



## STAFF REPORT ACTION REQUIRED

### 2011 Progress Report on Equity, Diversity and Human Rights (EDHR) Achievements

<b>Date:</b>	March 27, 2012
<b>To:</b>	Executive Committee
<b>From:</b>	Joseph P. Pennachetti, City Manager
<b>Wards:</b>	All
<b>Reference Number:</b>	

#### SUMMARY

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The City Manager reports regularly to Council on divisional delivery of programs and services to Toronto's diverse population. It is the priority of the City to provide accessible and equitable programs and services to residents and employers. Addressing equity, diversity and human rights and embedding these principles and practices in program and service delivery helps the City reach its goal of being a welcoming, inclusive and prosperous city. Furthermore, it helps the City achieve Customer Service Excellence and meet legislative and policy obligations.

The 2011 Progress Report on Equity, Diversity and Human Rights Achievements takes a new approach to tracking the programs and services that are delivered to Toronto's residents and the Toronto Public Service. In the first year of this new approach, we have collected baseline data from the program and service delivery. The baseline data will serve as reference points for assessing the results and effectiveness of the programs and services over a period of time.

The baseline data in this report focus on two of the City's priority areas: 1) City as an employer and 2) City as a provider of customer service. The report also includes divisions' leading examples and good practices in equity, diversity and human rights that have had a positive impact on diverse residents and clients.

In addition, this report informs Council on the future implementation of equity, diversity and human rights initiatives in the City. The Office of Equity, Diversity and Human Rights (EDHR) will: 1) develop an integrated Corporate Equity, Diversity and Human Rights Framework to assist divisions in planning and delivering equity, diversity and

human rights services to employees and residents; 2) implement Employment Equity programs to make the Toronto Public Service a diversity champion.

The Office of EDHR is a resource to the Toronto Public Service. It performs this role by:

- building trusting and collaborative relationships with City divisions
- supporting the City in meeting its legislative and policy obligations in access, equity and human rights
- supporting all employees in demonstrating their commitment to equity, diversity and human rights
- driving and shaping innovative organizational change at the Toronto Public Service
- promoting a culture of sharing, learning and responsiveness
- creating the tools to embed equity, diversity and human rights into all functions of the Toronto Public Service.

The objectives of a Corporate Equity, Diversity and Human Rights Framework are twofold: to enable divisions to embed equity, diversity and human rights principles and practices and to strengthen their capacity to assess the outcomes of their equity, diversity and human rights initiatives. This framework will include an Equity and Inclusion Lens, an improved and expanded version of the Equity Lens, and Equity Outcome Assessment tools.

The Office of EDHR will also continue to build on the successes of the Employment Equity programs by: working with unions to build support for the workforce survey among members; continuing successful programs and activities that support the goals of the City's equity and diversity goals; launching new initiatives based on needs identified by the Workforce Survey, employee feedback and input from divisions; and starting in 2012, holding an annual workforce survey with a specific emphasis on low response divisions.

## **RECOMMENDATIONS**

The City Manager recommends that:

1. City Council receive this report for information.

### **Financial Impact**

The recommendations will have no financial impact beyond what has already been approved in divisions' budgets.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact statement.

### **Equity Impact Statement**

Divisions' efforts to provide accessible, equitable and barrier - free services to their customers and clients help to enhance the City's capacity as a whole to achieve customer service excellence, meet legislative and policy obligations, and make Toronto an equitable, inclusive and prosperous city.

## **DECISION HISTORY**

City Council requires the submission of regular status reports on access, equity and human rights achievements, as recommended by the Task Force on Community Access and Equity, 1999 and Plan of Action for the Elimination of Racism and Discrimination, 2003. <http://www.toronto.ca/legdocs/2003/agendas/council/cc030414/pof3rpt/cl003.pdf>

In 2008, Council further directed that future status reports be modelled after the benchmarking performance report of the Ontario Municipal CAOs' Benchmarking Initiatives (OMBI) and include quantitative results where available.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2008.EX22.12>

In 2010, Council directed Division Heads to continue to address those areas requiring action that are identified in the *Status Report – 2009 Access, Equity and Human Rights Achievements* from the City Manager and requested the City Manager to submit a report to the Executive Committee providing a status report on employment equity issues with timelines for further reports and action strategies.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2010.EX46.21>

