
APPENDIX

2009 – 2011

Access, Equity and Human Rights Action Plans

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December 2008

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2009-2011: Access, Equity and Human Rights Action Plans

Date:	December 15, 2008
To:	Executive Committee
From:	Joseph P. Pennachetti, City Manager
Wards:	All
Reference Number:	

SUMMARY

This report submits Access, Equity and Human Rights (AEHR) Action Plans prepared by City Divisions for the period 2009-2011 as directed by Council in July and December 2008.

The Action Plans submitted in this report outline the initiatives being taken by City Divisions to meet Access, Equity and Human Rights objectives. Results will be submitted to Council in the fall of 2010. Appendix 1 contains the Action Plans submitted by City Divisions.

Financial Impact

Ongoing implementation of access, equity and human rights initiatives has been incorporated within the approved budgets and resources in City Divisions. Any financial impact resulting from proposed new initiatives will be reported by individual Divisions through the budget process as required.

Equity Impact Statement

Access, Equity and Human Rights Action Plans help City Divisions set access, equity and human rights objectives, address barriers experienced by diverse communities, create opportunities for all residents and assess how well objectives are met.

DECISION HISTORY

At its July 2008 meeting, City Council considered the City Manager's 2008 Status Report on Access Equity and Human Rights Action Plans for 2007-2008. The 2008 Status Report provided Council with 2007 achievements and initiatives to be undertaken in 2008.

Council directed City Divisions to continue to develop and report on Access, Equity and Human Rights Action Plans for 2009-2011 and to report in May 2009 on 2008 accomplishments. Action Plans are based on the strategic directions outlined in City Council's Plan of Action for the Elimination of Racism and Discrimination. Background reports are available on the Reports/tools web page of the City's Diversity site www.toronto.ca/diversity.

City Council also decided that beginning in 2010, divisional Access, Equity and Human Rights Action Plans are to be integrated in the City's service planning process and that the City's performance in achieving its equity objectives be reported twice per term of Council.

ISSUE BACKGROUND

Toronto has found that the diversity among and within its communities is a continuing source of success and prosperity, yet the city's success has not been equally shared among its residents.

City Council has approved many policies and has directed City Divisions to implement programs aimed at reducing poverty, attaining social inclusion and achieving prosperity. While City Divisions are expected to integrate access and equity principles into all operations, Divisions use these Action Plans to identify strategic initiatives that will lead to change.

This planning and reporting mechanism focuses attention upon areas where change is needed to achieve Council's goals of participation by residents in all aspects of civic life and a workforce which reflects the community that is served.

COMMENTS

The 2009-2011 Access Equity and Human Rights Action Plans submitted by Divisions respond to broad strategic directions established by Council on leadership, economic participation, building strong communities and service delivery.

Divisions were requested to implement actions which outline:

- Employment equity initiatives (e.g. participation in mentoring/internship programs, employment accommodation);
- Participation in diversity and human rights training programs;

- Preparations to respond to the upcoming “customer service” compliance requirements of provincial legislation (AODA - Accessibility for Ontarians with Disability Act);
- Initiatives to improve service delivery, including multi-lingual services;
- Involvement with diverse communities to build community capacity, provide advice on programs, increase participation in decision-making and community engagement.

In reports to Council which focus on policy development and service delivery, Divisions have been requested to include an equity analysis using the “equity lens”. In addition to the submission of these Action Plans, Divisions were advised to ensure alignment of the AEHR Action Plans with Divisional Service Plans and to address access, equity and human rights goals during the review of their 2009 operating budget presentations with Budget Committee members.

CONCLUSION

The Action Plans show that City Divisions are continuing to integrate the principles of access, equity and human rights in City operations.

CONTACTS

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SIGNATURE

Joseph P. Pennachetti
City Manager

ATTACHMENT

Appendix 1 – 2009-2011 Divisional Action Plans on Access, Equity and Human Rights

Appendix A

Reporting to City Manager Joseph P. Pennachetti

Access, Equity and Human Rights Action Plan

2009-2011

City Manager's Office:	Executive Management, Internal Audit, Strategic and Corporate Policy and Strategic Communications
Directors:	Joan Taylor, Ruvani Shaubel, Rosanna Scotti, Kevin Sack
CM	Joseph P. Pennachetti
Contacts: Ceta Ramkhalawansingh, Manager, Diversity Management and Community Engagement, 2-6824, cramkhal@toronto.ca Rose Lee, Coordinator, Diversity Management 2-4991, rlee@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	<i>Profession to Profession, Mentoring Immigrants Program</i> Priority groups*: Immigrants	2009 – 2011 This is a joint initiative with Human Resources. – To expand the program to support newcomers' integration into the Canadian job market in partnership with TRIEC (Toronto Region Immigrant Employment Council) and CASIP (Consortium of Agencies Serving Internationally-trained Professionals)	2009 - 2011 - Increased number of participating City employees as mentors from 87 in 2008 to 100 in 2011 For details and yearly breakdown, refer to Human Resources' (HR) 2009-2011 AEHR Action Plan. Indicators 2009-2011 - Number of mentors - Increased number of participating Divisions - Increased number of professions offered in the program

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			Refer to HR 2009-2011 AEHR Action Plan.
2. Leadership	<p>a. Equity Lens - Equity Analysis in Policy Development and Service Delivery</p> <p>Priority groups*: All groups identified in the City's AEHR initiatives</p>	<p>2009 - 2011</p> <ul style="list-style-type: none"> - To increase the equity analysis in policy development and service delivery based on the Equity Lens to ensure City policies, programs and services are accessible, equitable and inclusive - To provide orientation and training in the corporate learning program and to Divisions as requested 	<p>2009</p> <ul style="list-style-type: none"> - Increased awareness and use of the Equity Lens among the Toronto Public Service - Extension of the Equity Lens pilot project - Inclusion of the equity impact statement in an increased number of reports to Committees and Council <p>2010 -2011</p> <ul style="list-style-type: none"> - Implementation of the recommendations from the Equity Lens pilot project - Increased use of the Equity Lens - Inclusion of the equity impact statement in more reports to Committees and Council based on <p>Indicators</p> <p>2009-2011</p> <ul style="list-style-type: none"> - Feedback from Divisions and Equity Lens training participants - Number of reports to Committees and Council including an equity impact statement

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>b. Support to Members of Council on civic engagement</p> <p>Priority groups*: All</p>	<p>2009</p> <ul style="list-style-type: none"> - To provide information and assistance, including tools and resources to Members of Council on civic engagement, civic literacy as requested <p>2010-2011</p> <ul style="list-style-type: none"> - Continue to provide information and assistance to Members of Council 	<p>2009-2011</p> <ul style="list-style-type: none"> - Increased Council capacity to apply appropriate civic engagement models to communities - Consistent, accurate information about the City, how it functions and the role of the public in decision-making <p>Indicators</p> <p>2009-2011</p> <ul style="list-style-type: none"> - Use of online, civic engagement resource files - Staff assistance to address engagement challenges, engagement planning and response to inquiries
	<p>c. Providing civic engagement tools and resources to Divisions</p> <p>Priority groups: All</p>	<p>2009</p> <ul style="list-style-type: none"> - Provide civic engagement handbook for City practitioners - Manage and populate intranet site for municipal civic engagement practitioners - Provide opportunities for inter-divisional networking, training and development of civic engagement practices <p>2010-2011</p> <ul style="list-style-type: none"> - Continue to manage and populate intranet site and provide opportunities for inter-divisional networking , training and development 	<p>2009-2011</p> <ul style="list-style-type: none"> - Improved capacity in the City's decision-making processes for the participation and engagement of diverse communities and equity-seeking groups - Increased coordination of the City's public engagement activities and initiatives - Increased effectiveness of City programs and services designed to meet the needs of diverse communities

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	d. Toronto Regional Champion Campaign – Increasing Women’s Participation in Municipal Government	2009 <ul style="list-style-type: none"> – Implement and evaluate the two-year pilot program. - Organize a Mayor’s recognition and media Event. - Report to the Federation of Canadian Municipalities (FCM). 	Indicators 2009-2011 <ul style="list-style-type: none"> - Number of participants from equity-seeking groups and emerging communities in civic engagement activities - Increased accommodation of communication and physical needs of people with disabilities who participate in City-hosted public meetings - Circulation, use and evaluation of civic engagement handbook - Inter-divisional networking opportunities for civic engagement practitioners - Number of training sessions in civic engagement practices - Actions taken to develop the skills of front-line staff to incorporate civic engagement practices that incorporate access and equity strategies in their planning and delivery 2009-2011 <ul style="list-style-type: none"> - Young women connected to Toronto Councilors to learn about municipal politics - Young women to consider municipal politics as a career choice - Media paying greater attention to

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Priority groups*: Women, youth, racialised groups</p> <p>e. Canada-Ontario-Toronto MOU on Immigration and Settlement</p> <p>Priority groups*: Immigrants</p>	<p>2010</p> <ul style="list-style-type: none"> - Continue to implement and improve the program after the pilot phase is completed - Showcase the Toronto program at the FCM Annual General Meeting to be held in Toronto to other municipalities <p>2011</p> <ul style="list-style-type: none"> - Conduct an in-depth evaluation of the initiative and produce a comprehensive evaluation <p>2009-2011</p> <ul style="list-style-type: none"> - To promote effective relations and partnership in immigration and settlement with the federal and provincial governments 	<p>increasing women's participation in politics</p> <p>Indicators</p> <p>2009 Increased interest of young women in municipal politics reported in the evaluation</p> <p>2010 Increased number of municipalities launching similar projects in Canada</p> <p>2011 Increased number of municipalities evaluating the programs</p> <p>2009-2011</p> <ul style="list-style-type: none"> - MOU Steering Committee approval of joint 2009-2010 work plan and commencement of work plan activities - Established intergovernmental collaboration on policy and planning in key areas related to immigration and settlement - Continued development and implementation of joint work plan and activities in 2011 <p>Indicators</p> <p>2009-2011</p> <ul style="list-style-type: none"> - Detailed work plans in place and completed deliverables in the workplans for the implementation of the MOU

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>f. Canadian Coalition of Municipalities against Racism and Discrimination (CCMARD)</p> <p>Priority groups: Racialised and equity-seeking communities</p>	<p>2009</p> <ul style="list-style-type: none"> - To continue to provide the City's expertise to establish a process to review progress/challenges of member municipalities, including establishing and implementing indicators through pilot projects <p>2010</p> <ul style="list-style-type: none"> - To host a forum for elected officials and a meeting of staff representatives of member municipalities and other founding organizations at the FCM Annual General Meeting held in Toronto <p>2011</p> <ul style="list-style-type: none"> - Strengthen the network of elected officials, including mayors, to support and get involved with CCMARD 	<p>2009-2011</p> <ul style="list-style-type: none"> - Sharing of best practices and development of indicators for addressing racism and discrimination among municipalities - Signing of the CCMARD declaration by an increased number of municipalities - Developing relations with other municipalities, both in Canada and other world regions, to sustain the network of elected officials in the coalition <p>Indicators</p> <p>2009</p> <ul style="list-style-type: none"> - Number of municipalities who have been provided the City's expertise and advice - Progress made in the establishment of indicators - Number of pilot projects <p>2010</p> <ul style="list-style-type: none"> - Number of representatives who attend the forum and meeting of member municipalities

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			2011 <ul style="list-style-type: none"> - Number of elected officials and mayors who form the network of elected officials
3. Leadership & Service Delivery	Preparation – AODA Customer Service Compliance Priority groups*: People with disabilities	2009 <ul style="list-style-type: none"> - To continue to provide tools and resources to City Divisions to meet the AODA Accessible Customer Service requirements - To monitor and disseminate emerging accessibility standards for inclusion in City policies, programs and services Expected accessibility standards include: transportation, information and communication, built environment and employment 2010 <ul style="list-style-type: none"> - To provide tools and resources to assist City Divisions in making transition to complete AODA compliance with all accessibility standards 2011 <ul style="list-style-type: none"> - To review the City's compliance with AODA accessibility standards 	2009-2011 <ul style="list-style-type: none"> - Increased awareness and understanding of the AODA and compliance requirements among the Toronto Public Service - Delivery of training sessions in the Corporate Learning Program - Information and communication regarding emerging accessibility standards - Progress made in meeting the accessibility requirements Indicators 2009-2011 <ul style="list-style-type: none"> - Tools, communication and resource materials developed and provided to Divisions - Reports to Council on meeting the requirements of the accessibility standards in divisional Accessibility Plans - Compliance reports filed with the Province

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
4. Building Strong Communities & Public Education and Awareness	<p>a. Access, Equity and Human Rights – Community Partnership and Investment Program (AEHR CPIP)</p> <p>Priority groups*: All</p>	<p>2009</p> <ul style="list-style-type: none"> - To support access and equity policy development within community-based organizations and with all City of Toronto CPIP programs (through TCCC) <p>2009-2011</p> <ul style="list-style-type: none"> - To invest in strategic partnerships with community-based organizations and capacity building in communities to respond to access, equity and human rights issues 	<p>2009</p> <ul style="list-style-type: none"> - Additional resources provided to community-based organizations to support policy development <p>Indicators</p> <p>2009</p> <ul style="list-style-type: none"> - Number of organizations engaged in developing access and equity policy <p>- 2009-2011</p> <ul style="list-style-type: none"> - Stronger community infrastructure for advocacy and community engagement aimed at the elimination of barriers faced by human rights protected groups; with a focus on issues of race relations, gender equity, literacy, disability, sexual orientation, and Aboriginal affairs - Broad and targeted outreach and education provided to communities <p>Indicators</p> <p>2009-2011</p> <ul style="list-style-type: none"> - Development of a network/coalition of 28 organizations funded under the partnership component of AEHR-CPIP - Information sessions, site visits and clinic appointments

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>b. Civic engagement - capacity building among emerging communities</p> <p>Priority groups*: All</p>	<p>2009</p> <ul style="list-style-type: none"> - To develop and distribute civics education materials to encourage community participation in municipal decision-making - To conduct outreach and information sessions to emerging communities - To launch public civic engagement web portal <p>2010-2011</p> <ul style="list-style-type: none"> - To continue to develop and distribute civics education materials - To continue to conduct outreach and information sessions to emerging communities - To monitor visits to the civic engagement web portal 	<p>2009-2011</p> <ul style="list-style-type: none"> - Improved capacity, participation and engagement of the diverse public in the City's decision-making processes - A better informed and engaged public that has a clear understanding of Toronto's governance structure and issues - Increased opportunities for the public to become aware of the City's commitment to access, equity and human rights and the benefits of diversity - Diverse communities feel welcome at City events - Public education materials distributed <p>Indicators</p> <p>2009-2011</p> <ul style="list-style-type: none"> - Feedback, questions and requests for resources from engagement participants, practitioners and divisions - Capacity building among emerging communities - Distribution of civics education materials - Number of participants from diverse and emerging communities in information sessions - Online visits to civic engagement web portal

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>c. Toronto Aboriginal Framework</p> <p>Priority groups*: Aboriginal people</p>	<p>2009</p> <ul style="list-style-type: none"> - To prepare a document that outlines the City's relationship with the Aboriginal community and how the city will work with the community to achieve self determination 	<p>2009</p> <ul style="list-style-type: none"> - Consultation process with the Aboriginal community established and implemented - Final framework document detailing how the City will work with the Aboriginal community on achieving self-determination <p>Indicators</p> <ul style="list-style-type: none"> - Tracking consultation activities - Analysis of consultation findings - Completion of Aboriginal framework document
	<p>Aboriginal Affairs Advisory Committee</p> <p>Priority groups*: Aboriginal people</p>	<ul style="list-style-type: none"> - To consider issues such as housing, policing, homelessness, grants, recruitment which impact the Aboriginal community - To make recommendations to Council and City Divisions 	<ul style="list-style-type: none"> - Four meetings in a year - Recommendations forwarded to Council or City Divisions as required <p>Indicators</p> <ul style="list-style-type: none"> - Agenda and minutes from the meetings - Follow-up to issues raised by the Committee - Responses to recommendations from Council and City Divisions
	<p>Federal Urban Aboriginal Strategy</p> <p>Priority groups*:</p>	<ul style="list-style-type: none"> - To participate as an active partner in the Federal Urban Aboriginal Strategy (UAS) - Provide in kind resources to funding projects 	<ul style="list-style-type: none"> - Strengthened intergovernmental collaboration on building the capacity of the Toronto Aboriginal community

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	Aboriginal people	<p>2010</p> <ul style="list-style-type: none"> - To implement the Toronto Aboriginal Framework - To continue the Aboriginal Affairs committee - To continue Federal/Provincial/Toronto UAS committee <p>2011</p> <ul style="list-style-type: none"> - To review the Aboriginal Framework and determine its effectiveness - To continue the Aboriginal Affairs Committee - To continue the Federal/Provincial/Toronto UAS committee 	<p>Indicators</p> <ul style="list-style-type: none"> - Meetings and discussion with CMO, Office of the Federal Interlocutor and the Provincial Ministry of Aboriginal Affairs regarding the role of the City involvement in this project <p>2010</p> <ul style="list-style-type: none"> - The resources for the implementation of the Urban Aboriginal Strategy will be identified - A review process will be established to monitor the success of the Toronto Aboriginal Framework <p>Indicators</p> <ul style="list-style-type: none"> - Resource allocation for the Urban Aboriginal Strategy - Review process for the Toronto Aboriginal Framework - Other indicators are the same as 2009 <p>2011</p> <ul style="list-style-type: none"> - Identified impact of the Toronto Aboriginal Framework on achieving the self-determination of the Toronto Aboriginal community and future directions <p>Indicators</p> <ul style="list-style-type: none"> - Report produced as a result of review of

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>d. Disability Issues Committee</p> <p>Priority groups*: People with disabilities</p>	<p>2009-2011</p> <ul style="list-style-type: none"> - To continue to support the Disability Issues Committee in addressing issues of access and equity in the disability community - To consult with the Disability Issues Committee as City divisions and ABCCs work towards meeting the requirements of the AODA Accessible Customer Service Standards, and other emerging standards - To continue to monitor emerging standards, consulting with the Disability Issues Committee, City divisions and ABCCs 	<p>the Toronto Aboriginal Framework</p> <ul style="list-style-type: none"> - Other indicators are the same as 2010 <p>2009-2011</p> <ul style="list-style-type: none"> - Increased participation of people with disabilities in the City's decision-making process - Increased knowledge among City staff to meet the needs of people with different disabilities, and to comply with AODA accessibility standards <p>Indicators</p> <ul style="list-style-type: none"> - Responses and follow-up to issues raised by the Disability Issues Committee
	<p>e. Appointments to Agencies, Boards, Commissions and Corporations (ABCC)</p> <p>Priority groups: Under-represented groups, such as women, youth, Aboriginal people, immigrants, racial</p>	<p>2009</p> <ul style="list-style-type: none"> - To recommend improvements to City policy and processes for public appointments to City boards to remove barriers and increase diversity in appointments - To roll-out intranet site and tools to support City staff in developing terms of reference and recruiting diverse community members for the next round of public appointments to advisory bodies - To measure, analyze and report diversity results in summary form 	<p>2009</p> <ul style="list-style-type: none"> - Improvements made to public appointments policy and processes <p>Indicators</p> <ul style="list-style-type: none"> - Strategies developed to implement improvements for next round of public appointments - Report summarizing the results in improving the diversity in appointments

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	minorities, people with disabilities	<p>2010</p> <ul style="list-style-type: none"> - To continue to further the objectives noted above - To coordinate Web site redesign for public appointments recruitment - To conduct extensive outreach to under-represented groups in advance of the next round of public appointments for the upcoming term - Update training materials on equity and diversity issues for use in orientation of new board and advisory committee members <p>2011</p> <ul style="list-style-type: none"> - To continue to further the objectives noted above - To manage the public appointments processes for the next round of board appointments - To ensure City staff have the necessary tools to meet equity objectives in the 	<p>2010</p> <ul style="list-style-type: none"> - Improvement in consistency, integrity and fairness in the public appointments policy and processes - Greater transparency through increased use of the City's website in promoting public appointments opportunities - Effective outreach to attract under-represented groups to apply to serve on a City board or advisory body - Orientation plan ready for roll-out once new members are appointed following the next municipal election <p>Indicators</p> <ul style="list-style-type: none"> - Protocols and tools in place to ensure consistency, integrity and fairness - Tracking the use of the City's web site - New and innovative outreach activities - Updated training materials on diversity issues in the orientation plan <p>2011</p> <ul style="list-style-type: none"> - Continued progress made in public appointments that reflect the diversity of the community - Information provided to new board and advisory committee members to address City's objective of removing barriers to accessing services in a diverse

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>f. Corporate communications plan</p> <p>Priority groups: All groups</p>	<p>development or review of terms of reference for advisory bodies and in the recruitment and selection of community members</p> <ul style="list-style-type: none"> - To measure, analyze and report diversity results of new appointments in summary form - To deliver or support orientation initiatives for new board and advisory committee members <p>2009</p> <ul style="list-style-type: none"> - To ensure communication plans meet the needs of Toronto's diverse audiences 	<p>community</p> <ul style="list-style-type: none"> - Increased use of the City's web site to educate the public about how the City's process works for current or future board or committee opportunities <p>Indicators</p> <ul style="list-style-type: none"> - Briefing sessions organized for new board and advisory committee - Tracking the use of the City's website - Report summarizing the results in improving diversity in public appointments <p>2009</p> <ul style="list-style-type: none"> - A communications plan to be approved to guide City Divisions - Identification of gaps in communications and improved targeted information and communications to specific audiences - Specific briefings targeted to ethnic media representatives <p>Indicators</p> <ul style="list-style-type: none"> - Increased requests for translation and interpretation services for print and web materials as indicator of increased communications efforts to communicate to non English-speaking audiences

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>2010-2011</p> <ul style="list-style-type: none"> - To implement the corporate communication plan 	<ul style="list-style-type: none"> - Monitoring of communications tools and tactics designed for monitoring compliance with the communication plan <p>2010-2011</p> <ul style="list-style-type: none"> - Mechanisms developed to measure the effectiveness of the communication plan - Briefing sessions for communicators across the City <p>Indicators</p> <ul style="list-style-type: none"> - Increased requests for translation and interpretation services - Number of briefing sessions for communicators - Staff feedback on awareness and understanding of assistive technology and alternate communication formats
	<p>g. <i>Our Toronto</i></p> <p>Priority groups: All groups</p>	<p>2009-2011</p> <ul style="list-style-type: none"> - To produce and distribute the publication <i>Our Toronto</i> that is accessible to as many Torontonians as possible 	<p>2009-2011</p> <ul style="list-style-type: none"> - Torontonians getting the information they need to fully participate in City programs, to access City services and to participate in local government <p>Indicators</p> <ul style="list-style-type: none"> - Availability of <i>Our Toronto</i> in Toronto's top languages and alternate formats and.

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			<p>fully accessible on the Web for people who use assistive technology</p> <ul style="list-style-type: none"> - Feedback on assessing the effectiveness of the publication

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

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

Resources

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

Access, Equity and Human Rights Action Plan

2009 – 2011

Divisional Context

The mandate of the Human Resources Division is to provide leadership and promote excellence in human resources management to enable the City to achieve its service and business objectives. The Toronto Public Service People Plan (2008-2011) has identified a number of goals and objectives. Many of these goals and objectives directly or indirectly support and contribute to the achievement of the Access, Equity and Human Rights success in this organization.

Goals and Objectives*

- We will attract and retain a skilled, high performing and diverse workforce
 - Increase the complement of youth in the Toronto Public Service*
 - Foster a culture that values and increases diversity at all levels of the organization*
- We will have strong and effective leaders
- We will build a positive workplace culture
- We will have safe and health workplace
- We will be a learning organization

Human Resources delivers its services through the Human Rights Office and following functional sections:

- Employee & Labour Relations
- HR Standards & Decision Support
- Occupational Health & Safety
- Organization Development & Learning
- Staffing, Compensation & Employment Equity
- Strategic HR Services

This plan outlines the initiatives that will be undertaken within these sections including those that will be implemented across the organization.

Access, Equity and Human Rights Action Plan

2009-2011

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CM/DCM	Joseph P. Pennachetti
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STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	<p><u>Profession to Profession, mentoring immigrants program</u></p> <p>Priority groups*: New Immigrants</p>	<p>2009 – 2011</p> <ul style="list-style-type: none"> To expand the program to support newcomers' integration into the Canadian job market in partnership with TRIEC (Toronto Region Immigrant Employment Council) and CASIP (Consortium of Agencies Serving Internationally-trained Professionals) 	<p>2009 - 2011</p> <ul style="list-style-type: none"> Increased number of City employees participating as mentors; Increased number of matches with internationally trained professionals (ITP) increased; Increased number of returning mentors; Increased number of mentors from specific professions (e.g., I&T); Increased number of professions offered. <p>Indicators</p> <p>2009</p> <ul style="list-style-type: none"> 90 City employees participated as mentors with 90 matches with ITP; 75% of participating mentors were returning mentors; The number of mentors from certain professions and the number of professions offered in the program increased. They were tracked and based on requests made by TRIEC and CASIP.

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			<p>2010</p> <ul style="list-style-type: none"> 95 City employees participated as mentors with 95 matches with ITP; 75% of participating mentors were returning mentors; The number of mentors from certain professions and the number of professions offered in the program increased. They were tracked and based on requests made by TRIEC and CASIP. <p>2011</p> <ul style="list-style-type: none"> 100 City employees participated as mentors with 100 matches with ITP; 75% of participating mentors were returning mentors; The number of mentors from certain professions and the number of professions offered in the program increased. They were tracked and based on requests made by TRIEC and CASIP.
	<p><u>Career Bridge</u></p> <p>Providing short term employment to internationally trained professionals</p> <p>Priority groups*: Internationally Trained Professional Newcomers</p>	<p>2009 – 2011</p> <ul style="list-style-type: none"> To increase the number of divisions that participate in this program; To increase the number of opportunities for internationally trained professionals at the City; To advocate for the application of this Program into unionized jobs. 	<p>2009 – 2011</p> <ul style="list-style-type: none"> Increased number of participating City divisions; Increased number of Career Bridge interns; Increased variety of work offered in the program; Discussion with Employee & Labour Relations regarding the inclusion of Career Bridge interns in bargaining unit work.

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			<p>INDICATORS</p> <p>2009</p> <ul style="list-style-type: none"> • All divisions explored the possibility of recruiting Career Bridge interns; • 12 interns placed in City divisions; • Career Bridge candidates in professions such as finance that have not been recruited by city divisions in recent years were actively recruited. <p>2010</p> <ul style="list-style-type: none"> • All professions represented by Career Bridge interns were considered for internships at the City wherever there was relevant work; • Each division designated one project for a Career Bridge intern and hired an intern if there was a suitable match; • 15 interns placed in the City divisions; • Career Bridge interns were recruited in both bargaining unit and non bargaining unit work; • Every City division had been in contact with the Career Edge organization to discuss Career Bridge possibilities. <p>2011</p> <ul style="list-style-type: none"> • All professions represented by Career Bridge interns were considered for internships at the City wherever there was relevant work; • Each division designated one project for a Career Bridge intern and hired an intern

			<p>if there was a suitable match;</p> <ul style="list-style-type: none"> • 20 interns placed in the City divisions; • Career Bridge interns were recruited in both bargaining unit and non bargaining unit work; • Every City division had been in contact with the Career Edge organization to discuss Career Bridge possibilities.
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STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p><u>Career Mentoring Program</u></p> <p>Black/African Canadian Employees</p> <p>Priority groups*: Non-union Black/African Canadian employees working in a position 1 to 3 job levels below the director level.</p>	<p>2009 - 2010</p> <ul style="list-style-type: none"> To increase the representation of Black/African Canadian employees in senior management positions. The Program focuses on removing barriers in the hiring and promotional processes that affect Black African Canadian employees in exempt and management level positions. This initiative has a component that involves a review of the staffing/hiring processes and policies with a view to identifying and removing systemic barriers. 	<p>2009</p> <p>This two-year employment equity pilot project will end in April 2009. Upon completion, the Program will be evaluated. If the evaluation is positive, it is planned to expand the Program to other employee groups that are underrepresented in the TPS.</p>
	<p><u>Secondment of Senior Diversity Advisory (Executive Director of HR Office)</u></p> <p>Priority groups*: Aboriginal People and Black African Canadians.</p>	<p>2009 – 2010</p> <ul style="list-style-type: none"> Broader outreach with Aboriginal and Black African Canadian equity seeking groups. 	<p>2009 – 2010</p> <ul style="list-style-type: none"> To promote and encourage awareness of City employment opportunities with current and potential equity seeking groups <p>Indicators</p> <ul style="list-style-type: none"> Increased number of outreach activities resulting in diverse applicant pool Increased representation of diversity candidates at all levels of the public service
	<p><u>Corporate Learning Program</u></p> <p>Priority groups*: All priority groups within the City's workforce</p>	<p>2009 – 2011</p> <p>To deliver scheduled human rights training, including coordination of intact team sessions, to managers and supervisors on rights and responsibilities under the Ontario Human Rights Code and City's Human Rights and Anti-Harassment policy.</p>	<p>2009 – 2011</p> <p>Increased awareness and promotion of access, equity and human rights issues so that managers are more equipped to handle workplace issues</p> <p>INDICATORS</p> <ul style="list-style-type: none"> Number of training sessions delivered and number of staff trained. Assess feedback reflecting the above noted outcome through session evaluations Increased awareness of access, equity, and

			human rights issues
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STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p><u>Human Rights Training for Managers and Supervisors</u></p> <p>Priority groups*: All priority groups at the manager and supervisor levels</p>	<p>2009 – 2011</p> <p>To complete 2008 initiative on mandatory training for managers and supervisors on recent changes to the human rights legislation and the City’s Human Rights and Anti-Harassment Policy. Training to cover approximately 700 managers and supervisors within the target group.</p>	<p>2009 – 2011</p> <p>Increased skill and awareness of managers and supervisors to handle human rights in the workplace. Specifically, knowledge and awareness of their role under the new human rights system.</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • Number of training sessions delivered and number of managers and supervisors trained. (Goal is 700 by year-end) • Assess feedback reflecting the above noted outcome through session evaluations;
	<p><u>Equity Forum:</u></p> <p>(In conjunction with Human Rights and Local 79.)</p> <p>Priority groups*: All priority groups within the local 79 membership</p>	<p>2009</p> <p>To implement the 2009 Equity Forum for Local 79 members.</p>	<p>2009</p> <p>Local 79 members engaged with the City’s initiatives related to access, equity and human rights.</p> <p>Indicators</p> <ul style="list-style-type: none"> • Assess feedback reflecting the above noted outcome through session evaluations; • Assess feedback reflecting the above outcome through dialogue with Local 79 event lead and executive representative for access, equity and human rights.

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p><u>Human Rights Workshops for L79 Stewards</u></p> <p>Priority Groups*: All Local 79 Union Stewards</p>	<p>2009 – 2010</p> <p>To design and deliver, in partnership with CUPE National, human rights workshops for all Local 79 union stewards.</p>	<p>2009 – 2010</p> <p>One workshop to be delivered at the 2009 L79 Equity Forum. The remaining 6 workshops to be delivered in 2009/10.</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • L79 Stewards provided their membership with expert advice regarding options to resolve harassment and discrimination.
	<p><u>Implementing The Accessibility For Ontarians with Disabilities Act (AODA):</u> (In conjunction with Diversity Management of the CMO.)</p> <p>Priority group*: All priority groups within the City's workforce</p>	<p>2009 – 2010</p> <p>To implement a pilot training session for management staff responsible for implementing the customer service standard of the AODA for all frontline staff to ensure due diligence in meeting requirements under the customer service standard of the AODA, on policy development, legislative requirements, and managerial due diligence.</p>	<p>2009 – 2010</p> <p>One to two pilot sessions conducted for management staff in preparation for the implementation of the customer service standard of AODA.</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • Divisional reps are more confident in developing division specific policies under AODA requirements; • A proposed plan of action for management training to cover the 3rd quarter 2009 to end of 2010; • Acquired funds to be dedicated to this initiative.

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
2. Leadership	<p><u>Workforce Survey</u> (Count Yourself In)</p> <p>Priority groups*: All City employees</p>	<p>2009 – 2011</p> <ul style="list-style-type: none"> • To update and upgrade the questionnaire (i.e. - electronic and paper-and-pencil versions, communication kits); • To obtain the unions' leadership commitment; • To increase the response rate to the workforce survey (especially among unionized and new employees); • To inform Council and Divisions of progress; • To explore best practices. 	<p>2009 – 2011</p> <ul style="list-style-type: none"> • Increased workforce survey response rate among new City employees by: <ul style="list-style-type: none"> ○ improving the survey distribution method; ○ improving the communication of the purpose and benefits of the survey to new City employees; ○ demonstrating the City's commitment to creating an inclusive workforce by posting workforce survey results on the City Web site; ○ reviewing how other large organizations conduct workforce surveys and, where appropriate, adopt methods used by the other organizations to improve the response rate of the City workforce survey of unionized employees. <p>INDICATORS</p> <p>2009</p> <ul style="list-style-type: none"> • A detailed report to Council by March 2009 on results of the 2007 workforce survey for non-union employees, including information on representation of designated groups and comparative results with census data. <p>2010</p> <ul style="list-style-type: none"> • Annual Report on designated group membership among City employees. <p>2011</p> <ul style="list-style-type: none"> • Annual Report on designated group membership among City employees.

