove barriers and empower the people involved in this essential service.

In this Access, Equity and Human Rights Action Plan we will highlight activities and initiatives that fall into the two recommended strategic directions of Economic Participation and Community Engagement. However, there are many other activities taking place in the Division that fall under the other strategic directions that are too numerous to be included in this report.

TSS will concentrate on the following priority groups; the Mayor's priority neighbourhoods, youth, immigrants/refugees/refugee claimants, racial minorities, etc.

In the Economic Participation section, TSS will discuss its involvement in the City's mentoring initiatives and the Division's opportunities for students. The Division will also report on its participation in the Corporate HR Employment Equity Workforce Survey.

In the Community Engagement section, the Division will discuss; Investing In Families (IIF) Project, Client Advisory Groups (CAG), participation in poverty reduction initiatives, employment activities in Regent Park and Woodbine Development, Partnership to Advance Youth Employment (PAYE), and Investing In Neighborhoods (IIN) project.

TSS continually strives to improve and enhance the quality of life for its community, clients and staff.

<p>Access, Equity and Human Rights Action Plan</p> <p>Part 1 – 2007-2008</p>	Division:	Toronto Social Services (TSS)
	CM/DCM	Sue Corke
	Contact Information: Anusha Sarvanandan Supervisor Direct Program 416-392-8567 / ASarvana@toronto.ca	

Strategic Direction:	1. Economic Participation
Action Plan Objectives:	<p>1A) To participate in the Profession-to-Profession, mentoring immigrants program</p> <p>1B) To participate in the Career Bridge Program</p> <p>1C) To participate in the mentoring Black/African Canadian Employees Project</p> <p>1D) To offer work placement opportunities to college/university students, outreaching to students from priority neighborhoods</p> <p>1E) To offer summer student employment opportunities, outreaching to students from priority neighborhoods</p> <p>1F) To participate in the Corporate HR, Employment Equity Workforce Survey</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<p>1A-C) Promote mentoring initiatives to Divisional staff</p> <p>1A-C) Recruit Divisional employees to increase the pool of available mentors.</p>	<p>Increase awareness by Divisional staff of barriers facing priority groups.</p> <p>1A) Divisional employees will participate in the Profession-to-Profession mentoring program</p> <p>1B) Career Bridge opportunities will be provided</p> <p>1C) Divisional employees will participate in the Black/African Canadian Employees Project</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>1D) Recruit and place students in work placements from colleges /universities, participate in college/university advisory boards</p> <p>1E) Recruit and place students in summer employment positions</p> <p>1F) All non-union staff will be encouraged to complete the Employment Equity Workforce Survey (voluntary) by the Senior Management Team (SMT)</p>	<p>1D) Work placement student opportunities will be provided from Aug, 2007 to April, 2008</p> <p>1E) Summer student employment opportunities will be provided from May to Aug, 2007</p> <p>1F) Increase Divisional participation in the Employment Equity Workforce Survey</p> <hr/> <p>INDICATORS</p> <p>1A-E) Meet recruitment targets for all of the above programs</p> <p>1D-E) Review the number of recruits from the priority neighborhoods, part of the review will be to look at barriers that are preventing priority neighborhood students from being successful candidates and provide appropriate supports</p> <p>1F) Compare Employment Equity Workforce Survey participation rate for the Division from year to year (reports provided by Corporate HR)</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2008	<p>1A–D) Recognize employees who participate in the programs</p> <p>1A–E) Evaluate the programs for continuous improvement.</p> <p>1D-E) Communicate posting of student placement and employment opportunities in priority neighborhoods through community agencies/partners</p> <p>1F) All new and non-management employees will be encouraged to complete the Employment Equity Workplace Survey (voluntary)</p>	<p>1A-C) Maintain participation in the City’s mentoring initiatives</p> <p>1D-E) Encourage applicants from priority neighborhoods and priority groups</p> <p>1F) New non-union employees to be captured in the survey database</p>
	<p>INDICATORS</p> <p>1A-C) Yearly review of participants in the City’s mentoring initiatives</p> <p>1A-C) Evaluation of feedback by all participants in mentoring programs</p> <p>1D-E) Review number of successful candidates from priority neighborhoods for the student placement and student employment programs</p> <p>1F) Review and compare non-union employee participation rate in the survey (from Corp HR reports)</p>	

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
<p>ACTUAL OUTCOMES</p> <p>Out comes for 2007 to date are:</p> <ul style="list-style-type: none"> ➤ 6 Divisional employees are participating in the Profession to Profession mentoring program ➤ 4 Divisional employees are participating in the Black/African Canadian Employees Project, 2 mentors and 2 mentees ➤ 2 Career Bridge opportunities approved; 1 participant started position, other position – currently recruiting ➤ 18 placement student opportunities provided; 4 of the students are from the Mayor’s priority neighborhoods ➤ 100 summer student employment opportunities provided; 29 students are from the Mayor’s priority neighborhoods ➤ 125 non-union TSS staff have completed the Corp HR Employment Equity Survey as of the last report from Corp HR <p>Challenges:</p> <ul style="list-style-type: none"> ➤ Hiring freeze implemented by the City of Toronto in the second half of 2007 may have a negative impact on some of the above initiatives in 2008 		

