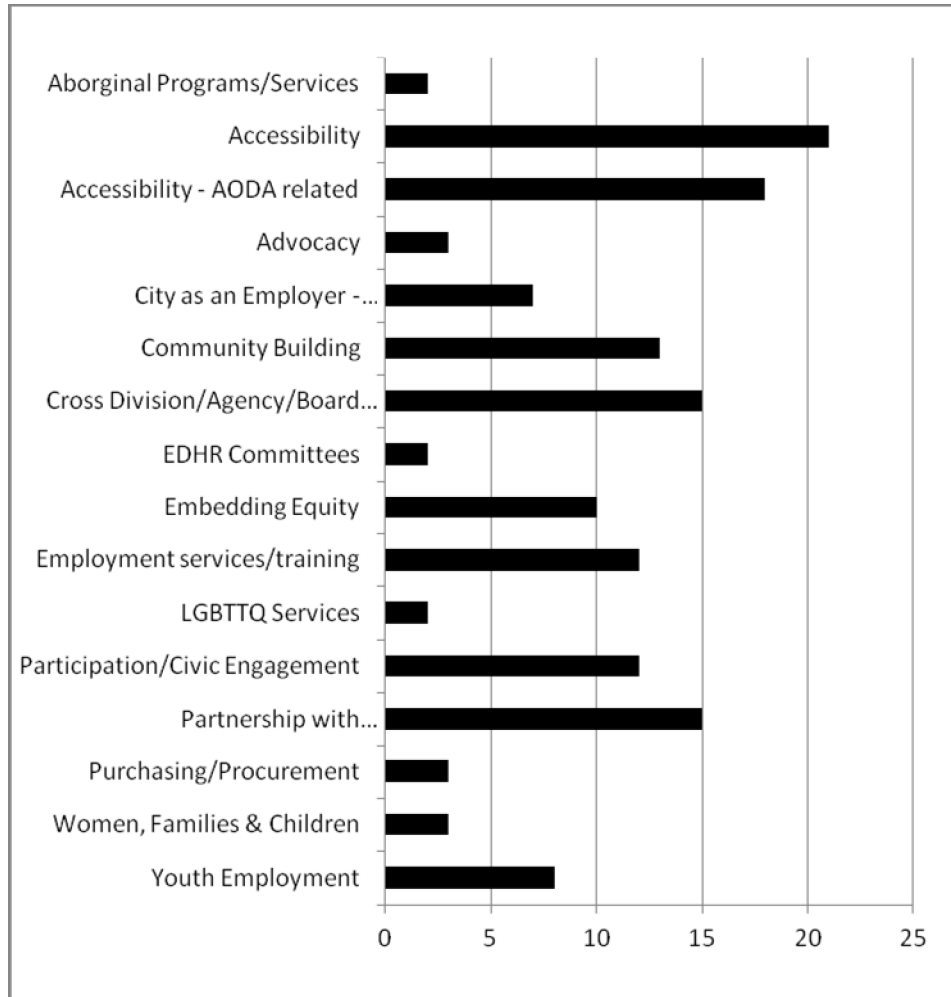


Appendix 4 Qualitative Indicators - Good Practices in Equity, Diversity and Human Rights

These are initiatives identified by divisions as good practices that have created positive results on the lives of diverse people and communities and have made a difference for clients of internally focused divisions.

Qualitative Indicators – Good Practices Response from City Divisions



Total number of divisions reporting 24

Total number of indicators 17

Total number of initiatives reported 148

- Aboriginal Programs/Services – 2
- Accessibility – 21
- Accessibility – AODA related – 18
- Advocacy – 3

- City as an Employer – Accommodation – 7
- Community Building – 13
- Cross Division/Agency/Board Initiative – 15
- EDHR Committees – 2
- Embedding Equity – 10
- Employment Services/Training – 12
- LGBTTTQ Services – 2
- Participation/Civic Engagement – 12
- Partnership (with Other Governments/Organizations/Private Sector – 15
- Purchasing/Procurement – 3
- Women, Families and Children – 3
- Youth Employment – 8

Highlights and Leading Examples

1. Embedding Equity – 10 initiatives

Equity is built into policies and practices and measures of accountability are developed and implemented so that equity becomes an integral and essential part of corporate and divisional policies and practices.