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p><u>Diversity in the Staffing Process</u></p> <p>Priority groups*: All City employees</p>	<p>2009 – 2011</p> <ul style="list-style-type: none"> To include diversity-related questions in the interview process. To work with the Compensation Unit to include diversity related qualifications and experience in the job profiles. 	<p>2009</p> <ul style="list-style-type: none"> A sample bank of diversity-related questions to be used in the interviews appropriate to job level; Implementation of diversity-related questions into the interview process; Inform external search companies on diversity criteria for selection. <p>INDICATORS</p> <p>2009 – 2011</p> <ul style="list-style-type: none"> All non-union competitions include diversity related questions as appropriate to the job level; Increased awareness of diversity in interview boards. Revised non-union job profiles that include reference to diversity requirements.
	<p><u>Strategy for Access, Equity, Human Rights Awareness</u></p> <p>(In conjunction with Diversity Management of CMO)</p>	<p>2009 – 2011</p> <p>To research and analyze best practice data on the development of a corporate wide strategy to increase awareness of access, equity and human rights.</p>	<p>2009 – 2011</p> <p>Adequate data on the components required for a corporate wide strategy to be obtained.</p> <p>INDICATORS</p> <ul style="list-style-type: none"> Feedback and buy-in from stakeholders in support of the proposed strategy development.

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p><u>Civic Engagement Workshop (in partnership with Strategic and Corporate Policy)</u></p> <p>Priority Groups*: All City employees who undertake forms of public consultations</p>	<p>2009 – 2011</p> <p>To deliver workshops on approaches to civic engagement and expectations of the City's Human Rights Policy</p>	<p>2009 – 2011</p> <p>Workshops delivered twice annually.</p> <p>INDICATORS</p> <ul style="list-style-type: none"> Increased confidence among City staff in addressing harassment related behaviors arising at forms of public consultations.
<p>3. Leadership & Service Delivery</p>	<p><u>Preparation – Succession Management</u></p> <p>Priority groups*: All priority groups within the management group of employees</p>	<p>2009 – 2011</p> <ul style="list-style-type: none"> To consult with Organization Development and Learning to include employment equity considerations in succession plans for senior managers, executive development and management competencies; To maintain and expand membership in the <i>Community of Practice</i> for Succession Management. 	<p>2009 – 2011</p> <p>Focus on tangible employment equity goals in succession plans and increased equity within the senior management group.</p> <p>INDICATORS</p> <ul style="list-style-type: none"> Development of succession plans that include equity and diversity considerations; Increased diversity component in executive development courses and among participants; Increased percentage of equity groups within leadership and/or critical/vulnerable positions within the senior management group.

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<u>Administration of the Human Rights and Anti-Harassment Policy and Complaint Procedures</u> Priority Group*: All employees, elected officials and their staff, service recipients	2009 – 2011 <ul style="list-style-type: none"> To administer the Policies (e.g., communicate activities, report, survey, train staff). Provide a variety of dispute resolution options for employees and service recipients. 	2009 – 2011 <ul style="list-style-type: none"> An Annual Report produced. All employees were aware of their rights and obligations regarding human rights. All employees and service recipients had options to resolve complaints. The Policy was posted on the employee and public web page. In 2009/10 a client engagement survey requested feedback from employees regarding Human Rights Office advice, training and investigations.
	<u>Increase the Profile of the Human Rights Office</u> Priority Group*: All employees and the public.	To ensure employees and the public are aware of role and mandate of the Human Rights Office.	2009 – 2011 <ul style="list-style-type: none"> The Human Rights Office web page for employees and the public enhanced. An on-line complaint process explored. - Improvements to the Human Rights Office profile discussed in the Human Rights Annual Report.
4. Service Delivery	<u>Implementation of Human Rights and Anti-Harassment Policy, Complaint Procedures and Training for Association of Community Centres (AOCC) Staff</u> Priority Groups*: Staff at 10 AOCC's and their service recipients.	To ensure that AOCC's with City employees have a Human Rights and anti-Harassment Policy and Complaint Procedure that are consistent with provisions in the City Policy.	2009 – 2010 <ul style="list-style-type: none"> Policy and Complaint Procedures implemented. Education on the Policy/Procedure expectations provided. INDICATORS <ul style="list-style-type: none"> AOCC staff and service recipients will be aware of their rights and obligations regarding human rights. AOCC employees and service recipients have options to resolve complaints that are consistent with provisions in the City's Policy.

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
5. Building Strong Communities & Public Education and Awareness	<u>Outreach:</u> Priority groups*: 4 Designated Groups, Youth, and New Immigrants.	To increase and expand outreach efforts to a variety of audiences.	2009-2011 <ul style="list-style-type: none"> • Phone books on XMedius were regularly updated; • Community events attended; • Presentations on the City's hiring process to various organizations were regularly made.
	<u>Take Our Kids to Work (TOKTW) Day:</u> (In collaboration with the Community Development Unit) Priority groups*: Youth	2009 – 2011 To engage and educate youth in priority neighborhoods on the work environment in general and employment opportunities at the City of Toronto specifically.	2009 – 2011 <ul style="list-style-type: none"> • Grade 9 students, especially students from priority neighborhoods who would otherwise not be able to participate in TOKTW, matched with City of Toronto hosts. INDICATORS <ul style="list-style-type: none"> • Between 50 and 100 students hosted annually with increased representation of youth from priority neighborhoods.

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

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

Resources

- Information and template: Divisional Action Plan on Access, Equity and Human Rights, <http://insideto.toronto.ca/human-rights/>

- Contacts in Diversity Management and Community Engagement, City Manager's Office, <http://insideto.toronto.ca/human-rights/contacts.htm>

Appendix B

Reporting to Council

Access, Equity and Human Rights Action Plan

2009-2011

Division:	Auditor General's Office
Auditor General	Jeff Griffiths
Contact Information: Jane Ying Audit Manager 416-392-8480 jying@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	2009 - 2011	2009 -2011	2009 - 2011
	<ul style="list-style-type: none"> a. Mentoring program b. Internship program 	<ul style="list-style-type: none"> a. To assist internationally trained professionals in accessing employment in their fields of expertise and to develop coaching and cross-cultural communication skills for staff in the Auditor General's Office b. To assist qualified and experienced foreign trained professionals to resume their careers in Canada 	<ul style="list-style-type: none"> a. Staff of the Auditor General's Office have increased awareness of and participation in the corporate Profession-to-Profession mentoring program b. Participation in the corporate Career Bridge program when funding is available in the Auditor General's Office <p>Indicators Numbers of staff of Auditor General's Office participating in the Profession to Profession mentoring program, and in the Career Bridge program when funding is available</p>
Priority groups for initiatives under Economic Participation: Immigrants and refugees; other equity seeking groups			

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
2. Leadership	Review feasibility and benefit of incorporating the corporate “equity lens” into regular audit work and report development	2009 To help ensure City programs and services meet the needs of its diverse population and provide equitable benefits to all residents through audits of City functions and divisions	2009 Auditor General’s Office determines whether “equity lens” should be incorporated into regular auditing and reporting process upon review of final corporate recommendations on city-wide implementation of “equity lens” Indicators Review and decision made by the Auditor General’s Office as to whether to incorporate the “equity lens” in auditing and reporting
	Follow-up of implementation of recommendations from Audit of City Performance in Achieving Access, Equity and Human Rights Goals (issued in 2008)	2010 To determine the extent of implementation of audit recommendations relating to improving access, equity and human rights efforts in the City	2010 Auditing and verifying the progress in the implementation of audit recommendations Indicators Follow-up results reported to the Audit Committee and City Council in 2010
	New initiatives may be added in 2010 and 2011	2011	2011
	Priority groups for initiatives under Leadership: All equity seeking groups		

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
3. Service Delivery	Web reports accessible to blind or visually impaired individuals	2009 To ensure audit reports on the Auditor General's website are accessible to blind or visually impaired individuals	2009 Improved access to audit reports for blind or visually impaired individuals Indicators IT adjustments made to ensure reports on website are compatible with software used by blind or visually impaired individuals
	Ongoing internal review to ensure audit reports are written in clear and concise language	2009 - 2011 To ensure audit reports are written in clear, simple, and concise language that can be easily understood by the public	2009 – 2011 Improved public access to audit reports Indicators Clear and concise audit reports
	Ongoing provision of public accessibility to City's Fraud and Waste Hotline through on-line complaint form and telephone	To ensure the public can access the hotline through various means	Public accessibility to the hotline Indicators Tracking the use of the hotline by the public
	Priority groups for initiatives under Service Delivery: people with disabilities; people with low literacy.		

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
4. Building Strong Communities	<p>Follow-up of implementation of civic engagement related recommendations from Audit of City Performance in Achieving Access, Equity and Human Rights Goals (issued in 2008)</p> <p>New initiatives may be added for 2010-2011</p>	<p>2010</p> <p>To determine the extent of implementation of audit recommendations relating to civic engagement in the City</p>	<p>2011</p> <p>Auditing and verifying the City's progress in implementing civic engagement recommendations</p> <p>Indicators</p> <p>Follow-up results reported to Audit Committee and City Council in 2010</p>
	<p>Priority groups for the initiative under Building Strong Community: all equity seeking groups and the general public</p>		

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
5. Accountability	Ongoing work of Auditor General's internal Access and Equity Committee	2009 - 2011 To develop new initiatives and maintain ongoing commitment to access, equity and human rights in the workplace, and as part of Auditor General's planning and service delivery	2009-2011 Increasing staff awareness of and participation in corporate access and equity related initiatives Sustaining ongoing commitment to access, equity and human rights in the workplace Indicators <ul style="list-style-type: none"> - Initiatives identified by the Auditor General's Access and Equity Committee; - Yearly update of Auditor General's Action Plan
	Internal review of Auditor General's policies and procedures New initiatives may be added for 2010-2011	2009 To ensure Auditor General's policies and procedures are consistent with corporate access, equity and human rights principles	2009 Clear and consistent policies and procedures that reflect corporate priorities Indicators Internal policies and procedures that support and integrate access, equity and human rights principles
	Priority groups for initiatives under Accountability: all equity seeking groups and the general public		

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

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

Resources

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



City Clerk's Office
Ulli S. Watkins, City Clerk

City Hall, 13th Floor, West
100 Queen Street West
Toronto, Ontario M5H 2N2

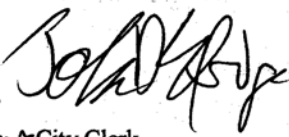
Memorandum

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November 18, 2008

To: City Manager
From: City Clerk
Re: City Clerk's Office 2009-2011 Access, Equity and Human Rights Action Plan

The City Clerk's Office is submitting our Access Equity and Human Rights Action Plan for 2009-2011. The planned strategies have an emphasis on preparation of the AODA Customer Service Standard compliance, the anticipated AODA Information and Communication Standard, election outreach and election accessibility strategies.. Some activities have already commenced in 2008 and will continue into 2009 and beyond. Other activities will commence in 2009-2011, but we anticipate some activities will be accomplished over a longer period.


Acting City Clerk

c.c. Rosanna Scotti
Ceta Ramkhalawansingh
Bernita Lee
Rose Lee
CCO Directors

Attachments:
City Clerk's Office 2009-2011 Access Equity and Human Rights Action Plan

Access, Equity and Human Rights Action Plan

2009-2011

Division:	City Clerk's Office
Director:	John Elvidge
City Clerk	Ulli Watkiss
Contact Information: Ulli Watkiss phone: 416-392-8011 e-mail: clerk@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	Career Mentoring Program Priority Groups: Black/African Canadian TPS employees, other priority groups if the corporate program is expanded	2009 We will continue to participate in the career mentoring program pilot project for Black/African Canadians. 2010-2011 We will encourage CCO involvement in future mentorship programs for priority groups.	2009 A member of our senior management team will continue to be a mentor.
2. Leadership	Staff Training All priority groups	2009 – 2011 We will Facilitate training for management staff on: <ul style="list-style-type: none"> • Access, equity and human rights issues affecting staff in the workplace • Serving the City's diverse communities 	2009 – 2011 We will ensure our staff are equipped to serve a diverse set of clients. Indicators We will measure our success by the % of our staff who receive training.

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Accessibility in graphic design</p> <p>Priority Groups: People with disabilities, people whose first language is not English, equity seeking groups</p>	<p>2009 We will promote accessible design at the City by:</p> <ul style="list-style-type: none"> • Training our Multimedia and Production staff on accessible design issues • Creating new accessible design tools 	<p>2009 We will have all of our MPS staff trained on accessibility issues in design.</p> <p>Indicators We will update the MPS staff manual to include accessibility in design information and resources.</p>
3. Leadership & Service Delivery	<p>Preparation – AODA Customer Service Compliance</p> <p>Priority Groups: People with disabilities</p>	<p>2009 We will prepare for the January 1, 2010 implementation date by:</p> <ul style="list-style-type: none"> • Updating and developing policies required by the standard • Developing and delivering a training program for all CCO staff <p>2010 We will evaluate our experience with the standard after 6 months, including all complaints, and make any revisions or improvements as necessary.</p> <p>We will train all new hires on the standard and CCO policies.</p> <p>2011</p>	<p>2009 We will be in compliance with the standard when it comes into effect.</p> <p>Indicators 2009 We will have trained 100% of staff when the standard comes into effect.</p> <p>2010 We will adjust our policies and practices to ensure we continue to meet the standard. We will train all new hires within 30 days of their start date.</p> <p>2011 We will train all new hires within 30 days of their start date.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>AODA Information and Communications standard preparation</p> <p>Priority groups: People with disabilities, with attention to people with sight impairment, people with low literacy</p>	<p>We will train all new hires on the standard and CCO policies.</p> <p>2009-2011 We will prepare for the upcoming AODA Information and Communications standards by:</p> <ul style="list-style-type: none"> • Encouraging City staff to consider translation as an option in City communications • Exploring options to make the CCO internet and intranet site more accessible • Making accessibility information and links available to all City staff on our MPS web page • Making sure our documents are written in clear language • Working with I&T to develop corporate standard for City internet accessible by-laws for visually impaired (requires budget approval) • Presenting of sign language interpretation mobile device (Rover) to City staff as an adjunctive to existing live sign language interpretation services 	<p>2009-2011 We will ensure our compliance with the new standard.</p> <p>Indicators By-laws posted on the By-law status registry website will be accessible to the visually impaired.</p> <p>We will monitor the use of ASL Rover.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
4. Service Delivery	<p>Multi- Lingual Services</p> <p>Priority Groups: People whose first language is not English</p> <p>Improving access to the City Archives theatre stage</p> <p>Priority groups: People with disabilities</p>	<p>2009 – 2011 We will encourage our staff to use the multi-lingual language telephone line to allow staff and clients access to over 170 languages.</p> <p>We will increase the number of our documents available in other languages</p> <p>2010 With budget approval we will complete a feasibility study and if recommended, tender for construction/purchase of an accessibility device to make the stage of the Archives theatre accessible for people with disabilities.</p>	<p>2009 Increased use of multilingual languages Indicators We will make claims acceptance letters available in multiple languages.</p> <p>2011 Indicators We will have an accessibility device installed in the theatre in late 2011 or early 2012 subject to the recommendations of the feasibility study and budget approval.</p>
5. Building Strong Communities & Public Education and Awareness	<p>2010 Election Accessibility Strategies</p> <p>Priority Groups: People with low literacy; racial minorities, seniors, young voters, first time voters, people whose first language is not</p>	<p>2009 We will ensure the accessibility of the 2010 Election by:</p> <ul style="list-style-type: none"> Analyzing the effectiveness of the 2006 election strategies Identifying and removing barriers that prevent electors, candidates and the public from participating in a municipal election Building on the framework established for previous elections 	<p>2009 We will make adjustments to strategies to meet the changing needs of voters. Indicators 2010 We will implement the enhanced strategies for the 2010 election, ensuring access for all groups.</p> <p>We will recruit voting place staff with secondary language skills.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>English, priority neighbourhoods, homeless voters</p> <p>2010 Election Outreach</p> <p>Priority Groups: People with low literacy; racial minorities, seniors, young voters, first time voters, people whose first language is not English, priority neighbourhoods, homeless voters</p>	<p>2009 We will have an integrated and dedicated marketing, outreach and communications unit in Elections and Registry Services (pending budget approval)</p> <p>We will develop outreach initiatives focusing on diverse communities, youth and Toronto neighbourhoods.</p> <p>We will develop marketing and communication strategies that create broad awareness, encourage participation and expand access to the democratic process.</p> <p>We will build internal and external partnerships to advance public education on municipal electoral process and municipal government.</p> <p>We will meet with stakeholders to identify and produce tools for community groups to increase public awareness of the electoral process.</p>	<p>We will make election information (election tabloid and Internet) available in 17 languages.</p> <p>2009 There will be increased opportunities to meet with community groups and other stakeholders.</p> <p>We will have internal and external partnerships.</p> <p>2010 There will be increased awareness of and participation in the 2010 election</p> <p>2011 Indicators We will measure the success of our initiatives by looking for:</p> <ul style="list-style-type: none"> • Increased voter turnout • The number of visits to the web site • An increase in the number of candidates

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Promotion of City programs and services to diverse communities</p> <p>Priority groups: Multi-ethnic communities, people with disabilities</p>	<p>2010 We will implement the initiatives during the 2010 election and monitor their progress</p> <p>2009-2011 We will educate staff on live interpretation, over the telephone interpretation, and American Sign Language interpretation.</p> <p>We will provide consultation services to City staff on production of print material to reach multi ethnic communities and people with disabilities.</p>	<p>2009-2011 Sign Language interpretation will be more accessible to City Staff and residents.</p> <p>Indicators An analysis of monthly and yearly statistics on multimedia, design, multilingual and print services will evaluate effectiveness of print materials to reach ethnically diverse communities and people with disabilities</p>

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Resources

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Access, Equity and Human Rights Action Plan

2009-2011

Division:	Legal Services
City Solicitor:	Anna Kinastowski
CM/DCM	
Contact Information:	
Contact Information:	
Christina Cameron	
Lawyer	
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STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation And 2. Service Delivery	Employment Equity Initiatives (1) General: Legal advice is provided to other City divisions in the areas of human rights, employment law, accessibility requirements and related matters For example: (a) Advice on the application of the regulations developed under	2009, 2010 and 2011 The following objectives apply to all three years and reflect the Legal Services division's responsibility for providing legal advice to other City divisions in the areas of human rights, employment law, accessibility to people with disabilities and related matters. (1) To continue to assist all divisions with their action plans with legal advice in the areas of human rights, employment law, the new accessibility requirements and related matters (2) To provide for professional development of Legal Services staff in these areas (3) To continue outreach efforts to children, youth and foreign trained professionals and to	2009, 2010 and 2011 The expected outcome is increased awareness among Legal Services staff that will also be reflected in the advice provided to client groups during the three year period. INDICATORS (1) Feedback from other divisions (2) Number of employees receiving training (3) Number of employees participating in mentor or job shadowing programs

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>the <i>Accessibility for Ontarians with Disabilities Act, 2005</i></p> <p>(b) Participation in presentations to City staff and other training on the changes to the Ontario Human Rights Code</p> <p>(2) Legal Services staff training: (a) Continuing education on legislative changes relating to access, equity and human rights</p> <p>(b) Diversity training</p> <p>For example, the development of processes for the on going training of the articling</p>	<p>continue to encourage participation in mentorship activities</p>	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>committee members and interview panels to facilitate the application of the City's access, equity and human rights policies</p> <p>(3) Community outreach (subject to limitations re insurance coverage and conflict of interest):</p> <p>(a) Legal Services staff participation in programs such as</p> <p>[i] the Profession to Profession-Mentoring Immigrants Program</p> <p>[ii] OJEN (Ontario Justice in Education Network)</p> <p>[iii] U of T Law School's LAWS (Law in Action</p>		

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Within Schools) program</p> <p>(b) Annual "Leading to Reading" sale in support of TPL children's literacy programs and which also provides reading material to a City hostel</p> <p>Priority groups:</p> <p>(a) Indirectly, the priority groups affected by another division's action plan that requires legal assistance</p> <p>(b) Directly, youth and immigrants</p>		

Appendix C

Reporting to Deputy City Manager Sue Corke

Access, Equity and Human Rights Action Plan

2009-2011

Division:	311 Project Mgt. Office
Director:	Neil Evans
CM/DCM	DCM Sue Corke
Contact Information: Neil Evans 311 Project Director 416-338-7789 nevans@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	Employment Equity Initiatives Priority groups: women, Aboriginal people, racial minorities, persons with disabilities, and LBGTTT	<p>In each of 2009, 2010, and 2011:</p> <ul style="list-style-type: none"> • Operate in a 3-1-1 Contact Centre Facility that meets or exceeds industry standards to achieve physical access, accommodation, safety, and health; • Increase City staff, Councillor, and external organization visitor awareness of physical access and accommodation, diversity of the workforce, and the City as a leader in employment equity, and human rights practices; • Equal employment opportunities for all noted priority groups; • Accommodation of work/family balance to the extent possible within operational needs. <p>Additional Objectives may be identified by the new 311 Division [in effect 2009].</p>	<ul style="list-style-type: none"> • Accessibility beyond building code and City standards: Indicators <ul style="list-style-type: none"> - Floor textures indicate level changes; - Elevator and wheelchair access; - Task lighting and capability of oversize monitors at each workstation; - Emergency signals, lights, and alarms; - Sit-stand workstations; - Microwaves talk, appliance access; - Tailored emergency procedures; - Test furniture and technology access; • Success of emergency/safety drills for people with mobility issues; • All 311 staff trained in human rights, diversity, and workplace safety; • Positive recognition from staff, emergency workers, Council & media; • Ensure diversity in hiring/retention; • Provide CSR shift options/flexibility. <p>Additional Outcomes may be identified by the new 311 Division [in effect 2009].</p>
2. Leadership	Equity Lens -	In each of 2009, 2010, and 2011:	Use of the Council-approved “equity lens”

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Equity Analysis in Developing Policy & Service Delivery</p> <p>All priority groups of the City*</p>	<p>Identify and remove systemic barriers to service access and accommodate differences/diversity of the public in the planning, development and evaluation of 311 policy, service and programs.</p> <p>Additional Objectives may be identified by the new 311 Division [in effect 2009].</p>	<p>in reports for 311 customer service policy development and service delivery including:</p> <p>Indicators</p> <ul style="list-style-type: none"> Identifying barriers faced by diverse public/staff users; Assessing impact of a potential policy or program on the diverse users; Reducing or removing barriers so that the diverse groups benefit; Measuring the results of 311 policies and service to ensure that the diverse users will benefit. <p>Additional Outcomes may be identified by the new 311 Division [in effect 2009].</p>
3. Leadership & Service Delivery	<p>Preparation – AODA Customer Service Compliance</p> <p>All priority groups of the City*</p>	<p>In each of 2009, 2010, and 2011:</p> <p>Ensure that the 311 information provided and interactions with the public are accessible and reduce or remove barriers to language, equitable treatment, or civic participation.</p> <p>Additional Objectives may be identified by the new 311 Division [in effect 2009].</p>	<ul style="list-style-type: none"> Meet or exceed the measures required by the Ontarians with Disabilities Act and the standards established by the W3C [World Wide Web Consortium] in 311 Project planning, technology solution, and subsequent service delivery by the new Division; Apply the 311 vision statement and Customer Service Strategy to improve public access to, and equitable treatment by, City services and programs; <p>Indicators</p> <ul style="list-style-type: none"> Seek feedback to assess success in achieving the vision statement. <p>Additional Outcomes may be identified by the new 311 Division [in effect 2009].</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
4. Building Strong Communities	311 Customer Service Strategy All priority groups of the City*	<p>In each of 2009, 2010, and 2011:</p> <p>Deliver 311 key service access objectives -</p> <ul style="list-style-type: none"> • A single 3-1-1 access contact #/email address; • An integrated multiple-channel (phone, email/ fax, web and counter) service delivery model; • Routine service enquiries and transactions will be processed at the first point of contact [70%]; • An electronic Tracking system to monitor Service Requests from receipt to completion; • Access to services and transactions on the channel of choice; • A 3-1-1 Contact Centre that operates 24/7; <p>Deliver 311 key service equitability objectives, 5 Drivers of Citizen Satisfaction:</p> <ul style="list-style-type: none"> • Timely service, both answer & response; • Knowledgeable, competent CSRs; • Courteous CSRs; • Fair and equitable treatment of all persons irrespective of language or affiliations; • Outcomes that address inquiry/request. <p>Additional Objectives may be identified by the new 311 Division [in effect 2009].</p>	<p>Provide for increased civic engagement and participation in City activities, affairs, programs and policies by diverse communities and cultural groups through:</p> <p>Indicators</p> <ul style="list-style-type: none"> • Professional development plans and mandatory training to improve access, equity & human rights service delivery; • Staff job descriptions reflecting expectations and responsibilities in access, equity and diversity; • Collect and analyse program data to monitor the use of services by diverse groups to guide service planning; • Adapt service delivery to accommodate diverse backgrounds/needs of public; • Activities to identify needs of people facing barriers and evaluating service delivery to them, such as working groups, community consultations, caller complaint analysis; • # of persons from diverse backgrounds who are consulted/surveyed on their satisfaction with service delivery;

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			<ul style="list-style-type: none"> • Providing information on services in plain language & different languages; • Providing options in service receipt such as access channel, locations and hours of operation; • Conduct customer satisfaction surveys based on the 5 drivers. <p>Additional Outcomes may be identified by the new 311 Division [in effect 2009].</p>
5. Public Education and Awareness	<p>311 Customer Service Strategy</p> <p>All priority groups of the City*</p>	<p>Collaborate with Strategic Communications on internal (City staff and elected representatives) and external (public, other government, 211 and 911 sectors) plans and campaigns.</p> <p>Rigorous collection of City policy, program, and service content inclusive of Accessibility, Equity, and Human Rights matters, to maintain 311 Knowledge Base.</p> <p>Continue to follow best practice in (seamless to caller) call transfer system for TTY language,</p>	<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 311 approach to address diverse target audiences by diversity specialists & stakeholders; • Ongoing relevance of 311 Brand and Taglines; • Outcomes of customer satisfaction surveys. <p>Increased City staff, Council and public awareness of City Access, Equity and Human Rights policies, programs and services.</p> <p>Indicators</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>private or medical info.</p> <p>Additional Objectives may be identified by the new 311 Division [in effect 2009].</p>	<ul style="list-style-type: none"> • City access & equity specialists and services are identified/verified in 311 content; • Creation of centralized, plain language information repository; • Scripts and training designed to ensure equitability; <p>Seamless and consistent divisional transfer protocol approval.</p> <p>Additional Outcomes may be identified by the new 311 Division [in effect 2009].</p>

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Access, Equity and Human Rights Action Plan

2009-2011

Division:	Children's Services
Director:	Nancy Matthews
DCM	Sue Corke
Contact Information:	
Aster Fessahaie District Consultant 416-397-7388 e:mail: fessahai@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
Service Delivery	<p><i>Geographic Equity</i></p> <p>Priority Group: All Clients</p>	To improve geographic equity at the ward level by 10% each year through service growth of 1,500 child care spaces annually so that each ward is within 10% of equity by 2019	<p>2009</p> <ul style="list-style-type: none"> • Develop and maintain a list of neighborhoods where child care is needed for subsidized and full fee families • Develop agreements with City Planning, other divisions and school boards such that childcare development occurs in accordance with the service plan. • Review other capital city projects to determine if child care is needed including priority neighborhoods • Update value of construction costs on capital projects

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>2010-2011</p> <p>To continue the initiative so that each ward is within 10% of equity by 2019</p>	<ul style="list-style-type: none"> • Incorporate geographic equity target into internal performance measures <p>Indicators</p> <p>Reports on progress in improving geographic equity</p>
<p>Economic Participation</p>	<p><i>Human Resources Strategy</i></p> <p>Priority Groups: Access, Equity and Human Rights (AEHR) priority groups within Municipal Child Care Services (MCCS) staffing</p>	<p>MCCS will implement an HR Strategy that supports equal access to all job classifications through the provision of information kits, orientation sessions and training based on identified competencies.</p>	<p>2009</p> <ul style="list-style-type: none"> • All new recruits and exiting staff will have equal access to promotional opportunities in MCCS recruitment • Assignment of opportunities in MCCS will be based on competence and expression of interest. <p>Indicators</p> <p>Tracking of the results of the implementation of the HR Strategy</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p><i>Interactive Communications</i></p> <p>Priority Group: AEHR priority groups within MCCA staffing</p>	MCCA will develop an interactive communication strategy that will provide all staff with direct access to senior management	<p>2009</p> <ul style="list-style-type: none"> Establishment of an intranet clearinghouse for questions and comments Access to intranet for all staff Divisional Strategies will be informed by MCCA staff expertise and experience <p>Indicators</p> <p>Feedback from staff on the use and effectiveness of these initiatives</p>
	<p><i>Access and Equity Training</i></p> <p>Priority Group: MCCA Staff and the City's AEHR priority groups</p>	MCCA will develop a training module on access and equity for all staff. Module will include sensitivity exercises and will be built on the same principles of inclusion that are applied to children in care.	<p>2009</p> <ul style="list-style-type: none"> MCCA staff will be informed and made aware of new strategies that are designed to increase access and inclusion Staff will develop a greater understanding and awareness of issues related to discrimination in all areas of their work. <p>Indicators</p> <p>Feedback from staff</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p><i>Mentoring Initiatives</i></p> <p>Priority Group: AEHR priority groups within MCCS staffing</p>	<p>To collaborate with Human Rights Consultants to identify and plan training needs for all Children's Services Staff</p> <p>To develop an effective training plan that supports ongoing Access and Equity policy work within division</p> <p>MCCS will actively promote mentoring opportunities for staff.</p>	<p>Indicators</p> <p>2010</p> <ul style="list-style-type: none"> • Develop training orientation package for new staff (Union and exempt staff). ▪ Review current and past training packages <p>2011</p> <ul style="list-style-type: none"> • Implementation of ongoing Access and Equity training with the division <p>2009</p> <ul style="list-style-type: none"> • Systemic barriers to promotion for MCCS staff will be mitigated through access to mentors. • MCCS management level will be more reflective of composition of front-line staff and population of Toronto as a whole <p>Indicators</p> <p>Number of staff participating in mentoring</p> <p>Tracking of results of mentoring to assess whether the program achieves its</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p><i>Profession to Profession Mentoring Immigrants Program</i></p> <p>Priority Group: Immigrants</p>	To support staff participating in the Mentoring Immigrants Program	<p>objectives</p> <p>Newcomers will integrate into the economic and social life of their communities faster</p> <p>Indicators</p> <p>2009</p> <p>Increase in staff participating in mentoring program</p>
Leadership & Service Delivery	<p><i>Toronto Operating Criteria</i></p> <p>Priority Group: Children and families from the City's AEHR priority groups</p>	To improve the average level of quality child care services under contract as measured by the City's Group Centre Operating Criteria such that the percentage of programs that meet or exceed each item grows from 65% to 90%.	<p>2009</p> <ul style="list-style-type: none"> • Expansion of Group Centre Operating Criteria assessments to include Wage Subsidy Only child care programs • Development of a communication strategy to support the value of quality childcare <p>2010</p> <ul style="list-style-type: none"> • Development of a capacity building training plan based on areas of under performance identified in Group Centre

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Priority Group: Children and families from the City's AEHR priority groups</p> <p><i>Preparation – AODA Customer Service Compliance</i></p> <p>Priority Groups: Families seeking child care fee subsidy, co-workers, community agencies and stakeholders</p>	<p>To develop a Special Needs Resourcing Operating Criteria that builds community capacity in the provision of quality consultation services to children with special needs in child care</p> <p>To develop a policy and plan to achieve compliance</p> <p>To put in place a working committee</p>	<p>Operating Criteria assessments</p> <p>2009</p> <ul style="list-style-type: none"> • Development of Special Needs Resource Criteria <p>2010</p> <ul style="list-style-type: none"> • Implementation of a Special Needs Resourcing Operating Criteria assessment process with the 23 contracted agencies <p>Indicators</p> <p>Reports to assess whether service providers meet the target level of the Group Centre Operating Criteria</p> <p>Indicators</p> <p>2010</p> <ul style="list-style-type: none"> • Policy developed • Plan implemented

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
Service Delivery	<p><i>Integrated Service Delivery</i></p> <p>Priority Groups: All priority groups in the City's AEHR initiatives</p>	MCCS will participate with other Divisions to establish gateway services for families in priority neighborhoods.	<p>2010</p> <ul style="list-style-type: none"> • Greater sensitivity will result in improved staff to staff/parent partnerships. • An integrated approach to services and resources will result in smoother transitions for newcomers. • Newcomers will integrate into the economic and social life of their communities faster. <p>Indicators Evaluation of gateway services in priority neighbourhoods</p>
	<p><i>Best Start Implementation</i></p> <p>Priority Group: Children and families from the City's AEHR priority groups</p>	Increase child care programs and sites operating as Best Start hubs through integration activities of joint governance, training and community activities by 10% each year with a focus in the 13 priority neighborhoods.	<p>2009</p> <ul style="list-style-type: none"> • The division will continue to purchase new spaces in the French language programs. • Develop a model for leading the hub development at the Best Start Network. • Use EDI results as a planning tool with the Best Start Network in partnership with Mothercraft.