## **ISSUE BACKGROUND**

Diversity defines the City of Toronto. Toronto is one of the most diverse cities in the world. The City recognizes that diversity encompasses a wide range of similarities and differences among all people. However, to focus its efforts and resources on areas where it will create the most impact, the current priority groups for the City's equity, diversity and human rights initiatives are: the Aboriginal Peoples, people with disabilities, visible/racial minorities, immigrants and refugees, LGBTTTQ, low income people, seniors and youth. The City has also identified four Employment Equity-designated groups: Aboriginal Peoples, people with disabilities, visible/racial minorities and women.

The City's diversity profile from available Census data, Statistics Canada and other sources show the following characteristics:

- Given that there is a serious issue of undercounting in the Census, the Aboriginal Peoples' population is estimated to be anywhere between 32,000 and 70,000. Based on Census data alone, the City has the largest urban Aboriginal population in Ontario. Toronto's Aboriginal population has more than doubled since 2001.
- Fifty per cent (50%) of Toronto residents were born outside of Canada.
- There are more than 200 ethnic origins among Toronto residents.
- Forty-seven per cent (47%) of Toronto residents are visible minorities.
- There are over 90 faith groups in Toronto.
- Over 140 languages and dialects are regularly spoken. Thirty-one per cent (31%) of city residents spoke a home language other than English or French.
- Women make up 52% of Toronto residents.
- Lesbian and gay people are estimated to be 10% of Canada's population.

- People who have some form of disability are estimated to be 17% of Toronto's population.
- Fourteen per cent (14%) of the City's population is over the age of 65, the fastest growing age group.
- Thirteen per cent (13%) of Toronto's population is between ages 15 - 24. Toronto youth are diverse.

Research from various divisions supports the imperative that City services must address the needs of a diverse population in order to promote the well being of all residents and maintain the city's social cohesion and prosperity.

The Social Development, Finance and Administration division, in its report *Profile of Low Income in the City of Toronto*, reveals that a disproportionate number of low-income persons in Toronto are female, senior, youth, Aboriginal, racialized people, recent immigrants, people with disabilities, or people relying on precarious work.

[http://www.toronto.ca/demographics/pdf/poverty\\_profile\\_2010.pdf](http://www.toronto.ca/demographics/pdf/poverty_profile_2010.pdf).

Employment and Social Services, in its recent report *Working as One: a Workforce Development Strategy for Toronto*, pointed out that persistently high unemployment impacts especially people looking for employment for the first time. Unemployment rates among youth and newcomers are at least twice the general rate and are higher in the city's poorest neighbourhoods.

<http://www.toronto.ca/legdocs/mmis/2012/ed/bgrd/backgroundfile-45050.pdf>

The study *The Unequal City: Income and Health Inequalities in Toronto*, prepared by Toronto Public Health, finds that health inequities are related not only to low income, but also to social determinants, such as immigration and settlement status, racialization and education. To pursue better health for the city as a whole, City services such as Toronto Public Health should ensure "equal access to universal services focusing on reaching people with greater health needs."

[http://www.toronto.ca/health/map/pdf/unequalcity\\_20081016.pdf](http://www.toronto.ca/health/map/pdf/unequalcity_20081016.pdf).

There are many other compelling reasons why the City must address equity, diversity and human rights:

- The City is required to comply with the Accessibility for Ontarians with Disabilities Act (AODA), Ontario Human Rights Code and the Occupational Health and Safety Act. City divisions must address equity, diversity and human rights in services and programs to ensure the City is compliant with legislative requirements. Compliance is essential to protecting the City from expensive lawsuits and fines.
- The Martin Prosperity Institute (MPI), one of the world's leading think-tanks, conducted research into the costs of social exclusion in the implementation of AODA accessibility standards. It found that exclusion exacts significant costs through increased health care demands and poverty-related social problems. When people cannot participate in social and economic life, society as a whole loses extremely valuable contributions from its citizens.