- In the Operation Criteria, Children Services requires subsidized child care programs to develop policies and practices that are free of racism and bias and a procedure 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 95.6% of the 629 child care programs receiving subsidy met the operating criteria on every section in 2010, compared to 65.3% in 2006.
- Long Term Care Homes and Services implements an annual LGBT Inclusiveness Audit. The audit qualitatively measures the extent of implementation and integration of the LGBT Tool Kit (framework) into the culture of the home/program. The audit findings provide feedback and suggestions (roadmap) for possible further enhancements within the initiative of creating LGBT inclusiveness and culturally competent care. Annual application of the audit also provides the division with trend analysis. The 2010 audit indicates that initiatives older than one year achieved 99 per cent integration of the LGBT framework, while new adopters of less than a year achieved 80 per cent, and community-based programs, 93 per cent.
- The Executive Management Team and Office of EDHR in the City Manager’s Office have developed Customer Service Guidelines. These guidelines will help City services understand who the City’s customers are, accommodate their needs and deliver positive outcomes to diverse customers. In order to track customers’ feedback, the complaints handling procedure will record complaints related to barriers to access based on human rights grounds and the requirements of AODA.

- Strategic Communications continues to implement a Communications Planning Policy. In addition to improving coordination and consistency, the policy ensures that in a communications plan for any new or significant City initiative, the target audiences are identified early on and that appropriate tactics are developed to meet the information needs of the diverse groups.
- In the two new information management systems developed to enhance tracking and reporting development and housing improvement data, AHO included information on equity, diversity and human rights and AODA priority groups.

2. Cross Division/Agency/Board Initiatives – 15 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.

- Corporate Information Management Services in the City Clerk's Office is working with Information and Technology and other partnered divisions on the establishment of a corporate standard print and web format, to be used to make City documents, forms and web presence AODA-compliant.
- 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). TESS assists with a recruitment strategy while PFR provides access to fitness centres for the candidates enrolled in the program. The program objective is to mitigate the financial barriers that prevent potential applicants from gaining paramedic employment opportunities. This program provides a career pathway for people who would otherwise not have been financially able to do so. A number of the candidates are foreign educated professionals with a medical or nursing background. This program provides an alternate career path in the medical field.
- Fire Services also initiated a cross-division project with TESS and PFR to identify and 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.
- Toronto Environment Office (TEO) has developed a methodology for identifying potential environmental risks to City operations due to a changing climate (e.g. more intense rain storms; more heat alert days). It worked with Shelter, Support and Housing Administration (SSHA), one of the first two divisions to undergo this assessment. This is the first soft

municipal service that has undergone this type of assessment, which has helped SSHA identify where its services may need to change to help its clients, who are some of Toronto's more vulnerable populations. The environmental risk assessment also helps SSHA manage changes happening in the climate and ensure service continuity during extreme weather events.

- The Waterfront Toronto Employment Initiative is a cross-division and partnership initiative led by Waterfront Toronto and involving TESS, YMCA of Greater Toronto and George Brown College. It will connect unemployed and under-employed Torontonians with the employment and training opportunities generated through waterfront revitalization. Youth, Aboriginal Peoples and newcomers are targeted by this initiative.
- Human Resources worked with SDFA and TESS to promote youth employment opportunities through entry level jobs in priority neighbourhoods. Every year, through the Local 416 collective bargaining language, temporary opportunities/assignments are made available to external applicants. The recruitment team links up with TESS to provide remaining available opportunities to youth, immigrants and other priority groups.
- Arts and Museum Services in Economic Development and Culture continue to partner with Toronto Public Libraries (TPL) in the Museums and Arts Pass Program sponsored by Sun Life. This program allows TPL card holders to go to their local library, pick up a pass and take their family to the museum or gallery for free (on a first-come, first-served basis) which increases awareness and knowledge of the histories of diverse communities in Toronto.
- TESS has partnered with Toronto Public Health, Parks, Forestry and Recreation (PFR), Toronto Public Library and Children's Services 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-needs communities across Toronto.