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p><i>After School Recreation and Care Programs (ARC)</i></p> <p>Priority Group: Children and youth from priority neighbourhoods</p> <p><i>Youth Ambassadors</i></p> <p>Priority Group: Youth</p>	<p>The programs continue to offer a high caliber, skill-building, accessible and sustainable service</p>	<p>2010</p> <ul style="list-style-type: none"> Develop a Middle Years Strategy beyond the recreation and care component and link it to the Best Start Network <p>Indicators Reports to assess whether Best Start implementation achieves the target of 10% each year for increasing child care programs and sites</p> <p>Indicators</p> <p>2009 Increased services for school age children in 13 priority communities.</p> <p>2010 Increase the number of children served. There are currently 28 programs operating throughout the City of Toronto providing services to 715 children in priority neighborhoods</p> <p>Indicators Number of youth ambassadors created</p> <p>Review of the results of the program</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		To create youth ambassadors and role models for youth within the priority neighbourhoods	
Leadership	<p><i>Access and Equity Committee – Equity Lens</i></p> <p>Priority Group: All Children’s Services Staff</p>	<p>Access and Equity committee will identify working groups to highlight the need for ongoing work related to the following areas:</p> <ul style="list-style-type: none"> -Anti-Racism Policy and Plan -Employment Systems -Management Practices -Complaints Process -Communication in the Organization -Programs and work with communities 	<p>2010</p> <ul style="list-style-type: none"> • Embedding Access & Equity into each unit’s practices. • Establishment of strategic goals for all Children’s Services Units regarding Access & Equity • Updating Access & Equity policies as needed <p>Indicators Review of the results of the work of the Access and Equity Committee and its working groups to assess whether objectives are met</p> <p>2010</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p><i>Review of Access and Equity Policies</i></p> <p>Priority Group: All Children's Services Staff</p> <p>Code of Conduct</p> <p>Priority Group: All Children's Services Staff</p> <p>Priority Group: For all Executive Office and District Operations Staff</p>	<p>Review and update language /terminology of all Children's Services policies to reflect Corporate mandate</p> <p>Complete Code of Conduct Implementation action strategy linking Code of Conduct, Access and Equity, Human Rights, Ethics and People Plan.</p> <p>Integrate Code of Conduct into practice of staff in CSD</p> <p>Develop Ethical Framework for CSD</p> <p>Development of a learning plan to foster Leadership skills within CSD</p> <p>Implement learning opportunities in the area of Leadership for all management staff</p> <p>Implement learning opportunities in the area of leadership for front-line</p>	<p>Indicators</p> <ul style="list-style-type: none"> All policies will have been reviewed and language reflects Corporate mandates <p>Indicators</p> <p>2009</p> <ul style="list-style-type: none"> Code of Conduct completed Strategy components implemented within the Division's Learning plan Ethical framework developed <p>2010</p> <ul style="list-style-type: none"> Learning opportunities implemented for management as per plan Learning opportunities implemented for front-line staff as per plan

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		staff	
Accountability	<i>Performance</i> Priority Group: All Children's Services Staff	To develop a strategy that embeds Access and Equity policies within regular work practices, including management performance plans	2009 Indicators <ul style="list-style-type: none"> Access and Equity included on all management meeting agendas

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Access, Equity and Human Rights Action Plan

2009-2011

Division:	Court Services
Director:	Barry Randell
CM/DCM	Sue Corke
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Philip Arhinson Manager , Finance and Administration 416 338 7362, parhinso@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	<p>Employment Equity Initiatives</p> <p>Access to City contracts</p> <p>Priority groups:</p> <p>Aboriginal people, women, people with disabilities, racial minorities, and businesses from diverse backgrounds</p>	<p>Continue to ensure hiring practices meet the Employment Standards Act enabling all qualified persons to apply through advertising appropriately (internally and externally) to attract and retain diverse staff.</p> <p>In compliance with City Purchasing policies, continue to ensure procurement is open and provides the capacity for all qualified vendors to bid competitively</p> <p>2009 Ensure 5% (per cent) of the workforce at the South Court location is bilingual</p> <p>2010 Hire 1 counter staff at the East Court with the ability to speak Cantonese. Continued use of accredited interpreters at trials/hearings Ensure up to 10% of staff at the South Court are bilingual</p>	<p>Increased ratio of priority groups within the division's workforce. Court Services goods and services continue to be purchased through a competitive procurement process open to all vendors</p> <p>Indicators</p> <p>2009 4 staff at South Court are able to provide service in both English and French at office counter with fluency</p> <p>2010 One staff at East Court provides service in Cantonese; accredited interpreters are available to defendants who need them at trials/hearings; up to 7 South Court staff are bilingual</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		2011 Ensure up to 20% of the South Court staff are bilingual	2011 Up to 13 South Court staff are bilingual
2. Leadership	Equity Lens - Equity Analysis in Policy Development and Service Delivery Priority groups: People with disabilities	Continue to ensure equity and safety standards for staff with disabilities are implemented or met 2009 Investigate and procure a communication device for hearing impaired staff; 2009 -2011 Review/redesign relevant court forms, information literature, signage, etc. to ensure clarity, improved print quality and improved messaging to public Provide enhanced access to court forms Promote multilingualism	Improved communication/interaction between staff with disabilities and other staff/stakeholders Ensure safety of staff with disabilities Indicators 2009 Staff with disabilities are trained and able to use Video Sign Language equipment Complete review/assessment of existing court forms 2010 Relevant redesigned forms printed and made available at court offices and on the internet. 2011 Forms, etc. translated into commonly requested languages.
3. Leadership &	Preparation –	Ensure all court facilities are accessible to	Both existing and new court offices are

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
Service Delivery	AODA Customer Service Compliance Priority groups: People with disabilities	customers and stakeholders 2009 Ensure new courtrooms are accessible to people with disabilities 2009- 2011 Continue to provide online services where necessary. Look for other opportunities to deliver services without customers appearing in person at court offices	physically accessible to all customers, stakeholders and staff Indicators 2009 People with disabilities are able to access court facilities without hindrance 2009 – 2011 Customers are able to receive service and/or have access to court information online e.g. paying fine, obtaining court forms or inquiring about case status
4. Service Delivery	Increase court capacity	Continue to work together with other stakeholders to ensure timely and fair administration of justice 2009 Implement an ‘Alternative Dispute Resolution (ADR) process for the adjudication of parking tag infractions with values not exceeding \$100.00 2009 – 2011 Reduce wait times related to transcript production Continue to secure accredited interpretation services at the request of defendants/	Ensures defendants/customers charter rights are not infringed upon Indicators 2009 - 2011 Disputes resolved in a timely manner Transcripts turnaround time within 90 days of request 6 additional courtrooms available and

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		prosecutors for all court sessions Reduce time span between when trial is requested and when trial takes place Build additional courtrooms	operational
5. Building Strong Communities & Public Education and Awareness	Promote appreciation for diversity and encourage understanding of persons from other cultural backgrounds Community Outreach	2009 – 2011 Continue to provide training to all staff in Human Rights and Harassment Awareness Provide tours of provincial offences facilities, including sitting in court sessions, upon request, for school and community groups Create brochures to educate public on services offered by the Division	Increased awareness among staff of the rights of others. Sensitivity to and respect for cultural differences Community awareness of court facilities and services provided. Indicators Number of tours to court facilities requested Number of tours conducted

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Resources

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Access, Equity and Human Rights Action Plan

2009-2011

Division:	EDCT – Cultural Services
Director:	Rita Davies
CM/DCM	Sue Corke
Contact Information:	
Margaret Chan Senior Arts Development Coordinator 8-0491 mchan4toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	Employment Equity Initiatives Mentorship/Internship Programs Create performances with workshops for students	<p>2009, 2010 & 2011 - Place 12-18 students enrolled in University or College where the programs require the students to complete an internship to earn a credit towards their area of study.</p> <p>2009, 2010 & 2011 - Provide mentorship to 2 or 3 students per year who are seeking guidance in selecting a career path, including participation in the University of Toronto Mentorship Program.</p> <p>2009, 2010 & 2011 - Create programming with performances that include workshops for students</p>	<p>2009, 2010 & 2011 – Track number of students who receive credit towards their diploma</p> <p>2009, 2010 & 2011 – Track number of students who obtain employment in the same field</p> <p>2009, 2010 & 2011 – Follow up with University to determine whether our mentorship assisted in the selection of their career path.</p> <p>2009, 2010 & 2011 – Try to maintain or increase number of programs with performances that include workshops for students.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
2. Leadership	<p>Equity Lens - Equity Analysis in Policy Development and Service Delivery</p> <p>Priority groups: Volunteer opportunities for all groups</p>	2009, 2010 & 2011 – Recruit volunteers from all priority groups including Aboriginal people, immigrants and refugees, lesbian, gay, bisexual, transgender, transsexual, people with disabilities, seniors, women and youth	<p>2009 – increase number of volunteers from priority groups by 5 per cent</p> <p>2010 – maintain number of volunteers from priority groups</p> <p>2011 – maintain number of volunteers from priority groups</p>
3. Leadership & Service Delivery	<p>Preparation – AODA Customer Service Compliance</p> <p>Provide Accessible customer service to all City’s priority groups</p> <p>Accessibility to view and enjoy all shows produced by City of Toronto</p> <p>Program events to include entertainment for all mainstream audiences and all</p>	<p>2009, 2010 & 2011 – Information Ambassadors at events to provide assistance to all City’s priority groups, information brochures to include accessibility information</p> <p>2009, 2010 & 2011 – Ensuring there are viewing areas at all shows/performances that are accessible to all, including wheelchair accessibility viewing areas</p> <p>2009, 2010 & 2011 – Continue booking entertainment geared to all priority groups including Aboriginal people, immigrants, lesbian, gay, people with disabilities, etc.</p>	<p>2009, 2010 & 2011 – Increase number of people with disabilities and seniors attending events by increasing the viewing space at events (where possible) by 3-5% to accommodate people with disabilities and seniors attending events.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	priority groups		2009, 2010 & 2010 – Maintain or try to increase number of event attendees from all priority groups
4. Service Delivery	<p>Events to include performers of various backgrounds and disciplines</p> <p>Provide free, accessible barrier-free events</p> <p>Toronto Community Arts Action Plan</p>	<p>2009, 2010 & 2011 – Hire performers from the City’s priority groups including Aboriginal people, immigrants and refugees, lesbian, gay, bisexual, transgender, transsexual, people with disabilities, low literacy, racial minorities, seniors, women and youth</p> <p>2009, 2010 & 2011 – Provide free events and physically accessible events to all of the City’s priority groups, i.e./ Sunday Serenades for Seniors and performances geared to youth</p> <p>2009, 2010 & 2011 – Implement the Toronto Community Arts Action Plan to build arts and culture infrastructure at the grassroots</p>	<p>2009, 2010 & 2011 – Increase or maintain number of hires from City’s priority groups over the previous year</p> <p>2009, 2010 & 2011 – Maintain or increase the number of attendees at events who are from the City’s priority groups, i.e./number of seniors attending Sunday Serenades, number of youth attending youth programming</p> <p>Expected Outcomes To enhance community pride, create bonding among participants, promote inclusion, social equity and healthy social change, foster future job growth in the cultural sector and creative industries, and create positive impact in neighbourhood and community building.</p> <p>Indicators # of recommendations implemented/ ongoing</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>City Youth Arts</p> <p>*Priority groups: – Youth/Women</p> <p>Specific Projects</p> <ul style="list-style-type: none"> • Project Random (2009) • Portable Arts Program (2009) • Modern Batik Art Youth Guild (2009-2010) • Forum Theatre Project “What’s Wrong With It?” (2009) • Youth Arts Exhibition (2009-2010) • City Stories 	<p>2009, 2010 & 2011 – Provide free workshops and events to engage youth, develop artistic, entrepreneurial and soft skills to enhance youth employability in the arts and culture sector with a focus on underserved and priority neighbourhoods.</p>	<p>Expected outcomes</p> <ul style="list-style-type: none"> • New connections cultivated with groups and potential partners • Youth skills development workshops provided in a variety of arts disciplines • Local youth leaders and mentors identified, arts mentorship and apprenticeship opportunities provided • Sessions for youth on formation of a Guild including the creation of a board, mission statement, marketing, selling, website • Youth will have formed a Modern Batik Art Guild with youth leading and actively participating in exhibitions, sales and promotion of their work. • A public performance where audiences are engaged and educated on the issues confronted by young women in their everyday lives • An appreciation of the visual arts, education of the community, sales for the young artists. <p>Indicators</p> <p># of participants</p> <p># of workshops/sessions</p> <p># of youth art work exhibited/sold</p> <p># of priority neighbourhoods served</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Community Artist-in-Residency</p> <p>*All priority groups</p>	<p>2009, 2010 & 2011 – Develop connections between a City-owned cultural facility and diverse local community and increase access to the arts in a priority neighbourhood through a large community arts initiative</p>	<p>Expected Outcomes</p> <ul style="list-style-type: none"> Local historical, demographic, cultural materials and resources compiled, service gaps identified in the priority neighbourhood Local youth leaders and mentors identified, arts mentorship and apprenticeship opportunities provided Marketing/communications plan targeting priority groups through on-line promotion, cultural newspapers, arts-based publications etc. Large scale community production & performance with Jumblies Theatre and residents in a priority neighbourhood <p>Indicators # of participants # of workshops/sessions</p>
	<p>Intergenerational Arts: Writing Connections</p> <p>Priority groups*: Youth, women, seniors</p>	<p>2009 - Support seniors by providing a series of life-writing programs that will develop writing skills and encourage social interaction. In addition the project will provide an intergenerational experience for seniors working with local youth.</p>	<p>Expected Outcomes</p> <ul style="list-style-type: none"> A booklet and CD of the seniors and youth's work will be produced. Creative collaboration between seniors and youth from diverse backgrounds through working on a common project. <p>Indicators # of participants # of workshops/sessions</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Compliance with the City's Grant Policy</p> <p>*All priority groups</p> <p>Facility Accessibility</p> <p>*People with disabilities</p> <p>(MAP), 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,</p>	<p>2009, 2010 & 2011 – Ensure core values of fairness, equity, transparency, responsiveness, and accountability are adhered to</p> <p>2009, 2010 & 2011 - Review facility accessibility gaps and develop approach to improving physical access and customer service</p> <p>2009 Continue to partner with the Toronto Public Libraries in the Museum+Arts pass program sponsored by Sun Life</p>	<p># of book/CD produced</p> <p>Expected Outcome Grant programs aligned with City directives and mandate of the Unit</p> <p>Expected Outcomes</p> <ul style="list-style-type: none"> Increased awareness among facility staff & volunteers of local diversity Long term barrier removal and customer service plan developed in coordination with other Cultural Services facilities, units Staff trained in inclusion & support <p>Indicators</p> <ul style="list-style-type: none"> Barriers removed # of staff trained <p>Expected Outcome</p> <ul style="list-style-type: none"> Increase awareness of sites among residents. Remove barriers and address service gaps <p>Indicators 2009 Number of participating libraries</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>pick up a pass, and take their family to the museum or gallery for free.</p> <p>Toronto Museum Project On-line</p> <p>Removing admission barriers</p> <p>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</p>	<p>2009 Create online exhibits and opportunities to increase public engagements through online discussion forums.</p> <p>2009 Continue to review admissions to look for revenues – neutral ways to improve access to museums</p> <p>2009 LIT CITY in May 2009 to include visual and literary artists and authors who reflect the cultural diversity of the City.</p>	<p>2009 Expected Outcome Engage with specific communities to include their artifacts in the Toronto story.</p> <p>Indicators # hits to the web page # communities engaged</p> <p>2009 Expected Outcome Increase participation by all communities involved in programs and services.</p> <p>Indicators Increase number of website hits</p> <p>Expected Outcomes Increase understanding of community composition and characteristics.</p> <p>Increased flexibility in arts and cultural programming</p> <p>Enhanced arts and cultural programming for equity seeking groups</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	backgrounds, disciplines and art forms. Web exhibit History of Toronto: An 11,000 Year Journey	2009 Increase access to the collection through the City's web site by having additional works photographed, accessed and catalogued.	Increased use and user satisfaction among all community groups. Increase awareness of sites among residents and visitors Increase awareness and knowledge of the histories of diverse communities in Toronto Indicators # communities engaged # of participants Expected Outcome Increased awareness of City's collection Indicators #of hits
5. Building Strong Communities & Public Education and Awareness	Partnerships with BIA's, Consulates, Financial Institutions, Cultural Institutions, Educational Institutions, Corporate Community, Tourism Toronto, and other levels of Government	2009, 2010 & 2011 – Build partnerships with various community groups to create free, accessible programming that can be enjoyed by all members of the City's priority groups; by creating relationships with international consulates, we hire international performers while their nation hires our local performers Build capacity of "Precious Gems," a grassroots volunteer initiative providing access	2009, 2010 & 2011 – Increase or maintain the number of partnerships to ensure that all groups are represented and all groups benefit; increase consulate relations to ensure exposure of our local talent Expected outcomes • Community awareness and

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>“Precious Gems Project” *All priorities</p> <p>Cedar Ridge Studio Gallery Partnership *All priorities</p> <p>Enhance recruitment strategy Assembly Hall Advisory Committee *All priorities</p> <p>ESL Classes provided free of charge *Newcomers</p>	<p>to arts camps for children in the Kingston-Galloway priority neighbourhood.</p> <p>Align goals and build organizational capacity</p> <p>2009 & 2010 To look at barriers to participation and develop strategies to overcome</p> <p>2009 analysis of community make up, outreach strategies developed to ensure access to all.</p> <p>Continue to build relationships with clients and audiences to develop connections with the facility, implement strategies, create a youth position on the committee</p> <p>2009, 2010 & 2011 To introduce newcomers from various countries to the history of Toronto</p> <p>Enhance connections with ESL Instructors and Curriculum Consultants through participation in In-Service Training and establish an ESL Instructor Focus Group</p>	<p>participation increased (communications, membership, volunteers, participants)</p> <ul style="list-style-type: none"> Strategic and succession planning undertaken <p>Indicators # of participants</p> <p>Expected outcomes</p> <ul style="list-style-type: none"> Strategies developed <p>Expected outcomes 2009 LITCITY exhibit to feature artists and authors reflecting the City’s cultural diversity</p> <p>2010 continue ESL programs to attract groups for introduction to Toronto’s history</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Purchase art for the City's collection *All priorities</p> <p>Exhibits at the Market Gallery *All priorities</p> <p>Recruitment strategy for Museum Advisory Committee All priorities</p>	<p>2009, 2010 & 2011 To reflect the cultural diversity of Toronto</p> <p>To feature artists who reflect the cultural diversity of Toronto</p> <p>2010 Work with external stakeholders/ consultants to ensure diverse communities represented on boards, outreach strategies developed to ensure access to all.</p>	<p>2011 continue ESL programs to attract groups for introduction to Toronto's history</p> <p>Indicators # of participants</p> <p>Expected outcome City art collection reflect Toronto's diversity</p> <p>Indicator # of artwork purchased</p> <p>Expected Outcome Toronto's cultural diversity reflected</p> <p>Indicator # of artists featured</p> <p>Expected Outcome 2010 Increased civic participation of Toronto's diverse communities</p> <p>Indicators Diverse community representation on advisory groups and committees.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	Fort York Visitor Centre development All priorities	2009 During the Design selection for the FY Visitor Centre ensure City of Toronto Accessibility Design Guideline requirements are incorporated.	Expected Outcomes 2009 Enhance physical access to accommodate diverse community needs. Indicators Increased public access to facilities and programs.

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Access, Equity and Human Rights Action Plan

2009-2011

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

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	<p>Agenda for Prosperity</p> <p>Employment Equity Initiatives</p> <p>Priority groups*: All priority groups in the City's Access, Equity and Human Rights (AEHR) initiatives</p>	<p>2009-2011</p> <ul style="list-style-type: none"> To promote City of Toronto Profession to Profession Mentoring Immigrants Program and encourage staff participation To work in partnership with business, labour, educators, industry associations and cultural and community agencies to promote adoption and expansion of mentorship activities within the private sector To support and assist in organizing Annual Internationally Educated Professionals Conference To ensure participation of ethno-specific business associations in the planning and delivery of the Annual Small Business Forum and that seminars are advertised in the ethnic media and interest group media. To participate in Neighbourhood Action Plans to ensure outreach to culturally 	<p>2009-2011</p> <ul style="list-style-type: none"> Increased access for all residents to the benefits of Toronto's enhanced economic competitiveness and growth More internationally educated professionals becoming members of regulated professions and/or entering their field of practice Increased awareness and participation of all communities in activities that will enhance involvement in the economic life of the City <p>Indicators</p> <ul style="list-style-type: none"> Number of staff participating in the Profession to Profession Mentoring Immigrants Program Participants in the Annual Internationally Educated Professionals Conference Participants in the Annual Small

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>diverse youth in priority neighbourhoods</p> <ul style="list-style-type: none"> • To 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 • To collaborate with Black Business Professionals Association and support annual Harry Jerome Awards • To provide seminars for immigrant and women entrepreneurs • To 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 • To hire summer students representative of Toronto's diverse population 	<p>Business Forum</p> <ul style="list-style-type: none"> • Participants in seminars and workshops
2. Leadership	<p>Collaboration and Partnership with All sectors and Governments in Building an Inclusive Society</p> <p>Priority groups:</p>	<p>2009-2011</p> <ul style="list-style-type: none"> • To incorporate reference and commitment to the City motto 'Diversity Our Strength' in presentations to internal and external audiences • To make presentations to various 	<p>2009-2011</p> <ul style="list-style-type: none"> • Increase in understanding and appreciation of the importance of diversity to the City • Increased ability of staff to relate to and work effectively with diverse

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	All AEHR priority groups	<p>businesses, employers, equity/diversity community groups and agencies, foreign delegations and other City divisions to provide information about labour market and demographic trends and neighbourhoods that speaks to the importance of a diverse workforce to Toronto's creativity, innovative capacity and competitiveness</p> <ul style="list-style-type: none"> • To 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 and others • To continually reinforce the need for the City of Toronto to have a 'seat at the table' in discussions regarding access, equity and human rights impacting Toronto residents and businesses 	<p>communities</p> <ul style="list-style-type: none"> • Better informed federal and provincial legislation, policies and programs • Improved coordination among all orders of government • More effective use of resources <p>Indicators</p> <ul style="list-style-type: none"> • Number of presentations, meetings, collaboration and partnership established and maintained
3. Leadership & Service Delivery	<p>Preparation – AODA Customer Service Compliance</p> <p>Priority groups*: People with disabilities</p>	<p>2009-2010</p> <p>To assess services delivered by Economic Development to ensure that they meet the AODA accessible customer service standards</p>	<p>2009-2010</p> <ul style="list-style-type: none"> ▪ Improved public access to Economic Development services ▪ Compliance with the AODA accessible customer service standards <p>Indicators</p> <ul style="list-style-type: none"> • Assessment of Economic Development

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			<p>services based on the requirements of the accessible customer service standards</p> <ul style="list-style-type: none"> Adjustments and changes made to meet the requirements
4. Building Strong Communities & Public Education and Awareness	<p>Outreach, Capacity Building and Partnership</p> <p>Priority groups*: All AEHR priority groups</p>	<p>2009-2011</p> <ul style="list-style-type: none"> Encourage private sector, universities, colleges and other organizations to be partners in community building Collaborate with federal and provincial governments to deliver the Passport for Business Success program to recently arrived business immigrants 	<p>2009-2011</p> <ul style="list-style-type: none"> Stronger social cohesion and an enhanced business climate within the city to enable, accelerate and attract economic growth <p>Indicators Number of presentations, meetings, collaboration and partnership established and maintained</p>

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Access, Equity and Human Rights Action Plan

2009-2011 – EMS

Division:	Emergency Medical Services
Director:	Michael Neill
CM/DCM	J. Pennachetti / S. Corke
Contact Information: David Ralph Manager, Community Safeguard Services 392-2197 dralph@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	Toronto EMS has a full time ethno cultural access coordinator and two community liaison officers. These staff focus on all of the city's priority groups.	2009-2011 To ensure that access and equity information and feedback are both received and delivered to the diverse population of Toronto. To increase awareness among diverse communities that EMS/prehospital care services are accessible to all priority groups.	2009 – 2011 Act on feedback obtained from the priority partners. Identifying unique issues around access to service and working to inform all groups. Indicators Follow-up actions on issues raised by community partners.
	EMS is involved with colleges and universities who select candidates (from all backgrounds) for entry to the Paramedic Program. All Priority Groups	2009-2011 To create awareness of EMS as a career opportunity. To communicate the job requirements with Toronto EMS.	2009 -2011 Ensure equity and fairness to all applicants applying for positions with Toronto EMS. Third party objective standardized testing performed by an independent contractor. Indicators Tracking applications and appointments to Toronto EMS positions and monitoring results
2. Leadership	General Manager's Advisory	2009-2011	Indicators

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Committee (GMAC) – All Priority Groups</p> <p>Access to emergency health care new immigrants and Canadians All Diverse and Ethnic Groups</p>	<p>To bring together diverse community leaders in an open forum to discuss and address EMS access, equity, and utilization issues.</p> <p>To work with Immigration Canada and the EMS Chiefs of Canada in developing a handout for all visitors and immigrants so as to understand the process and expectation of accessing 911 in a medical emergency</p>	<p>2009 – Release of multimedia presentation regarding 911 multilingual access to EMS. and access suitable for all diverse groups. 2010 – Maintain GMAC and promote the sharing and understanding of priority group diversity. 2011- As above</p> <p>Indicators 2009 – Draft completed for Ministerial review 2010 – Distribution to Canadian ports of entry 2011 – Evaluation of program</p>
3. Leadership and Service Delivery	Community Referral by EMS (CREMS) program elderly, marginalized, socially isolated, disabled, homeless, people with difficulty accessing the health care system.	2009-2011 Promote access and linkage to agencies which provide care in the community	<p>2009 - 2011 This program targets a reduction in the dependency and reliance in EMS while improving access to the right care for the right patient at the right time, through the right agency.</p> <p>Indicators Tracking the number and results of referrals</p>
4. Service Delivery	<p>Public Access Defibrillation (PAD) for community centres and public buildings. All Groups</p> <p>CPR education</p>	<p>2009-2011 To provide defibrillators to community centres and public buildings</p> <p>To provide one program each month</p>	<p>2009 – Provide >\$100K in training and PAD devices throughout the City. 2010-2011 As funding and support allows Indicators Number of defibrillators distributed. Feedback from community centres and public buildings 2009 – CPR education to priority</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Priority neighborhoods</p> <p>Increase access to 911 services for hearing and speech challenged population</p>	<p>to a priority neighborhood throughout the year.</p> <p>To work with Toronto's 911 committee to explore alternative communication access options</p>	<p>neighbourhoods throughout 2009 is at no charge</p> <p>Indicators Number of education programs delivered Feedback from priority neighborhood organizations</p> <p>2010 – 2011 – To be determined</p> <p>2009 – 2011 To incorporate recommendations of the 911 committee through new technologies.</p> <p>Indicators Review of alternative communication access options Extent to which recommendations are implemented</p>
5. Building Strong Communities & Public Education and Awareness	<p>Working with high school age youth to increase awareness of the EMS profession. Scouts Canada Program - Youth</p> <p>High School Emergency Response teams - Youth</p>	<p>2009-2011 To identify and make known the profession of both Paramedicine and Emergency Communication as viable career opportunities.</p> <p>To identify opportunities for partnership with youth, the Toronto school boards and Toronto EMS.</p>	<p>Since 2000 some 1,500 youth have participated in this program. Many have been hired as Paramedics in Toronto and other services in the GTA.</p> <p>2009-2011 Continued success with this youth oriented program.</p> <p>Indicators Number of youth participants in this program Number of youth hired as Paramedics</p> <p>2009 Creation of youth oriented first response teams at high schools</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	Window and balcony safety awareness program. Safety issue for small children - All communities with multilevel housing	To promote window, door, and balcony safety in concert with the Canadian Window and Door Manufacturers Association of Canada and the EMS Chiefs of Canada	2010 To analyze pilot and consider expansion 2011- reevaluate program Indicators Target Zero as the number of preventable injures and deaths from falls.
Accountability	Professional Standards Unit All priority groups	2009-2011 Review all comments/complaints from the public pertaining to the actions/ operations of Toronto EMS	2009 - 2011 All service related issues/inquiries receive complete follow-up with both City staff and the party raising the issue/concern. Indicators Number of comments/complaints received Review of comments/complaints Responses and follow-up actions

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Access, Equity and Human Rights Action Plan

2009-2011

Division:	Employment and Social Services
Director:	Brenda Nesbitt
CM/DCM	Sue Corke
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Anusha Sarvanandan Supervisor Direct Program 416-392-8567 / ASarvana@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	<p>Employment Equity Initiatives</p> <p>Mentoring Initiatives</p> <p>Profession to Profession</p> <p>Black African Canadian Mentoring</p> <p>Executive Mentoring</p> <p>Divisional Mentoring</p> <p>One on One Mentoring</p> <p>Career Bridge</p>	<p>2009 - 2010</p> <p>Continue participation in the City's mentoring initiatives</p>	<p>Outcomes</p> <p>Increase in the participation of priority groups</p> <p>Increase in awareness among staff</p> <p>Transfer of knowledge from experienced staff to future leaders in the organization</p> <p>Indicators</p> <p>2009</p> <p>Approximately, the following numbers of ESS staff are currently participating in the initiatives:</p> <p>Profession to Profession - 5</p> <p>Black African Canadian Mentoring - 4</p> <p>Executive Mentoring - 1</p> <p>Divisional Mentoring (pilot) - 16</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Identify the priority groups*:</p> <p>Immigrants and refugees, racial minorities, women and youth.</p> <p>Employment Accommodation</p> <p>Case Management Meetings</p> <p>Identify the priority groups*:</p> <p>People with disabilities</p>	<p>Employment accommodation for ESS staff attended by Divisional management, WSIB, Labor Relations, Ergonomist and Employee Heath Representatives</p>	<p>One on One Mentoring - 34</p> <p>Career Bridge - 2</p> <p>2010 - 2011</p> <p>Track participation by ESS staff</p> <hr/> <p>2009-2011 Outcomes</p> <p>Removing barriers to employment</p> <p>Indicators</p> <p>Yearly summary report to Senior Management</p>
2. Leadership	<p>Equity Lens - Equity Analysis in Policy Development and Service Delivery</p> <p>Identify the priority</p>	<p>2009 - 2011</p> <p>All ESS management staff will have taken the Managing Human Rights Today training provided by the City by 2009</p> <p>Encourage staff to participate in Equity Lens</p>	<p>2009 – 2011</p> <p>Outcomes</p> <p>Remove barriers for priority groups</p> <p>Increase awareness among staff</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	groups*: All the City's Access, Equity and Human Rights (AEHR) priority groups	Training Work towards incorporating Access, Equity and Human Rights principles in existing Divisional training, policy development and service delivery	Indicators Track participation by ESS staff in training Track resolutions to identified barriers – evaluation reports, reports to Senior Management Team
3. Leadership & Service Delivery	Preparation – AODA Customer Service Compliance Identify the priority groups*: people with disabilities; people with low literacy and seniors	2009 - 2011 Documents received distributed to management team to review Set up working group to study the impact of compliance requirements for ESS Follow up on recommendations from the working group	2009 - 2011 Outcomes Preparation made to meet AODA Customer Service Compliance Dedicate resources required to meet compliance requirements Continue to monitor and evaluate progress Indicators Yearly reports submitted to CM's office and the provincial government
4. Service Delivery	Client Advisory Group (CAG)	2009 - 2011	2009 - 2011

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Meetings</p> <p>Web Access to Your Services (WAYS)</p> <p>Multi-lingual Services</p> <p>Identify the priority groups*:</p> <p>All the City's AEHR priority groups</p>	<p>Each service delivery location has CAG meetings to address service delivery as well as access, equity and human rights issues</p> <p>Launch and communicate WAYS to ESS clients and community. Train ESS staff regarding WAYS. Continue to improve WAYS as a service delivery option to clients and the community</p> <p>Multi-lingual phone lines provided to clients to access services</p> <p>Divisional services available in French</p>	<p>Outcomes</p> <p>Service barriers removed</p> <p>Indicators</p> <p>Yearly review of CAG meeting minutes to ensure all items are actioned in a timely manner.</p> <p>WAYS evaluation reports to monitor and evaluate the use of WAYS by clients, community and ESS staff. Provide feedback for improvements, enhancements, etc. Incorporate feedback and continue to support WAYS.</p> <p>Statistics collected by Division regarding access and usage of Multi-lingual Services, reported to the Senior Management Team</p>
5. Building Strong Communities & Public Education and Awareness	<p>PAYE - Partnership to Advance Youth Employment</p> <p>IIF – Investing In Families</p> <p>IIN – Investing In</p>	<p>2009 - 2011</p> <p>Continue community engagement projects</p> <p>Ensure resources are available to continue community engagement projects</p> <p>Advocate for the continued dedication of resources for community engagement project</p>	<p>2009 -2011</p> <p>Outcomes</p> <p>Increase employment opportunities for local residents</p> <p>Bring employers into local areas to build community capacity</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	Neighborhoods Woodbine Live Regent Park Employment Engagement Identify the priority groups*: All the City's AEHR priority groups		Increase economic activity in local areas to build community engagement Decrease dependency on government assistance Increase community participation in decision-making Indicators Summary reports and evaluations from each project.