- The Toronto Public Service (TPS) is being called upon to improve customer service to residents in Toronto. Given the diverse customer base in Toronto, the TPS cannot achieve customer service excellence without providing services that deliver positive and equitable outcomes to diverse residents and clients.
- Support for a diverse and inclusive Toronto Public Service is vital to Toronto, and plays an important part in the City's Equity, Diversity and Human Rights initiatives. It will lead to employees feeling valued and linking themselves to the organization's mission and purpose, enabling the organization to function at its full capacity and its employees becoming more creative and innovative. A positive workplace will also mitigate reputational risk and sustain the City's competitiveness as an employer.

The City has a long history of removing barriers that limit the participation of residents in the social, cultural and economic life of Toronto, as well as in its workforce. Since 2002, the City Manager has reported regularly to Council on both the divisional action plans and achievements in equity, diversity and human rights. Notwithstanding these achievements, divisions have continued to address the areas requiring action that are identified in past reports. One of these areas, for instance, is action strategies for the implementation of employment equity.

## **COMMENTS**

### *New Approach in Report*

In 2011 the Office of Equity, Diversity and Human Rights (EDHR) conducted extensive divisional consultations to find out what their challenges were and where improvement was needed in collecting data and reporting on the results for these annual reports. Their input was incorporated into the revised report template and strategies for the future implementation of equity, diversity and human rights programs in the City. The consultations with staff showed that:

- There is interest among staff in increasing their knowledge and developing competency in equity, diversity and human rights.
- There is a need for the Office of EDHR to enhance support to staff and divisions so that they can embed equity, diversity and human rights in their work.
- The report template for EDHR achievements needs to be changed in order to better assess the long-term progress and results of divisions' implementation of equity, diversity and human rights initiatives.

Divisions pointed out that the impact of equity, diversity and human rights activities cannot be measured simply by the changes of activity levels in a year's time. Reduced service/activity level from year to year can be attributed to many factors, including external ones, such as a decrease in program funding from other funders. In response to divisions' concerns, the Office of EDHR decided to discontinue the use of three service/activity levels (improved results/increased activity; stable; and action required - reduced activity level). Rather than determine year-to-year results, we will move to a

multi-year, long-term view of divisional equity, diversity and human rights activities for outcome assessment, trend analysis and recommendations for improvement.

The Office of EDHR adopted a new approach to the report. Staff from the Office of EDHR designed a new report template and delivered it to all divisions by working with the Interdivisional Staff Team on Access and Equity.

- **Baseline data** – In the new report template, divisions provide baseline data to indicate where they currently are with their access, equity and human rights programs and services. A baseline could be a clearly defined starting point from where implementation begins, improvement is judged, or comparison is made. The baseline can be quantitative or qualitative or a combination of both. The data tell us where divisions are at, and are critical reference points for assessing results over a period of time.
- **Multi-year outcome assessment** – Divisions will track the progress from the baseline data of the programs and services on a yearly basis and provide an annual progress report for the City Manager to report to Council. Most important of all, in the last year of each term of Council, divisions will conduct an outcome assessment of the programs and services for the past three years, and report the results to Council. This approach is a response to divisions' concern that the impact of equity, diversity and human rights cannot be judged simply by the changes of program activity levels in a year's time.

### ***Report Outline***

***Corporate indicators*** – Indicators common to City divisions

These indicators focus on the City's two priority areas: City as employer and City as provider of customer service.

1. ***City as Employer*** - The goals of the City as employer are to reflect the diversity of the communities the City serves at all levels of the workforce; and to achieve a positive workplace based on equity and human rights principles and practices.

Divisions reported on the status of key programs and activities designed to support the goal of the City as Employer, including:

- Workforce Survey
- Mentoring
- Internship
- Professional development
- Employee training in equity, diversity and human rights

2. ***City as Provider of Customer Service*** - The City of Toronto's Customer Service Strategy outlines the requirement for divisions to provide services that are timely, accurate and delivering positive and equitable outcomes to meet the diverse needs of residents/clients.

The key programs and activities divisions reported included:

- Information and communication
- Built environment and physical accessibility
- Purchasing/procurement

3. ***Division-Specific Indicators*** – Indicators that are specific to the mandate and responsibilities of individual City divisions

Nineteen divisions reported 60 initiatives in this section.

