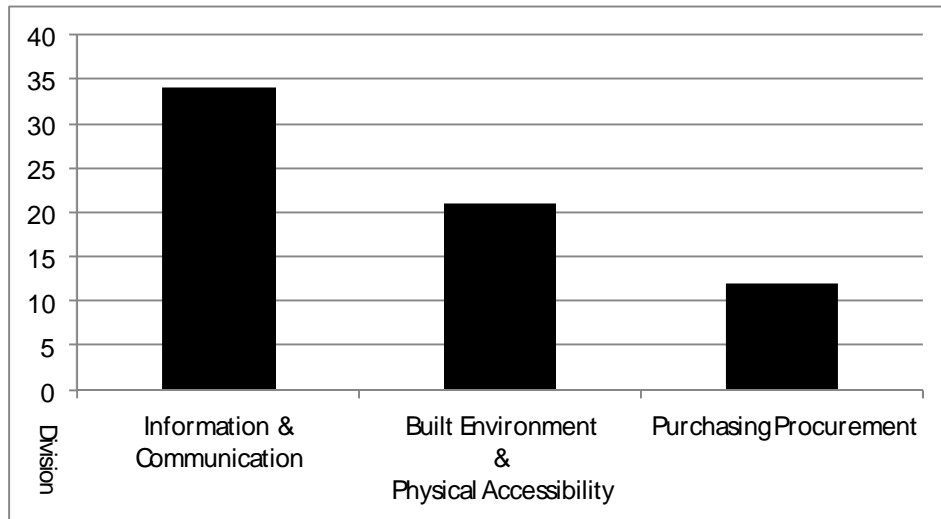


Appendix 2 City as Provider of Customer Service

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.

Corporate Indicators – City as Provider of Customer Service – Response from City Divisions



- Number of divisions reporting information and communication initiatives 34
- Number of divisions reporting built environment and physical accessibility initiatives 21
- Number of divisions reporting purchasing/procurement initiatives 12

Information and Communication

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.

Highlights

- Strategic Communications has developed corporate communications policies and protocols to guide divisions and staff to incorporate access and equity principles, such as plain language design and communication planning that identifies the needs of the target audience to meet the diverse information needs of Toronto residents. The division continues to explore

the development of an enhanced communications planning and measurement tool to track information related to accessible tactics used to reach diverse audiences.

- Divisions provides information and communication in a variety of ways, such as multilingual information, Language Line Services, ethnic ad buys, accessible websites, signage, accessibility symbols, assistive communication software, ASL interpretation, accessible meeting locations, and language interpreters and attendant care available in public meetings/consultations on request.
- To gather customer input and feedback, various divisions have set up community/client advisory groups and delivered customer satisfaction surveys.

Leading Examples

- In the 2010 municipal election, Election Services, City Clerk's Office implemented a comprehensive communications strategy, which included greater outreach to Toronto's diverse population. 31% of election- day staff hired had two or more languages. All six voting locations during the weekday and weekend advance vote and 44 voting locations on election day were equipped with assistive devices. Voter information for new citizens was provided at Canadian Citizenship offices. There was extensive outreach to high-rise apartment buildings. A targeted brochure was distributed to homeless shelters. The "How to vote" video included captioning and ASL interpretation. This strategy helped achieve a higher voter turnout.

Voter turnout results:

2006 – 39.3%

2010 – 50.5%

- TPH delivers the Healthy Families Program in 68 languages and cultures, used interpreters 11,425 times, including ASL, in 2010 and translated resource materials up to 13 languages depending on customer needs.
- Using interpreters and the Language Line Services, Court Services responded to 46,000 interpretation requests in over 135 languages and dialects (2010).
- Using staff language skills and Language Line Services, Revenue Services' call centre and counter service provided translation to 1,650 calls and visits (2010). The call centre also uses a TTY line to serve customers who are deaf.
- SDFA engaged 9,198 residents in local decision making impacting residents through services and events (2010). The division also involved 500 youths through the Toronto Youth Cabinet, a youth-driven organization which strives to improve the quality of life for Toronto's youth (2010).
- The 2010 Toronto Employment and Social Services client satisfaction survey was conducted in 11 different languages.

- There were 104,205 visits (June-October 2011) to Wellbeing Toronto, a web application developed by SDFa that allows users to view and combine various indicators about Toronto neighbourhood wellbeing, including immigration and ethnicity-related neighbourhood indicators.

Built Environment and Physical Accessibility

Built environment involves removing barriers in buildings, site development, public ways and public parks, trails and playgrounds for people with disabilities and others who may have accessibility challenges. 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 includes wheelchair access, elevators, accessible counters, and various other accommodations.

Highlights

- The City is implementing the Accessibility Design Guidelines (ADG) adopted by Council in 2005. The ADG apply to the construction of new facilities and renovation of City-owned facilities. The process involves conducting an accessibility audit and implementing multi-year plans to improve the accessibility of City-owned facilities.

Facilities Management and various divisions including Children Services, Long Term Care Homes and Services (LTCH&S) and Parks, forestry and Recreation (PFR) have conducted accessibility audits and are implementing multi-year plans.

Records from Facilities Management show the following results of ADG implementation by 2010:

- Number of City-owned buildings - 1,695
- Number of City buildings that had an accessibility audit - 182
- Number of City owned buildings that have fully or partially met the ADG - 65

In Children Services, 36 buildings, including five district offices and 53 per cent of child care centres are accessible.