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

Resources

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Access, Equity and Human Rights Action Plan

2009-2011

Division:	LTC Homes and Services
Director:	S. Pitters – GM
CM/DCM	Sue Corke
Contact Information:	
<p>Patty Carnegy Co-ordinator of Staff Education 391-8490 pcarnegy@toronto.ca</p>	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	Diversity Practice	<p>2009</p> <p>To continue to expand and enhance linkages and collaboration with ethno-racial, cultural, spiritual and religious, linguistic, sexual orientation and gender identity communities, so that employment, volunteer opportunities and care and service programs are accessible to all community members and respectful of traditions and beliefs</p> <p>To include diversity questions in the interview processes for all new hires</p>	<p>2009</p> <p>Indicators</p> <p># established linkages with community groups representing Toronto's diversity</p> <p># new employees and new volunteers who are members of Toronto's diverse communities (visible minorities)</p> <p># youth hires/volunteers from priority neighbourhoods</p> <p>verification from HR that interview processes and interviews positively reflect diversity practice</p>
	LGBT Inclusiveness	<p>To increase opportunities for members of the LGBT community to be aware of and apply for management positions within LTCHS</p> <p>To finalize and release the LGBT toolkit for the provision gay-positive care in long-term care</p> <p>To continue to strengthen gay-positive care</p>	<p># external advertisements for employment in LGBT publications</p> <p>verification that HR job postings for positions include reference to diversity practice</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	Minority Groups	<p>within LTCHS</p> <p>To increase the opportunity for youth and minority groups to apply for positions in LTCHS</p> <p>To continue to participate at Job Fairs at Community Colleges and high schools in priority neighbourhoods that offer food service education programs</p>	<p>feedback re usefulness of LGBT toolkit</p> <p># volunteers from LGBT community</p> <p># requests for City of Toronto staff to speak at conferences/consult with other jurisdictions/organizations re gay-positive care</p> <p># youth hires/volunteers from priority neighbourhoods</p> <p># Job Fairs attended in 2009</p> <p># students expressing interest in employment or volunteer opportunities at the Job Fairs</p> <p>(These initiatives will encourage employment of young persons in the field of Food Service Worker positions. The homes frequently hire students to work shorter shifts at the end of the day or on the weekends)</p>
	People with Disabilities	<p>To expand opportunities for modified work in a customer-service role for employees who sustain a workplace injury and are unable to return to their base position</p> <p>To consider opportunities for</p>	<p># RTW employees in the pilot project for the customer-service role</p> <p>(The division's goal is to ensure that all employees who have been injured at work quickly RTW in roles that correlate to their</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>opportunities</p> <p>To explore the potential to designate a 2nd long-term care home as a French language home</p> <p>2010 – 2011 To be determined through the divisional Strategic Planning Process</p>	<p>verification that diversity and diversity practice continues to be included in the LTCHS 5-day new managers' orientation and 2-day orientation for all new staff</p> <p>consultation with the French language community related to the 2nd long-term care home to be designated under the French Language Services Act</p> <p>(The division's Ethics and Research Committee will identify any systemic barriers to a diverse population and make recommendations for policy and practice changes to the General Manager)</p> <p>2010 – 2011 To be determined through the divisional Strategic Planning Process</p>
3. Leadership & Service Delivery	Minorities and People with Disabilities	<p>2009</p> <p>To share successes and leading practices related to diversity practice and strategies for care and services, employment and volunteerism of a diverse population (residents/clients/staff/volunteers) with international delegations interested in developing their own long-term care strategies</p> <p>To increase accessibility of the division's written information through an expanded</p>	<p>2009</p> <p>Indicators</p> <p># international tours</p> <p># requests for information from other countries/jurisdictions</p> <p>(The division is frequently contacted to offer offers tours and learning opportunities for various international delegations (e.g. Germany, China, England, Denmark, the</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	Limited English Speaking, People with Disabilities	<p>website in multiple languages and wheelchair accessible kiosks in all homes</p> <p>To increase avenues of communication for residents, clients, families, volunteers and visitors.</p> <p>2010 – 2011 To be determined through the divisional Strategic Planning Process</p>	<p>Netherlands, Korea, Japan, Italy – these information sharing tours will continue) The division will ensure that diversity continues to be a strategic priority as the 2009 – 2011 Strategic Plan is developed</p> <p>Community-based services has and will continue to translate documents into primary languages of clients</p> <p>Key documents translated in 2 most frequent languages for residents, (e.g. Admission Agreement and Resident's/Client's Rights)</p> <p>Implementation of kiosks in all homes</p> <p>(A kiosk was piloted in one home in 2008, with plans to expand to all homes in 2009)</p> <p>In the divisional website "Welcome", the home page information is provided in English and in the six other prevalent languages of the Toronto population - Cantonese, French, Italian, Portuguese, Spanish and Tamil</p> <p>2010 – 2011 To be determined through the divisional Strategic Planning Process</p>
4. Service			

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
Delivery	<p>People with Disabilities</p> <p>Aboriginal</p> <p>LGBT</p>	<p>2009 To continue to develop new partnerships with Local Health Integration Networks (LHINs), community agencies, hospitals, etc. to create a more streamline and easily accessible service for the citizens of Toronto</p> <p>To participate on LHIN diversity committees and influence outcomes</p> <p>To explore opportunities to meet the needs of aboriginal persons requiring LTC services</p> <p>To actively recruit new employees and volunteers from the aboriginal community</p> <p>To explore and enhance gay-positive care through LTCHS as a whole</p> <p>To provide advice and consultation to other cities wishing to implement gay-positive care and service</p>	<p>2009 Indicators # of new alliances</p> <p>(LTCHS offers 24 hour care for residents from 18 years and up; average age is 86 years of age; majority of persons have 3 – 5 chronic diseases with 80% experiencing dementia, mobility and continence problems. The expertise required to care for the residents is ever increasing and new partnerships with other organizations is required to meet the demand)</p> <p># contacts with aboriginal organizations</p> <p>Successful transition from the 3 LGBT pilot homes to other homes and services in LTCHS</p> <p># requests for advice and consultation from other jurisdictions re gay-positive care</p> <p>Satisfaction rates</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	Developmental Disabilities	To continue to partner with REENA and other community organizations to deliver high quality care and service for persons with developmental disabilities	# alliances with community groups serving persons with developmental delays
	Acquired Brain Injuries (ABI)	To continue to offer care and services for individuals who have sustained an ABI	Satisfaction rates
		2010 – 2011 To be determined through the divisional Strategic Planning Process	2010 – 2011 To be determined through the divisional Strategic Planning Process
5. Building Strong Communities & Public Education and Awareness	All Groups	2009 To increase the community involvement in the Toronto Challenge	2009 Indicators # participating agencies in the Toronto Challenge Total of funds raised through the Toronto Challenge (Each year LTCHS sponsors a walk/run for the division and community agencies serving seniors to raise funds for persons requiring LTC – in 2008, > 50 community agencies participated and \$420,000.00 was raised for seniors across Toronto – it is the goal of the Toronto Challenge is to increase participation and funds in 2009)

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	Youth	<p>To host a successful fundraiser for Castleview Wychwood Towers, highlighting the contributions of seniors to the City of Toronto and their communities</p> <p>To expand Inter-Home Family Education Nights to the broader community</p> <p>To increase the involvement of Youth in LTC Homes</p> <p>To host an annual Youth Summit</p> <p>To continue to welcome volunteers with developmental delays/disabilities</p> <p>2010 – 2011 To be determined through the divisional Strategic Planning Process</p>	<p>Profile achieved through the fundraiser</p> <p>Total of funds raised</p> <p>Expanded participation in divisional community education initiatives</p> <p>Youth Councils in all 10 LTCHs</p> <p>(Volunteer Youth Councils have been established in 6 homes – these young people assist with recreational programs and activities for residents bringing fresh ideas and the outside world into the homes. It is the intention of the division to expand Volunteer Youth Councils into all homes and repeat the successful annual volunteer Youth Summit to bring youth from all homes together to share ideas, network and plan)</p> <p>2010 – 2011 To be determined through the divisional Strategic Planning Process</p>

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Access, Equity and Human Rights Action Plan

2009-2011

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

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	Employment Equity Initiatives for Diverse Communities Priority groups*: Aboriginal, Women, GLBT, Race and Ethnic, People with Disabilities, Youth	2009 <ul style="list-style-type: none"> - Document all mentorship, internship and volunteering programs available in the Division and Corporately with a view to recruiting potential employees - Ensure these programs are communicated to diverse staff internally and diverse communities externally (when appropriate) - Launch Youth Employment video amongst community partners, TDSB/TCDSB high schools and job agencies - Implementation of the first phase of diverse succession management model [selection of project manager, project charter and policy development] - Training and application of Employment Equity initiatives by all staff 	2009 <p>Professional development opportunities amongst staff and diverse communities</p> <p>Indicators</p> <ul style="list-style-type: none"> - Increase in employment initiatives (mentorship programs, practicum/internships) - Increase in partnerships developed with schools and agencies - Increase of staff trained in areas of Employment Equity - Surveys measuring knowledge of youth employment opportunities from diverse groups are collected <p>Performance measures that are consistent with objectives of recruitment and diverse succession management are incorporated into Division's mandate</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>2010</p> <ul style="list-style-type: none"> - Continue to work with HR and other levels of government to acknowledge credentials of foreign trained professionals and newcomers - Implementation of second phase of diverse succession management model [development and training of qualified staff] - Promotion and dissemination of information on job opportunities available to diverse groups will be tracked and updated; working with Division's recruitment officers <p>2011</p> <ul style="list-style-type: none"> - Full implementation of diverse succession model - Collection of data and research on employment initiatives and applications - Development of a comprehensive communications plan 	<p>Indicators</p> <ul style="list-style-type: none"> - Performance planners include branch's recruitment strategy - Designation of timelines and quarterly follow-ups with Unit completed <p>2010</p> <p>Increased applications from candidates belonging to diverse communities and equity-seeking groups</p> <p>Indicators</p> <ul style="list-style-type: none"> - Statistics indicate that job openings available to qualified staff from diverse backgrounds are increasing - Statistics indicate an increase in diverse staff in senior positions - Career path survey is used as a tool to gauge staff's and management's experiences and barriers to employment <p>2011</p> <p>Toronto Public Service reflects the diversity of our City</p> <p>Indicators</p> <ul style="list-style-type: none"> - Statistics on amount of diverse candidates applying and obtaining City employment - Increase in amount of budget dollars allocated for the advertising and promotion of job opportunities with ethnic media

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
2. Leadership	<p>Training and Information Sharing Practices</p> <p>Priority groups*: Equity-seeking groups, diverse communities</p>	<p>2009</p> <ul style="list-style-type: none"> - Training of all PFR staff by Corporate Division in application of Equity Lens - Training of staff and management in Human Rights and Employment Equity - Roll-out of Train-the Trainer program to part-time casual staff in Spring 2009 <p>2010</p> <ul style="list-style-type: none"> - Implementation of Equity Lens training into Division's overall training plan - All reports include an Equity Impact Statement <p>2011</p> <ul style="list-style-type: none"> - Division's programs and services are evaluated using Equity Lens Tool 	<p>2009</p> <p>Effective HR training programs are delivered to staff and management</p> <p>Indicators</p> <ul style="list-style-type: none"> - Staff course evaluations are used as tools to indicate positive and relevant training experiences - Increase in attendance levels of staff - Increase in courses offered - Decrease in amount of community complaints and incidents of harassment and discrimination <p>2010</p> <p>Customer service complaints are effectively handled and staff are equipped to handle Human Rights violations</p> <p>Indicators</p> <ul style="list-style-type: none"> - Decrease in amount of community complaints and incidents involving harassment and discrimination are noted through HR records <p>2011</p> <p>Additional programs and services which eliminate barriers to access and participation are implemented</p> <p>Indicators</p> <ul style="list-style-type: none"> - Inventory of programs and services - Equity Lens questions are

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			incorporated into program evaluations for staff and residents
3. Leadership & Service Delivery	<p>Preparation – AODA Customer Service Compliance</p> <p>Development of a PF&R Access and Equity advisory committee</p> <p>Identify the priority groups*: equity-seeking groups and diverse communities</p>	<p>2009</p> <ul style="list-style-type: none"> - Share information and update all staff on compliance required for Customer Service under the AODA - Service Plans are integrated with AODA requirements - Recommendations from ‘Getting Services Right’ are incorporated into delivery of programs and services - Advisory committee is made up of wide variety of staff and is relevant to Division - Advisory committee acts as a resource to staff and Division <p>2010</p> <ul style="list-style-type: none"> - Full compliance of Customer Service standards by PF&R as outlined by AODA - Performance measures are developed, in consultation with province and service providers in the Disability community <p>2011</p> <ul style="list-style-type: none"> - Full compliance of Customer Service standards by PF&R as outlined by AODA - Performance measures are implemented, 	<p>2009 Increased number of satisfied clients from diverse communities and in particular from Disability community Indicators</p> <ul style="list-style-type: none"> - Safety audits conducted by Division indicate compliance with legislation - Decrease in number of violations - Increase in number of advisory committee meetings with quorum - Increase in action items completed by advisory committee <p>2010 Staff will be aware of AODA standards and relevant legislation Indicators</p> <ul style="list-style-type: none"> - Performance measures are developed and implemented - Increase in amount of staff and management who approach advisory committee to resolve matters or request further information <p>2011</p> <ul style="list-style-type: none"> - Increase in number of partnerships with service providers in Disability

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		in consultation with province and service providers in the Disability community	community <ul style="list-style-type: none"> - Increase in amount of staff who are aware of advisory committee
4. Service Delivery	Initiative(s) that removes barriers and ensures equitable benefits to priority groups.* Priority groups*: Equity seeking groups and diverse communities	2009 <ul style="list-style-type: none"> - Assess service delivery levels and model in order to determine gaps in services and programs - Incorporate research on recreation trends and needs within diverse communities into Division's service plan [i.e. Cricket, Gardening] 2010 <ul style="list-style-type: none"> - Operating budgets for branches support service delivery models that are inclusive and engaging - Consistent delivery of services and programs in all districts and neighbourhoods 2011 <ul style="list-style-type: none"> - Services and programs reflect the diversity of Toronto and are fully accessible by equity-seeking groups 	2009 Development of an engaging recreation service delivery model that is fully accountable to a diverse public Indicators <ul style="list-style-type: none"> - Increased amount of clients from diverse backgrounds gathered through registration statistics - Increase in community consultations held within equity-seeking communities and groups on best practices for service delivery - Decrease in community complaints - Increase in public knowledge of programs and services obtained through surveys and interviews 2010 <ul style="list-style-type: none"> - Increase in budget amount allocated to pilot projects and service delivery improvements in diverse communities - Increase in number of grant dollars allocated to diverse community based agencies

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			<ul style="list-style-type: none"> - Decrease in number of gaps and inconsistencies in level of service 2011 <ul style="list-style-type: none"> - Increase in number of individuals and community groups participating in system as users/permit holders - Increase in diverse programs and services implemented and delivered
5. Building Strong Communities & Public Education and Awareness	<p>Initiative(s) that builds community capacity, provides program advice and increases diverse communities' participation in decision-making.</p> <p>Priority groups*: Equity-seeking groups and diverse communities</p>	2009 <ul style="list-style-type: none"> - Develop a communication plan and presentation to community partners and agencies on municipal governance - Re-evaluate models of community advisory councils and participant make-up - Implement youth leadership program standards in order to create a citywide framework 2010 <ul style="list-style-type: none"> - Ensure an effective communication strategy is implemented in order to disseminate information on services and opportunities to participate in community development - Develop a model of City-Community Based Organization partnerships in order to strengthen local resources 	2009 Increased civic participation and awareness by newly formed groups and recent immigrants Indicators <ul style="list-style-type: none"> - Increase in amount of public information forums which are barrier free and accessible - Surveys measure diversity of advisory boards and committees 2010 <ul style="list-style-type: none"> - demographic make-up of advisory councils - Increase in publications promoted within diverse and non-traditional media channels 2011 <ul style="list-style-type: none"> - Increase in number of partnerships developed - Increase in number of individuals

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		2011 <ul style="list-style-type: none"> - Continue to establish positive rapport with community based partners from diverse groups in each ward 	reached through communication strategy documented through tracking systems

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Access, Equity and Human Rights Action Plan

2009-2011

Division:	Public Health
Director:	Carol Timmings
CM/DCM	Sue Corke/David McKeown
Contact Information:	
Maria Herrera Manager, Urban Issues 416-338-7962/mherrera@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	Employment Equity Initiatives Priority groups*: Immigrants and Refugees	<p>2009</p> <ul style="list-style-type: none"> To provide opportunities for foreign-trained professionals to gain experience and enter their field of practice by developing a process within TPH. To increase the number of staff who participate in the Profession to Profession mentoring program. <p>2010</p> <ul style="list-style-type: none"> To provide expanded 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. <p>2011</p> <ul style="list-style-type: none"> To continue 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 	<p>OUTCOMES More international-trained professionals becoming members of regulated colleges and/or entering their field of practice.</p> <p>INDICATORS 2009 # of students from bridging/foreign-trained programs placed in TPH # of staff who participate in mentoring program 2010 # of students from bridging/foreign-trained programs placed in TPH # of staff who participate in mentoring program Process to track which students are hired by TPH 2011 # of students from bridging/foreign-trained programs placed in TPH</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		mentoring program.	# of staff who participate in mentoring program
2. Leadership	<p>Equity Lens - Equity Analysis in Policy Development and Service Delivery</p> <p>Priority groups* Toronto's diverse communities specially those experiencing impact of health inequities</p>	<p>2009</p> <ul style="list-style-type: none"> To compare the Equity Lens tool to TPH's Program Health Equity Checklist and other Health Equity Impact Assessments. To develop/finalize a Health Equity Impact Assessment Tool that encompasses the Equity Lens. <p>2010</p> <ul style="list-style-type: none"> To develop a process to implement the Health Equity Impact Assessment Tool <p>2011</p> <ul style="list-style-type: none"> To fully implement the Health Equity Impact Assessment Tool 	<p>OUTCOMES</p> <p>A Health Equity Impact Assessment tool that encompasses the Equity Lens will be applied to TPH programs and policies.</p> <p>2009</p> <p>A Health Equity Impact Assessment tool is developed/chosen.</p> <p>2010</p> <p>A process for using the Health Equity Impact Assessment tool is developed.</p> <p>2011</p> <p># of programs/policies that are reviewed using the health equity impact assessment tool.</p>
3. Leadership & Service Delivery	<p>Preparation – AODA Customer Service Compliance</p> <p>Priority groups*: People with Disabilities</p>	<p>2009</p> <ul style="list-style-type: none"> To review the TPH's current customer service compared with AODA Customer Service Standard To develop a plan for ensuring accountability with the Standard To begin implementation of the plan <p>2010</p> <ul style="list-style-type: none"> To continue to implement the plan, including any training required to meet compliance <p>2011</p> <ul style="list-style-type: none"> To ensure ongoing compliance with the AODA Standard 	<p>OUTCOMES</p> <p>TPH will be compliant with the AODA Customer Service Standard</p> <p>INDICATORS</p> <p>2009</p> <ul style="list-style-type: none"> Scan of TPH current customer service compared with AODA standard completed Plan for TPH compliance developed <p>2010</p> <ul style="list-style-type: none"> # of completed activities on the TPH Plan for meeting AODA Customer Service Standard completed

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			2011 # of ongoing related activities completed to ensure compliance with AODA
4. Service Delivery	Accessible and Equitable Service Delivery Priority groups*: Toronto's diverse population.	2009 <ul style="list-style-type: none"> To deliver mandatory diversity, access and equity (DAE) training for all staff. To provide consultations and support to programs to improve service delivery through by DAE staff. To develop a process for determining priority populations as defined by the Ontario Public Health Standards (OHPS) To determine gaps/priorities re: TPH services in order to reduce health inequalities. 2010 <ul style="list-style-type: none"> To deliver mandatory diversity, access and equity (DAE) training for all staff. To pilot process to identify needs of people facing barriers to ensure that service delivery is responsive and accessible to client needs (eg., program advisory committees, working groups, etc) Begin working with programs on identification of priority populations. 2011 <ul style="list-style-type: none"> To continue working with programs on the identification of priority populations. To work with programs on improving service and access to service for identified priority populations. 	OUTCOMES Improved service delivery 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. INDICATORS 2009 # of DAE sessions, # of staff trained # of Practice Framework and Tools training sessions delivered, # of staff participated # of program consultations provided Process of identifying priority populations completed 2010 # of DAE sessions, # of staff trained # of Practice Framework and Tools training sessions delivered, # of staff participated Pilot process implemented (identification of needs of people facing barriers to services) 2011 # of programs that have begun identifying priority populations # of staff trained in DAE training

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			# of programs/services that provide information in plain language, different languages and/or alternate formats # of programs that have made alterations to service delivery based on priority populations.
5. Building Strong Communities & Public Education and Awareness	<p>Inclusive representation on the Board of Health (BOH) and Local Health Committees (LHC), and other TPH decision-making opportunities.</p> <p>Priority groups*:</p> <p>All from the City's Priority Groups.</p>	<p>2009</p> <ul style="list-style-type: none"> To provide continuous development support to current BOH and LHC members. To provide community capacity building services to various communities across the City. <p>2010</p> <ul style="list-style-type: none"> To work with BOH nominating committee to select BOH and LHC members from diverse communities. To provide continuous development support to current BOH and LHC members. To provide community capacity building services to various communities across the City. <p>2011</p> <ul style="list-style-type: none"> Same as 2010. 	<p>OUTCOMES</p> <p>Increased civic participation of Toronto's diverse communities</p> <p>INDICATORS</p> <p>2009</p> <p># of opportunities for active participation from diverse communities in TPH program planning processes (e.g., coalitions, focus groups, consultations, etc.)</p> <p># of communities actively participating in various civic processes</p> <p>2010</p> <p># of applicants from diverse communities for membership on BOH and LHCs</p> <p># of opportunities for active participation from diverse communities in TPH program planning processes (e.g., coalitions, focus groups, consultations, etc.)</p> <p># of communities actively participating in various civic processes</p> <p>2011</p> <p>same indicators as 2010</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
Advocacy	<p>Health Inequalities</p> <p>Priority groups*:</p> <p>Aboriginal population, immigrants and refugees, racialized and minoritized communities.</p>	<p>2009</p> <ul style="list-style-type: none"> To develop a work plan to implement recommendations from the October 22, 2008 Board of Health item “Unequal City: Income and Health Inequalities in Toronto 2008” To continue to work on studying the current health status of Toronto’s immigrants and refugees, and racialized groups. To continue to provide support to the Toronto Aboriginal Population Project (TAPP) through the participation in development of a research proposal and action plans. <p>2010</p> <ul style="list-style-type: none"> To continue work on studying health status of immigrants and refugees, and racialized groups. To continue to support on the Toronto Aboriginal Population Project (TAPP) as identified by the community To continue to implement a work plan addressing Health Inequalities. <p>2011</p> <p>To continue to implement a work plan addressing Health Inequalities</p>	<p>OUTCOMES</p> <p>BOH recommendations implemented. TPH continues advocacy and research related to health inequalities.</p> <p>INDICATORS</p> <p>2009</p> <p>Work plan developed to implement the BOH recommendations on health inequalities.</p> <p>Outline developed to study health status of immigrants and refugees, and racialized groups.</p> <p>TAPP Research Proposal Complete</p> <p>2010</p> <p>Continue to implement work plan on health inequalities.</p> <p>Study on immigrants and refugees and racialized communities completed.</p> <p>2011</p> <p>Integration of strategies/activities to reduce health inequalities in all TPH programs and services.</p>
Leadership	<p>TPH Diversity, Access & Equity (D,A & E) Organizational Development Process</p>	<p>2009</p> <ul style="list-style-type: none"> To implement TPH D, A & E organizational development process by hiring a temporary Senior Diversity Advisory (3 years) who will oversee: <ul style="list-style-type: none"> the development of mechanisms to 	<p>OUTCOMES</p> <p>A more inclusive workplace for all TPH staff and D, A & E principles are integrated in all TPH programs and services.</p> <p>INDICATORS</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Priority groups*:</p> <p>Internal Staff including those listed in the City's Priority Groups.</p>	<p>ensure Toronto Public Health's work environment, policies and practices are free from discrimination, harassment and differential treatment</p> <ul style="list-style-type: none"> ○ the ongoing integration of diversity, access and equity principles into the planning, delivery and evaluation of Public Health programs and services ● To develop evaluation methodology for TPH D, A & E organizational development process. <p>2010</p> <ul style="list-style-type: none"> ● To continue to implement D, A & E organizational development process. ● To continuously evaluate the D, A & E organizational development process <p>2011</p> <ul style="list-style-type: none"> ● Develop recommendations for sustainable D, A & E mechanisms 	<p>2009</p> <p>A Senior Diversity Advisor is hired. .Evaluation protocol established</p> <p>2010</p> <p>Mechanisms in place. Evaluation is ongoing.</p> <p>2011</p> <p>An evaluation of the TPH D, A & E organizational development process.</p>

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

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

Resources

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

Access, Equity and Human Rights Action Plan

2009-2011

Divisions:	Shelter, Support & Housing Administration Division
Director:	Phil Brown
	Affordable Housing office
	Sean Gadon
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STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	<p>1) Participation in Employment Equity workforce survey:</p> <p>Priority groups: All priority groups</p> <p>2) Professional Development</p> <p>Priority groups: All priority groups</p>	<p>2009-2011</p> <p>1) Participation in Employment Equity workforce survey:</p> <ul style="list-style-type: none"> Improve staff participation in the Workforce Survey above the current 84.5% participation rate. <p>2) Professional Development</p> <ul style="list-style-type: none"> Provide opportunities for professional development to all equity seeking group. Educate and inform management staff involved in hiring regarding methods for increasing awareness and employment opportunities for priority groups. 	<p>1) Participation in Employment Equity workforce survey:</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> The overall knowledge of staff about the workforce survey is increased Non-union staff participation rate for the Division is increased <p>Indicators:</p> <ul style="list-style-type: none"> Number of non-union employees who have completed the workforce survey. <p>2) & 3) Professional Development & Profession-to-Profession Mentoring Program</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> Increase in awareness and employment opportunities for priority groups Increase in staff participation as

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>3) Profession-to-Profession Mentoring Program</p> <p>Priority Groups: Aboriginal people, new immigrants, disabled and other qualified visible minorities</p>	<p>3) Profession-to-Profession Mentoring Program</p> <ul style="list-style-type: none"> • Increase staff participation in the Profession to Profession Mentoring Immigrant Program and Career Bridge program, and other related programs such as African Canadian Employee Mentorship Program. • Encourage social housing providers to participate in mentoring programs in partnership with sector organizations (e.g. ONPHA and CFTO). • Work in partnership with Miziwe Biik to create employment opportunities for Aboriginal people • Use student hiring process to create a student job opportunity for an Aboriginal student. • Educate and inform community partners regarding opportunities for mentoring and employment of priority groups. • Ensure employment opportunities for Aboriginal people and other priority groups through employment agencies serving these groups. 	<p>mentors in the professional-to-professional mentoring program</p> <ul style="list-style-type: none"> • Increase in the awareness of programs or opportunities for hiring of internationally trained professionals through the Career Bridge Program • Increase in the awareness of other mentoring opportunities for priority groups so staff can participate as mentors or mentees • Participation of Aboriginal people in the career mentoring opportunities • Participation of social housing providers in mentoring programs <p>Indicators:</p> <ul style="list-style-type: none"> • Number of staff who participated in the mentoring programs as mentors or mentees • Number of priority group members being mentored. • Number of Aboriginal persons participating in employment program • Representation of priority group members has increased across the division
	<p>4) Toronto Enterprise Fund</p> <p>Priority groups:</p>	<p>4) Toronto Enterprise Fund</p> <ul style="list-style-type: none"> • Invest in local community economic development projects to support employment experience and 	<p>4) & 5) Toronto Enterprise Fund & the Transition To Work Program</p> <p>Expected outcomes:</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Include Aboriginal people, youth, women, immigrants, people with disabilities</p> <p>5) Transition To Work Program</p> <p>Priority Groups: Include Aboriginal people, youth, women, immigrants, people with disabilities</p> <p>6) Employment supports in Hostels</p> <p>Priority groups: Include Aboriginal people, youth, women, immigrants, people with disabilities</p>	<p>opportunities for the homeless and those at risk, including youth, Aboriginals, and immigrants and people with disabilities.</p> <ul style="list-style-type: none"> Facilitate the learning and good practices on social purpose enterprises in working with homeless people <p>5) Transition To Work Program</p> <ul style="list-style-type: none"> 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 people. <p>6) Employment supports in Hostels</p> <ul style="list-style-type: none"> Develop process to incorporate Career Bridge Program candidates in Hostel Services Partner with Toronto Employment and Social Services for access to programming for priority groups Pilot pre-employment programming for trans-gendered women Increase opportunities for homeless individuals to compete for entry level job positions within City operated programs and educate City staff regarding employment programs of this kind. 	<ul style="list-style-type: none"> Increase economic participation and community involvement for priority group members among the homeless and people at risk of homelessness in Toronto Support partnership and initiatives in economic development for priority group members Increased self-esteem and self confidence, and improve access to community supports for the priority groups <p>Indicators:</p> <ul style="list-style-type: none"> Funds invested to support these sets of activities Number of priority group members assisted <p>6) Employment supports in Hostels</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> Increased preparation and hiring of foreign trained professionals in Hostel Services Increased participation by priority group clients in OW and ODSP programs Increased participation by trans-gendered women in mainstream employment <p>Indicators:</p> <ul style="list-style-type: none"> Number of foreign trained professionals hired

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			<ul style="list-style-type: none"> • Number of priority group clients accessing OW and ODSP programs • Number of trans-gendered women assisted with employment
2. Leadership	<p>1) Improve the understanding and application of Access, Equity and Human Rights</p> <p>Priority groups: All</p> <p>2) Application of Equity</p>	<p>2009-2011:</p> <p>1) Improve the understanding and application of Access, Equity and Human Rights principles</p> <ul style="list-style-type: none"> • Ensure the application of AEHR principles for all staff to guide interactions with other divisions and members of the public • All AHO staff must complete mandatory equity training and human rights training • Work with managers and staff to identify barriers for accessing SSHA Division/AHO services • Work with Hostels Training Coordinating Committee to set training plan for Hostel Services staff • Work with Toronto Hostels Training Centre to make further Access, Equity and Human Rights training available to community non profit organizations particularly in relation to AODA. • Review and assess the existing Shelter Standard services with Equity Lens <p>2) Application of Equity Lens & Equity</p>	<p>1) & 2) Improved understanding and application of Access, Equity and Human Rights and application of Equity Lens & Equity Analysis</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> • Increased staff awareness and participation in corporate Equity Lens courses and related AEHR courses. • Increased awareness of barriers priority groups face in accessing SSHA Division/AHO services. • Service planning and delivery applies AEHR objectives and Equity Lens analysis • Hostels Training Coordinating Committee includes AEHR training • Toronto Hostels Training Centre provides AEHR training programs • Use of Equity Lens principles to assess Shelter Standards and Social Housing Reform Act to improve services • Development of an Equity Lens training module for staff • Inclusion of Equity Lens principles

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Lens & Equity Analysis in Policy Development and Service Delivery</p> <p>Priority groups: SSHA Division services impact all priority groups, but some services specifically target certain priority groups such as youth or Aboriginal persons.</p> <p>3) Community Initiatives & Homelessness Partnership Initiatives</p> <p>Priority groups: All priority groups</p>	<p>Analysis in Policy Development and Service Delivery</p> <ul style="list-style-type: none"> Promote staff attendance in corporate Equity Lens training Develop a training program based on the Equity Lens for staff within the division Assist managers and staff in applying Equity Lens analysis in policy development and service planning Work with Diversity Management in identifying SSHA Division reports for the Equity Lens pilot project Review the Social Housing Reform Act (SHRA) and City policies on local flexibility to ensure Equity Lens principles are applied and barriers for priority groups are removed. Conduct a study on access to social housing including a review of the approved policies and their impact on the centralized waiting list. <p>3) Community Initiatives & Homelessness Partnership Initiatives</p> <ul style="list-style-type: none"> Provide support and funding to community agencies to deliver programs for all groups, including programs targeting priority groups Support opportunities for community capacity building, service coordination, integration, and training 	<p>in SSHA reports</p> <ul style="list-style-type: none"> Improved access to social housing particularly for priority groups <p>Indicators:</p> <ul style="list-style-type: none"> Staff participation rate in Equity Lens and other AEHR related courses Number and types of programs and services targeting priority groups Improved access to social housing for priority groups Hostels Training Coordinating Committee includes AEHR principles AEHR training programs continued to be offered by the Toronto Hostels Training Centre Number of staff who attends Equity Lens training Completion of the review on access to social housing <p>3) Community Initiatives & Homelessness Partnership Initiatives</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> Improved access to services for priority groups through specialized, multi-lingual and culturally sensitive services and train staff Increased opportunities for service coordination and partnership