2. ***Qualitative Indicators*** – Initiatives identified by divisions as good practices that have created positive results on the lives of their clients, residents and communities. These initiatives may not have quantifiable results.

Twenty-four divisions reported 148 initiatives.

### ***Sample Baseline Data from the Report***

Forty-three (43) divisions completed their reports providing baseline data on where they are at in their equity, diversity and human rights programs and services. The City as a whole delivers a range of equity, diversity and human rights initiatives in all the program and service areas addressed in this report.

Appendices 1-4 present the details of the baseline data of key equity, diversity and human rights initiatives undertaken by divisions.

#### ***1. City as Employer***

The City's goals as employer are to reflect the diversity of the communities the City serves at all levels of the workforce; and to achieve a positive workplace based on equity and human rights principles and practices. This is a shared responsibility of all divisions with corporate leadership provided by the Human Resources division and the Office of Equity, Diversity and Human Rights.

Compliance with relevant employment and rights-based legislation is fundamental to the City as employer. As a result, the organization has implemented a number of policies, programs and activities to support and supplement legislative requirements, notably the Employment Equity Policy (2001) and Diversity and Positive Workplace Strategy (2010). Through its activities, the City is working to incorporate the following principles:

- A commitment to fairness and full equity in employment in recognition of its responsibilities as employer and community leader;
- Proactively addressing skill shortages brought about by changing demographics and developing the new skills required for 21<sup>st</sup> century service delivery in a large diverse city.

#### ***A. Workforce Survey***

##### ***Background***

Since the inception of the Employment Equity Policy in 2001, the Toronto Public Service (TPS) has worked towards achieving a robust response to the employment equity workforce survey in order to obtain benchmark equity data. A statistically significant dataset is required to ensure accurate representation of the workforce. The data is used to put in place positive policies and practices that eliminate the effects of systemic barriers to full employment for all employees.

The Office of Equity, Diversity and Human Rights conducted the Count Yourself In Workforce Survey among active union and non-union employees between May 26 and June 30, 2011. The survey sample included 24,302 active employees. This survey built upon previous attempts to obtain benchmark data on the unionized workforce. In the past, the unions, citing concerns, have not participated.

*Overall Response Rate*

Approximately forty-six per cent (46.4%) of the active workforce responded to the survey, with divisional responses varying widely between 35.0% and 90.6% This response is higher by 13.3% than the response rate of 33.1% obtained in a similar survey conducted in 2003-2005 but still falls significantly below the TPS benchmark of 80%. This renders the data unreliable for the analysis of the representation of designated group members.

**Chart: Count Yourself In Workforce Survey-Response Rate**

Active Union and Non-Union Employees at March 15, 2012

Service Area/Division/Office	* Total # Active Employees	Response Rate Active Employees	
		#	%
**Special Reporting Relationships	906	381	42.1%
City Manager's Office	340	308	90.6%
Citizen Focussed A	12,602	4,416	35.0%
Citizen Focussed B	8,204	5,070	61.8%
Internal Focussed Services	2,250	1,093	48.6%
<b>Total Active Employees</b>	<b>24,302</b>	<b>11,268</b>	<b>46.4%</b>

\*Active employees: All active union and non-union employees excluding part-time recreation workers

\*\* Special Reporting Relationships include: Auditor General's Office, City Clerk's Office, Integrity Commissioner's Office, Legal Services, Lobbyist Registrar's Office and Office of the Ombudsman



### *Comments*

Since 2009, the Employment Equity unit has made significant progress in strengthening the foundational elements of the Employment Equity program that are key to successfully meeting the city's equity goals. A few successes include:

- In 2010, discussions between the Employment Equity unit, Human Resources senior management team and executive members of Local 416 resulted in the union formally supporting the 2011 Count Yourself In Workforce Survey. As a result, more than one third (38.8%) of the union's members participated in the survey, thus providing a starting point for ongoing collaboration towards mutual equity goals.
- Discussions were also held with the executive members of Local 79 in 2010-2011 to address the union's concerns following a human rights complaint that resulted in the deletion of Local 79 workforce data in 2006. Although the survey took place before the discussions could be concluded, a third of the union members participated, representing a significant first step in re-building the union's support for the survey.
- The 2009 CUPE Local 416 Collective Agreement includes a Letter of Agreement that provides the basis for ongoing partnership on equity and diversity related issues between the union and the City.
- The Employment Equity unit and the Human Resources division have partnered with Locals 79 and 416 for the past four years on a Joint Equity Symposium, a one day educational event on equity related topics for approximately 115 union shop stewards.