3. *Partnership (with Other Orders of Government, Organizations and/or Private Sector) -15 initiatives*

These are initiatives that City divisions work collaboratively with other governments, organizations or the private sector to pool resources and expertise to meet common social and economic objectives for Toronto residents.

- The Energy Efficiency Incentive Program delivered by TEO was a collaboration of the City, Enbridge Gas and Toronto Hydro. It helped low-income households reduce their financial burden and environmental footprint by undertaking extensive energy efficiency retrofits. These retrofits included insulation upgrades and heating equipment upgrades along with simple electricity efficiency measures. The program helped participants reduce, on average, natural gas consumption by 33%; save, on average, \$322 per year on natural gas bills; and save, on average, \$91 per year on electricity bills. This design and the success of this program influenced the design and launch of a Province-wide program. Program information and application forms were translated into six languages and outreach was targeted to low income households.

- The Affordable Housing Office (AHO) and Shelter, Support and Housing Administration (SSHA) division maintain positive intergovernmental relations to optimize funding opportunities for affordable housing and homelessness initiatives, and advocate for new frameworks such as a National Housing and Homelessness Strategy and the Ontario Long-Term Affordable Housing Strategy.
- The Immigrant and Refugee Housing Committee (IRHC) managed by SSHA was a major partner for a national Human Resources Social Development Canada research project on *Precarious Housing and Hidden Homelessness among Refugees and Immigrants in the Toronto CMA*. As well, IRHC engaged with the Toronto Local Immigration Partnership project to ensure housing as a focus and service priority for the healthy settlement of immigrants.
- 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.
- TESS also delivers the HOPE project, which is a service integration initiative focused on providing vulnerable clients access to financial and community supports. Geared to the homeless population, HOPE provides at-risk clients one-on-one support in gaining access to Ontario Disability Support Program (ODSP). This initiative is a collaborative approach between orders of government and community stakeholders to ensure that homeless clients are: able to access appropriate income support programs; linked to appropriate community agencies to address their health care and housing needs; connected to necessary supports to maintain themselves in the community
- TESS partnered with Inner City Health Associates, Centre for Addiction and Mental Health, St. Michael's Hospital to deliver the Coordinated Access To Care for the Homeless (CATCH). The program provides financial and social support services to homeless clients who become hospitalized. The division developed a streamlined referral process and negotiated with hospital psychiatrists to complete the medical forms necessary for referrals to ODSP.
- Fire Services entered into a partnership with Centennial College for the delivery of the Ontario Fire Marshal's curriculum program, Pre-Service Firefighter Education and Training Program. Graduates of the program would receive an Ontario Firefighter diploma, which will move their application to an enhanced status when applying to the TFS Operations Firefighter recruitment and selection process.
- Both the Toronto Newcomer Initiative (TNI) and Prevention Intervention Toronto (PIT) delivered by SDFa place an emphasis on partnering and collaborating with partners from multiple sectors to help develop best practices to serve target populations. TNI's main focus is to experiment pilot projects on the enhancement of the City service system and the broader service system to meet newcomers' needs. PIT is a community program to engage at-risk youth and reduce and prevent the proliferation of gangs in three priority neighbourhoods.

- For the Breastfeeding Challenge Initiative, Public Health partnered with the former Chinese Vietnamese Breastfeeding Network Breast Feeding Clinic in organizing an event, in which 335 mothers and 337 babies all breastfed at the same time, on October 3, 2010. Toronto tied for first in Canada and second in the world out of 272 participating sites for the most children breastfeeding at one time.

4. *Participation/Civic Engagement* – 12 initiatives

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 the City.