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<ul style="list-style-type: none"> Continue to promote equitable access to services and services that are culturally sensitive and free of discrimination. 	<p>between service sectors</p> <ul style="list-style-type: none"> Continued requirement for funded agencies to comply with City access & equity and human rights policies <p>Indicators:</p> <ul style="list-style-type: none"> Type of supports provided to agencies and programs Number of agencies participated in partnership building and training Resources allocated to these sets of efforts
3. Leadership & Service Delivery	<p>1) Preparation for Accessibility for Ontarians with Disability Act (AODA) Customer Service Compliance</p> <p>Priority groups: All</p> <p>2) Diversity Objective in Toronto Public Service</p>	<p>2009-2011</p> <p>1) Preparation for AODA Customer Service Compliance</p> <ul style="list-style-type: none"> Promote awareness of AODA customer service compliance through education/ information workshops for staff and housing providers Ensure applicability of AODA requirements to City-funded affordable housing projects. Encourage the provision of accessible units in affordable housing developments, where appropriate. Prepare compliance assessment tool to assist shelters <p>2) Diversity Objective in Toronto Public Service People Plan</p>	<p>1) AODA customer service standards</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> Increased understanding of AODA customer service standards and compliance among staff and housing providers Realization of accessible units in new affordable housing projects Develop AODA assessment tool for shelters <p>Indicators:</p> <ul style="list-style-type: none"> Number of workshops delivered on AODA Number of accessible units in new affordable housing projects Completed AODA assessment tool for shelters <p>2) Diversity Objective in Toronto Public Service People Plan</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>People Plan</p> <p>Various non-discriminatory and inclusive Policies and Standards</p> <p>Priority groups: All</p>	<ul style="list-style-type: none"> • Support diversity principles of the People Plan by promoting a safe, healthy and positive workplace culture within SSHA services • Promote Divisional job opportunities to priority group members • Continue to set non-discriminatory and inclusive policies and standards in homelessness services that facilitate equitable access to service for AEHR priority groups. • Foster accountability, the “clients-first” approach and principle of equitable access to services. Examples are: <ul style="list-style-type: none"> ○ Shelters Standards ○ Housing Help Intake, Discharge and Operational Policies ○ Management of social housing waiting list ○ Drop-in Service Standard ○ Assessment and Referral Centre accessibility policies ○ Hostel Service Quality Assurance 	<p>Expected Outcomes:</p> <ul style="list-style-type: none"> • Policies and standards developed within SSHA Division for housing and homelessness services reflect the Diversity Objective in the People Plan <p>Indicators:</p> <ul style="list-style-type: none"> • Policies for funding homelessness services that facilitate equitable, accessible and non-discriminatory services for AEHR priority groups
	<p>3) Information Management and Performance Measure Technical Support</p> <p>Priority group:</p>	<p>3) Information Management and Performance Measure Technical Support</p> <ul style="list-style-type: none"> • Improved data quality, collection practice and analysis for performance measures and business planning. • Better understanding of the type and level of services by user groups 	<p>3) Information Management and Performance Measure Technical Support</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> • Improved data quality, collection practice and analysis for performance measures and business

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	All priority Groups	<p>Examples are:</p> <ul style="list-style-type: none"> • Shelter Management Information System • Housing Help Data Template, Pirouette, etc. • Drop-in services outcome development initiative • Performance Measures for project funding • Street Needs Assessment 	<p>planning.</p> <ul style="list-style-type: none"> • Better understanding of the type and level of services by user groups <p>Indicators:</p> <ul style="list-style-type: none"> • Type of databases developed • Number of staff and community agencies received technical support and training • Resources allocated for this set of initiatives
	4) Drop-in Sector Priority groups: All	<p>4) Drop-in Sector</p> <ul style="list-style-type: none"> • Following the Drop-in Sector Review, Division will introduce and monitor service standards at all drop-in centres receiving city funding to facilitate access to service, including drop-in centres serving priority groups • Co- ordinate Drop-in services hours and operations in the central core of the city 	<p>4) Drop-in Sector Review</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> • Improved service standards at drop-in centres • Improved service access and continuity • Identification of gaps in service to priority groups <p>Indicators:</p> <ul style="list-style-type: none"> • Number of drop-in centres received support and follow-up to implement service standards
	5) Development of the Community Partnership Strategy by Social Development and Finance Administration (SDFA) Priority groups: All	<p>5) Development of the Community Partnership Strategy</p> <ul style="list-style-type: none"> • Participate in SDFA service bench marking and planning initiatives in efforts to ensure the city maintains a strong, vibrant and responsive community-based sector; and to ensure that information gathered from SSHA Division services 	<p>5) Development of the Community Partnership Strategy</p> <p>Expected outcomes</p> <ul style="list-style-type: none"> • Housing and homelessness issues are incorporated in the bench marking exercise • Housing focused service gaps identified through the planning

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		related to target populations is part of the bench marking and service planning initiative	initiative Indicators: <ul style="list-style-type: none"> Number and type of processes and activities arranged to meet this set of objectives
4. Service Delivery	<p>1) Affordable Housing Program & Residential Rehabilitation Assistance Program (RRAP) –</p> <p>Priority groups: Persons with disabilities, Aboriginal and other special needs people</p> <p>2) Emergency Planning & Management</p> <p>Priority Groups: All</p>	<p>2009-2011</p> <p>1) Affordable Housing Program & Residential Rehabilitation Assistance Program (RRAP)</p> <ul style="list-style-type: none"> Continue to administer RRAP for Persons with Disabilities which provides funds to eligible landlords to modify rental suites and apartments for greater accessibility for persons with disabilities Facilitate the development of affordable housing for aboriginal persons by leveraging available provincial funding Support non-profit housing providers to develop and operate sustainable, safe, quality housing for targeted groups with specific affordable housing needs <p>2) Emergency Planning & Management</p> <ul style="list-style-type: none"> 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 	<p>1) Affordable Housing Program & Residential Rehabilitation Assistance Program (RRAP)</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> Opening of new affordable housing developments providing housing and support services for vulnerable population groups <p>Indicators:</p> <ul style="list-style-type: none"> Approximately 20 units to be retrofitted annually to improve accessibility for persons with disabilities Opening of 92 new units of affordable housing for Aboriginal persons <p>2) Emergency Planning & Management</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> Inclusive emergency planning that meets the language, cultural, dietary and mobility needs of Toronto residents. <p>Indicators:</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>3) Programs for the Homeless and Persons at Risk of Homelessness</p> <p>Priority groups:</p> <p>All priority groups</p>	<p>Ontario to improve emergency planning for people from diverse communities and people with disabilities.</p> <p>3) Programs for the Homeless and Persons at Risk of Homelessness</p> <ul style="list-style-type: none"> Continue to support and enhance programs that provide services accessible to all homeless groups or people at risk of homelessness, and fund projects that specifically target the priority groups, including: Provide social housing providers with eviction prevention materials, training and operational tools to assist in maintaining tenancies of priority groups and improve their ability to maintain their housing stock. Participate in one of the City's Neighbourhood Action Teams for building stronger communities and community economic development Continue to coordinate a network of tenant and landlord organizations to advocate for and support service improvements related to private rental housing, such as the Tenant Defence Fund and the Multi-Residential Apartment Strategy Continue to provide specialized emergency shelters and other supportive 	<ul style="list-style-type: none"> Participation in public education in emergency planning for diverse communities. <p>3) Programs for the Homeless and Persons at Risk of Homelessness</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> Engagement of community partners and service users in policy development and service planning for the homeless and those at risk Clear policy approach to funding drop-in centres and promoting better understanding of any barriers that clients in disadvantaged groups experience in accessing drop-in centres Social housing partners' ability is strengthened in maintaining their housing stock and tenancies of priority groups Improved supports for vulnerable tenants in private rental housing Resources allocated to support community agencies in providing housing related services to homeless people and those at risk of homelessness Specialized outreach and support to homeless people to keep their housing Coordinated services with

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>services to meet the needs of homeless Aboriginal people, women, youth, and seniors</p> <p>Examples of the City and community run supported programs are:</p> <p>Native Child & Family Services, Native Men's Residence, Birkdale Residence, Women's Residence, Robertson House, Birchmount Residence, COSTI Refugee Reception Centre, Toronto Community Hostel, World Vision</p> <ul style="list-style-type: none"> • Continue to provide specialized emergency shelters and supportive services, such as Housing Help and Hostels to Homes Program, that will assist individuals with mental health and addiction issues and harm reduction programs move from shelters into permanent housing, including priority group members • Increase shelter access to people with disabilities by targeting small capital funds when available (through HPI or other sources) • Support over 100 community agencies, through the Consolidated Homelessness Prevention Program, City of Toronto Homeless Initiatives Fund (CT-HIF) and the Provincial Rent Bank, to deliver over 150 projects in six services sectors that help homeless people find shelter and housing and keep people housed, where a 	<p>community service and City Divisions to assist planning and services for homeless people</p> <ul style="list-style-type: none"> • Improved services for homeless and marginally housed Aboriginal people • Strategies adopted to ensure priority groups' access to housing and eviction prevention, information and supportive referral services • Resources and strategies used to build capacity in community organizations supporting the homeless and those at risk of homelessness • Reduction in number of individuals who are living rough and/or street involved • Engagement of community partners and Business Improvement Associations in providing employment opportunities for Street-to-Home clients • Improved access to Street-to-Home services • Engagement of Street-to-Home service users in identifying service needs/gaps and service planning • Engagement of former and current S2H clients in providing feedback on services they received

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>high majority of service users are the AEHR priority groups. Examples are:</p> <ul style="list-style-type: none"> -Housing Help Services outside Shelter (e.g. COSTI, Fife House, Hispanic Development Council, Midaynta, Native Child & Family Services, Romero House, Wigwamen) -Housing Help Services inside Shelters (e.g. Covenant House, Eva's Initiatives, Horizons for Youth, Street Haven, Sojourn House, COSTI, Women's Residence, Birkdale Residence, Beatrice House) Drop-in Services (e.g. 519 Church Street, Native Child & Family Services, Good Neighbours' Club, Sistering, Street Haven, Toronto Friendship Centre, Weston King Drop-in) -Street Outreach (e.g. Native Men's Residence, COTA Health, Anishnawbe) -Support to Daily Living (e.g. Nazareth House, YWCA) <ul style="list-style-type: none"> Continue to manage the Homelessness Partnership Initiative and invest funds in a number of objectives that benefit homeless people, many of whom are from the priority groups. These include: <ul style="list-style-type: none"> Creating new housing opportunities and supports for people experiencing homelessness; Improving existing homelessness 	<p>Indicators:</p> <ul style="list-style-type: none"> Number of reports, studies, guidelines that are distributed to social housing providers Update on housing provider compliance with their responsibilities SHRA Number of tenants assisted by housing help and tenant support services Completion of the review of Tenant Defence Fund Module on measuring outcomes added to the Toronto Drop-In Good Practices Toolkit Number of shelter residents housed through Housing Help Programs in Shelters Support existing partnerships with specialized service networks (e.g. concurrent Disorder network, Harm Reduction network) Number of households who received assistance from Rent Bank and other housing help programs Number of community agencies supported by various organizational capacity building initiatives Number of transitional housing units built Funds invested to support building transitional housing and shelter

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>facilities and preventative programs</p> <ul style="list-style-type: none"> • Providing services that enable people to find and keep permanent housing • Helping people leave homelessness through employment • Building the organizational effectiveness of community agencies • Developing services and programs to address Aboriginal homelessness • Continue to implement the Housing First Strategy that helps street-involved people, including many of the priority groups, find and keep permanent housing • Conduct a Street Needs Assessment in 2009, which will determine the minimum number and the needs of those individuals who are homeless • Conduct a post-occupancy survey in 2009 of individuals who were housed through the Street to Homes program. The Post Occupancy research will measure change in quality of life with indicators, client satisfaction and identify service needs 	<p>improvements</p> <ul style="list-style-type: none"> • Resources allocated for improving the services for Aboriginal people • Number of street involved people assisted to find and sustain permanent housing • Number of street involved and recently housed individuals assisted to find employment opportunities • Decrease in the number of individuals who are living rough in Toronto • Increased opportunities for Street-to-Homes service coordination and partnership between service sectors
5. Building Strong Communities & Public Education and Awareness	<p>1) Affordable Housing Plan</p> <p>Priority groups: All human rights</p>	<p>2009 -2011</p> <p>1) Affordable Housing Plan</p> <ul style="list-style-type: none"> • Work with ABC's to facilitate the development of a 10-year Affordable Housing Plan to be submitted for City Council for approval in 2009. The Plan proposes action on access, equity and human rights issues. 	<p>1) Affordable Housing Plan</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> • Approval of 10-year Affordable Housing Plan by Toronto City Council. • Widespread community and stakeholder endorsement of 10-year

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	protected groups	<ul style="list-style-type: none"> • Incorporate and follow up on extensive consultation process with diverse, multi-sector stakeholders, including 24 community groups serving vulnerable populations (e.g. newcomers, youth, seniors, and disabled) who received AHO funding to support sessions providing input in 10-year housing strategy. • Improve access to affordable housing in all parts of the City and establishing a Community Engagement Protocol that respects human rights. • Implement components of the AHP over the next ten years, while the first phase taking place in 2010-2011 	<p>Affordable Housing Plan that responds to the diverse housing needs of vulnerable residents.</p> <ul style="list-style-type: none"> • Establishment of a Community Engagement Protocol, supporting affordable, transition and supportive housing in all neighbourhoods and protecting human rights, consistent with the July 2008 report on housing by the Ontario Commissioner of Human Rights <p>Indicators:</p> <ul style="list-style-type: none"> • Implementation of the first phase of the Affordable Housing Plan
	2) Multi-lingual Assistance for Housing and Homelessness Programs	2) Multi-lingual Assistance	2) Multi-lingual Assistance
	Priority Groups: All	<ul style="list-style-type: none"> • Divisional and funded community services continue to support clients' access to services through provision of language assistance and skills within their own programs or partnering with other agencies. • Provide translation of educational materials for social housing providers into French and other languages commonly used in Toronto, wherever economically feasible • Ensure that emergency shelters continue to maintain language capacity and skills within their own agencies or partner with other agencies to provide services and 	<p>Expected outcomes:</p> <ul style="list-style-type: none"> • Improved 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 <p>Indicators:</p> <ul style="list-style-type: none"> • Minimum of 3 social housing documents translated • Completed translation and publishing of shelter standards in multiple languages • Completed translation of the 211 information in other languages

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>3) Supporting City and Community Initiated Committees and Networks</p> <p>Priority Groups: All</p>	<p>supports for homeless people from diverse communities.</p> <ul style="list-style-type: none"> • Ensure that services/programs and agencies funded through the CHPP and HPI have incorporated multi-lingual assistance as a component of their services, wherever economically feasible. • Ensure that the Division continues to support programs for tenants and those at risk of homelessness by providing language assistance, such as multi-lingual assistance through the tenant hotline. <p>3) Continue to support City and community initiated committees and networks relating to housing and homelessness issues facing the priority groups.</p> <p>Examples are:</p> <ul style="list-style-type: none"> - Alternative Housing and Services Committee, Aboriginal Affairs Committee, Concurrent Disorders Network Project, Food & Hunger Action Committee, and Extreme Cold and Hot Weather Working Group. Drop-in Review Advisory Committee, EMS GM Advisory Committee, Housing Sub-Committee of Toronto Drug Court Treatment, Homelessness Health Reference Group, Immigrant and Refugee Housing Committee, Housing Help Network, Rental Housing Advisory Committee, Rent 	<ul style="list-style-type: none"> • Number of tenant callers to the Tenant Hotline requiring multi-lingual assistance and type of languages requested • Funds invested to support this set of activities <p>3) Supporting City and Community Initiated Committees and Networks</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> • Increased awareness of housing and homelessness issues for public policy makers, community service, and the public • Opportunity to consult and receive feedback from the community members and community service providers including the AEHR priority groups • Increase in resource coordination and engagement of the ethno-cultural communities • Strengthened use of existing housing and homelessness services by bringing together and coordinating with key stakeholders from shelters,

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>4) Various City and Community Events and Workshops Relating to Affordable Housing & Homelessness</p> <p>Priority Groups: All</p>	<p>Bank Steering Committee, Rooming House Working Group, Scarborough Homelessness Committee, St. Michael's Homelessness and Under Housed Community Advisory Panel, Toronto Drop-in Network, Toronto Enterprise Fund, Toronto Harm Reduction Task Force, Shelter Provider Reference Group for Quality Assurance, Shelter Operator User Group for Shelter Management Information System development</p> <p>4) Various City and Community Events and Workshops Relating to Affordable Housing & Homelessness</p> <ul style="list-style-type: none"> Continue to work with organizations such as Voices from the Street to help ensure the voices of homeless people contribute to our policy and program development. Continue to support the youth award for street level advocacy through the Toronto Youth Council. Continue to support public education on housing & homelessness and capacity building opportunities through live presentation, website and printed materials. 	<p>drop-ins, settlement agencies, community health centres and community legal services</p> <p>Indicators:</p> <ul style="list-style-type: none"> Types of housing & homelessness committees and networks SSHA staff is facilitating Type of initiatives resulting from the committees that address AEHR issues <p>4) Various City and Community Events and Workshops Relating to Affordable Housing & Homelessness</p> <p>Expected outcomes:</p> <ul style="list-style-type: none"> Increased public education on issues and resources related to affordable housing and homelessness and AEHR priority groups Increased influence on policy-makers and funders to address issues related to affordable housing and homelessness and building partnership to address these issues more effectively <p>Indicators:</p> <ul style="list-style-type: none"> Number and type of these workshops and events Resources invested in this set of activities

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>5) Partnership Development and Support</p> <p>Priority Groups: All</p>	<p>5) Partnership Development and Support</p> <ul style="list-style-type: none"> • Ensure that information on accessing programs for priority groups is available on Divisional website • Promote capacity building opportunities through training and workshops, as well as making much of this material available to all agencies working with priority groups by posting it on SSHA website for downloading free of charge • Update educational material for students and teachers and produce hard copy materials, including brochures on youth homelessness, family homelessness, Transition to Work Project, fact sheets, and the “Street Outreach Card” • Develop Service Guides (online and hard copy) including services for priority groups • Provide presentation to the BIAs and other groups. 	<p>5) Partnership Development and Support</p> <p>Expected Outcomes</p> <ul style="list-style-type: none"> • Provide information and improve access for services for all those in need of services • Improve understanding of homelessness and facilitate stakeholders through partnership building <p>Indicators:</p> <ul style="list-style-type: none"> • Number and type of service guides, brochures developed • Number and type of trainings, workshops and presentations facilitated

Social Development, Finance & Administration

Action Plan on

Access, Equity and Human Rights

2009-2011

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', 'Economic Participation', and "Service Delivery". Highlighted on the following pages are examples of how the division addresses these Directions. The selected examples relate to areas such as:

- youth engagement and development;
- community safety ;
- communications, awareness, and service delivery;
- economic participation (mentoring / employment);
- human rights, diversity, access & equity staff training; and
- inclusive research, data, and related supports

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 support of the Community Development and Recreation Committee on its focused agenda on social inclusion; and

- SDFA research staff's efforts to regularly apply access and equity lenses to their work including 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

2009-2011

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

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
Building Strong Communities & Public Education and Awareness	Youth Strategy Panel Priority groups: -Youth (particularly those from marginalized communities)	2009/2010 <ul style="list-style-type: none"> Continue to provide policy support to the Youth Strategy Panel to provide opportunities for youth engagement (particularly for marginalized youth) and input into city decision-making processes and increase skills development 2011 <ul style="list-style-type: none"> Objectives will not be developed until Council determines whether to reestablish Panel for new Council term, and under what terms 	2009 <ul style="list-style-type: none"> Increase in the ability of Youth Strategy Panel members to engage with and influence civic structures as an advisory committee and as individuals Development of Framework, Action Plan, and other documents to guide work Indicators: <ul style="list-style-type: none"> Number of Youth Strategy Panel members participating in and remaining on the Panel for the second half of the Council term. Number of Youth Strategy Panel meetings. Completed set of strategic priorities includes the needs of marginalized youth and their communities. Youth Action Plan, partial framework for Report Card on Youth, and Youth Strategy Panel member job description

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			developed.
	<p>Mayor's Advisory Panel for Making a Safe City Safer</p> <p>Priority groups: - All City-designated priority groups, particularly low-income, racialized, and marginalized populations</p>	<p>2009 – 2011</p> <ul style="list-style-type: none"> • Reduce gun violence; heighten awareness on gun and gang violence; increase the legal sector's role to assist in solving youth justice issues; develop access to accelerated skills development for youth; design and implement the youth gang prevention pilot project. 	<p>2011 TBD</p> <p>2009 - 2011</p> <ul style="list-style-type: none"> • Coordinated and enhanced investments in priority neighbourhoods • Increased/enhanced partnerships and initiatives • Enhanced social, economic, and political outcomes for youth, (e.g. jobs, recreation programs, etc) particularly low-income, marginalized, and disadvantaged youth • Coordinated support services to youth at risk of gun violence <p>Indicators</p> <ul style="list-style-type: none"> • Number of initiatives supported by partners (e.g. by other order of governments, private sector, communities) • Number and type of partners on Panel initiatives • Number of initiatives developed and implemented • Evaluation framework for youth gang pilot project developed and

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			implemented
Building Strong Communities & Public Education and Awareness	The Community Crisis Response Program (CCRP) Priority groups*: - All City-designated priority groups	<ul style="list-style-type: none"> Assess community impact of critical incidents Determine priority interventions/supports and connect residents with the social resources/supports required (psycho-social, victim/family/witness supports, community development). 	<ul style="list-style-type: none"> Enhanced access to social supports for communities victimized by critical incidents Immediate response to crises Enhanced coordination of supports Strengthen community capacity and resiliency Enhanced coordination of support services. Indicators: <ul style="list-style-type: none"> Number of immediate responses Number of coordinated community responses Number of referrals to psycho-social, victim/family, and witness supports Number of community development initiatives developed/facilitated
	Partnership and Investment funding programs: Community Services Partnership program (CSP), Community Safety Investment Program, Service	2009-2011 <ul style="list-style-type: none"> Enhance meaningful engagement opportunities for youth Increase access to youth-led resources for youth Support Priority Investment Neighbourhoods (PIN) with capacity building for service planning and local capacity development Increase capacity of funded 	2009-2011 <ul style="list-style-type: none"> Enhanced resources and supports for youth Enhanced capacity of organizations and communities related to service planning, local capacity development, and safety efforts Indicators: <ul style="list-style-type: none"> Number of youth provided with training

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Development Investment Program (SDIP), Youth-led funding (INI)</p> <p>Priority groups:</p> <p>- All City-designated Priority Groups</p>	<p>organizations to serve priority communities</p> <ul style="list-style-type: none"> • Increase funding support available to organizations serving priority groups • Support community involvement in safety through training, outreach and support participants in community development activities • Increase social planning activities involving priority groups 	<p>and experience for Grant Review panel</p> <ul style="list-style-type: none"> • Number of youth participating in leadership roles through INI funded projects • Number of capacity building projects in Priority Investment Neighbourhoods • Number of community-based safety initiatives to support local crisis response • Number of organizations serving priority groups • Amount of funding provided to programs serving priority groups • Number of Priority Investment Neighbourhoods participating in SDIP capacity building activities • Number of participants in CSP and SDIP community development activities • Number of participants in CSP capacity building activities • Number of participants in social planning activities • Number of organizations serving priority groups doing social planning
Building Strong Communities & Public Education and Awareness	<p>Research reports on priority groups</p> <p>Priority groups*:</p> <p>- All City-</p>	<p>2009 – 2011</p> <ul style="list-style-type: none"> • Socio-economic research bulletins on priority groups in Toronto based on 2006 census and other administrative data. Bulletins to consider variables such as gender, ethnic origin, education, housing, 	<p>2009-2011</p> <ul style="list-style-type: none"> • Bulletins developed for use in service planning and policy development among community partners, city divisions; Neighbourhood Action Team/National Action Partnership decision-making

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	designated priority groups	income and employment	<p>processes including:</p> <p>2009 – Aboriginal Issues 2009 – youth report 2009 – poverty report (see data consortia) 2009-2010- seniors report 2009-2010- ethno-racial groups 2010-2011- housing report 2011- community access to data and outcome measures</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number and type of bulletins developed
Building Strong Communities & Public Education and Awareness / Service Delivery	<p>Accessible information, events, and supports</p> <p>Priority groups*: - All City-designated priority groups</p>	<p>2009-2011</p> <ul style="list-style-type: none"> • Develop and disseminate appropriate and accessible materials (e.g. in plain language, multi-lingual, ASL, and alternate formats) to meet the needs of Toronto’s diverse communities • Provide support to initiatives that provide a voice to marginalized communities (residents of priority neighbourhoods, youth, seniors, GLBTQ) • Ensure printed materials and divisional events are accessible to the widest possible range of audiences • Promote strategic advertising in multi-ethnic/community publications to reach Toronto’s diverse audience 	<p>2009-2011</p> <ul style="list-style-type: none"> • Members of diverse communities, the general public and people with varying needs are able to access information and resources related to various divisional initiatives • City events are accessible to Toronto residents <p>Indicators:</p> <ul style="list-style-type: none"> • Number, type, and range of communication materials developed, particularly those aimed at City-designated priority groups • Increased attendance at Cluster “A” events • Increased coverage of Cluster “A” events

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			<ul style="list-style-type: none"> in ethnic and community media
Building Strong Communities & Public Education and Awareness / Service Delivery	Neighbourhood Action Partnerships	2009-2011 <ul style="list-style-type: none"> Strengthen the community capacity of the 13 Priority Neighbourhoods through government-community partnership and targeted community investment – focusing on supporting youth training, employment, engagement and justice issues, providing community and family supports; and improving service delivery in communities. 	2009-2011 <ul style="list-style-type: none"> Align and enhance investments in priority neighbourhoods Improve service delivery coordination and responses to residents in priority neighbourhoods Indicators: <ul style="list-style-type: none"> Number of initiatives supported by other partners (e.g. government, community, etc.) Number and type of initiatives developed
Leadership	Toronto Data Consortia Priority groups*: - All City-designated priority groups	2009-2011 <ul style="list-style-type: none"> Build additional capacity for research and access to data among community groups serving priority groups 	2009-2011 <ul style="list-style-type: none"> Additional consortia members which will expand ability to purchase data Enhanced capacity to understand socio-economic trends within communities and develop policy/program responses Indicators: <ul style="list-style-type: none"> Increased ability to develop coordinated research responses to issues facing priority groups Increased ability to track trends in priority groups Increased capacity for research and access to data among community groups

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
Leadership / Service Delivery	<p>Toronto-Ontario-Canada Immigration and Settlement Work Group Priority groups: Immigrants</p> <p>Human Rights and Access & Equity Training for SDFA staff</p> <p>Corporate access & equity initiatives Priority groups: - All City-designated priority groups</p>	<p>2009 - 2011</p> <ul style="list-style-type: none"> Continue to represent the City on the Immigration & Settlement Work Group Implement diversity, access, & equity training for SDFA staff in order to enhance our responsiveness to the diverse populations we serve. Play a leadership role in the Corporate committees and groups addressing access, equity, and human rights-related issues (e.g. Interdivisional Staff Group on Immigration & Settlement, Inter-divisional Access & Equity Committee, etc.) 	<p>2009 - 2011</p> <ul style="list-style-type: none"> City perspective represented in the work of tri-level work group <p>Indicators:</p> <ul style="list-style-type: none"> Planning documents and action plans developed reflect City of Toronto perspectives Increased knowledge and awareness of access, equity, & human rights issues <p>Indicators:</p> <ul style="list-style-type: none"> Number of managers/supervisors trained on human rights, diversity, access & equity issues Number of staff reporting increased awareness and/or knowledge of human rights, access, & equity issues <p>Indicators:</p> <ul style="list-style-type: none"> Number and type of meetings in which staff participated Number and type of initiatives staff supported
Economic Participation	Employment Equity Initiatives Mentorship initiatives	<p>2009-2011</p> <ul style="list-style-type: none"> SDFA's Financial Administration Section (FAS) participates in the Profession to Profession mentoring immigrants program. Five (5) FAS management staff to volunteer 	<p>2009-2011</p> <ul style="list-style-type: none"> Increase mentorship opportunities Increased participation of staff, African Canadian professionals, and foreign trained professionals in mentorship

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	Priority groups*: - Immigrants & refugees (particularly foreign-trained professionals)	as mentors next year (2009) (currently there are three (3) staff participating) and to increase this number in the future. <ul style="list-style-type: none"> Continue to provide support to the City's African Canadian career mentoring program. 	programs. Indicators: <ul style="list-style-type: none"> Number of immigrants mentored Type of mentoring positions (i.e. management vs staff) Number of staff serving as mentors
	City employment opportunities for racialized youth Priority groups*: - Racialized youth	2009-2011 <ul style="list-style-type: none"> Implement the prioritized City employment pilot process with HR for youth from priority neighbourhoods 	2009-2011 <ul style="list-style-type: none"> Increased employment of racialized youth in the City of Toronto Indicators: <ul style="list-style-type: none"> Number of youth employed by the City Number of youth hired from priority neighbourhoods

Appendix D

Reporting to Deputy City Manager Richard Butts

Access, Equity and Human Rights Action Plan

2009-2011

Division:	City Planning
Director:	Gary Wright, Executive Director
CM/DCM	Richard Butts
Contact Information: Helen Bulat Project Manager 416 392 – 5848 hbulat@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	Employment Equity Initiatives Priority groups: Aboriginal people, women, people with disabilities, racial minorities	2009 - 2011 To continue supporting diversity and equity in the workplace and the City's employment accommodation policy. Work with Human Resources re the hiring process– outreach, recruitment and selection in order to attract planners with a wide range of experience and backgrounds. Encourage individual professional staff to become part of the City's Career Bridge initiative. Continue with outreach to academic institutions (high schools and colleges) with events such as World Town Planning Day.	2009 - 2011 Outcomes will include City Planning staff reflecting their community's constituency and able to effectively respond to community planning initiatives and community needs assessments. Indicators A staff complement that is diverse in nature and responsive to succession management in the divisional context.
2. Leadership	Equity Lens - Equity Analysis in Policy Development and	2009 To commence Equity Lens training sessions for Divisional staff: training will incorporate training materials introduced at the corporate	2009 - 2011 Increased awareness will allow staff to integrate evaluation methodology provided by the equity lens training into day-to-day