### *Next Steps*

The Office of Equity, Diversity and Human Rights will continue to build on these successes by:

- Working with unions to build support for the survey among members.
- Continuing successful programs and activities that support the goals of the City's equity and diversity goals.
- Launching new initiatives based on needs identified by the Workforce Survey, employee feedback and input from divisions.
- Starting in 2012, hold an annual workforce survey with a specific emphasis on low response divisions.

### **B. *Key Employment Related Programs and Activities***

These programs and activities contribute to a knowledgeable, competent and productive workforce that is linked to the City's values and priorities, provide access to a pool of motivated and skilled professionals and students from diverse backgrounds and support the overall goals of the City as an employer.

- ***Mentoring*** - Twenty-one (21) divisions reported that they offered mentoring programs to a total of 234 employees for professional licensing, staff development

and career building, and 32 divisions provided mentoring to a total of 524 internationally trained professionals, immigrant women and youth.

- ***Internship*** - Thirty-one (31) divisions provided internship to a total of 1,654 college and university graduates, early career professionals, skilled immigrants and the unemployed. Fourteen (14) of these interns were successful in competing for City jobs or finding employment with other employers.
- ***Professional Development*** - Thirty-five (35) divisions supported their staff in participating in the Toronto Public Service courses delivered by Organization Development and Learning (ODL), and completing university or college degree and certificate programs. City employees also took initiative in organizing professional development activities, such as speed mentoring, guest lectures and networking opportunities through the Toronto Professional Network.
- ***Employee Training in Equity, Diversity and Human Rights*** - Approximately 1,000 City employees from 40 divisions completed courses in equity, diversity and human rights delivered by ODL in 2010. A few divisions offer their own training. Over 2,700 employees in Long Term Care Homes and Services (LTCH&S), 1,533 employees (93%) in TPH and 400 employees in MLS have completed their own divisional training on equity, diversity and human rights training programs. City Clerk's Office, one of the first divisions that offered staff training in the AODA, has initiated "Understanding Your Customer" courses, which included topics, such as, the City's changing demographics and engaging a diverse community.

## 2. *City as Provider of Customer Service*

The City's goal is to provide services that are relevant, timely, high-quality, easy to access and that deliver positive and equitable outcomes. These services must meet the diverse needs of clients/residents and communities.

Effective information and communication is critical in getting the word out about City programs and services, receiving customer feedback, and engaging customers to give input to policy and program development.

In terms of the location of services and facilities, it is a key city-building principle that public buildings, parks and open spaces should be open and accessible to all members of the public. Built environment is also one of the AODA standards which is currently in development.

Physical accessibility is the absence of physical barriers to services or opportunities that are available to the public. This can be wheelchair access, elevators, accessible counters, and various other accommodations.

Purchasing/procurement is the process of acquiring goods and services from third parties to meet customer/client needs. The City's objective is to ensure an open, fair, competitive and transparent municipal procurement process.

- **Information and Communication** - Thirty-four divisions reported that they have addressed information and communication with diverse customers in a variety of ways, such as multilingual information, Language Line Service, ethnic ad buys, accessible websites, signage, accessibility symbols, assistive communication software, ASL interpretation, accessible meeting locations and language interpreters and attendant care being available in public meetings and consultations. Various divisions have set up community/client advisory groups, engaged customers through community events and conducted customer satisfaction surveys.
- **Built Environment and Physical Accessibility** - Twenty-one divisions reported that they have addressed built environment and physical accessibility issues. The City, led by Facilities Management, is implementing a multi-year plan based on the Accessibility Design Guidelines (ADG). As of 2010, 182 of the 1,695 City-owned buildings have had an accessibility audit, and 65 of these buildings have fully or partially met the ADG. In the planning and design of parks and trails and the waterfront revitalization, Parks, Forestry and Recreation (PFR) and the Waterfront Secretariat have developed guiding principles that identify accessibility as a key consideration. In addition, a number of divisions reported physical accessibility improvements to their facilities, such as ramp installations, providing alternative meeting space and putting in place a visual fire alarm.
- **Purchasing/Procurement** - Twelve divisions reported equity, diversity and human rights practices related to purchasing/procurement. In addition to the Declaration of Non-Discrimination Policy and Fair Wage Policy, the City has in place for contractors and suppliers the "Accessible Customer Service Training Requirements for Contractors, Consultants and Other Service Providers" in compliance with AODA. The Affordable Housing Office (AHO) has included the ADG in RFPs to provide incentives to vendors to use accessibility measures in new affordable housing construction. Social Development, Finance and Administration (SDF) and TESS are exploring the use of the City's procurement processes to increase access to local employment and training initiatives that advance the City's workforce development objectives.

