

## Appendix 4

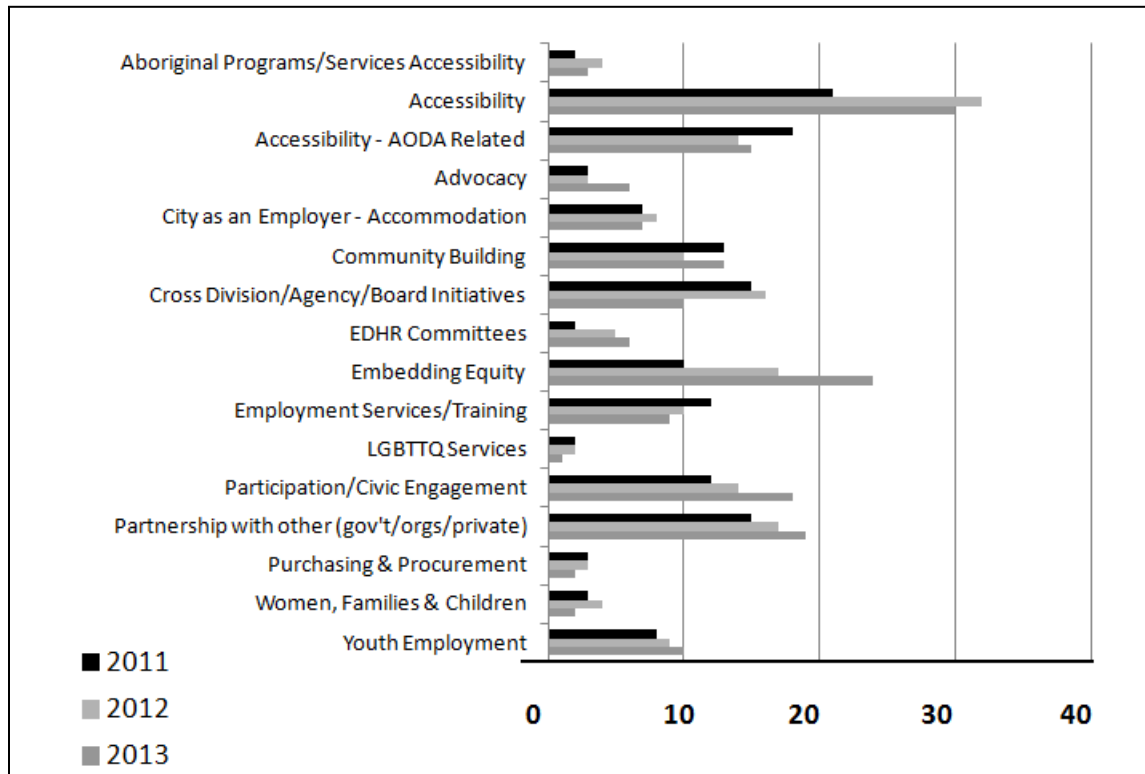
### Qualitative Indicators – Division-Specific Good Practices

These initiatives were 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.

The following tables and bar graph are a summary and comparison of 2011 to 2013 data.

Total	2011	2012	2013
# of Divisions Reporting	24	21	22
# of Indicators	16	16	16
# of Initiatives	146	168	175

### Division-Specific Qualitative Indicators – Good Practices Categories and Number of Initiatives Reported



### Yearly Comparison of Division Specific Qualitative Initiatives

Indicator Category	2011	2012	2013
	# of Initiatives	# of Initiatives	# of Initiatives
1. Accessibility	21	32	30
2. Embedding Equity	10	17	24
3. Partnerships	15	17	19
4. Participation/Civic Engagement	12	14	18
5. Accessibility – AODA	18	14	15
6. Community Building	13	10	13
7. Youth Employment	8	9	10
8. Cross Division/Agency/ Corporation	15	16	10
9. Employment Services/Training	12	10	9
10. City As an Employer-Accommodation	7	8	7
11. Advocacy	3	3	6
12. EDHR Committees	2	5	6
13. Aboriginal Services	2	4	3
14. Women, Families and Children	3	4	2
15. Purchasing/ Procurement	3	3	2
16. LGBTTTQ Services	2	2	1
<b>TOTAL # INITIATIVES</b>	<b>146</b>	<b>168</b>	<b>175</b>

#### ***Highlights and Examples***

The following list includes examples of qualitative divisional initiatives from each of the 16 indicator categories. It is not an exhaustive list of all 175 initiatives reported.

#### **Accessibility**

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.

- ***Transportation Services*** initiated the formation of an inter-divisional, city-wide *Complete Streets approach and guidelines* to make the design, construction and management of streets more accessible for a wider range of users. The group consulted with the Disability Issues Committee and other accessibility stakeholders early on in the process, and will continue to involve them in the project.