<p>Access, Equity and Human Rights Action Plan</p> <p>Part 1 – 2007-2008</p>		Division:	Toronto Social Services (TSS)
		CM/DCM	Sue Corke
		Contact Information:	
		<p>Anusha Sarvanandan Supervisor Direct Program 416-392-8567 / ASarvana@toronto.ca</p>	
Strategic Direction:	2. Building Strong Communities		
Action Plan Objectives:	<p>To provide equitable opportunities for residents to participate in the Division’s future directions</p> <p>2A) To undertake the Investing In Families(IIF) Project to improve the quality of life for OW recipients in a vulnerable neighborhood</p> <p>2B) To maintain ongoing Client Advisory Groups (CAG)</p> <p>2C) To launch and participate in joint poverty reduction initiatives</p> <p>2D) To finalize and begin implementation of the Employment Plan for Regent Park Revitalization</p> <p>2E) To develop an Employment Strategy for the Woodbine Development</p> <p>2F) To establish the Partnership to Advance Youth Employment (PAYE)</p> <p>2G) To institute the Investing In Neighborhoods (IIN) Project</p>		

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<p>2A) Coordinate with other Divisions (TPH, PFR) to implement the IIF project. Recruit and train TSS staff, select participating clients and inform clients of project</p> <p>2B) All Districts have a CAG that meets regularly to address service barriers and issues</p> <p>2C) Work with partner divisions (Public Health, Social Development, etc.), NAT/NAPs and community representatives towards poverty reduction using multiple strategies</p> <p>Various community events to promote consultation, engagement and information sharing</p> <p>Developed key messages and campaign materials</p> <p>2D) Regent Park - Employment initiatives/activities that will prepare and match residents with local employment opportunities</p> <p>2E) Local committee established to support the creation of an Employment Strategy for Woodbine Development</p>	<p>2A) Increase awareness by TSS staff of 'quality of life' issues for OW recipients, increase 'quality of life' benefits for IIF clients</p> <p>2B) Client services issues are resolved in a timely manner</p> <p>2C) Increase awareness of the effect of poverty on individual and community potential</p> <p>Increase consultation and collaboration among stakeholders to reduce poverty in the City</p> <p>2D) Residents of Regent Park will be prepared and have greater access to local employment opportunities</p> <p>2E) Employment Strategy to be finalized, addressing the employment needs of local residents and the hiring needs of present and future employers</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>2F) Engage business leaders to have an active involvement in priority neighborhoods focusing on youth issues.</p> <p>Find innovative ways for the private sector to become involved and explore long-term solutions</p> <p>Initiate a pilot project in the Lawrence Heights neighborhood to recruit youth for employment</p> <p>2G) Create job opportunities for OW parents and/or dependants with non-profit agencies.</p>	<p>2F) Foster ongoing partnerships with business leaders and community stakeholders</p> <p>Lawrence Height pilot project to be completed and evaluated</p> <p>2G) Increase skill level of OW clients, provide employment experience, & provide employment income for 1 year for participants</p> <p>Strengthen communities by supporting non-profit agencies in the area and agencies that improve the ‘quality of life’ in vulnerable communities</p> <p>INDICATORS</p> <p>2A) Conduct preliminary findings to determine where IIF clients are in terms of participation in community activities and their ‘quality of life’</p> <p>Periodic feedback evaluations by City divisions and clients to see if project is making a difference in the lives of clients</p> <p>2B) Yearly review of CAG meeting minutes to determine if all items have been resolved in a timely and satisfactory manor</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
		<p>INDICATORS</p> <p>2C) Feedback from participating divisional staff, NAT/NAP members and community representatives regarding impact of poverty reduction activities</p> <p>2D) Review quarterly reports from the Regent Park Employment Plan and Regent Park Engagement Project</p> <p>2E) Woodbine Development – Terms of Reference/strategy document when finalized will outline reporting and tracking mechanisms</p> <p>2F) Review summary report from the PAYE’s Lawrence Heights pilot project</p> <p>2G) Review summary report from the IIN project</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2008	<p>2A) Based on reviews, IIF project to be continued in 2008, incorporating feedback from clients, and City staff</p> <p>2B) TSS will hold a Division wide CAG General Meeting, hosted by the GM/SMT</p> <p>2C) Continue collaborative activities with stakeholders and support the Network's campaign to add poverty issues to the agenda of the new term of the provincial government</p> <p>2D) Continue to build employment services in Regent Park</p> <p>2E) Woodbine Development activities to be continued, working towards implementation of Employment Strategy.</p> <p>2F) PAYE to continue and meet its objectives</p> <p>Partnership building to continue and evolve.</p> <p>2G) IIN Project to be continued in 2008</p>	<p>2A) Increase awareness of resources available to improve client's 'quality of life', educate clients regarding City of Toronto services</p> <p>2B) Opportunity to discuss Divisional CAG issues that are beyond the scope of local groups, share experiences and 'best practices' to increase consistent OW services within the City.</p> <p>2C) Reduce poverty in the City with support, commitment and resources from all stakeholders</p> <p>2D-E) Increase access to employment for local residents and provide services to present and future employers.</p> <p>2F) Expand pilot to other priority neighborhoods</p> <p>2G) Improve the employability of OW clients. Provide work experience and references that will lead to long term employment for participants</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
		<p>INDICATORS</p> <p>2A) Community, client and divisional staff feedback from IIF project</p> <p>2B) Review of information gathered at CAG General Meeting by the SMT for action, resolution and implementation</p> <p>2C) Review of poverty studies about the City to assess impact of activities</p> <p>2D-G) Review progress reports from; Regent Park Revitalization, Woodbine Development, PAYE and IIN project</p>