### 3. **Division-Specific Indicators**

For the purpose of analysis, the 60 initiatives reported by 19 divisions are grouped into the following indicators:

- Aboriginal Programs/Services – 2 initiatives
- Accessibility – 21 initiatives
- Accessibility – AODA related – 6 initiatives
- City as Employer – Accommodation – 1 initiative

- Community Building – 6 initiatives
  - Employment Services/Training – 4 initiatives
  - Human Rights and Anti-Harassment – 1 initiative
  - LGBTTTQ Services – 1 initiative
  - Participation/Civic Engagement – 4 initiatives
  - Partnership (with Other Orders of Governments/Organizations/Private Sector – 7 initiatives
  - Protocol for Reporting Racial Incidents – 1 initiative
  - Women, Families and Children – 5 initiatives
  - Youth Employment - 1 initiative
- **Accessibility** – The most reported initiatives (21) among the sixty initiatives are related to accessibility. These are initiatives that provide accessible and equitable programs and services to diverse clients and residents. Examples of these initiatives include:
    - Toronto Public Health's programs such as parenting groups and Healthiest Babies Possible Programs delivered in languages other than English and in priority neighbourhoods
    - Community-based housing help programs funded by Shelter, Support and Housing Administration (SSHA) to help low-income and/or homeless people access and maintain housing
    - Property Tax Income Deferral and Cancellation Programs administered by Revenue Services and water rebates administered by Toronto Water to assist low-income seniors and people with disabilities.
  - **Accessibility - AODA Related** - Six initiatives reported are AODA related. This indicator distinguishes initiatives from other accessibility initiatives in that they are legislated under the Accessibility for Ontarians with Disabilities Act (AODA).

For example, to improve accessibility for people with disabilities, Transportation Services has added 3,000 accessible street furniture pieces including transit shelters, benches and public washrooms. An average of 32 accessible pedestrian signals are installed each year.

- **Community Building** - Six initiatives reported are related to community building. These are initiatives that support a strong community-based sector and facilitate access to services that promote better social outcomes for vulnerable, marginalized communities and residents. All the six initiatives were reported by SDF.

The initiatives included provide funding for youth-led projects, access, equity and human rights projects and programs that serve Aboriginal, ethno-specific and multi-ethnic populations. For every dollar funded, the projects and programs are able to leverage ten dollars from other funders.

- **Partnerships (with Other Orders of Governments/Organizations/Private Sector) -** After “accessibility”, the most reported initiatives (7) are related to partnerships. These are initiatives where divisions work collaboratively with other orders of government, organizations and the private sector to pool resources and expertise to meet common social and economic objectives for Toronto residents. Examples of these initiatives include:
  - Affordable Housing Office’s partnership with the Canada-Ontario Affordable Housing Program to facilitate the building of 251 affordable rental homes targeted for low-income people, including people with disabilities and victims of domestic violence by 2010
  - Shelter, Support and Housing Administration’s partnership with the United Way of Greater Toronto to deliver the Toronto Enterprise Fund which supports local enterprises providing employment skills and opportunities to low-income people.