- The Toronto Environment Office Live Green Toronto Volunteer Program 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. These volunteers help their community while gaining knowledge about environmental issues and developing skills that can be used in future employment.
- Special Events in Economic Development and Culture (ED&C) includes performers from different racial minority groups and a range of disabilities in events to show communities that there are no boundaries to participation. All events use art as a transforming medium to provide opportunities, change views and provide exciting artistic experiences for everyone.
- LTCH&S empowers and supports ten Residents' Councils to strengthen their voice and advocacy process. The division has conducted an annual Residents' Council audit since 2005. One of the dimensions included in the audit concerns the Residents' Councils perception of "feeling comfortable in raising issues and concerns that effects their quality of life within the home". The trend analysis for this dimension shows the following results: 2005-87%, 2006 -89%, 2007- 84%, 2008- 88%; 2009- 84%, 2010- 96%. Based on the findings, enhanced strategies to further empower and strengthen the Residents' Councils are planned.
- LTCH&S has successfully engaged members of the communities through volunteer programs. In 2010, more than 2,400 volunteers contributed approximately 137,000 hours within the division. Volunteers assist residents to maintain an active, independent and high quality of life by augmenting and complementing services provided by staff of the home. The volunteer initiatives include complementary services, enhancement to home programs, taking leadership in developing new programs and fund-raising. Many of the volunteers themselves are from equity, diversity and human rights priority groups, and contribute to and influence the culture of the home where they feel welcomed, included and valued.
- Children Services has a Child Care Advisory Committee which involves district child care advisory committees and share leadership responsibilities with them. Children services staff also provide ongoing support and resources to Community Network Meetings.

- TESS continues to use Client Advisory Groups as the predominant method in which the division engages with service users on an ongoing basis. The sessions are used to share information and consult service users regarding service and access issues.
- 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 program completed its protégé recruitment in 2011. It received 53 applications from young women. The next cycle of the program is planned for 2012. FCM has now developed a national pilot project modelled on this program.

5. Accessibility – 23 initiatives

These are initiatives that provide accessible and equitable programs and services to diverse clients and residents. These programs and services can include: multilingual and translation services, cultural sensitive programs, accessible location of service delivery, information sessions and training.

- In response to the Ombudsman's report, "Toronto's Duty to Care", the Office of EDHR has developed the Strategy on Toronto's Duty to Care in Public Services. The Strategy informs the overall Toronto Public Service Engagement Strategy and the Customer Service Initiative, and goes beyond the delivery of customer service to people with dementia and diminished capacity to people with other hidden disabilities. The Strategy focuses on this target population and highlights the accommodation and responses required of the Toronto Public Service. It will have an impact deeper than the AODA's broad coverage of people with disabilities which makes little mention of people with dementia. Early research indicates that this strategy is the first of its kind for any Ontario municipality.
- Special Events in Economic Development and Culture include in all event marketing campaigns multi-lingual advertising with media representing the top 10 languages spoken in Toronto. Niche and community publications reflecting the diversity of Toronto's are integrated in the campaigns. The effectiveness of this outreach is visible in the diverse audiences at major City-produced events such as Nuit Blanche, Cavalcade of Lights and the Summer and WinterLicious programs.
- Purchasing and Material Management has made call documents available online. This has improved access to vendors as their purchase of the call documents has increased from 6,723 in 2009 to 6,944 in 2010.
- As of April 2011, families can apply for child care fee subsidy online or by calling 311, 24 hours a day, seven days a week.

6. *Accessibility – AODA Related* – 19 initiatives

These are activities that remove or reduce barriers for people with disabilities and meet the requirements of AODA.