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Service Delivery</p> <p>Priority groups: All groups in the City's access, equity and human rights initiatives</p>	<p>level but will also provide examples and application techniques that are relevant to City Planning Division's core business activities. The intention is to combine equity lens training for planning staff with accessibility training as this applies to core planning divisional activities such as policy development, community engagement and the development approvals process.</p> <p>2010 To continue with Equity Lens training sessions for staff on a yearly basis and provide an ongoing support system for Divisional staff with regard to the application of the equity lens, including mentoring for new staff. Encourage staff to attend the City's Equity Lens, Human Rights and Diversity in the Workplace training programs.</p> <p>2011 To continue with Equity Lens training sessions on a yearly basis and with mentoring for new staff. Encourage staff to attend the City's Equity Lens, Human rights and Diversity in the Workplace training programs.</p> <p>2009 -2011 To continue to ensure that a diversity and equity analysis, including a community needs</p>	<p>activities thereby improving the quality of policy development and the evaluation of development applications process and increased confidence and awareness on the part of staff to address issues relating to access and equity and barrier-free design at public meetings held as part of the development approvals process.</p> <p>Indicators Feedback from staff participating in the training</p> <p>Exploring the feasibility of establishing a monitoring system to track and evaluate Division reports addressing issues related to access and equity and barrier-free design.</p> <p>Consistent incorporation of a diversity and equity analysis as part of the Division's reporting protocol to Council that reflects the corporate standard.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		assessment (where appropriate), is included in the Division's major planning policy and service delivery reports to Council.	
3. Leadership & Service Delivery	<p>Preparation – AODA Customer Service Compliance (Further to the <i>Accessibility for Ontarians with Disability Act</i>)</p> <p>Priority groups: People with disabilities</p>	<p>2009 To commence and complete work to ensure compliance with <i>Ontario Regulation 429/07</i>, Accessibility Standards for Customer Service, by January 1, 2010 by: documenting in writing all divisional policies, practices and procedures for providing accessible customer service / notifying customers that documents required under the customer service standard are available upon request / provide information in a format that takes into account the person's disability.</p> <p>To ensure that the Divisional response is in keeping with the City's corporate policy statement regarding this matter. Priority groups include persons filing planning applications; researching planning files and attending divisional public consultation meetings. Identify divisional lead regarding this matter, including a complaints response procedure.</p> <p>2010 -2011 To seek continuous improvements/refinements in the area of accessible customer service standards.</p>	<p>2009 Indicators Better documentation of existing and new practices relating to accessible customer service through compliance with the Ontarians with Disabilities Act and its accompanying regulation.</p> <p>2010 - 2011 More systemic awareness on the part of divisional staff re the importance of maintaining and facilitating accessible customer service as an integral part of divisional business.</p> <p>Indicators Information and resource materials on Accessibility Standards for Customer Service provided to staff</p> <p>Feedback gathered from staff to indicate staff awareness of the importance of maintaining and facilitating accessible customer service</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
4. Service Delivery	<p>Initiative(s) that removes barriers and ensures equitable benefits to priority groups.*</p> <p>Priority groups: All groups in the City's access, equity and human rights initiatives</p>	<p>2009 -2010</p> <p>The City's site plan control powers have been enhanced through <i>the City of Toronto Act</i> to now include an additional site plan condition requiring applicants to provide, to the satisfaction of and at no expense to the municipality, facilities designed to have regard for accessibility for persons with disabilities. Upon approval of an official plan amendment to this effect by Council, (anticipated for February 2009), site planning protocols will be established to provide staff with a common understanding of what to assess, comment on and approve during the site planning development approval process.</p> <p>The City's Development Guide, which sets out rules and procedures for submitting and processing development applications, will also be updated to provide direction for the development industry and interested constituents, including the City's priority groups and Torontonians with disabilities.</p> <p>A complete application of the Ontario Planning Act was adopted by Council on September 25, 2008 and is now in effect. The OPA allows the City the statutory authority to require all the information, studies and plans for a complete application. The OPA strongly encourages pre-</p>	<p>2009 -2011</p> <p>Should the amendment dealing with incorporating accessible design features and facilities as part of the site plan review process, be approved by Council, the Division will have a greatly enhanced statutory opportunity to routinely integrate accessibility related matters (barrier free design) into the development approval process.</p> <p>Indicators</p> <p>More accessible development projects that have been conceived of and designed with accessibility related features, facilities and circulation in mind and an improved built environment. (Please note that site plan control can only deal with the external features or spaces of any building(s) and building(s) site).</p> <p>Enhanced opportunity to formally identify accessibility related issues at the front-end of the development approvals process</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>application consultation meetings take place between planning and other staff and applicants in order to identify key issues and approvals that will be required, including supporting drawings, reports, studies and checklists to achieve complete application status in accordance with the OPA and Official Plan requirements. Applications for plans of subdivision, condominiums and site plan will now include a requirement that applicants complete an <u>accessibility design standards checklist</u>. This checklist will encourage planners reviewing individual planning development applications to assess the development proposal's adequacy regarding accessibility. An accessibility design standards checklist will need to be prepared and finalized for inclusion into the City's Development Guide in the first quarter of 2009. Planning staff information sessions will take place in 2009 regarding this complete application requirement and its impact on development application evaluations for subdivision, condominium and site plan applications.</p> <p>2011 To seek continuous improvements in the area of complete application and site plan review process protocols as these relate to accessibility issues.</p>	<p>Indicators A more systematic identification of these issues and greater opportunity to have accessibility issues resolved and development projects improved.</p> <p>Accessibility standards checklists forming part of all affected applications and to be part of the permanent public record regarding these applications. Checklist monitoring and evaluation of outcomes will be incorporated into the planning approvals process in order to assess the effectiveness of said checklists.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
5. Building Strong Communities & Public Education and Awareness	<p>Initiative(s) that builds community capacity, provides program advice and increases diverse communities' participation in decision-making.</p> <p>Priority groups:</p>	<p>2009-2011</p> <p>To encourage equitable citizen participation in the development review and approval process as per the application policies of the Official Plan and the customer service standards under the <i>Accessibility for Ontarians with Disabilities Act, 2005</i>;</p> <p>To incorporate new site plan Official Plan amendment policies and <i>Accessibility Design Guidelines</i> as part of the information provided by the "Building Toronto Together" Development Guide, used to inform the development community about the planning and development and building permit approvals process;</p> <p>To encourage the timely provision of community services in Toronto's neighbourhoods, including priority neighbourhoods, that are a part large scale re-development applications, by conducting Community Needs Assessments;</p> <p>To integrate the equity lens and diversity management principles in policy formulation and the delivery of services and programs, including the development approvals process.</p>	2009 - 2011 as described above

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
6. Service delivery	Priority groups may include: The general public (homeowners, tenants, businesses) who live and/or work in the City; NGOs (housing or environmental groups, residents' associations, professional associations and others); the development and construction industry; other orders of government; City Council; other City Divisions and the media.	<p>2009-2011</p> <p>To enhance accessibility of the urban environment; barrier-free paths of travel, buildings and facilities;</p> <p>To expedite the approval of new affordable housing and preserve existing rental housing through implementation of Official Plan housing policies and rental housing protection and preservation by-laws;</p> <p>To improve the quality of life for Toronto's diverse residents and workers through the adoption of the principles of universal design, barrier-free accessibility, timely provision of community services, access to affordable housing and sustainable development practices;</p> <p>To link sustainable design with the City's <i>Accessibility Design Guidelines</i>, in the desire to convey the message that green and sustainable design is also barrier free design;</p> <p>To encourage the expansion of the public transit network through the completion and approval of ongoing Transit Environmental Assessments (EAs);</p> <p>To implement protocols for enhanced subdivision and site-plan approval powers,</p>	<p>2009 - 2011</p> <p>City Planning Division will help guide the way the city looks and grows by providing a regulatory framework and protocols for managing growth within the City and the physical development of the urban environment (city-building).</p> <p>City Planning will work with the City's communities, special interest groups and other City Divisions to set goals and policies for development, while keeping important social, economic and environmental concerns in mind. Planning staff will gather public input and study issues in order to develop plans, policies and projects that protect and improve our urban environment and quality of life. They will provide support and advice as well as make recommendations to City Council.</p> <p>The City Planning Division's actions will be guided by the policies and vision of Toronto's Official Plan. With respect to matters of access and equity, the Official Plan contains and will soon contain policies that have the objective of building a city that is universally accessible, barrier free and safe, one in which all groups have equitable access to affordable housing,</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>stemming from recently enacted legislation (amended <i>Planning Act</i> and new <i>City of Toronto Act</i>) which explicitly permit municipalities to address accessibility issues (barrier-free design) as part of the development review and approvals process;</p> <p>To continue to conduct research and present findings regarding matters affecting the equitable distribution of City resources amongst its citizens and neighbourhoods;</p> <p>To increase staff awareness through staff training and mentoring with regard to the equity lens and barrier-free accessible design as a tool for the planning, development and evaluation of Divisional policies, services and programs.</p>	<p>green spaces, public transportation and community services.</p> <p>Indicators</p> <p>The incorporation of access, equity and human rights principles in a regulatory framework and protocols for managing growth within the City</p> <p>Provision of accommodation, alternate formats and multiple languages in getting community input in setting goals and policies for development</p> <p>Inclusion of the objective of building a city that is universally accessible, barrier free and safe in the policies developed from the Official Plan</p>

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

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

Access, Equity and Human Rights Action Plan

2009-2011

Division:	Fire Services
Fire Chief:	William Stewart
CM/DCM	Richard Butts
Contact Information:	
David Sheen Division Chief 416-338-9101, dsheen@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
Economic Participation/Service Delivery/Accountability	Ontario Pre-Fire Service Curriculum Priority groups: Employment equity designated groups	Develop strategic alliances with community colleges in City of Toronto offering approved fire curriculum. Improve diversity of graduating classes through joint efforts to design and implement access and equity-based student recruitment and enrolment initiatives. Initiatives to include: <ul style="list-style-type: none"> Quantitative analysis of KPI and other statistics examining diversity data. Available diversity data utilized as benchmarks for improvement. Qualitative analysis of funding available to potentially diverse students. Reduce or eliminate potential of tuition fees as barrier to diverse enrolment and increase access. Articulation agreements with community colleges to incorporate Toronto Fire Services training 	Indicators 2009 <ul style="list-style-type: none"> Implement joint access and equity plan for community college fire service recruitment at community colleges in Toronto (Seneca, Humber). Statistically significant improvement of diverse student enrolment as compared to 2008. Specific statements of available funding in print and web fire service marketing materials at above colleges. Begin articulation agreement discussions and refine terms with above colleges. 2010 <ul style="list-style-type: none"> Implement joint access and equity plan for community college fire service recruitment at three

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>capabilities into community college course offerings. Reduce or eliminate costs and availability as barriers to access.</p> <ul style="list-style-type: none"> • Access to broader emergency services student population for fire services recruitment pool (see Outreach – Broader Emergency Services Students below). 	<p>additional community colleges immediately outside Toronto (Durham, Cambrian, Conestoga).</p> <ul style="list-style-type: none"> • Statistically significant improvement of diverse student enrolment as compared to 2009. • Specific statements of available funding, in print and web fire service marketing materials, at above colleges. • Articulation agreement(s) with three colleges named in 2009 above. <p>2011</p> <ul style="list-style-type: none"> • Implement joint access and equity plan for community college fire service recruitment at one remote community college with fire training facility (Lambton), one private-sector fire training facility (Wesleyville) and one community college with specialized wildland fire training capabilities (Fleming). • Articulation agreements with three community colleges named in 2010 above. • Statistically significant improvement of diverse student enrolment as compared to 2010. • Specific statements of available

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
Accountability/Economic Participation/Service Delivery	Recruitment Equitable Process Analysis and Revision Priority groups: Employment Equity designated groups	Quantitative and qualitative analysis of each phase of recruitment process using Equity Lens approach to determine target population retention and attrition rates. Analyses include: <ul style="list-style-type: none"> • Potential for presence and effect of evaluation biases • Potential for presence and effect of systemic biases • Potential for adverse discrimination on prohibited grounds • Elimination of discriminatory practices • Use of accommodation practices to reduce discrimination • Revise process as required in accordance with findings and Bona Fide Occupational requirements 	funding, in print and web fire service marketing materials, at above colleges. Indicators 2009 <ul style="list-style-type: none"> • Develop and apply statistical protocol for inferring systemic biases • Analysis for prohibited grounds discrimination. • Application of BFORS • Statistically significant increase in target group retention through recruitment process as compared to 2008. • 2010 <ul style="list-style-type: none"> • Statistically significant increase in target group retention through recruitment process as compared to 2008 2011 <ul style="list-style-type: none"> • Statistically significant increase in target group retention through recruitment process as compared to 2008

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	Recruitment Mentoring Program Priority groups: Employment Equity designated groups	Work in consultation with priority groups and priority neighbourhoods through Fire Chief's Council on Access, Diversity & Equity (below) and TFS training division. Develop and deliver modified Career Preparation Course (CPC) with specific purpose to increase priority group exposure to and familiarity with elements of recruit selection process thereby eliminating these as barriers to priority group recruitment.	Indicators 2009 <ul style="list-style-type: none"> • Develop modified curriculum • Market availability through TFS resources including website and Career Information Sessions and CPCs. • Offer initial program before 2009 recruitment campaign • Track success of participants who enter recruitment selection process 2010 <ul style="list-style-type: none"> • Program delivery increased to semi-annually 2011 <ul style="list-style-type: none"> • Integrate program with CPC 2009 <ul style="list-style-type: none"> • Determine and develop governing and IT protocols for TFS presence on Facebook.
	Outreach Web-based Access and Equity initiatives	Equity Lens approach to Incorporating web-based offerings into recruitment and	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Priority groups: Employment Equity designated groups</p> <p>Outreach Broader Emergency Services Students</p> <p>Priority groups:</p>	<p>outreach initiatives. Emphasis on portraying target groups in traditional fire service roles to reduce or eliminate cultural barriers. Reduce or eliminate information as barrier to diversity. Examples include:</p> <ul style="list-style-type: none"> • TFS presence on Facebook • Determine potential of actively participating in City of Toronto Web 2.0 initiative • TFS presence on 'YouTube' • Initiatives to 'Linking' TFS website, especially on target population websites <p>Identify broader emergency services programs in Toronto. Determine diversity of student population. Target diverse</p>	<ul style="list-style-type: none"> • Launch Facebook page accordingly. • Participate in Toronto Web 2.0 direction. • Determine and develop governing and IT protocols for effective participation in appropriate Web 2.0 offerings. • Determine and develop governing and IT protocols for effective intentional and unintentional presence on 'YouTube'. <p>2010</p> <ul style="list-style-type: none"> • Determine method for gathering, collating and utilizing Facebook response data. • Begin collecting data. • Utilize 'YouTube' as marketing venue – one separate placement bi-monthly. <p>2011</p> <ul style="list-style-type: none"> • Analysis of Facebook data and value to diversity objectives. • Increase to monthly placements on 'YouTube'. <p>Indicators</p> <p>2009</p> <ul style="list-style-type: none"> • Career Information Sessions to final-year Paramedic, Police Foundations, Law & Security Administration

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Employment Equity designated groups</p> <p>Outreach Standardized Fire Service Curriculum Students</p> <p>Priority groups: Employment Equity designated groups</p>	<p>student populations for fire service career information sessions. Examples include:</p> <ul style="list-style-type: none"> • Paramedic students at Toronto and local community colleges • Police Foundation's students at Toronto and local community colleges • Law and Security Administration students at Toronto and local community colleges • Private-sector learning institutions <p>Present Career Information Sessions (CIS) specifically to final-year students in standardized pre-fire service curriculum</p>	<p>students at Toronto community colleges (Centennial, Humber, Seneca, etc.)</p> <p>2010</p> <ul style="list-style-type: none"> • Expand Career Information Sessions to final-year Paramedic, Police Foundations, Law & Security Administration students to further offering GTA community colleges (Durham, Cambrian, Conestoga, Mohawk, etc.) <p>2011</p> <ul style="list-style-type: none"> • Contact and make career information materials available to offering Golden Horseshoe community colleges. <p>Indicators</p> <p>2009</p> <ul style="list-style-type: none"> • Present CIS at Toronto community colleges (Seneca, Humber) <p>2010</p> <ul style="list-style-type: none"> • Extend CIS as above plus additional GTA community colleges (Durham, Cambrian, Conestoga, etc.) <p>2011</p> <ul style="list-style-type: none"> • Extend CIS as above plus additional one private-sector fire training college (Wesleyville)

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Fire Chief's Council on Access, Diversity & Equity</p> <p>Priority groups: City's Access, Equity and Human Rights (AEHR) priority groups and priority neighbourhoods</p>	<p>Develop and implement protocol(s) for formation of formalized body tentatively to be called the Fire Chief's Council on Access, Diversity & Equity. Tentative mandates to include:</p> <ul style="list-style-type: none"> • Specific representation of priority groups by recognized community leaders for those groups • Regular meetings • Ability to raise relevant questions and receive relevant answers on all non-confidential matters of diversity • Ability to make recommendations only respecting TFS diversity issues, including policies and practices • Ability to monitor action(s) on recommendations • Ability to quickly and easily access non-confidential information about TFS policies and practices • Ability to access TFS representation on council 	<p>Indicators</p> <p>2009</p> <ul style="list-style-type: none"> • Development of protocols for structure, location, community representation, TFS representation, rules of order, mission, vision, confidentiality agreements, legal approval, meetings, etc. • Initial community invitations • Initial meeting of council • Interim report of council <p>2010</p> <ul style="list-style-type: none"> • Council meeting schedule increased to semi-annual meetings • Formal report of council • Council promotes priority neighbourhoods marketing campaign (see below) • <p>2011</p> <ul style="list-style-type: none"> • Council meeting schedule increased to quarterly meetings • Formal report of council • Analysis of council effectiveness

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Priority Neighbourhoods Recruitment Campaign</p> <p>Priority groups: Employment Equity designated groups</p>	<ul style="list-style-type: none"> • Ability to access other members of council • Assisting TFS in better understanding priority group and priority neighbourhood community issues • Establishing links between priority groups, priority neighbourhoods and TFS for resolution of those issues and elimination of barriers to reflective community representation within TFS • Ability to promote and facilitate community advocacy • Promoting two-way dialogue. <p>Increase effectiveness of distribution of TFS priority group recruitment materials to Mayor's priority neighbourhoods.</p> <p>Increase frequency of Career Information Sessions (CISs) to priority neighbourhoods. Strategies include;</p> <ul style="list-style-type: none"> • Community partnerships with city-owned/operated residential, recreational and other appropriate facilities to display TFS recruitment posters in prominent locations • Community partnerships with 	<p>Indicators</p> <p>2009</p> <ul style="list-style-type: none"> • 20% increase in CISs as compared to 2008 • Delivery of CISs at three city-owned locations and five private-sector locations <p>2010</p> <ul style="list-style-type: none"> • 10 % increase in CISs as compared to 2009 • Delivery of CISs to three additional city-owned and five private-sector locations as compared to 2009 <p>2011</p> <ul style="list-style-type: none"> • 10% increase in CISs as compared to 2010 • Delivery of CIS to three additional city-owned and five private-sector locations as compared to 2010

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>priority groups</p> <p>Access, Equity and Human Rights Recognition Program</p> <p>Priority groups:</p> <p>Workplace Human Rights Education</p> <p>Priority groups: Human rights protected groups</p>	<p>Inspection, Community Education, Fire Prevention and other community exposures and campaigns</p> <p>Increase presence and effectiveness of current community mentoring programs to eliminate barriers to access by priority groups and priority neighbourhoods. Current programs to be analysed will include Women/Youth in Motion; Co-operative Education; Duke of Edinburgh; Fire Venturers with additional emphasis on recruiting fire service volunteer program leaders.</p> <p>Develop and implement annual recognition process for leadership role(s) in TFS Access, Equity and Human Rights initiatives as contained in this document. Strategies include;</p> <ul style="list-style-type: none"> • Recipient chosen by Fire Chief • Certificate of Recognition issued by Fire Chief's Council on Access, Diversity and Equity, and presented at meeting of Fire Chief's Council by Fire Chief or designate 	<p>presence as measured by either number of priority neighbourhood meetings or number of priority group members participating.</p> <p>2010</p> <ul style="list-style-type: none"> • 10% increase on 2009 criteria <p>2011</p> <ul style="list-style-type: none"> • 10% increase on 2010 criteria <p>Indicators</p> <p>2009</p> <ul style="list-style-type: none"> • First annual (three) awards <p>2010</p> <ul style="list-style-type: none"> • Second annual awards <p>2011</p> <ul style="list-style-type: none"> • Third annual awards <p>2009</p> <ul style="list-style-type: none"> • Launch online as part of quarterly training process • Track training results <p>2010</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Priority Neighbourhoods Age-Specific Fire and Life Safety Education Analysis</p> <p>Priority groups: Seniors, youth and children from priority neighbourhoods</p>	<ul style="list-style-type: none"> • Specific award to one member from council; one member from TFS; one member from broader community <p>Develop and deliver online curriculum for workplace human rights education.</p> <p>Eliminate language and other barriers to fire and life safety education and increase distribution of materials as well as frequency of education events to age-specific target audiences in priority groups and neighbourhoods. Age-specific target audiences include pre-school through grade 8 children currently served by TFS RiskWatch campaign, and seniors intended to be served by such campaigns as ‘Older and Wiser’ Strategies include;</p> <ul style="list-style-type: none"> • Working in consultation with Fire Chief’s Council on Access, Diversity and Equity • Identifying prominent languages 	<ul style="list-style-type: none"> • First annual retraining compliance <p>2011</p> <ul style="list-style-type: none"> • Second annual retraining compliance <p>Indicators</p> <p>2009</p> <ul style="list-style-type: none"> • Materials printed in additional priority group languages • Materials available for distribution • Statistically significant increase in distribution of materials and delivery of education events to priority neighbourhoods as compared to 2008 • Analysis of curriculum support for people with developmental disabilities <p>2010</p> <ul style="list-style-type: none"> • Materials printed in additional priority group languages • Materials revised to include international symbols where appropriate • 10% increase in distribution of materials and offering of education events as compared to 2009 • Curriculum support capability <p>2011</p> <ul style="list-style-type: none"> • Availability of web-based access for

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Equity Lens Analysis and Application in Policy Development and Service Delivery</p> <p>Priority groups: All AEHR priority groups</p>	<p>in priority neighbourhoods</p> <ul style="list-style-type: none"> • Translating fire and life safety messages on TFS materials into priority group language(s) • Publishing and printing TFS fire and life safety handout materials in most prominent language(s) of priority neighbourhoods • Specific alliances with pre-school (including Montessori) and daycare facilities throughout priority neighbourhoods • Analysis of need for curriculum support for people with developmental disabilities in accordance with the spirit and intent of Ontario Human Rights Code, City of Toronto Policies and Services, Supports to Promote the Social Inclusion of Persons with Developmental Disabilities Act, Accessibility for Ontarians with Disabilities Act • Distribute materials through current methods, including to pre-school and elementary level education institutions ‘Alarmed for Life’, Home Inspection, Community Education, Fire prevention and other community 	<p>downloading and printing</p> <ul style="list-style-type: none"> • 10% increase in distribution of materials and offering of education events as compared to 2010 <p>Indicators 2009</p> <ul style="list-style-type: none"> • Distribution of Equity Lens document to personnel involved in revision, development and/or delivery of TFS policies and training • Comparing all policies and

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p data-bbox="558 894 779 1032">Accessibility for Ontarians with Disabilities Act Compliance</p> <p data-bbox="558 1114 869 1179">Priority groups: People with disabilities</p>	<p data-bbox="995 310 1325 334">exposures and campaigns</p> <p data-bbox="894 415 1425 626">Incorporate Equity Lens into revision of TFS Standard Operating Procedures/Guidelines and all Policies and Procedures. Incorporate Equity Lens into mandatory training. Incorporate Equity Lens into service delivery.</p> <p data-bbox="894 1365 1320 1390">Cooperate in the development of</p>	<p data-bbox="1562 310 2013 375">procedures issued to the guidelines set up by the Equity Lens</p> <p data-bbox="1463 383 1535 407">2010</p> <ul data-bbox="1514 415 2034 667" style="list-style-type: none"> • Equity Lens training incorporated into quarterly training for all personnel involved • Comparing all policies and procedures previously and recently issued to the guidelines set up by the Equity Lens <p data-bbox="1463 675 1535 699">2011</p> <ul data-bbox="1514 708 2034 927" style="list-style-type: none"> • Formal Equity Lens analysis of service delivery • Comparing all policies and procedures previously and recently issued to the guidelines set up by the Equity Lens <p data-bbox="1463 1008 1608 1040">Indicators</p> <p data-bbox="1463 1049 1535 1073">2009</p> <ul data-bbox="1514 1081 2034 1406" style="list-style-type: none"> • Incorporate accessibility inspections and recommendations into existing regular workplace inspections conducted under Ontario Health and Safety Act • Review recommendations and appropriate response(s) • Participation in Accessibility Standards process

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

Access, Equity and Human Rights Action Plan

2009-2011

Division: Executive Director:	Municipal Licensing & Standards Jim Hart
CM/DCM	Richard Butts
Contact Information: Jim Hart Executive Director 416-392-8445 jhart@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	<p>Employment Equity Initiatives</p> <p>Priority Groups:</p> <ul style="list-style-type: none"> • Immigrants • Clients with English as a second language • Youth, racial minorities, people with disabilities, etc. 	<p>2009</p> <p>a) Mentoring Immigrants Program - <i>Profession to Profession</i></p> <p>b) Employment Equity Pilot Program - <i>Black/African Canadian Mentorship Program</i></p>	<p>2009</p> <p>a) Currently 5 staff involved in the mentoring program. The target is to increase that number by 3 in 2009. Tools to increase awareness and encourage participation from interested staff include the ML&S Employee Newsletter and periodic staff meetings</p> <p>b) Our Executive Director is participating in this mentoring program representing ML&S. The goal of this program is to work with Black/African Canadian employees who aspire to enter into Senior Management positions with the City</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>c) Indicate on Municipal Standards Officer job postings that “a second language is an asset”</p> <p>2010/11</p> <p>a) Continuation of Mentoring Program</p> <p>b) Establish an outreach recruitment program targeted at priority groups</p>	<p>c) Enhance linguistic skills of enforcement staff to better meet the needs of our clients</p> <p>2010/11</p> <p>a) Continue to promote the immigrant mentoring program and encourage staff to participate based on needs of the program</p> <p>b) Increase the number of new hires within the City’s priority groups, (i.e. youth, immigrants, etc.) with a special focus on recruitment of College graduates with a Law Enforcement/ Security background for enforcement positions.</p> <p>In addition, through HR we will work to recruit summer staff from various priority groups</p> <p>Indicators</p> <p>Number of staff participating in the immigrant mentoring program</p> <p>Number of new hires with additional linguistic skills</p> <p>Number of summer staff from priority</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			groups
2. Leadership	<p>Equity Lens - Equity Analysis in Policy Development and Service Delivery</p> <p>Priority groups:</p> <ul style="list-style-type: none"> • Staff with disabilities 	<p>2009</p> <p>a) Continued partnership with Ontario Interpreting Services to provide services to ML&S staff with hearing impairments</p> <p>2010/11</p> <p>a) Incorporation of the Equity Lens as a best practice tool for policy development and service delivery</p>	<p>2009</p> <p>a) Promotes an equitable workforce and equal learning opportunities for all staff</p> <p>2010/11</p> <p>a) Continue to work toward identifying and removing barriers, and reinforcing best practices in ensuring equitable treatment for all</p> <p>Indicators</p> <p>Tracking the use of the Ontario Interpreting Services</p> <p>Number of staff participating in Equity Lens training</p> <p>Feedback from staff regarding the application of the Equity Lens in policy development and service delivery</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
3. Leadership & Service Delivery	<p>Preparation – AODA Customer Service Compliance</p> <p>Priority groups:</p> <ul style="list-style-type: none"> • Licensees dealing with members of the public who have varying degrees of disabilities • ML&S Staff 	<p>2009</p> <p>a) Disability Awareness Training for Limousine Drivers</p> <p>b) Development and delivery of Disability Awareness Training for all ML&S Staff</p> <p>c) AODA Customer Service Compliance Training for new ML&S staff</p> <p>d) Continuation of Human Rights training for all ML&S Staff</p>	<p>2009</p> <p>a) Ensure licensees are knowledgeable and skilled while working with passengers with disabilities.</p> <p>* This course is in addition to current disability awareness training for standard and accessible taxicab drivers in the City of Toronto</p> <p>b) Ensures all staff are knowledgeable and skilled in working with and assisting clients with various types of disabilities.</p> <p>c) By adding AODA legislative information to the ML&S Orientation Program, we will improve the knowledge and awareness of our staff regarding accessibility for our clients with disabilities</p> <p>d) The continuation of this initiative will promote awareness of current human rights issues facing today's workplace and help to ensure equitable treatment for clients and</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>2010/11</p> <p>a) Continuation of Disability Awareness training for ML&S Licensees</p>	<p>staff</p> <p>2010/11</p> <p>a) Improves customer relations with priority groups by improving skills and knowledge in key areas including sensitivity training, working with mobility equipment and human rights</p> <p>Indicators</p> <p>Number of limousine drivers participating in the Disability Awareness Training and their feedback</p> <p>Number of ML&S staff participating in the Disability Awareness Training and human rights training and their feedback</p> <p>Number of new ML&S staff participating in AODA Customer Service Compliance Training and their feedback</p> <p>Number of ML&S licensees participating in Disability Awareness training and their feedback</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
4. Service Delivery	<p>Priority groups:</p> <ul style="list-style-type: none"> • Immigrants • People with low literacy 	<p>2009</p> <p>a) Completion of the English Proficiency Assessment at our Licensing Office for new registrants</p> <p>b) The addition of a resource list of contacts for ESL training for those clients who would like to improve their english proficiency prior to enrolling in the program</p> <p>c) Amendment to the licensing application forms to record and include client's principal language spoken</p> <p>d) Improvements to the property standards complaint processes for tenants</p>	<p>2009</p> <p>a) The intended outcome is to increase the percentage of students who successfully complete the taxicab driver training program, by assessing their level of understanding of the English language prior to payment of application fees</p> <p>b) This resource list will give clients a starting point to help improve their english skills, thereby increasing their chance of success in the training program</p> <p>c) This information will allow us to identify the various languages spoken by our clients, and better meet their needs by translating correspondence into those languages as required</p> <p>d) The use of brochures available in 22 different languages outlining the complaints process for tenants, as</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>2010/11</p> <p>a) Continuation of improvement initiatives for the general public including mail-outs and notices in other languages if the need is identified</p>	<p>well as the availability of these resources on the website and in the mobile office, will improve service delivery to the public</p> <p>2010/11</p> <p>a) Increased quality of service to the public</p> <p>Indicators</p> <p>Number of new registrants participating in the English Proficiency Assessment and tracking of their success in completing the taxicab driver training program</p> <p>Tracking the use of various languages spoken by clients in the English Proficiency Assessment to determine the languages for translating correspondence</p> <p>Feedback gathered on the distribution of information on the complaints process in different languages to assess its effectiveness</p>
5. Building Strong Communities & Public Education and Awareness	<p>Priority groups:</p> <p>a) All groups in the City's access, equity</p>	<p>2009</p> <p>a) Public consultation meetings will continue to be held in community centres, schools, etc., with accessibility for all</p>	<p>2009</p> <p>a) Continued focus on equal access for everyone who uses our services</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	and human rights initiatives	<p>b) Meeting notices (in multiple languages) advise that services such as attendant care, interpreters or alternative formatted documents can be provided with prior notification</p> <p>c) Improved community awareness of and accessibility to the ML&S Mobile Office</p> <p>2010/11 a) Continued focus on above initiatives</p>	<p>b) Same as above</p> <p>c) The use of the mobile office will promote public awareness and accessibility to the services we provide.</p> <p>We will also be moving toward staffing the Mobile Office with employees who have knowledge of other languages in order to increase accessibility and quality of service to our diverse clientele</p> <p>2010/11 b) Increased quality of service to the public</p> <p>Indicators Increase in the use of multiple languages in public consultations</p> <p>Increase in the use of accommodation and alternate formats in public meetings</p> <p>Increase in the number of employees in the</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			Mobile Office who have knowledge of other languages

NOTE: All initiatives outlined in this plan have been incorporated into the proposed ML&S operating budget for 2009.