For details and other division-specific indicators, see Appendix 3. See also Appendix 4 for more divisional equity, diversity and human rights initiatives that are specific to their mandate and responsibilities

#### 4. **Qualitative Indicators – Good Practices**

Twenty-four divisions reported one hundred and forty-eight (148) initiatives which are grouped into the following indicators:

- Aboriginal Programs/Services Accessibility – 2 initiatives
  - Accessibility – 21 initiatives
  - Accessibility – AODA related – 18 initiatives
  - Advocacy – 3 initiatives
  - City as Employer – Accommodation – 7 initiatives
  - Community Building – 13 initiatives
  - Cross Division/Agency/Board Initiatives – 15 initiatives
  - EDHR Committees – 2 initiatives
  - Embedding Equity – 10 initiatives
  - Employment Services/Training – 12 initiatives
  - LGBTTTQ Services – 2 initiatives
  - Participation/Civic Engagement – 12 initiatives
  - Partnership (with Other orders of Government/Organizations/Private Sector) – 15 initiatives
  - Purchasing/Procurement – 3 initiatives
  - Women, Families and Children – 3 initiatives
  - Youth Employment – 8 initiatives
- **Embedding Equity** – These are initiatives that build equity into policies and practices so that it becomes an integral part of programs and services. These initiatives also develop accountability measures and use them to assess how well the programs and

services have embedded equity as an essential part of their delivery. The following are examples of these initiatives:

- The Operation Criteria of Children Services requires subsidized child care programs to develop policies and practices that are free of racism and bias as well as procedures for responding to incidents of racism and bias involving both children and adults. The Operation Criteria further outlines expectations that program and equipment be adapted to accommodate children with different needs, and that programs reflect a range of abilities, cultures, races, family structures and languages. The division also monitors the results of the implementation of the Operation Criteria, and found that 96.5 per cent of the 629 subsidized child care programs met the Operating Criteria on every section in 2010.
- Long Term Care Homes and Services implements an annual LGBT Inclusiveness Audit to qualitatively measure the extent of integration of the LGBT Tool Kit (framework) into the culture of the home/program. The annual audit provides trend analysis and feedback and suggestions for possible further enhancements within the initiatives of creating LGBT inclusiveness and culturally competent care. The 2010 audit indicates these initiatives have achieved high percentages (80-99%) of integration of the LGBT framework.
- ***Cross Division/Agency/Board Initiatives*** – These are initiatives where divisions and City agencies and boards work collaboratively with a common objective to fulfil identified outcomes. These initiatives draw on the resources and expertise of individual divisions, agencies and boards, and produce results not obtainable by divisions working alone. Many of these initiatives also improve the employment outcomes for priority groups, which is of added value to the City and residents.
  - Emergency Medical Services delivers a primary care paramedic training program in collaboration with Toronto Employment and Social Services (TESS) and Parks, Forestry and Recreation (PFR) to mitigate the financial barriers that prevent potential applicants. A number of the candidates recruited are internationally-educated professionals with a medical or nursing background. This program provides an alternate career path to skilled immigrants in the medical field.
  - Fire Services also initiated a cross-divisional project with TESS and PFR to address economic disadvantage as a potential barrier to the firefighter application process through an enhanced career preparation course. This project expands access to Fire Services jobs for low income residents from diverse communities seeking careers in the City. In 2011, the program received the Toronto City Manager's Award for Public Service Excellence.
  - TESS partners with TPH, PFR, Children's Services and the Toronto Public Library to deliver Investing in Families, an initiative designed to improve the economic, health and social status of families receiving Ontario Works benefits in several high-need communities across Toronto.