- To strengthen corporate leadership in the implementation of the AODA integrated accessibility standard regulations (IASR), the Office of EDHR is setting up a steering committee comprised of lead divisions to make recommendations to senior management on the implementation of IASR. Senior management will report to Council the budgetary implications of meeting IASR.
- Waterfront Secretariat (WS) 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. A dedicated accessibility consultant was hired in 2011. The consultant will ensure that all constructed projects are accessible. 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 ten percent 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
- Through a joint building services committee, SSHA operated shelters review and recommend accessibility enhancements. AHO facilitates repair and modification of homes for people with disabilities and other low-income residents.
- In addition to establishing a corporate standard print and web format that is AODA compliant, the City Clerk's Office is working on a policy and a set of operational procedures for the production of City material that will satisfy the 2014 compliance target. Work is already being done for print media conversion, such as material converted into Braille.
- Strategic Communications ensures online images and PDFs are fully accessible and readable by assistive technologies, including screen readers. Waterfront Toronto's web site provides text/fonts with several sizes, and photos and information are tagged allowing readers who are blind or visually impaired (with correct software) to access information audibly. S DFA's website is also web accessibility device friendly.
- PFR uses an Authorized IT Staff (A.I.S.) email as a communication vehicle for the public to provide general feedback on products, services, programs related to people with disabilities and other PFR services.

- Toronto Environment Office uses various strategies to make their programs accessible, including the close captioning of educational videos.

7. *Community Building* – 13 initiatives

These are initiatives that support a strong community based sector and facilitate access to services that promote social outcomes for vulnerable, marginalized and high-risk communities and members of racial minorities, sexual minorities, women, people with disabilities, Aboriginal Peoples, seniors, youth and newcomers.

- Arts Services in ED&C outreach to underserved communities, such as youth, newcomers, seniors, LGBTTTQ groups through their programming. The Unit communicates directly with these groups through outreach partners to remove barriers to participation. Such programs build capacity in the communities, enhance youth employability and strengthen a sense of belonging and social cohesion.
- In the employer engagement program, TESS offers recruitment, labour market information and training support to local employers to hire Ontario Works (OW) and non-OW residents to enable Toronto residents to work locally in their community.
- Investing in Neighbourhoods is a TESS initiative whereby TESS offers the opportunity for non-profit agencies to create positions for OW clients, and build the capacity of both agencies and communities. TESS funds the positions by providing 100% of the salary for up to one year. Through this initiative, the participating agencies' service delivery capacity is increased and as such, the social capital capacity of local neighbourhoods is also increased.
- Since 2004, Legal Services has run an annual used book sale to support the Toronto Public Library's "Leading to Reading" and "Homework club" programs for children. In 2011, the Division raised \$1550.00 in support of these programs. Leftover books are donated to the City's Shelter, Support and Housing Administration Division or to City community centres for use in their programs.

8. *Employment Services/Training* – 12 initiatives

These are services that assist unemployed and under-employed residents with employment support services and training.

- The Investing in Neighbourhoods (IIN) program delivered by TESS creates employment opportunities and offers clients skill building and the potential to obtain references through paid employment. Participants are provided with ongoing job retention and career development supports to help them move on to another job at program completion. Non-profit agencies can propose any employment opportunity that benefits the community served, and promotes skill building to enhance clients' future employability. Opportunities to participate in the IIN programs are available to vulnerable groups, such as at-risk high school students aged 18 years and under, newcomers, internationally educated professionals, victims of abuse in transitional housing and those in receipt of ODSP. TESS local office staff support the agencies, including ensuring employment related expenses and extended health care, and child care benefits are provided to participants as permitted while in the program.

- In collaboration with other divisions and agencies, TESS delivers information and support to vulnerable client groups, such as the homeless and clients with mental health/addiction issues. For some clients, the participation in treatment is a critical and necessary step before employment focused activities can be considered.
- Fire Services produced an in-house mentor video for women to support their effort to meet the physical demands of the job and the fitness testing for the position of Operations Firefighter.
- As a labour force development strategy, Economic Development and Culture co-sponsors and co-organizes the internationally educated professionals (IEP) conference presented by Progress Career Planning Institute and funded by Citizenship and Immigration Canada. The conference attracts, on average, over 1,300 IEPs finding employment in their fields of expertise. Through interactive learning, IEPs receive practical advice and build contacts and networking opportunities with industry representatives, government officials, regulatory/accreditation bodies, educational institutions and key associations.