- A number of divisions reported physical accessibility improvements in their facilities, such as barrier-free counters, ramp installation, alternative meeting space and visual fire alarm. These divisions include MLS, Pension, Payroll and Employee Benefits (PP&EB), Revenue Services, Solid Waste Management Services (SWMS), Toronto Building, Toronto Water and Transportation Services.

Leading Examples

- PFR provides ongoing training to staff on the application of Accessibility Design Guidelines. The division has developed guiding principles that identify accessibility as key consideration in planning and design for parks and trails. It incorporates community and user group feedback through consultation and meetings in the review of accessibility upgrades. It focuses on accessible features in developing large-scale projects and has initiated two public-

private sector partnership projects for accessible parks, Neshama Park and Sarah and Morris Feldman Sensory Garden.

- Waterfront Secretariat supports Waterfront Toronto's implementation of its "Sustainability Framework" and other strategies to ensure that equity and diversity principles are applied to all public realm and park projects as well as the design, planning, construction and marketing of new neighbourhoods. Retrofits to Sugar Beach and Don River Park to improve wheelchair accessibility were recently implemented. With respect to the delivery of City capital projects, WS staff ensures all accessibility and AODA obligations are addressed. As a partnered project, the Pan Am Athletes Village in the West Don Lands includes 250 affordable housing units which will be maintained as permanent non-profit housing. Common spaces will be fully accessible. A minimum of 10 per cent of the units will be fully or modified accessible units to accommodate both individuals and families with individuals with disabilities. The accessible units will be mixed equally and therefore integrated throughout the buildings.
- TPH conducted three walking audits in priority neighbourhoods involving 16 youths. The purpose of the walking audits was to create a safe and more walkable community for persons of all ages and physical abilities.
- All 10 homes of Long Term Care Homes and Services include barrier free enhancements to improve physical accessibility. Examples include barrier free washroom facilities, signage posted at accessible levels, elevator modernization to include audible and visual floor indicators.
- One hundred per cent (100%) of custom built vehicles and equipment at fleet Services have an ergonomics component.

Purchasing/Procurement

Purchasing/procurement is the process of acquiring goods and services from third parties to meet customer/client needs. The process begins with the identification of a need, and moves on to sourcing vendors, issuing requests for proposals, selecting vendors, placing the order and paying for a contract. The City's objective is to ensure an open, fair, competitive and transparent municipal procurement process. "Best value" procurement does not only look at the price of the contract, but also considers equity and diversity, health and safety, quality, sustainability and the environment, stimulating employment opportunities and achieving community benefits.

Highlights

- The equity, diversity and human rights policies that govern the City's procurement process include:
 - AODA requirement - Third party contractors and any personnel who deal with the public on behalf of the City of Toronto are required to complete training in accessible customer standards through the City's procedure, "Accessible Customer Service Training Requirements for Contractors, Consultants and Other Service Providers."

- Declaration of a Non-Discrimination Policy – All firms and organizations who supply goods and services to the City are required to adopt and post a non-discrimination policy that prohibits discrimination and protects the rights of people on human rights grounds.
 - Fair Wage Policy – This policy prohibits the City from doing business with contractors, sub-contractors and suppliers who discriminate against their workers. It requires paying workers the prevailing wages and benefits in the field, and compliance with acceptable number of working hours and conditions of work.
- The current "best value" procurement practice in Purchasing and Material Management Division (PMMD) is based on the lowest price meeting specifications for quotations or tenders, or the highest overall scoring proponents in the case of requests for proposals (RFPs). PMMD issues and posts competitive calls online to facilitate access for vendors on a 24 hour/7 day a week basis. Ongoing City initiatives include building a database of diverse suppliers and outreaching to small businesses.
 - Due to improved knowledge of the vendor community on how to do business with the City of Toronto, there was an increase in the purchase of online call documents from 6,723 in 2009 to 6,944 in 2010.
 - The total City spending on purchasing/procurement in 2010 was over \$2.00 billion. The spending with firms owned by designated groups, i.e., Aboriginal Peoples, Women, People with Disabilities and Racial Minorities was \$46.39 million, 2.35% of total spending. This represents an increase from \$22.04 million and 1.38% from 2009.

Leading Examples

- PMMD has implemented a vendor registration system and the call document purchaser's list. The vendor registration system allows vendors to register their information in the database of the online call document system so that they receive automatic notifications of new business opportunities posted to the online call document system. Currently there are 3,621 email addresses registered to the vendor registration system.
- PFR purchasing staff have received training in AODA. The division has also provided budget allocations to the new contracts for American Sign Language (ASL), real time captioning (CART - Communication Access Real-Time Translation) and attendant care services to meet AODA obligations.
- Affordable Housing Office (AHO) includes the Accessibility Design Guidelines (ADG) in RFPs to promote and provide incentives to vendors to use accessibility measures in new affordable housing construction. The Province of Ontario adopted the ADG in its 2011 Pan Am Village affordable housing RFP. These measures increase and improve accessibility to EDHR priority groups.

- SDFA piloted a City approach to value-based procurement opportunities for youth (2010). SDFA is facilitating an interdivisional process with Legal Services, Fair Wage Office, PMMD, and TESS to develop a policy framework to allow the City to pursue more value-based procurement opportunities (2011-12).