- ***Partnership (with Other Orders of Government, Organizations and the Private Sector)*** - These are initiatives where City divisions work collaboratively with other orders of government, organizations or the private sector to pool resources and expertise to meet common social and economic objectives for Toronto residents.
  - TESS delivers the Partnership to Advance Youth Employment (PAYE) program, which is a joint initiative between private sector employers and the City of Toronto. A group of business leaders, including the Toronto Board of Trade, is working to involve employers to increase access to economic opportunities for Toronto youth.
  - SDFA's Toronto Newcomer Initiative (TNI) is an inter-divisional, inter-sectoral initiative. It is funded by the federal government, in partnership with divisions and local immigrant settlement agencies. The main focus is to deliver a pilot project that better connects the City service system and the broader service system in order to meet newcomers' needs, and develop best services.
  - The Energy Efficiency Incentive Program delivered by the Toronto Environment Office was a collaboration of the City, Enbridge Gas and Toronto Hydro that has helped low-income households reduce their financial burden and environmental footprint by undertaking extensive energy efficiency retrofits. The success of this program influenced the design and launch of a Province-wide program.
- ***Participation/Civic Engagement*** - These are initiatives that engage and involve residents in the City's decision-making processes and in the social, economic, cultural and political life of Toronto.
  - The Live Green Toronto Volunteer Program in the Toronto Environment Office has 1,200 members. The majority of them are youth, people on social assistance, and recent immigrants. They speak more than 40 languages and in 2010, provided about 5,500 hours of volunteer time in support of the City's environmental initiatives.
  - Long Term Care Homes and Services has more than 2,400 volunteers from diverse backgrounds. In 2010 the volunteers contributed approximately 137,000 hours within the division, augmenting and complementing services provided by the staff of the home and take leadership in fund-raising and developing new programs. They also influenced the culture of the home where they felt welcomed, included and valued.
  - The Toronto Region Champion Campaign (TRCC) Protégé Program is a program developed by the City in response to the call of the Federation of Canadian Municipalities (FCM) to increase the number of women in elected office. Administered by the Office of EDHR, the program teams up young women from diverse communities with the City's women councillors so that the young women gain hands-on experience and become familiar with the job of a municipal

councillor. The next cycle of the program is planned for 2012. FCM has now developed a national pilot project modelled on this program.

For details and other good practices, see Appendix 4.

### ***Future Implementation of Equity, Diversity and Human Rights***

- ***An Integrated Corporate Equity, Diversity and Human Rights Framework***

The Office of Equity, Diversity and Human Rights is a resource to the Toronto Public Service. It is developing a Corporate Equity, Diversity and Human Rights Framework to assist divisions to plan and deliver equity, diversity and human rights services to employees and residents. The objectives are twofold: to enable divisions to embed equity, diversity and human rights principles and practices and to strengthen their capacity to assess the outcomes of their equity, diversity and human rights initiatives. To achieve this, this framework will include Equity and Inclusion Lens and equity outcome assessment tools. The Equity and Inclusion Lens is an improved and expanded version of the Equity Lens, taking into account the learning from the implementation of the Equity Lens.

- ***Future Employment Equity Initiatives***

The Office of EDHR will continue to build on the successes by:

- Working with unions to build support for the workforce survey among members.
- Continuing successful programs and activities that support the goals of the City's equity and diversity goals.
- Launching new initiatives based on needs identified by the Workforce Survey, employee feedback and input from divisions.
- Starting in 2012, holding an annual survey with a specific emphasis on low response divisions.

- ***Building on Good Practices***

From the good practices reported by divisions, it is evident that such initiatives should be encouraged, supported and shared among divisions. Some outstanding examples are embedding equity in corporate and divisional policies and practices, and the collaboration and partnership developed both internally across divisions, agencies and boards and externally with other orders of government, organizations and the private sector to produce results not obtainable by divisions working alone. The Office of EDHR will assist divisions by creating tools and opportunities, such as the Corporate Equity, Diversity and Human rights Framework to help accelerate the sharing and further the delivery of good practices.

- ***Strengthening Outcome Assessment***

Although divisions already deliver a range of equity, diversity and human rights initiatives that benefit clients and residents, it is useful to strengthen the assessment of the outcomes of the programs and services. An effective outcome assessment can show the difference the programs and services have made on the target groups as evidence of progress or success. It also provides feedback on where improvement is needed and can



motivate staff, participants and volunteers. It would also allow divisions to track changes both internal and external and monitor them over time. Some divisions have already put in place ways of collecting program data for the analysis of the impact on diverse clients and residents. Other divisions will need to add equity and diversity data to the program records and notes they are collecting.

## **CONTACT**

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## **SIGNATURE**

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Joseph P. Pennachetti  
City Manager

## **ATTACHMENTS**

- Appendix 1: Corporate Indicator - City as Employer
- Appendix 2: Corporate Indicator - City as Provider of Customer Service
- Appendix 3: Division-Specific Indicators
- Appendix 4: Qualitative Indicators - Good Practices