9. Youth Employment – Eight initiatives

- TESS shares job postings via email distribution with community agencies that work with youth, new immigrants, Aboriginal Peoples and other communities. In addition to the Partnership to Advance Youth Employment (PAYE), the division started a new program Investing in Youth in 2010 to reduce the barriers to employment for youth (18-29) who are, or have been, in conflict with the law. To be eligible for the program, youth must also meet other criteria, including living in stable housing and either receiving or be in the process of receiving social assistance.
- Human Resources works with SDFA and TESS to promote youth employment opportunities through entry-level jobs in priority neighbourhoods. Every year, through the Local 416 collective agreement language, temporary job opportunities/assignments to external applicants are made available to external applicants. The recruitment team links up with TESS to provide remaining available opportunities to youth, immigrants and other priority groups.
- Arts Services in ED&C delivers programs designed to reach underserved communities, including youth to increase youth employability and enhance their sense of belonging.

10. City as an Employer - Accommodation – Seven initiatives

City divisions carry out initiatives to ensure job applicants and employees are provided with appropriate accommodation in the recruitment and selection process and in the workplace.

- Ongoing activities in Human Resources include:
 - Providing advice and guidance to hiring managers on how to accommodate candidates during the selection process
 - Counselling managers who have employees with mental health issues

- Assisting divisions to accommodate employees with injuries, illness and disabilities so that employees can remain/return to the workplace
 - Providing training to divisions on accommodation and health issues
 - Articulating in internal and external job postings the following statements:
Committed to employment equity, the City of Toronto encourages applications from Aboriginal people, people with disabilities, members of visible minority groups and women
 - Providing accommodation in all parts of the hiring process as required under the City's Employment Accommodation Policy and the AODA Integrated Accessibility Standards Regulation.
- Fleet Services took the following initiatives to accommodate job applicants and employees:
 - Both internal and external job applicants are given verbal exams to assist in obtaining driving positions and equipment operating positions that require written exams. This greatly assists employees and job applicants that have English as a second language, dyslexia and/or learning disabilities and improves their job opportunities with the division.
 - Both internal and external job applicants that have hearing loss are provided with ASL services as required to assist in taking Fleet Services courses and hands-on training with equipment.
 - Modify vehicles and equipment with hand controls, throttles and brake controls to assist City drivers recovering from stroke or heart attack.
 - Assist City staff with vision and medical issues to obtain medical waivers to enable them to retain provincial classified licences. This helps staff in work transition situations.

11. Purchasing/Procurement – Three initiatives

- Transportation Services purchased additional snow blowers and special purpose snow removal equipment to improve service for pedestrians after heavy snowfall or drifting snow.
- Fleet Services purchased buses with wheelchair ramp and loading platform equipped with rear camera technology, and provided City staff with training in assisting clients in wheelchair. This enables elderly Parks users and Parks users in wheelchair as well as clients from Long Term Care Homes to take part in outings.

12. Advocacy – Three initiatives

- Economic Development and Culture staff deliver presentations on the importance of diversity to the success of Toronto economy and businesses to a variety of business and stakeholder audiences. Staff also participate on advisory groups like Job Search Workshops Advisory Committee (targeting immigrants); Youth Employment Partnership Advisory Committee; TRIEC Intergovernmental Relations Advisory Committee; the Mentoring Partnership Employer Advisory Committee; Internationally Educated Professionals Conference Advisory Committee; Conference Board of Canada Leaders' Roundtable on Immigration.

- AHO and SSHA advocate for new affordable housing frameworks such as a National Housing and Homelessness Strategy and the Ontario Long-Term Affordable Housing Strategy. AHO also organizes activities with partners, for example, the Ontario Human Rights Commission and Habitat for Humanity to promote housing as a human right.
- Toronto Public Health advocated for the continuation of the long-form Census to collect consistent and comprehensive data on population groups including immigrants, low income earners, ethnic groups etc. The advocacy work included a Board of Health report and recommendations to the federal government, City Council, media and social networking activities. A wide array of social groups joined the campaign to save the long-form Census.