- ***Shelter, Support and Housing*** and the ***Affordable Housing Office*** continued to implement ***Housing Opportunities Toronto (HOT): An Affordable Housing Action Plan 2010-2020 and Housing Charter – Opportunity for All*** approved by City Council in 2009. The HOT Plan establishes an affordable housing/homelessness policy and action plan to end homelessness and addresses the housing needs of some 200,000 vulnerable and lower-income households in Toronto. The purpose of the Housing Charter is to ensure that all residents are able to live in their neighbourhood of choice without discrimination.

### **Embedding Equity**

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.

- ***Toronto Public Health (TPH)*** released the report ***Next Stop Health: Transit Access and Health Inequities in Toronto*** which looks at how access to public transit contributes to the health of individuals, neighbourhoods, and to the city overall. Despite greater reliance on public transit, its cost remains a barrier for low-income Toronto residents, particularly for those on social assistance. The availability of transit also has an impact on low-income residents' ability to access important goods and services which impact their health. This report identifies options for addressing barriers to public transit use faced by low-income Toronto residents including affordability measures, improved availability of public transit, and better data collection to enable planning to meet the transit needs of low-income residents. Since releasing the report, TPH has been focussed on increasing awareness of the importance of transit for low-income residents and building support for action in collaboration with community partners.
- The ***City Manager's Office***, in collaboration with many city divisions, developed a set of ***City of Toronto Strategic Actions for 2013-2018***. These were designed to advance Council's vision, mission and goals for Toronto as articulated in its Strategic Plan. There are 26 Strategic Actions, many of which focus on access, equity and/or human rights. Access and Equity is also an embedded goal. Toronto Public Service non-union annual performance planners for 2014 will align individual objectives with divisional plans and objectives and the City's Strategic Themes and Actions.

### **Partnerships (with Other Orders of Government/Organizations/Private Sector)**

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.

- ***Toronto Employment and Social Services*** delivers the ***HOPE Project***, which continues to be a highly successful initiative. It 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.

### **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 the City.

- ***Shelter, Support and Housing Administration's (SSHA) 2014-2019 Housing Stability Service Planning Framework*** was adopted by City Council in December 2013. The Service Planning Framework will guide the planning, management, and delivery of housing and homelessness services over the next five years as the City transitions to an integrated, client-centered, outcome-focused housing stability service system. One of the strategic directions, "Improving Access and Equity", speaks to meeting the needs of diverse and vulnerable clients groups. The planning framework was informed by extensive research and community consultation during 2013. More than 2,000 voices were heard through the consultations. These include 312 service users participating in focus groups, user surveys and personal interviews; 238 providers for housing and homelessness services who participated in discussions; staff from SSHA and other divisions who attended discussion groups and completed staff surveys; and the general public through public surveys and a public opinion poll.

### **Accessibility – AODA**

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

- ***Information and Technology (IT)*** manages the *Web Content Management System* which was implemented for uniform accessibility of web content through use of content entry forms, cascading style scripting and accessible templates. This tool is centrally managed by the IT Service Desk and facilitates a consistent level of accessibility for online materials. IT also provides lessons and tutoring for the creation of PDF files. The *IT Training & Education* unit provided 20 classes for 170 City employees in 2013 on "Essentials for Creating Accessible Documents". This program helps to ensure that PDFs are accessible to all customers and employees.

### **Community Building**

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.

- Also an example of a partnership initiative, the ***Tower Renewal Office*** coordinated the Toronto Community Foundation's *Recipe for Community* program in Weston - Mt. Dennis. The goal is to facilitate resident-inspired and resident-led projects that strengthen community belonging and pride, and build community skills and capacity. The project brings together the following types of activities: employable skills (food handling certification, CPR certification, Standard First Aid certification), culinary arts, leadership training, event

planning, and beautification. The Tower Renewal Office coordinates local partnerships with residents, community agencies, City services and the private sector to build stronger, greener communities with increased social and cultural benefits, and enhanced local economic activity.

### **Youth Employment**

These initiatives focus on the hiring of youth and/or students at the City of Toronto.

- ***Toronto Employment and Social Services*** continues with the successful *Investing in Youth Program*, aimed at reducing 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. In 2013, approximately 800 applicable youth were provided with ongoing coaching and employment supports.

### **Cross Division/Agency/Corporation**

These are initiatives where divisions and City agencies and corporations work collaboratively with a common objective to fulfil identified outcomes. These initiatives draw on the resources and expertise of individual divisions, agencies and corporations, 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.

- An example of an initiative that focuses on employment services/training, accessibility, and cross division collaboration, ***Emergency Medical Services*** continues to deliver their *Primary Care Paramedic Training Program* with Toronto Employment and Social Services (TESS) and Parks, Forestry and Recreation (PFR). Graduates are eligible to write the Ministry of Health and Long Term Care exam to receive an advanced certification that will allow them to work as a Primary Care Paramedic anywhere in Ontario. 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 and improving access and employability for designated and low-income groups.