ACTUAL OUTCOMES (to date in 2007)

Investing In Families

- Initial findings indicated that clients are ‘further behind or worse off’ than what staff had anticipated. Issues of mental health, community safety and low literacy rates had a bigger role in the participation of clients in their community, therefore interventions and plan designs had to be adjusted accordingly
- The IIF group was compared to other OW groups/communities to determine if this group was ‘further behind’
- The IIF group indicated high resilience by showing significant improvement with appropriate support & investment
- Clients have indicated that they have benefited from home visits, having greater access and awareness of services, recreational activities for their children, funds for recreational equipment, etc.
- Participating City staff have indicated that they have benefited from home visits by being able to address youth issues, mental health issues (TPH), leisure counseling (PFR), joint referrals, commitment of cross-divisional staff, knowledge transfer, etc.
- Cost savings to TSS from families obtaining full-time and part-time employment
- 280 adults and 539 children involved in project
- Interdivisional referrals: 154 families to TPH, 180 adults/24 youth to PFR

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
ACTUAL OUTCOMES		
Client Advisory Groups		
<ul style="list-style-type: none"> ➤ Divisional General Meeting of CAG is in the planning stage and is anticipated to be held in the Spring of 2008 ➤ Initiative to be reviewed and evaluated for possible annual event 		
Poverty Reduction		
<ul style="list-style-type: none"> ➤ Open Letter to the four Ontario party leaders (Liberal, Conservative, NDP and Green Party), signed by over 50 cross-sector (Labor, Faith, Community, etc.) dignitaries and poverty activists ➤ Intent of letter to increase awareness and place ‘reduction of poverty’ as an issue on the public agenda 		
Regent Park Revitalization		
<ul style="list-style-type: none"> ➤ Employment services and supports successfully established for employers and residents in collaboration with community partners 		
Woodbine Development		
<ul style="list-style-type: none"> ➤ Building relationships and engaging with community stakeholders to identify needs of local residents and employers 		
PAYE Project		
<ul style="list-style-type: none"> ➤ In 2007, TSS has measured PAYE’s success in the Lawrence Heights priority neighborhood with the following statistics; 146 youth were engaged, 39 youths were offered employment, 30 employers participated from a large cross-section of fields such as financial/legal services, property management, retail, hospitality, admin services, etc. 		
Investing In Neighborhoods		
<ul style="list-style-type: none"> ➤ Since implementation in January, 2007, the project has received 60 applications, 39 applications have been approved and 26 positions have been filled 		
Challenges:		

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
Investing In Families		
<ul style="list-style-type: none"> ➤ Continuation of project will depend on resolving the following issues: funding, space, divisional cultures, confidentiality, coordination among staff, perception of a ‘one-off project’ ➤ Need to involve additional health centers, and TCHC ➤ The project demonstrates the need to bring services directly to people who are too vulnerable to seek out services ➤ There appears to be a need to replicate program in other vulnerable communities 		
Client Advisory Groups		
<ul style="list-style-type: none"> ➤ Ensure representation of all diverse client groups at the CAG General Meeting 		
Poverty Reduction		
<ul style="list-style-type: none"> ➤ Reduce poverty in the City by 25% in 5 years ➤ Obtaining funding and support from all levels of government and other stakeholders to meet target 		
Regent Park Revitalization / Woodbine Development / PAYE / Investing In Neighborhoods		
<ul style="list-style-type: none"> ➤ Resources & funding to continue initiatives ➤ Maintaining commitment / momentum of all stakeholders to continue initiatives 		