13-15. Specialized Services to Equity, Diversity and Human Rights Priority Groups

- Aboriginal Programs/Services – Two initiatives
 - The Office of Equity, Diversity and Human Rights is developing an action plan on the City’s Urban Aboriginal Framework with the input of the Aboriginal Affairs Committee and relevant stakeholders. The UAF is embodied in a Statement of Commitment outlining principles which are important to achieving strong Aboriginal-municipal relations. It will guide the City in its ongoing relationships with Aboriginal communities, discussions with other municipalities and orders of government and will inform all aspects of divisional policy, planning and service delivery.
 - TESS partners with Waterfront Toronto, the YMCA of Greater Toronto and George Brown College in the Waterfront Toronto Employment Initiative (WTEI). This initiative will connect unemployed and under-employed Torontonians with the employment and training opportunities generated through waterfront revitalization. Youth and Aboriginal Peoples are targeted by this initiative.
- Women, Families and Children – Three initiatives

Toronto Public Health (TPH) delivers the following initiatives:

- Focus Group Research with Marginalized Women Regarding Children's Health and Hidden Toxic Exposures - This research identified key children's environmental health issues among mothers who are marginalized due to literacy, poverty and housing issues. They are more vulnerable to toxic exposures due to underlying health issues and environmental problems inherent in poor living conditions, for example, mould, chipping lead paint and poor indoor air quality. The research helped TPH understand what actions they would be willing to take to reduce toxic exposures and how they would like to receive this information.
- Breast feeding program - This program protects and supports breastfeeding, offers a number of free services to families and has developed resources for the promotion of breastfeeding.

- Breastfeeding Challenge Initiative – The purpose of this global challenge for the most children breastfeeding at one time at the same site on October 3, 2010 was to raise public awareness and promote breastfeeding. In partnership with a community breastfeeding clinic, TPH helped organized 335 mothers and 337 babies all breastfeeding at the same time. Toronto tied for first in Canada and second in the world out of 272 participating sites.
- LGBTTTQ – Two initiatives
 - Since 2004, LTCH&S has dedicated itself to creating a gay-positive environment, where the LGBT community is recognized, supported and welcomed and feel "at home". The division developed a LGBT Tool Kit to assist all the homes and programs in establishing cultural competencies in providing care and services for LGBT residents, partners and friends, while also creating a welcoming environment for volunteers, staff and the local community who comes in contact with the homes and programs. The division conducts an annual LGBT Inclusiveness Audit to qualitatively measure the extent of the implementation and integration of the LGBT toolkit. The 2010 audit findings show that the extent of implementation and integration was high, ranging from 80% to 99%.
 - The Arts Services programs in Economic Development and Culture outreach to the LGBTTTQ groups to remove barriers to participation. Such programs build capacity in the community and strengthen a sense of belonging and social cohesion among LGBTTTQ youth.

16. EDHR Committees – Two initiatives

- A number of divisions have established internal equity, diversity and human rights committees/working groups to address issues of importance identified by the divisions in these areas. These divisions include: Affordable Housing Office, Auditor General's Office, Children Services, City Clerk's Office, Legal Services, Parks, Forestry and Recreation and Shelter, Support and Housing Administration.
- Legal Services has a twelve (12) member Diversity Committee and an informal Human Rights Lawyers Committee. The Diversity Committee members are from each group in Legal Services, support equity, diversity and human rights initiatives, and meet throughout the year. Its plans include training in equity, diversity and human rights; a formal re-launch of the committee; and circulating information on equity, diversity and human rights through the Legal Services Newsletter. The Human Rights Lawyers Committee brings together Employment and Litigation lawyers whose practice has a human rights focus. They discuss current developments in human rights law and issues that are relevant to the City's divisions, agencies and corporations.