### **Employment Services/Training**

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

- ***Toronto Employment and Social Services (TESS)*** delivers the course *Neighbourhood Link Support Services - Moving Forward*. The course is aimed at people with a history of mental health challenges who have previous work experience but have lost work as a result of mental health barriers. The objective is to help participants identify and overcome key social and psychological barriers that prevent them from fully participating in the Canadian job market. Working with a range of community resources such as employers, community agencies, and training programs, participants are linked to activities that reduce these barriers. Participants will enhance practical job search competencies; improve motivation, confidence, workplace literacy, life/work balance and the ability to negotiate manageable workplace accommodations. All participants will develop a plan for their return to work.

The eight-week course is followed by four months of follow up in-person or by phone to assist them in addressing any barriers to taking the next steps on their Action Plans. To date, 26 clients have completed the program. In addition, a total of 4,262 participants completed a variety of employment programs delivered through TESS. These programs fall into the categories of skills training directly related employment, pre-employment development, employment placements and local initiatives. Target groups included: Aboriginal People, Immigrants and Refugees, People with Disabilities, Women and Youth.

### **City as an Employer - Accommodation**

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.

- **Human Resources** provides *employment accommodation*, ensuring that potential and current City employees are provided with appropriate accommodation in the recruitment and selection process. Other 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
- As an example of the above, Fleet Services *administers verbal exams* for internal and external job applicants to assist them in obtaining driving positions and equipment operating positions that normally require written exams. This greatly assists employees and job applicants that have English as a second language, dyslexia or reading difficulties and/or learning disabilities.

### **Purchasing/Procurement**

These are initiatives that consider equity, diversity and human rights in their purchasing/procurement processes.

- **Shelter, Support and Housing Administration (SSHA)** and the **Affordable Housing Office (AHO)** promotes the use of *accessibility measures in new affordable housing construction* by employing the AHO accessibility design guidelines in its RFPs and encouraging other groups to do the same (e.g. guidelines were adopted by the Province in its 2011 Pan Am Village affordable housing RFP).

### **Advocacy**

These are initiatives that aim to influence policy and resource allocation decisions within our political, economic, and social systems and institutions. Advocacy can include many activities such as campaigns, public speaking, and publishing research and reports.

- **SSHA and AHO** maintain positive intergovernmental relations to optimize funding opportunities for affordable housing and homelessness initiatives such as renewal of the federal-provincial *Investment in Affordable Housing* funding program. SSHA and AHO advocate for new frameworks such as a national housing and homelessness strategy.

AHO is also co-leading the *Closing the Housing Gap* campaign with Toronto Community Housing Corporation to re-engage the federal and provincial governments in contributing their fair share for social housing capital repairs.

### **EDHR Committees**

These types of committees meet on a regular basis to discuss issues related to equity, diversity and human rights within their divisions and/or to ensure equity, diversity and human rights considerations are embedded within all City operations and activities such as customer service and program and policy development.

- ***Equity, Diversity and Human Rights Division*** continues to support two community advisory committees of council - the *Aboriginal Affairs Committee* and the *Disability Issues Committee*. The division also coordinates the *Inter-Divisional Staff Team on Access & Equity*, a corporate coordinating group for the implementation of City policies and programs related to equity, diversity and human rights.

### **Specialized Services to Equity-Seeking Groups**

- **Aboriginal Programs/Services**
  - Enterprise Toronto within ***Economic Development and Culture*** partnered with Miziwe Biik (an employment and training agency serving the urban Aboriginal population in Toronto) on *Aboriginal Business Day* (March 13, 2013) to develop a full-day program of in-depth seminars and panel discussions specifically targeting emerging Aboriginal entrepreneurs. In addition, funding enabled Aboriginal Business Day attendees to participate in the Toronto Aboriginal Business Awards event immediately following the conference. About 60 Aboriginal entrepreneurs participated in this event. This is also an example of an employment services/training and partnerships initiative.
- **LGBTQTQ**
  - In ***Long-Term Care Homes and Services (LTCHS)***, 31 Community Program staff members were welcomed at the 519 Church Street Community Centre, to attend a *Lesbian, Gay, Bisexual and Transgendered (LGBT) positive training session* geared to community health service providers. Participants were from LTCHS' Supportive Housing and Homemakers & Nurses Services programs. As well, the City invited eight representatives from community agencies that provide personal and support services to LTCHS clients to take part in the training to ensure that best practices extended into the community. The session provided information to help create inclusive, safe and respectful environments for older LGBT people. This was the first formal LGBT training session for Community Programs.
- **Women, Families and Children**
  - ***Children's Services*** delivers a *Parent Engagement Campaign – 'Let's Talk Child Care'* which includes marketing, online surveys and community meetings. There were 1,435 online survey participants and 167 in person survey participants. Staff also participated in various community forums and board meetings to provide information and respond to child care issues.