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

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

Resources

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Access, Equity and Human Rights Action Plan

2009-2011

Division: Executive Director:	PPFA Carol Moore
CM/DCM	Richard Butts
Contact Information: Laurel Flieger Administrative Project Coordinator 397-4600/lfliege@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	<p>Employment Equity Initiatives</p> <p>Priority groups*:</p> <p>This applies to all groups within the City's priority groups equally.</p>	<p>2009 - 2011</p> <p>Provide job training and career planning opportunities for all staff, including those from the corporately identified priority groups. Where appropriate, allow staff to apply to attend "next level up" training as a career move within the City.</p> <p>Work with Human Resources to recruit and provide outreach to ensure our workforce is reflective of the community we serve. This would include not only permanent and temporary positions, but summer students as well.</p> <p>Provide soft skills training in courses for new supervisors/managers (including, but not limited to, such courses as Human Rights,</p>	<p>2009 – 2011</p> <p>OUTCOMES The expected outcome of our approach would be an increased sensitivity and awareness of the diversity of the workplace and a more diverse workforce. With "next level up" training, we would expect to be able to accomplish some succession planning.</p> <p>INDICATORS Indicators that our expected outcomes have been met would be an increase in the number and percentage of staff from priority groups in permanent, temporary and summer hires.</p> <p>An indicator of more understanding and</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		Basics of Staffing, Equity Lens, Workplace Violence and Managing Across Generations) to increase awareness and sensitivity in a diverse workplace.	awareness of our employees' needs would be evidenced by the number of staff participating in training courses that address diversity in the workplace. This training will also provide another tool toward better opportunities for employment advancement through better understanding of all staff.
2. Leadership	Equity Lens - Equity Analysis in Policy Development and Service Delivery Priority groups*: This applies to all groups within the City's priority groups equally.	2009 - 2011 PPFA will review our divisional action plan on AEHR while producing our Service Plans for the operating budget submissions for 2010 - 2012.	2009 - 2011 OUTCOMES Expected outcomes would include an awareness of the types of reports produced by PPFA that could benefit from an equity lens analysis. INDICATORS The City Manager's office will be working with divisions in the future to identify reports on the AFS that may be appropriate for inclusion of an equity analysis. Therefore an indicator of results for PPFA would be the number of reports identified by the City Manager's office wherein we can include an equity analysis.
3. Leadership & Service Delivery	Preparation – AODA Customer Service Compliance	2009 - 2011 Produce visual advertisements depicting people of visible minorities, women and those with disabilities	2009 - 2011 OUTCOMES An expected outcome could be higher participation by those people with

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Priority groups*:</p> <p>People with disabilities</p>	<p>The division makes use of a 24 hour TTY answering line as well as a comment line to leave voice messages if the written language is not an appropriate medium of communication.</p> <p>When planning public meetings the practice is to choose locations that are on or near a major transit route in order to make the meeting accessible to as many people as possible.</p> <p>As well, a location where there is wheelchair access not only to the building but to the meeting room and washroom facilities is preferred.</p>	<p>disabilities due to a more open and accessible environment.</p> <p>INDICATORS Indicators that our expected outcomes have been met would be an increase in the number of staff and community members with disabilities who participate in our public meetings or contact our comment line.</p>
4. Service Delivery	<p>Initiative(s) that removes barriers and ensures equitable benefits to priority groups.*</p> <p>Identify the priority groups*:</p> <p>This applies to all groups within the City's priority groups equally.</p>	<p>2009 - 2011</p> <p>Management staff will be encouraged to attend corporate Equity Lens training to give them the tools to identify and remove any barriers to divisional policies, programs or services.</p> <p>In 2008, all management staff attended Human Rights training courses. As new staff are hired into management positions they will be required to attend the same training.</p> <p>Where appropriate, staff will be advised of and considered a candidate for the corporate</p>	<p>2009 - 2011</p> <p>OUTCOMES The expected outcome would be an increased sensitivity and awareness of the diversity of the workplace.</p> <p>INDICATORS An indicator of success would be measured by the number of staff, both union and non-union that are participating in training courses that address equity and human rights in the workplace.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>mentoring program as well as the African/Canadian mentoring program.</p> <p>Over the period of 2009 – 2011, equity lens training will be offered to all staff, both non-union as well as union staff.</p>	
5. Building Strong Communities & Public Education and Awareness	<p>Initiative(s) that builds community capacity, provides program advice and increases diverse communities' participation in decision-making.</p> <p>Identify the priority groups*:</p> <p>This applies to all groups within the City's priority groups equally.</p>	<p>2009 - 2011</p> <p>Produce communications-related materials in various languages (based on census data)</p> <p>Use advertising and media relations with ethnic newspapers</p> <p>Continue to offer a public consultation 24 hour comment line that will be serviced by staff having translation capabilities</p> <p>Use the Language Line to provide translation for callers to the Customer Service staff lines.</p> <p>When available, staff who speak languages which may also be spoken in the community in which a meeting is being held will serve as unofficial translators. Name badges may include the phrase "I speak ..." so that a community member may be more easily matched up with someone who speaks their language.</p>	<p>2009 – 2011</p> <p>OUTCOMES</p> <p>Any communications media will use text and graphics that represent a broader view of the community we serve. For example, advertisements will show people from different ethnic backgrounds, physical capabilities and type of employment. As well, any publications such as community newsletters, open house announcements and public notices will be translated into other languages that are represented within a particular community.</p> <p>Meetings that are open to the public will be at locations that are both physically accessible and near transit and will, where possible, not be held in places of worship to be most inclusive to all residents.</p> <p>INDICATORS</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>In previous community meetings there has been a request for a “women-only” table to accommodate a request respecting a religious requirement. This encouraged more involvement from the women within the community who may otherwise not have participated.</p> <p>Literature to community organizations is offered in a number of different languages, as required.</p>	<p>The visual measurement of success would be increased participation by a larger cross-section of the community at open meetings. The goal within our Customer Service unit is that no call is unable to be put in the system due to a language barrier. The access to the language line for translation services is a tool to help meet this goal.</p>

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Resources

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Access, Equity and Human Rights Action Plan

2009-2011

Division:	Solid Waste Management
Director:	Geoff Rathbone, GM
CM/DCM	Richard Butts
Contact Information:	
Cindy Harrison Senior Projects Coordinator 416-392-8219/charris@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	Employment Equity Initiatives Priority groups*: Youth/Racial Minorities/Women	<p>To provide mentoring and job demonstration programs assisting youth in gaining skills, income and possible future employment.</p> <p>2009 - 2011</p> <ul style="list-style-type: none"> • Partner with St. Stephen's House to hire summer students and coop students from at risk and the disadvantaged to assist with the public awareness and educational programs related to roll out of the 20+ Getting to 70% initiatives. • Continue to hire students to deliver annual collection calendars city-wide. • Hire college and university students for summer employment and coop programs to assist with community outreach related to the roll out of the 20+ Getting to 70% initiatives. 	<p>2009 – 2011 Expected Outcomes:</p> <ul style="list-style-type: none"> • Hire 30 students to assist in the promotion of the new initiatives. • Work with St. Stephen's staff to recognize individual needs and foster skills development. • Provide employment experience to youth, disadvantaged and new Canadians to assist in securing gainful employment. • Hire 40 summer students from May to August each year to deliver calendars. <p>2009-2011 Indicators:</p> <ul style="list-style-type: none"> • # of students recruited • # of students securing employment following participation in the program • # of recruits from designated groups • # of community outreach events held

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
2. Leadership	Equity Lens - Equity Analysis in Policy Development and Service Delivery Priority groups*: All	To raise awareness and knowledge of the equity lens and equity analysis among Solid Waste Management staff. 2009 – All Management are encouraged to attend the corporate course ‘Equity Lens – Tool for Addressing Diversity’. 2010 – All staff who prepare reports and/or work in the policy and programming area are identified and encouraged to attend ‘Equity Lens- Tool for Addressing Diversity’ corporate course.	2009 – 2011 Expected Outcomes <ul style="list-style-type: none"> General Manager to communicate to Management and Professional staff with a recommendation that they attend the Equity Lens course in 2009. In 2010, Senior Management will encourage report writers in Solid Waste to sign up for the Equity Lens course. Participants will learn to use the equity lens as a tool for planning, evaluation and developing the equity impact statement in report writing. 2009 – 2011 Indicators <ul style="list-style-type: none"> # of Management, Professional and Union staff that attended the course
3. Leadership & Service Delivery	Preparation – AODA Customer Service Compliance & Barrier Free services Priority groups*: People with disabilities, Immigrants and Refugees, People	To continue to provide barrier free collection services to the public. 2009-2011 <ul style="list-style-type: none"> Provide Front/Side Door collection service for residential customers unable to maneuver their garbage/recyclables to the curb. Assess barriers and provide alternate solutions for persons unable to maneuver new Blue and Garbage bins in order that they can fully participate in waste diversion. 	2009 – 2011 Expected Outcomes: <ul style="list-style-type: none"> Front/Side Door services allow residents with mobility or disability issues to receive collection services and participate in the city’s waste diversion initiatives. Providing alternative solutions to the bin program ensures barriers are removed and all groups are treated equally and provided with the tools to participate in waste diversion. Establish an investigative team to work one-on-one with residents to

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	with Low literacy and Seniors.	<ul style="list-style-type: none"> • Provide alternate solutions for persons who generate additional waste due to a medical condition. • Develop a communications strategy to educate the public on the new Blue/Garbage Bin program in a variety of languages and alternate formats. 	<p>assess and address special needs in using the new bins and to provide alternatives where necessary.</p> <ul style="list-style-type: none"> • Provide an additional Garbage Bin to home dialysis patients free of charge so that they are not financially penalized for the additional waste generated due to their medical condition. • All print and media communications with the public are provided in a variety of languages • Locations of pick up of collection containers (new Garbage and Blue bin, Green Bin, Yard Waste, etc.) meet accessibility standards. <p>2009-2011 Indicators:</p> <ul style="list-style-type: none"> • Collect and analyze program data to monitor the use of special collection services by seniors and the disabled and to guide service planning • Provide options and alternatives in service delivery • Provide services in different languages and provide accommodations to people with disabilities. • Identify barriers and actions implemented to remove barriers

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
4. Building Strong Communities & Public Education and Awareness	Civic Engagement Priority groups*: Inclusion of all groups	To provide equitable opportunities for residents and the business community to participate in the decision-making process on emerging solid waste issues. 2009 - 2011 <ul style="list-style-type: none"> Build strategic partnerships, alliances and networks among community-based organizations and the business community to provide effective services and advocacy opportunities. Lead advisory committees for policy development and program/service delivery. Attend community meetings to provide information and gain public input to programs and services offered. 	2009-2011 Expected Outcomes: <ul style="list-style-type: none"> Lead the 'In-Store Packaging Work Group'. Coordinate and participate with the 'Community Environmental Advisory Team (CEAT)'. Lead and participate with the 'Multi-Residential Working Group'. Coordinate and participated with the 'Residual Waste Working Group'. 2009-2011 Indicators: <ul style="list-style-type: none"> # of meetings held # of reports submitted by the various advisory and working groups to Committee and Council. # of recommendations submitted by the various advisory and working groups implemented results of annual reports submitted by advisory and working groups % of diverse membership on advisory and working groups
5. Building Strong Communities & Public Education and Awareness	Provide awareness and public education programs on new Solid Waste initiatives.	To continue to provide awareness and public education programs, which support the principle of inclusion of all groups regarding the services, provided by Solid Waste Management Services.	2009-2011 Expected Outcomes: <ul style="list-style-type: none"> Results of the demand and usage of services will identify under-represented groups and where actions are needed.

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	Priority groups*: Immigrants and refugees, people with disabilities, people with low literacy, racial minorities and seniors.	2009 – 2011 <ul style="list-style-type: none"> Track the demand and usage of services in various languages and formats for planning and evaluation purposes. Ensure venues used for public events meet accessibility standards. Use demographic and other data to identify needs and anticipate future needs Maintain and enhance multilingual capacity among staff by using the multi-lingual telephone service, providing printed materials in various languages and continue to use liaison staff. Use ethno-specific and alternative media for advertising as well as for news releases. Develop communications strategies sensitive to the specific needs of various communities, including the need for accommodation and which address various levels of literacy. 	<ul style="list-style-type: none"> Increased civic participation and attendance at public meetings and in focus groups. Increased awareness among the public of the services provided by the division. Increased participation by the public in waste reduction initiatives. 2009-2011 Indicators: <ul style="list-style-type: none"> # of public or community meetings that provide accommodation to people with disabilities # of public materials available in alternate languages # of presentations and/or workshops to diverse groups and communities # of advertisements in community papers for public meetings, or invitations to participate in the City's decision making process
6. Economic Participation	City in the Role of Employer Priority groups*: All Groups	2009 - Provide training to Solid Waste staff on corporate and legislative requirements regarding access, equity, human rights and ethics. 2009-2011 – Continue to train new employees on Access, Equity, Human Rights and Ethics.	2009 – Expected Outcomes <ul style="list-style-type: none"> All Management and Union staff will attend mandatory training on Access, Equity and Human Rights All Management and Union staff will attend Ethics training.

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			<p>2009-2011 – Expected Outcomes</p> <ul style="list-style-type: none"> • All new staff will attend Access, Equity and Human Rights and Ethics training. <p>2009-2011 Indicators:</p> <ul style="list-style-type: none"> • # of staff trained • # of complaints/investigations • # of investigations successfully resolved

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Access, Equity and Human Rights Action Plan

2009-2011

Division:	Technical Services
Director: (Executive)	William Crowther
CM/DCM	Richard Butts
Contact Information: John Bryson, P.Eng. Manager- Structures & Expressways 416-392-9183/jbryson@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	Employment Equity Initiatives for all Priority Groups	<p>2009- 2011: mentoring- two (2) mentoring programmes with one for new citizens who either are part of the City team or not and second mentoring programme is for the EIT training programme</p> <p>: maintaining accommodation for employees with a disability in both physical and mental disabilities</p>	<p>INDICATORS</p> <p>2009- 2011: will require four (4) mentors for the EIT Training programme for a period of four (4) years for not only engineering and the City's work; but, for life outside the office. As for the City mentoring programme, continued recruitment of mentors is expected to increase the present number of five (5) mentors from Technical Services</p> <p>: make available an ergonomist to assess work station layout and seek improvements in the work environment. Accommodate staff with disabilities. Provide information sessions and training to staff so that they are equipped to deal with the disabilities in question. Encourage staff to feel comfortable discussing disability issues with supervisors and/or managers, for the betterment of the work place.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		: always available to handle any Human Rights issues that arise during the course of doing business as well as at leisure	: ensure Supervisor, Managers and Directors are able to recognize issues relating to human rights and equity so as to deal with them in a timely manner. Ensure proper courses are taken by management staff to keep current on issues and resolutions. Check and maintain record of courses attended
2. Leadership	Equity Lens - Equity Analysis in Policy Development and Service Delivery for all Priority groups	2009: Technical Services is committed to being a successful partner and a strong supportive Division for Access Equity and Human Rights within the City of Toronto and external to the City, where possible.	2009- 2011: Be cognizant of the issues relating to Access Equity and Human Rights, keeping them in focus while maintaining the high standard and quality of work carried out by the Technical Services Division. Can confirm by review of associated numbers/percentage/statistics that Access Equity and Human Rights are being maintained.
3. Leadership & Service Delivery	Preparation – AODA Customer Service Compliance For People with Disabilities	2009- 2011: Continue to encourage and support the use of the Accessibility Design Guidelines throughout the development, design, review and construction of municipal infrastructure projects; as well as reinforcing these design guidelines for all projects throughout the City	2009- 2011: Will be able to see the Guideline criteria appearing on all projects within the City inclusive of private development through City review

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
4. Service Delivery	To maintain an open and transparent City as per the mayor's and Council's direction for all priority groups	<p>2009-2011: to accommodate different language requirements through translation programme and translators</p> <p>2009-2011: ensure that the City has capabilities and abilities to handle all calls from the general public, complaints, issues or compliments and ensure that message gets to the proper Divisions</p>	<p>2009- 2011: ensure notices, reports and other pertinent information can be translated into the major languages of the area of concern and if possible, have translators available at the Public meetings to provide translations. If during the hiring process, personnel are employed that speak additional languages, they could be utilized in this capacity</p> <p>2009-2011: that Access Toronto and 3-1-1 have the staff and proper supporting information to handle and direct all calls to the City. This is a City initiative and supported by Technical Services. Record number of calls and corresponding responses</p>
5. Building Strong Communities & Public Education and Awareness	To maintain an open and transparent City as per the mayor's and Council's direction for all priority groups	2009- 2011: Same as Service delivery	2009- 2011: Same as Service delivery

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Access, Equity and Human Rights Action Plan

2009-2011

Division:	Toronto Building
Director:	Ann Borooah
CM/DCM	Richard Butts
Contact Information:	
Dylan Aster Policy Advisor 416.338.5737 daster@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
3. Leadership & Service Delivery	<p>Toronto Building staff will identify potential amendments to improve the accessibility requirements in the Ontario Building Code and respond to any provincial code consultations.</p> <p>Support the City's participation in the Accessible Built Environment Standards Development Committee</p> <p>Priority groups: People with disabilities</p>	<p>2009 To participate in code development committees at the provincial and national level to reflect Toronto as a leader in advocating for improved barrier free requirements in the model national and Ontario building codes</p> <p>2010 To provide input into Improved barrier free requirements for use in the construction and renovation of buildings in the next edition of the Ontario Building Code, expected in 2010</p> <p>The Accessible Built Environment Standards document takes into account the diversity of Toronto's built form</p> <p>2011 To review the use of improved barrier free requirements in the design , construction and renovation of buildings in Toronto by designers and builders</p>	<p>Indicators</p> <p>2009 The comments provided on the draft Accessible Built Environment Standards document (expected in early 2009) address the diversity of Toronto's built form</p> <p>2010 Improved barrier free requirements in the 2010 OBC followed by staff training on new requirements</p> <p>2011 Track and review ongoing and increased use of improved barrier free requirements in the design , construction and renovation of buildings in Toronto by designers and builders</p>

Access, Equity and Human Rights Action Plan

2009-2011

Division:	Toronto Environment Office
Director:	Lawson Oates
CM/DCM	Richard Butts
Contact Information:	
Mark Bekkering Manager, Implementation & Support 392-8556 / mbekker@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	Employment Equity Initiatives	<p>2009 / 10 / 11</p> <p>To continue to comply with all Corporate policies with respect to hiring and accommodations.</p> <p>Note: In 2008, the TEO advertised its vacant management positions in a number of ethnic newspapers in addition to the traditional external advertising methods.</p>	<p>2009 / 10 / 11</p> <p>Ongoing removal of any barriers to fair and equitable hiring and an inclusive and equitable workplace.</p> <p>Indicators</p> <p>Advertising of management job openings to the diverse public</p>
2. Leadership	<p>Equity Lens - Equity Analysis in Policy Development and Service Delivery</p> <p>Identify the priority groups*:</p> <p>ALL</p>	<p>2009</p> <p>To train all staff in the TEO in the utilization of the Equity Lens tool.</p> <p>2010 / 11</p> <p>To ensure new staff in the TEO are appropriately trained in how to use the Equity Lens tool.</p>	<p>2009 / 10 / 11</p> <p>Indicators</p> <p>1) documented training of all staff</p> <p>2) documented utilization of the equity lens in the development of key policy and program design reports prepared for City Council.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>To ensure ongoing implementation of the Equity Lens tool in policy development and program design.</p> <p>Note: The TEO has been considering factors, such as, ethnicity, abilities and income in the design of its proposed policies and programs. For example, the GreenSceneZ video competition for youth was designed in a manner that ensures all students, regardless of income can participate.</p>	
3. Leadership & Service Delivery	<p>Preparation – AODA Customer Service Compliance</p> <p>Identify the priority groups*:</p> <p>ALL</p>	<p>2009 / 10 / 11</p> <p>To ensure all events, workshops, and festivals organized by the TEO, when feasible, are fully accessible to people of differing abilities.</p> <p>Note: The TEO does give consideration to accessibility concerns in the design of its outreach activities. For example, the EarthHour event held in March 2008 at City Hall had priority seating for people with disabilities and the Live Green Toronto exhibit, currently under construction, will be wheelchair accessible.</p>	<p>2009 / 10 / 11</p> <p>Indicators</p> <p>1) documented planning and delivery of accommodations for people of all abilities.</p> <p>2) documented follow-up on comments from people about the accessibility of events, workshops and festivals.</p>
4. Service Delivery	Identify the priority groups*:	<p>2009 / 10</p> <p>To ensure the TEO's two semi-independent websites (Live Green Toronto and Smart</p>	<p>2009 / 10</p> <p>Indicators</p> <p>1) documented evidence by end of 2010 that</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	ALL	<p>Commute Toronto) are designed in a manner so that they can be read by technologies used for language translation & for people with visual impairments.</p> <p>Note: Carpool Zone which is a free service of the region-wide Smart Commute program is already available in seven languages.</p>	websites have been designed to achieve the stated objective.
5. Building Strong Communities & Public Education and Awareness	<p>Identify the priority groups*:</p> <p>ALL</p>	<p>The key community engagement program of the TEO is the Live Green Toronto program, which includes Community Animators, a Community Grant program and an extensive social marketing campaign.</p> <p>The Community Animators, which will officially start work in December 2008, include in the contracts expectations to design and deliver animation services that will reach all people and communities regardless of ability, ethnicity and income. The Community Animators will also be a human resource that can support the city's diverse communities in applying for the Live Green or other community grants.</p> <p>The Social Marketing campaign has already included advertising in the various ethnic media and will continue to develop messages that will reach the various segments of the City's diverse population.</p>	<p>2009 / 10 / 11</p> <p>Indicators</p> <p>1) tracking of the community and neighbourhood groups applying for Live Green Toronto grants and who are the successful recipients.</p> <p>2) tracking of whether there is any increased participation of Toronto's diverse communities in the City's environmental programs and incentives (e.g. water conservation, lawn & garden care) as a result of the work of the Community Animators.</p> <p>3) ongoing polling and market research to evaluate whether the messages developed in the Social Marketing campaign are reaching Toronto's diverse communities.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>Another key program of the TEO is the Smart Commute program which works with employers to establish programs and tools that help their employees utilize alternative modes of transportation. This is often of greatest benefit to employees at the lower end of the wage scale. For example, the TEO is currently engaged in discussions on how Smart Commute can assist the many food processing companies located in northeast of the City. Public transit services are limited, the employees are relatively low wage and operations tend to operate 24/7. With the Smart Commute program, TEO will be helping establish alternative and affordable transportation options for this group of workers.</p> <p>2009 / 10 / 11</p> <p>To ensure the Live Green Toronto Animators are getting participation of Toronto's diverse communities in the various City delivered environmental programs.</p> <p>To ensure the TEO continues to design any future public consultations/meetings in a manner that accommodates participation of Toronto's diverse communities.</p>	<p>4) tracking of participation of Toronto's diverse communities in future community consultations/meetings.</p>

Access, Equity and Human Rights Action Plan

2009-2011

Division:	Toronto Water
GM:	Lou DiGironimo
CM/DCM	Richard Butts
Contact Information:	
Ian McDowell	
Business Management Analyst	
416 397-4939 imcdowe@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	<p>Temporary hiring and developmental job programs</p> <p>Identify the priority groups*: Youth, immigrants</p>	<p>2009 - 2011</p> <ul style="list-style-type: none"> • Summer hiring program – available to all groups in order to remove barriers. Provide support for office administration and technical needs. Unknown as to the number for upcoming years (typically there are approximately 50 positions). Positions advertised on City web site and recruitment facilities set up in shopping malls and community centres in priority neighbourhoods <p>2009 - 2011</p> <ul style="list-style-type: none"> • Continuation of the Engineer Internship Program (EIP) – formerly Engineer in Training and the Profession to Profession Mentorship (the EIP is subject to future budget requirements) • Career Bridge Internships provides access for international trained professionals 	<p>2009 - 2011</p> <ul style="list-style-type: none"> • Add some diversity to TW workforce and contribute to broadening the perspective of the existing TW staff • Provide job experience which will improve opportunities for the successful candidates to secure employment within and outside of the City <p>2009 - 2011</p> <ul style="list-style-type: none"> • Brings experience and diverse skills to TW workplace while sharing other perspectives and assisting new professionals to understand and contribute to Canadian workplace culture • Assists internationally trained professionals to overcome barriers faced

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>People Strategy</p> <p>Priority groups*: Access, Equity and Human Rights priority groups within TW staffing</p>	<p>2009 - 2011</p> <ul style="list-style-type: none"> • Succession Planning Committee to examine various staffing issues and encourage developmental opportunities 	<p>by new Canadians when searching for jobs or meeting potential employers</p> <p>2009 - 2011</p> <ul style="list-style-type: none"> • Develop recruitment and retention strategies to meet anticipated shortage of skilled staff in future years • Opportunities for secondments and co-op placements to improve depth of experience and attract new staff • Develop career pathing strategies to improve experience and skills of existing and new staff <p>INDICATORS</p> <ul style="list-style-type: none"> • Number of seasonal/summer staff hired annually • Number of Engineering Internship positions filled • Number of positions filled under Career Bridge program • Number of TW staff involved as mentors for the professional mentorship program • Number of individuals securing employment within TW following participation in the programs • Number of developmental, secondments and co-op placements

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
2. Leadership	<p>Equity Lens - Equity Analysis in Policy Development and Service Delivery</p> <p>Priority groups*: all the identified groups in the City's Access, Equity and Human Rights initiatives</p>	<p>2009</p> <ul style="list-style-type: none"> Disseminate Equity Lens requirements to the Policy and Program Development and Service Program areas so future policy and program development will consider the impact of the Equity Lens <p>2010 - 2011</p> <ul style="list-style-type: none"> Use of the Equity Lens review and impact statement in new policies and programs where targeted groups could be affected 	<p>2009</p> <ul style="list-style-type: none"> Awareness by staff of diversity issues <p>2010 - 2011</p> <ul style="list-style-type: none"> Increased awareness and effort in meeting broader needs of the diverse community <p>INDICATORS</p> <ul style="list-style-type: none"> Number of reports that identify Equity Lens assessments and barriers
3. Leadership & Service Delivery	<p>Preparation – AODA Customer Service Compliance</p> <p>Priority groups*: community at large, people with disabilities</p>	<p>2009</p> <ul style="list-style-type: none"> Review of AODA customer service standards and impact on existing policies/procedures/practices Assess impact on TW operations and service programs <p>2010</p> <ul style="list-style-type: none"> Documentation of policies dealing with delivery of goods or services to people with disabilities Develop and deliver Accessibility training program 	<p>2009</p> <ul style="list-style-type: none"> Identify gaps between existing policies/procedures/practices and what is required to accommodate people with disabilities If existing policies do not meet requirements, revise or develop new ones as required <p>2010</p> <ul style="list-style-type: none"> Inventory of documents for the public outlining policies, required training and customer feedback process Training of all customer service and policy staff

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		2011 <ul style="list-style-type: none"> • Customer feedback • Evaluation of customer service compliance 	2011 <ul style="list-style-type: none"> • Ongoing customer surveys • Analysis of survey results to determine degree of compliance achieved and identify gaps in service INDICATORS <ul style="list-style-type: none"> • Published documents addressing the requirements • Training program required for delivering the standards • Number of staff trained on the standards • Number of returned surveys • Quantifiable results from the analysis of the surveys including the success of the policies and recommendations on improvements to meet the standards
4. Service Delivery	Staff development Identify the priority groups*: community at large, all Access, Equity and Human Rights priority groups	2009 - 2011 Mandatory course attendance to develop awareness of diversity and self improvement	2009 - 2011 <ul style="list-style-type: none"> • An increased sensitivity and awareness of the diversity of the community and workplace as well as provision of improved customer service to a diverse community • Managing Human Rights Today – TW management required to attend (approximately 120 attended in 2008) • Human Rights in the Workplace – TW non-management staff are encouraged to attend • Toronto Public Service, Mission, Values

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Renovation of TW sites Priority groups*: people with disabilities</p> <p>Service Programs Priority groups*: seniors, low income residents</p> <p>Communications Priority groups*: community at large</p>	<p>2009 -2011</p> <ul style="list-style-type: none"> Design and renovation of facilities to accommodate persons with physical disabilities in accordance with City's Accessibility Design Guidelines <p>2009</p> <ul style="list-style-type: none"> Streamlining of TW Service Programs under one service area <p>2009 - 2011</p> <ul style="list-style-type: none"> Use the services of Communications and Public Consultation (PPFA) including: <ul style="list-style-type: none"> multi-lingual 24 Hour Comment Lines where public can express their concerns about specific projects interpreters for public meetings to enhance communication with multilingual groups translation of materials, advertisements purchased in community newspapers that reflect the diversity of the City 	<p>& Ethics – TW management required to attend</p> <ul style="list-style-type: none"> General Education Development (GED) – opportunity for TW staff to obtain a Grade 12 diploma (for those who are not proficient in reading or writing English, given oral test) <p>2009</p> <ul style="list-style-type: none"> Ongoing renovations to facilities include completion of new Service Program facility in 2009 (275 Merton St) <p>2009</p> <ul style="list-style-type: none"> Amalgamation of various TW Service Programs in order to better serve a more diverse community <p>2009 - 2011</p> <ul style="list-style-type: none"> Receive more input (concerns) from stakeholders in the broader community so projects outcomes will better reflect needs of community as a whole

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<ul style="list-style-type: none"> ○ apply “clear language” principles in written communications with the public ● Continued updating of the TW Accessibility Plan 	<ul style="list-style-type: none"> ● Provides direction and objectives in order to continually improve physical access to TW facilities by persons with disabilities in both the public and staff <p>INDICATORS</p> <ul style="list-style-type: none"> ● Number of renovations to upgrade facilities in order to meet City Accessibility Design Guidelines ● Improved public participation in Service Programs through increased number of applications ● Number of staff attending courses focused on human rights and diversity ● Annual update of TW Accessibility Plan
5. Building Strong Communities & Public Education and Awareness	<p>Infrastructure Renewal</p> <p>Priority groups*: people with disabilities, seniors, low income household</p>	<p>2009 - 2011</p> <ul style="list-style-type: none"> ● Encourage participation in community meetings on water issues to provide information to and receive input from the community ● Provide financial assistance to low-income households through various programs including: the Water Rebate for low income seniors and low-income persons with disabilities; and Drain Grant Additional 	<p>2009 - 2011</p> <ul style="list-style-type: none"> ● Increased awareness by more community groups around water issues including infrastructure renewal, flooding, water efficiency and water quality ● Assist persons from these priority groups to access an essential service as well as assist in times of financial hardship in order to maintain home ownership

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>Funding for low income households</p> <ul style="list-style-type: none"> • In participation with Communications and Public Consultation, ensure accessibility for public events/meetings including: <ul style="list-style-type: none"> ○ Venues should be accessible to persons with disabilities as well as to public transit ○ Use of non-religious buildings to ensure comfort for all members of the public • Publications on behalf of TW (Water Watch, Water Works) include information on high profile water issues/projects and/or contact information in several different languages • Flyers/door hangers/signs on behalf of TW District Operations. Provides information and awareness of TW infrastructure emergency and improvement issues/projects and/or contact information 	<ul style="list-style-type: none"> • By enhancing access, garner a broader range of community input for projects that will directly affect the residents of the City • Continue to provide content for issues of Water Watch and Water Works (and any City publication such as Our Toronto), which informs the public of programs and directs residents to the Language Line Service for inquiries in different languages • More inquiries and input from diverse community groups, allowing a broader range of community input for projects that will directly affect the residents of the City • Provide all customers with ongoing accurate, timely and efficient customer service <p>INDICATORS</p> <ul style="list-style-type: none"> • Number of public meetings and improved attendance by members of the community

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			<ul style="list-style-type: none"> • Increased interest and participation by the public in the Service Programs offered by TW • Increase in the number of inquiries to 311 for 2010 - 2011

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

Access, Equity and Human Rights Action Plan

2009-2011

Division:	Transportation Services
Director:	
CM/DCM	Richard Butts
Contact Information:	
Daniel Egan Manager, Pedestrian and Cycling Infrastructure 416-392-9065 / degan@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
Service Delivery	Community Projects Initiative, Neighbourhood Beautification Program, Public Realm Unit Priority groups: Diverse communities	2009-2011 To provide community groups with access to funding to implement neighbourhood improvements	2009-2011 Improved community building, integration of immigrants and refugees, and youth engagement, especially in priority neighbourhoods Indicators <ul style="list-style-type: none"> - Number of community groups that receive funding - Review of funded projects to assess their effectiveness in achieving objectives
Service Delivery	Accessible Pedestrian Signals (APS) Priority groups*:	2009 To reduce the delay between receipt of a request for APS Retrofit and installation 2010 To eliminate any remaining backlog of pre-	2009 Indicators Increase the number of intersection APS retrofits from the past annual average of 13 to 27.

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	people with disabilities (blind & visually-impaired)	<p>2010 APS Retrofit Requests</p> <p>2011 To retrofit existing intersections with APS within 12 months of receipt of a request (assuming demand remains relatively constant with past experience)</p>	<p>2010 Complete approximately 27 APS retrofits</p> <p>2011 Indicators All APS retrofits installed within 12 months of request</p>
Service Delivery	Pedestrian Countdown Signals (PCS)	<p>Note: Pedestrian Countdown Signal (PCS) Program is significantly ahead of schedule - 2,000 of the 2,100 signalized intersections have been equipped with PCS as of November 2008</p> <p>2009 Install PCS at 40 to 50 intersections</p> <p>2010 Install PCS at the remaining 40 to 50 intersections</p> <p>2011 Program completed</p>	<p>2009 Indicators PCS installed at 97% of signalized intersections</p> <p>2010 Indicators PCS installed at 100% of signalized intersections</p> <p>2011 Indicators Program completed</p>
Service Delivery	Street Furniture Program	<p>The Street Furniture Program will achieve two key objectives from an accessibility perspective:</p> <ul style="list-style-type: none"> - All furniture pieces are designed to be fully 	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>accessible</p> <ul style="list-style-type: none"> - The new placement guidelines (Vibrant Street Guidelines) will make the City's public sidewalks barrier-free. <p>2009 To rollout approximately 3551 new street furniture pieces, including:</p> <ul style="list-style-type: none"> - 400 transit Shelters - 200 benches - 1 accessible public washroom <p>2010 To rollout approximately 3137 new street furniture pieces, including:</p> <ul style="list-style-type: none"> - 400 transit Shelters - 200 benches - 2 accessible public washrooms <p>2011 To rollout approximately 3152 new street furniture pieces, including:</p> <ul style="list-style-type: none"> - 400 transit Shelters - 200 benches - 2 accessible public washrooms 	<p>2009 Indicators Approximately 6236 pieces of street furniture installed by end of 2009</p> <p>2010 Indicators Approximately 9373 pieces of street furniture installed by end of 2010</p> <p>2011 Indicators Approximately 12,525 pieces of street furniture installed by end of 2011</p>
Service Delivery	Essential Sidewalk Links Program	<p>2009 Approximately 10 km of new sidewalks installed as part of the capital works program</p>	<p>2009-2011 Indicators Improved accessibility for pedestrians, especially those with mobility/visual</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>2010 Approximately 10 km of new sidewalks installed as part of the capital works program</p> <p>2011 Approximately 10 km of new sidewalks installed as part of the capital works program</p>	disabilities in areas where sidewalks installed
Service Delivery	Winter Maintenance Service Review (Sidewalk Services)	<p>2009 To align bus stop and crosswalk snow clearing operation with sidewalk snow clearing</p> <p>To continue seniors and disabled sidewalk snow clearing service in areas where mechanical sidewalk clearing is not provided</p> <p>To install GPS in all sidewalk and bus stop snow clearing equipment</p> <p>2010 To review routing of sidewalk snow clearing</p>	<p>2009 Improved coordination and fewer blockages between transit stop and crosswalk connections with sidewalks</p> <p>Sidewalk frontages for seniors and residents with disabilities would continue to be cleared by the City free of charge in areas where mechanical clearing is not feasible</p> <p>Improved quality control and increased contract management to respond to missed locations</p> <p>2010 More frequent and responsive snow clearing</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>operation according to road classification</p> <p>To acquire and increase use of snow blowers and special purpose snow removal equipment</p> <p>2011 To review WheelTrans demands at major destinations to determine feasibility of increased snow removal to facilitate pick-up and drop-off of passengers</p>	<p>of sidewalks on main streets and transit routes with highest pedestrian demand</p> <p>Improved level of service for pedestrians after heavy snowfall or drifting snow</p> <p>2011 Easier loading and unloading of passengers with fewer blockages due to snow windrows</p>

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

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

Resources

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

Access, Equity and Human Rights Action Plan

2009-2011

Division: Executive Director:	Waterfront Secretariat Elaine Baxter- Trahair
CM/DCM	Richard Butts
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STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	Employment Equity Initiatives Priority groups*: This applies to all groups within the City's priority groups equally.	<p>2009 - 2011</p> <p>Provide job training and career planning opportunities for all staff, including those from the corporately identified priority groups.</p> <p>Work with Human Resources to recruit and provide outreach to ensure our workforce continues to be reflective of the community we serve.</p> <p>Provide training in courses for staff (including, but not limited to, such courses as Human Rights, Basics of Staffing, Equity Lens, Workplace Violence and Managing Across Generations) to increase awareness and sensitivity in a diverse workplace.</p>	<p>2009 – 2011</p> <p>OUTCOMES The expected outcome of our approach would be an increased sensitivity and awareness of the diversity of the workplace and a more diverse workforce. With “next level up” training, we would expect to be able to accomplish some succession planning.</p> <p>INDICATORS Indicators that our expected outcomes have been met would be an increase in the number and percentage of staff from priority groups.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			An indicator of more understanding and awareness of our employees' needs would be evidenced by the number of staff participating in training courses that address diversity in the workplace.
2. Leadership	<p>Equity Lens - Equity Analysis in Policy Development and Service Delivery</p> <p>Identify the priority groups*:</p> <p>This applies to all groups within the City's priority groups equally.</p>	<p>2009 – 2011</p> <p>Work with City Manager's office to identify reports on the AFS that may be appropriate for inclusion of an equity analysis.</p>	<p>2009 - 2011</p> <p>OUTCOMES Expected outcomes would include an awareness of the types of reports produced by the Waterfront Secretariat that could benefit from an equity lens analysis.</p> <p>INDICATORS The City Manager's office will be working with divisions in the future to identify reports on the AFS that may be appropriate for inclusion of an equity analysis. Therefore an indicator of results for PPFA would be the number of reports identified by the City Manager's office wherein we can include an equity analysis.</p>
3. Leadership & Service Delivery	<p>Preparation – AODA Customer Service Compliance</p> <p>Priority groups*:</p>	<p>2009 - 2011</p> <p>Ensure that the Division's and Waterfront Toronto's public meetings are located on or near a major transit route and in buildings that have accessible facilities in order to make the</p>	<p>2009 - 2011</p> <p>OUTCOMES An expected outcome could be higher participation by those people with disabilities due to a more open and accessible environment.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	People with disabilities	<p>meeting accessible to as many people as possible.</p> <p>Work with Waterfront Toronto and the City's Strategic Communications Divisions to ensure outreach on Waterfront issues spans the diversity of communities.</p>	<p>INDICATORS</p> <p>Indicators that our expected outcomes have been met would be an increase in the number of staff and community members with disabilities who participate in our public meetings or contact our comment line.</p>
4. Service Delivery	<p>[Identify the initiative(s) that removes barriers and ensures equitable benefits to priority groups.*]</p> <p>Priority groups*:</p> <p>This applies to all groups within the City's priority groups equally.</p>	<p>2009 - 2011</p> <p>Management staff will be encouraged to attend corporate Equity Lens training to give them the tools to identify and remove any barriers to divisional policies, programs or services.</p> <p>In 2008, all management staff attended Human Rights training courses.</p> <p>Over the period of 2009 – 2011, equity lens training will be offered to all staff.</p>	<p>2009 - 2011</p> <p>OUTCOMES</p> <p>The expected outcome would be an increased sensitivity and awareness of the diversity of the workplace.</p> <p>INDICATORS</p> <p>An indicator of success would be measured by the number of staff participating in training courses that address equity and human rights in the workplace.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
5. Building Strong Communities & Public Education and Awareness	<p>[Identify the initiative(s) that builds community capacity, provides program advice and increases diverse communities' participation in decision-making.]</p> <p>Priority groups*:</p> <p>This applies to all groups within the City's priority groups equally.</p>	<p>2009 - 2011</p> <p>Work with Waterfront Toronto to ensure that the Waterfront Public Realm is fully accessible</p> <p>Work with Waterfront Toronto to ensure Aboriginal outreach is an integral part of the development of Lake Ontario Park and in major Environmental Assessment Initiatives</p> <p>Work with Waterfront Toronto and Strategic Communications to ensure that outreach on Waterfront issues spans the diversity of Toronto's communities</p>	<p>2009 – 2011</p> <p>OUTCOMES Meetings that are open to the public will be at locations that are both physically accessible and near transit.</p> <p>INDICATORS The visual measurement of success would be increased participation by a larger cross-section of the community at open meetings, and that the Waterfront Public Realm will be enjoyed by all diverse communities in the City.</p>

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

Resources

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

Appendix E

Reporting to Acting Deputy City Manager and Chief Financial Officer Cam Weldon

Access, Equity and Human Rights Action Plan

2009-2011

Division:	Facilities & Real Estate
Director:	Chuck Donohue
CM/DCM	Cam Weldon
Contact Information:	
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STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	Employment Equity Initiatives Priority groups: All, with attention to People with disabilities	<p>2009 Facilities & Real Estate Division continues to perform accessibility audits to determine accessibility gaps. A multi-year implementation plan is in place to address these gaps.</p> <p>Facilities & Real Estate continues to assist other divisions to identify and seek funding to address building accessibility concerns for employees and the public.</p> <p>Facilities & Real Estate Division continues to consult with the City's Fair Wage and Labour Trades Office prior to the award of any contracts.</p>	<p>2009 Facilities & Real Estate Division has completed accessibility audits for over 120 buildings. Facilities & Real Estate Division allocates approximately \$1.5 Million dollars in it's Capital Budget Submission annually to address the gaps identified in the accessibility audits. All Facilities & Real Estate buildings are to be scheduled for retrofits in a multi-year plan for compliance with the City of Toronto Accessibility Design Guidelines. The expected outcome will provide opportunities for employment for people with disabilities and will allow the community to access and participate in the many services the City has to offer.</p> <p>All contracts will comply with the anti-discrimination requirement of the Worker's Rights Policy. This will</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	Mentoring Program Priority groups: All	<p>The Facilities and Real Estate Division are participating in a mentoring program to improve immigrant's access to professions and trades – Career Bridge initiative.</p> <p>2010 Same as 2009</p> <p>2011 Same as 2009</p>	<p>improve worker's rights.</p> <p>Improved access of internationally trained professionals to engineering positions.</p> <p>Indicators Tracking the employment outcome of the internationally trained engineers participating in the program</p> <p>2010 Same as 2009</p> <p>2011 Same as 2009</p>
2. Leadership	Provision of Related Training for Management Staff Priority groups: All	<p>2009 Facilities & Real Estate Division has implemented mandatory Human Rights training for Management and Non-Union Employees.</p> <p>Facilities & Real Estate Division will provide continued mandatory education awareness training to staff to understand better the accessibility needs of people with diverse disabilities.</p>	<p>2009 Facilities & Real Estate Division will increase awareness of Human Rights and Equity issues.</p> <p>Facilities & Real Estate Division continues to provide yearly technical and accessibility awareness training to employees. The training provided is based on the City of Toronto's priorities to improve access for people with disabilities.</p> <p>Accessibility Design Guidelines. The expected outcome will provide employees with the necessary tools</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>Facilities & Real Estate Division will provide Customer Service awareness training to staff to understand better the requirements of the AODA regulation.</p> <p>2010 Same as 2009</p> <p>2011 Same as 2009</p>	<p>to ensure that contracted consultants and General Contractors are designing and building to a standard that better reflects the needs of the community with varying disabilities.</p> <p>Facilities & Real Estate Division staff will be equipped with sensitivity skills to address people with varying disabilities.</p> <p>2010 Same as 2009</p> <p>2011 Same as 2009</p>
3. Leadership & Service Delivery	<p>Preparation – AODA Customer Service Compliance</p> <p>Priority groups: People with disabilities</p>	<p>2009 Facilities & Real Estate Division will develop a Customer Service Policy to comply with the requirements of the AODA.</p> <p>Facilities and Real Estate Division co-ordinated the development of the City of Toronto Accessibility Design Guidelines. Endorsed by Council in 2004, Facilities and Real Estate Division has since developed this document in large print format and in Text version.</p>	<p>2009 Facilities & Real Estate Customer Service Policy will complement the City of Toronto Accessibility Design Guidelines and further reinforce the need for compliance. The outcome will allow customer services operations to be accessible to people with disabilities.</p> <p>This initiative provides a wider range of communication for employees and public with visual disabilities and allows them the opportunity to participate in discussions/inquiries related to accessibility.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>2010 Provide Customer Service training as required under the AODA. (Training would encompass policies, procedures and best practices to address the provision of goods or services to persons with disabilities).</p> <p>2011 Refresher Training sessions to continue.</p>	<p>2010 Mandatory training will ensure staff can communicate with people with disabilities in a manner that takes into consideration their independence and dignity. Indicators Feedback from training participants</p> <p>2011 Repeated training will further reinforce Customer Service requirements Indicators Feedback from training participants.</p>
4. Service Delivery	Priority groups: People with disabilities	<p>2009 Facilities & Real Estate has a multi-year implementation construction plan in place to remove barriers on properties under the jurisdiction portfolio of Facilities & Real Estate.</p> <p>Facilities & Real Estate continues to assist other divisions to identify, seek funding and construct to address building accessibility concerns for employees and the public.</p>	<p>2009 Facilities & Real Estate plans to renovate/upgrade accessibility in 4 facilities. These renovations will allow the community and staff to participate in the work force and access programs/services offered by the City of Toronto. Indicators Completion of renovations and upgrades</p> <p>Other divisions can make their services/programs available for participation to people with disabilities. Indicators Feedback from divisions</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>2010 Same as 2009</p> <p>2011 Same as 2009</p>	<p>2010 Same as 2009</p> <p>2011 Same as 2009</p>
5. Building Strong Communities & Public Education and Awareness	<p>Priority groups: All, with attention to people with disabilities</p> <p>Facilities and Real Estate Division to report any hate</p>	<p>2009 Facilities & Real Estate Division responds to a community or other divisions' request for technical accessibility design information.</p> <p>Facilities & Real Estate is often requested to provide presentations on City of Toronto Accessibility Design Best Practices to international delegations.</p> <p>When requested, Facilities & Real Estate participates in Barrier Free design projects by students.</p> <p>Facilities & Real Estate confers with the technical sub group of the interdivisional staff team on Access, Equity and Human Rights on an as required basis for input on special projects.</p> <p>All hate-related graffiti will be reported to Corporate Security and to the Toronto Police Service for documentation and investigation.</p>	<p>2009 Other divisions can improve access for their clients with disabilities. Facilities & Real Estate's assistance with technical design issues can assist communities make informed choices.</p> <p>International delegations can learn from City of Toronto's successes to better improve accessibility in their country. The sharing of information is priceless.</p> <p>This opportunity allows students to expand their knowledge of Barrier Free Design beyond the Ontario Building Code.</p> <p>Facilities & Real Estate can learn from 'real life' demands of a particular disability and apply the recommendation to benefit the group it is intended for.</p> <p>Investigation by Police may lead to arrests and/or cessation of the hate graffiti.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>related graffiti to the Toronto Police Service</p> <p>Facilities and Real Estate division will remove all graffiti from City buildings as quickly as possible.</p>	<p>Once a City policy on Graffiti is adopted, Facilities and Real Estate will comply with this Policy.</p> <p>2010 Same as 2009</p> <p>2011 Same as 2009</p>	<p>Once immediate photographs are taken for investigation purposes, the graffiti will be removed in order to display that these actions are not condoned and will be dealt with expeditiously.</p> <p>Indicators Number of hate-related graffiti reported and removed</p> <p>2010 Same as 2009</p> <p>2011 Same as 2009</p>
	<p>Priority groups: People with Disabilities</p>	<p>2009 Facilities & Real Estate continues to participate and assist with accessibility design issues on special projects</p> <ul style="list-style-type: none"> • Nathan Phillips Square Revitalization • Union Station Expansion • College St. Boulevard Expansion 	<p>2009 Accessibility design that realistically reflects the needs of people with disabilities.</p> <p>Indicators Assessing the extent accessibility design is incorporated in the special projects</p>

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Access, Equity and Human Rights Action Plan 2009-2011

Office of the Chief Financial Officer: Corporate Finance, Finance &
Administration, Financial Planning and Special Projects

Division:	Office of the Chief Financial Officer
DCM:	Cam Weldon
Contact Information:	
Vanessa Ferrone Business Support Analyst 416-397-8991 vferron@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	<p>Employment Equity Initiatives</p> <p>Priority groups: All groups in the City's AEHR initiatives</p> <p>Participation in the City's Profession To Profession: Mentoring Immigrants Program</p> <p>Priority groups: Immigrants</p>	<ul style="list-style-type: none"> To promote new staff attendance in the City's orientation program. To incorporate and promote the City's access and equity programs and training in the divisional orientation packages. To respond to requests for accommodations; specialized equipment is made available upon request. Provide support and advice to trained professionals new to the City during their search for employment. 	<p>OUTCOMES</p> <ul style="list-style-type: none"> A corporate orientation package that includes information on the City's access and equity policies and practices. Equitable access to employment opportunities and a workforce reflective of the diverse population of our community. Benefits to health and quality of life. Increased productivity. <p>INDICATORS</p> <ul style="list-style-type: none"> Number of employees taking the orientation program and/or training.

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
			<ul style="list-style-type: none"> Improved leadership and ability to work with internationally trained colleagues.
2. Leadership & Service Delivery	Preparation – AODA Customer Service Compliance Priority groups: People with disabilities	<ul style="list-style-type: none"> Review divisions’ policies to ensure compliance with AODA standards. 	OUTCOMES <ul style="list-style-type: none"> Policies and procedures that fulfill AODA standards where applicable. INDICATORS <ul style="list-style-type: none"> Compliance with AODA standards.
3. Building Strong Communities & Public Education and Awareness	Accessible participation in the budget process Priority groups: All groups Multi-lingual and accessible printed materials and advertisement Priority groups: Residents who lack English, immigrants and refugees, people with disabilities	<ul style="list-style-type: none"> Provide equitable opportunities for residents of all backgrounds and members of the general public to participate in the City’s decision-making process. Coordinate public consultations in locations that are wheelchair accessible. Promote strategic advertising in multi-ethnic / community publications to reach Toronto’s diverse audience. Encourage and assist clients in using clear language and design to ensure materials are useable by the widest possible audience. Design Internal Services website so it is useable by the widest possible audience. 	OUTCOMES <ul style="list-style-type: none"> Greater turnout at City events. Enhanced information sharing to all audiences (i.e., enhanced web site, public consultations, etc.). INDICATORS <ul style="list-style-type: none"> Use of a variety of communication tools MS WORD training for staff regarding preparing a document for PDF

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	Accessible, user-friendly website		<p>conversion.</p> <ul style="list-style-type: none"> • Corporate policy for the creation of PDFs. • Create accessible PDFs for web posting where technology allows

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Access, Equity and Human Rights Action Plan 2009-2011

Division:	Fleet Services
Director:	Gerry Pietschmann
CM/DCM	Cam Weldon (acting)
Contact Information:	
John Bellinger Manager Safety & Training 416-338-1101 jbellinger@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Leadership & Service Delivery	Employment Equity Initiatives: Priority groups: People with disabilities	Assist staff/job applicants with hearing loss to provide access to equipment, operational jobs and training courses.	Outcomes: Fleet Services provides advice on improving access, course modification, vehicle training. ASL services are provided as required Job applicants and employees with hearing loss successful in obtaining alternate work opportunities Indicators: Ongoing success in providing assistance in obtaining alternative jobs to drivers with hearing loss.
		2009 continue practice & review annually	2009 continue practice & review annually
		2010 continue practice & review annually	2010 continue practice & review annually
		2011 continue practice & review annually	2011 continue practice & review annually

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
2. Leadership and Service Delivery	<p>Employment Equity Initiatives:</p> <p>Priority groups: People with language and communication barriers</p>	<p>Provide Staff /job applicants who may have literacy issues, English proficiency and communication barriers such as dyslexia, access to equipment and operational jobs</p> <p>Provide accessibility to driving positions by assisting with:</p> <ul style="list-style-type: none"> • Verbal testing • Provide study material • Hands on training focused to the driver's needs <p>2009 continue practice & review annually</p> <p>2010 continue practice & review annually</p> <p>2011 continue practice & review annually</p>	<p>Outcomes: Job applicants with poor reading /writing skills better equipped to pass written exams and obtain driving positions and advances.</p> <p>Indicators: Ongoing success in providing alternate work opportunities to staff with language barriers, dyslexia, poor reading/writing skills and English as a second language.</p> <p>2009 continue practice & review annually</p> <p>2010 continue practice & review annually</p> <p>2011 continue practice & review annually</p>
3. Leadership & Service Delivery	<p>Employment Equity:</p> <p>Priority groups: People with disabilities</p>	<p>Specific employee needs to be addressed.</p> <p>Purchase/modify vehicles to accommodate staff and clients with restricted mobility</p> <p>Research vehicle availability, consult with Ergonomics to purchase and make modifications to equipment /vehicles, addressing needs as identified by staff and ergonomic assessment.</p> <p>Modify vehicle specifications to meet ergonomic requirement and MSD prevention.</p>	<p>Outcomes: All new vehicles to have vehicle purchase specifications meet ergonomic assessment</p> <p>All new vehicles meet ergonomic requirements.</p> <p>Wider range of staff accommodation, and vehicle fit applied.</p> <p>Indicators: Wider range of vehicles/equipment</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>2009 continue practice & review annually</p> <p>2010 continue practice & review annually</p> <p>2011 continue practice & review annually</p>	<p>purchased, have ergonomic review completed.</p> <p>2009 continue practice & review annually</p> <p>2010 continue practice & review annually</p> <p>2011 continue practice & review annually</p>
4. Leadership & Service Delivery	<p>Employment Equity</p> <p>Priority groups: People with medical restrictions</p>	<p>Assist Employees with medical restrictions in retaining driving positions Provide Medical / Vision Waiver information.</p> <p>2009 continue practice & review annually</p> <p>2010 continue practice & review annually</p> <p>2011 continue practice & review annually</p>	<p>Outcomes: City employees able to retain Ontario license and continue to operate vehicle operation and provide service delivery</p> <p>Indicators: Ongoing success in retaining Provincial licenses with staff.</p> <p>2009 continue practice & review annually</p> <p>2010 continue practice & review annually</p> <p>2011 continue practice & review annually</p>
5. Leadership & Service Delivery	Employment Equity	<p>2009-Provide Training – To Fleet Staff regarding Access, Equity, Diversity, Racism and Discrimination</p> <p>2010 continue practice & review annually</p>	<p>Outcomes:</p> <p>2009- Improved tolerance and accepting of Diversity & Equity</p> <p>2010 continue practice & review annually</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		2011 continue practice & review annually	2011 continue practice & review annually

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Access, Equity and Human Rights Action Plan

2009-2011

Division:	Information & Technology
Director:	Dave Wallace, CIO
CM/DCM	Cam Weldon
Contact Information:	
Trish Garner Manager, The Web Competency Centre 416.392.7797 / tgarner@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	To promote awareness and use of assistive technology for staff. Priority groups*: People with disabilities	2009 To develop a set of corporate guidelines for assistive software tools for staff with disabilities. To establish a standard portable document format [PDF] accessible by all staff. 2010 To establish corporate standards for other assistive technology devices such as screen readers. To foster increased awareness among staff about assistive technology and creating accessible documents. 2011 To aid in the establishment of a staff education program on creating accessible documents.	Increase the ability for staff with disabilities to access e-mail attachments, particularly with respect to those accompanying broadcast-type corporate messages from senior staff. Indicators 2009-2011 Percentage of accessible broadcast messages and messages from senior staff; few or no unreadable messages and file attachments for staff using assistive technology; fewer complaints from staff.
2. Leadership	Equity Lens - Equity Analysis in	2009 To establish standards and guidelines in the	2009 Policy, standards and guidelines are

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	<p>Policy Development and Service Delivery</p> <p>Web Content Management: Services and information</p> <p>Priority groups*: People with disabilities</p>	<p>creation and management of Web content.</p> <p>2010 To develop a mechanism for continual audit and testing of online tools and techniques.</p> <p>2011 To carry out comprehensive audits of the City's website.</p>	<p>incorporated in the Web content management system currently under development.</p> <p>2010 The Web content management tool is successfully rolled out to staff – Web accessibility standards are maintained.</p> <p>Indicators Audit and testing mechanisms developed</p> <p>2011 Audits indicate degree that Web content management standards are being adopted and implemented by divisional staff</p> <p>Indicators Number of audits and audit results</p>
3. Leadership & Service Delivery	<p>Preparation – AODA Customer Service Compliance</p> <p>Appropriate application of AODA Customer Service Standards and Communications</p>	<p>2009-2011 To continue the work of the Web Accessibility and Assistive Technology [WAAT] team in promoting awareness among all levels of staff with respect to the importance of online accessibility. To advise and assist divisions and program areas in making City information and services available and accessible online To help City staff identify and resolve potential</p>	<p>2009-2011 Knowledgeable workforce: increased awareness, trained in how to make information accessible online. Increased levels of compliance with AODA standards.</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	Standards [when adopted] Priority groups*: People with disabilities	problems [e.g., creating inaccessible records from files containing only scanned images].	
4. Service Delivery	To make the City's websites accessible in accordance with international standards. Priority groups*: People with disabilities	<p>2009 To establish accessibility goals and objectives in the redesign of the City's Internet site</p> <p>2010 To launch a redesigned City website which is compliant with W3C standards and with AODA guidelines.</p> <p>2011 To conduct an accessibility audit of the redesigned website and assess degree of compliance by contributing division and program areas, especially with respect to services offered online.</p>	<p>2009 Indicators A set of redesign guidelines in accordance with W3C [World Wide Web Consortium] standards.</p> <p>2010 Indicators Public and staff surveys and feedback</p> <p>2011 Indicators Results of audit.</p>
5. Building Strong Communities	Foster the development of features and online	<p>2009 Engage City staff and the public in redesigning the City's website and in building features</p>	<p>2009 Indicators An accessibility plan as a component of the</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
& Public Education and Awareness	portals of interest targetting priority group Priority groups*: People with disabilities; people with low literacy; immigrants and refugees; seniors, youth	which improve accessibility. Incorporate features in the redesign which help address accessibility concerns [e.g., a translation component] 2010-2011 Continually survey to improve the City's website offerings	City's master redesign framework. 2010-2011 A more functional, interactive but accessible website Indicators As measured by public surveys and feedback

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Access, Equity and Human Rights Action Plan

2009-2011

Office of the Treasurer: Accounting Services Division, Pension, Payroll and Employee Benefits Division, Purchasing and Materials Management Division, and Revenue Services Division

Division:	Office of the Treasurer
Acting Treasurer:	Giuliana Carbone
Directors	Mike St. Amant, Ivana Zanardo, Victor Tryl, Casey Brendon
CM/DCM	Cam Weldon
Contact Information: Accounting: Selvan S. Mogan 416-392-5376 / smogan@toronto.ca Pension Payroll & Employee Benefits Akbar Haji, Payroll Supervisor 7-5428 / ahaji@toronto.ca Purchasing and Material Management Victor Tryl, Acting Director 416-392-7312 / vtryl@toronto.ca Revenue: Rick Sullivan, Manager, Customer Service 416-395-1099 / rsulliva@toronto.ca	

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
1. Economic Participation	Employment Equity Initiatives Priority groups*: ALL	<ul style="list-style-type: none"> Continue to be an equal opportunity employer relating to hiring and promotion practices, as well as in the application of all human resources policies and procedures Continue to accommodate special needs or requirements for staff, pensioners and the public, i.e. TDD, accessible counters, 	<p>Expected Outcome(s)</p> <ul style="list-style-type: none"> Increase the number of employees from all priority groups to better reflect the community at large <p>Indicator(s)</p> <ul style="list-style-type: none"> Number of new employees hired by priority groups (new) <p>Expected Outcome(s)</p> <ul style="list-style-type: none"> Cultivate a work environment that is supportive of special needs for staff

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
		<p>special equipment including furniture, telephone handsets with volume controls for hearing impaired, and telephone headsets for staff to reduce neck strain.</p> <ul style="list-style-type: none"> ▪ Provide a harassment-free work environment for all staff and members of the public 	<p>Indicator(s)</p> <ul style="list-style-type: none"> ▪ Number of accommodations made for staff (new) <p>Expected Outcome(s)</p> <ul style="list-style-type: none"> ▪ Equitable treatment of people regardless of race, gender, or sexual orientation <p>Indicator(s)</p> <ul style="list-style-type: none"> ▪ Reduction in grievances and human rights complaints
2. Leadership	<p>Training</p> <p>Priority groups*: ALL</p>	<ul style="list-style-type: none"> ▪ Provide training to Management staff on access, equity, human rights and diversity issues and corporate initiatives. Note: Management staff attendance is a Corporate Mandate to be completed by 1st quarter 2009) ▪ Investigate through HR further training on Human Rights for all staff ▪ Communicate and remind divisional staff of the City's policies in the area of human rights and diversity through manager, supervisor and staff meetings which are held regularly ▪ Participate and support the Immigrant Mentorship Program 	<p>Expected Outcome(s)</p> <ul style="list-style-type: none"> ▪ Improved knowledge, sensitivity and understanding by staff of issues relating to access, equity, human rights and diversity <p>Indicator(s)</p> <ul style="list-style-type: none"> ▪ Number of management staff trained on Human Rights ▪ Number of union staff trained on Human Rights ▪ Number of staff participating in Mentorship Program (new)

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
	Equity Lens Priority groups*: ALL	<ul style="list-style-type: none"> Continue to provide education and training to staff in understanding and applying an equity lens to all functions, to better understand the needs of the City's diverse communities i.e. Equity Analysis in Policy Development and Service Delivery, Routine Disclosure and Lobbyist Disclosure Registry training, etc. 	<p>Expected Outcome(s)</p> <ul style="list-style-type: none"> Improved knowledge and understanding by staff of equity concepts in policy development and service delivery <p>Indicator(s)</p> <ul style="list-style-type: none"> Number of management/union staff completing training on equity initiatives
3. Public Education and Awareness	<p><i>Purchasing and Materials Management (PMMD)</i></p> <p>Supplier Briefings</p> <p>Priority groups*: ALL</p>	<ul style="list-style-type: none"> Continue to conduct Supplier Briefing Sessions to encourage participation in City's purchasing process Continue to provide all new vendors with a copy of the City's Declaration of Non-Discrimination Policy to ensure they are aware of access, equity and human rights issues as it relates to their obligations in the city-supplier relationship 	<p>Expected Outcome(s)</p> <ul style="list-style-type: none"> Increase awareness of the City's procurement processes Educate potential suppliers on how to bid on city business opportunities to increase chances of success in obtaining City business <p>Indicator(s)</p> <ul style="list-style-type: none"> Number of supplier briefings conducted Number of bids received <p>Expected Outcome(s)</p> <ul style="list-style-type: none"> All vendors will be aware of access, equity and human rights issues as it relates to their obligations in the city-supplier relationship <p>Indicator(s)</p> <ul style="list-style-type: none"> Note: These forms are completed by the

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
4. Service Delivery (continued)	disabilities; immigrants and refugees	other language interpreters for vendor briefing sessions and meetings as required	conducive and supportive for any special needs of vendors Indicator(s) Number of accommodations made (new)
	<i>Purchasing and Materials Management (PMMD)</i>		
	Purchasing Processes Priority groups*: ALL	<ul style="list-style-type: none"> Continue to refine and improve business processing (Online Call Document system and quality of call documents) 	Expected Outcome(s) <ul style="list-style-type: none"> Improve relationships with the vendor community by improving process efficiencies i.e. clearer scope of work for the vendor to review/assess before making purchase online Develop creative ways to obtain required goods and/or services while reducing costs to the City. Indicator(s) <ul style="list-style-type: none"> Number of call documents purchased and downloaded from the City's internet site
	<i>Revenue Services (RSD)</i>		
	AODA Customer Service Compliance and multilingual services	<ul style="list-style-type: none"> Continue to assess locations and services delivered via the Revenue Services counters to ensure that they continue to meet accessibility criteria, and offer as many current services at each location Continue to assess methods used to 	Expected Outcome(s) <ul style="list-style-type: none"> Assists the public in accessing Revenue Services Comply with the AODA accessible customer service standards Allows for greater understanding

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
4. Service Delivery (continued)	<p>Priority groups*: people with disabilities; people with low literacy, immigrants and refugees</p>	<p>provide information to employees and retirees to ensure they meet accessibility criteria</p> <ul style="list-style-type: none"> Continue to work with the CNIB, corporate communications and printing vendor in evaluating the need to make tax and utility bills/publications available in Braille 	<p>provided in customer's native language</p> <p>Indicator(s)</p> <ul style="list-style-type: none"> Number of calls/customers using Language Line interpreters and/or in-house translation
	<p>Revenue Services (RSD)</p>	<ul style="list-style-type: none"> Ensure that the multi-lingual messaging on all Revenue Services publications reflects the languages that are most commonplace in the City of Toronto Continue to provide in-house translation as well as Language Line interpreters when dealing with ESL customers in the Revenue Services Call Centre and Metro Hall First Appearance Facility Continue to create new forms on Revenue Services web site relating to Property Tax, Utility billing, Property Tax Appeals, Tax/Utility Certificates, and pre-authorized tax/utility programs 	<p>Expected Outcome(s)</p> <ul style="list-style-type: none"> Improved customer access to Revenue Services products <p>Indicator(s)</p> <ul style="list-style-type: none"> Number of forms made available on website
	<p>Forms Design</p> <p>Priority groups*: ALL</p>		

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
4. Service Delivery (continued)	Multi-channel access to services Priority groups*: ALL	<ul style="list-style-type: none"> Create a dedicated e-mail address for Property tax inquiries as well as Utility billing Create a new alternative dispute process (ADR) allowing the public to dispute parking infractions on-line or over the telephone Launch Integrated Voice Response System (IVR), allowing easy access to tax/utility/parking tag and court information and payment options, as well as entering water meter readings 24 hours per day 	<p>Expected Outcome(s)</p> <ul style="list-style-type: none"> Improved customer access to Revenue Services products and services <p>Indicator(s)</p> <ul style="list-style-type: none"> Number of e-mail inquiries received in dedicated e-mail address boxes Number of parking tag disputes settled via on-line or telephone ADR process Number of call received via IVR system for parking tag payments and water meter readings Number of customers served in person at Revenue Services' counter locations
5. Building Strong Communities	<p><i>Purchasing and Materials Management (PMMD)</i></p> <p>Advertising Campaigns</p> <p>Priority groups*: ALL</p> <p>Multi-lingual</p>	<ul style="list-style-type: none"> Launch new advertising campaign to reach ethnic, minority, local and community businesses to participate in competing for business with the City. This will include printing supplier brochures in Braille for vendors who are visually impaired Offer Purchasing materials/instructions 	<p>Expected Outcome(s)</p> <ul style="list-style-type: none"> Improved knowledge of vendor community on how to compete for business opportunities with the City of Toronto <p>Indicator(s)</p> <ul style="list-style-type: none"> Number of advertising campaigns initiated <p>Expected Outcome(s)</p>

STRATEGIC DIRECTION	NAME OF INITIATIVE	OBJECTIVES	EXPECTED OUTCOMES/ INDICATORS
5. Building Strong Communities	materials Priority groups*: immigrants and refugees, people with low literacy	on how to bid for City business in the multi-languages of the City's various ethnic groups	<ul style="list-style-type: none"> Improve access to vendors with multi-languages from various ethnic groups for business opportunities with the City of Toronto <p>Indicator(s)</p> <ul style="list-style-type: none"> Number of languages material/ instructions are available (new)
	<p>Revenue Services (RSD)</p> <p>Multi-lingual materials</p> <p>Priority groups*: immigrants and refugees, people with low literacy</p>	<ul style="list-style-type: none"> Continue working with Corporate Communications in publishing important information regarding Revenue Services initiatives in community and ethnic newspapers 	<p>Expected Outcome(s)</p> <ul style="list-style-type: none"> Improve accessibility and opportunity for all community and ethnic groups <p>Indicator(s)</p> <ul style="list-style-type: none"> Number of languages material/ instructions are available

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