TORONTO

STAFF REPORT
ACTION REQUIRED

2013 Progress Report on Equity, Diversity and Human Rights (EDHR) Achievements

Date:	June 17, 2014
To:	Executive Committee
From:	City Manager
Wards:	All
Reference Number:	

SUMMARY

The City Manager reports regularly to Council on the delivery of City programs and services to Toronto's diverse population. It is the City's priority to provide accessible and equitable programs and services to residents and employees. In 2013, City Council endorsed 26 new Strategic Actions for 2014-2018 which build on previous directions and continue to advance Council's vision, mission and goals.

Strategic Action #11 commits the City to ensuring that access, equity and diversity are embedded in all City services, policies, and programs. Strategic Action #17 commits the City to delivering policies, programs and services that serve the diversity of our population. Addressing equity, diversity and human rights and embedding these principles and practices in all city activities will help the City achieve Customer Service Excellence and meet legislative and policy obligations.
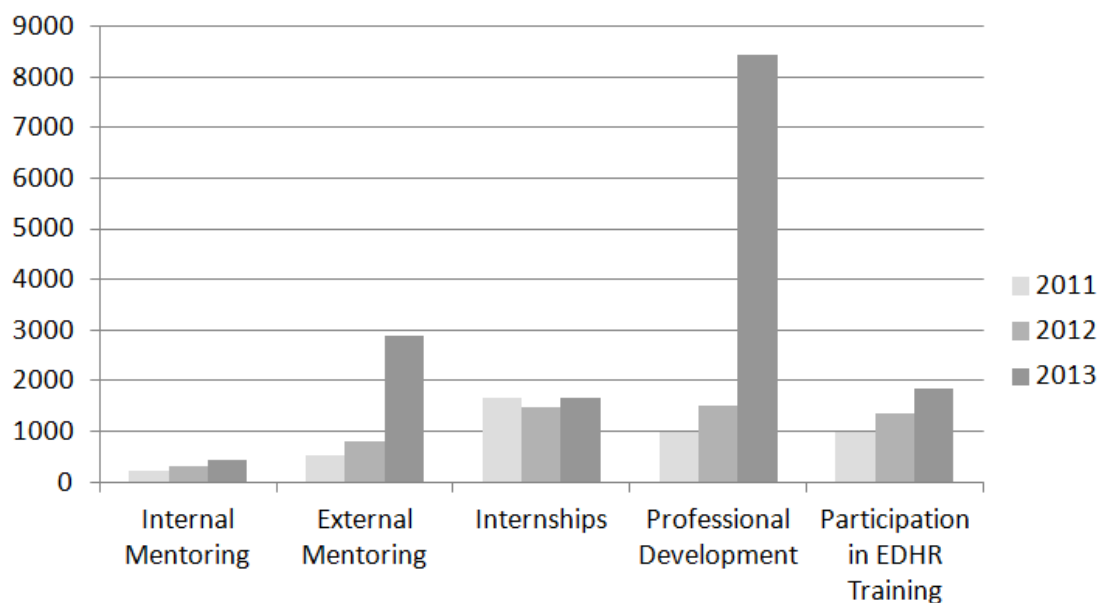
This report highlights promising and exceptional City programs, services, and initiatives from across the corporation. Progress is reported based on the following four indicators: 1) City as Employer – Corporate Indicator; 2) City as Provider of Customer Service – Corporate Indicator; 3) Division-specific Quantitative Indicators; and 4) Division-specific Qualitative Indicators. Compared to the 2012 Equity, Diversity and Human Rights (EDHR) Achievements Report, there has been an increase in initiatives that focus on:
- Accessibility
- Partnerships with community organizations or other levels of government;
- Embedding equity
- Participation/civic engagement
- Programs and services dedicated to vulnerable women, families and children

Similarly, there has been notable progress in the number of employees and individuals from priority groups receiving mentoring, internships and professional development opportunities. The number of employees completing equity, diversity and human rights training has also risen significantly.

Number of Participants	2011	2012	2013
Internal Mentoring	234	311	426
External Mentoring	524	800	2880
Internships	1654	1462	1652
Professional Development	982	1500	8423
Participation in EDHR Training	1000	1353	1835

Corporate Indicators – City as an Employer
Number of Participants

Further highlights of divisional achievements are provided in Appendices 1 through 4.

The Toronto Public Service (TPS) has placed renewed emphasis on access, equity and diversity as a strategic priority for 2014-2018. Looking ahead, the EDHR Division will be implementing a number of corporate initiatives:
- Implementation of a Corporate Equity, Diversity and Human Rights Framework – the Framework will provide a strategic vision for the TPS that is aligned to the City's Strategic Actions (2013-2018) and strengthen divisional capacity to assess the impacts of their equity, diversity and human rights initiatives.
- Strengthening Equity Impact Assessment – a revised Equity Lens will help staff identify and explain the potential unintended barriers and negative impacts of policies, programs, services and other City practices.

- Employment Equity – as part of the Diversity focus area of the new Talent Blueprint 2014-2018 Workforce Plan, the EDHR division will support a number of key activities to increase diversity in the workforce.

This report highlights some outstanding examples of corporate and divisional policies, programs and services that embed equity, diversity and human rights considerations. Collaboration and partnership across divisions, agencies and corporations and with other orders of government, organizations and the private sector, produces results not obtainable by divisions working alone. Such initiatives will continue to be encouraged, supported and shared across the TPS, ensuring the City is responsive to the needs of our diverse communities.

RECOMMENDATIONS

The City Manager recommends that:

1. City Council receive this report for information.

Financial Impact
There are no financial implications arising from this report.

Equity Impact Statement
Divisions' efforts to provide accessible, equitable and barrier-free services to all residents, visitors and employees enhance the City's capacity to achieve customer service excellence, meet legislative and policy obligations, and make Toronto an equitable, inclusive and prosperous city. Producing an annual equity, diversity and human rights achievements report informs Council and the community on the efforts and progress being made by the City in providing programs, services, and initiatives that meet the needs of our diverse communities. It also informs better decision-making at the City and highlights the importance of equitable outcomes.

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. Council also 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

Toronto is one of the more 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: Aboriginal Peoples, people with disabilities, visible/racial minorities, immigrants and refugees, LGBTTQ, low-income earners, seniors and youth. The City also has an Employment Equity policy that supports the city's goal to ensure the Toronto Public Service reflects the population we serve.

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

- One-third of immigrants in Toronto are newcomers, having arrived in Canada in the last 12 years.
- Fifty-one per cent (51%) of Toronto residents were born outside of Canada.
- There are more than 230 ethnic origins among Toronto residents.
- Forty-nine per cent (49%) of Toronto residents are visible minorities.
- There are over 100 faith groups in Toronto.
- Over 160 languages and dialects are regularly spoken. Twenty-eight per cent (28%) of city residents speak a home language other than English or French.
- Women make up fifty-two (52%) of Toronto residents.
- The Aboriginal Peoples' population is estimated to be anywhere between 32,000 and 70,000. Census data may be under counting actual population numbers. 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.
- There is no Census data specifically for the LGBTTQ population in Canada. Sexuality and gender identity is not necessarily amenable to reliable statistical representation. However, estimates range from 2 to 10 per cent.
- People who have some form of disability are estimated to be seventeen per cent (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.

City Services and Diversity – Research and Reports
Recent research and reports supports the imperative that City services and programs must address the needs of a diverse and vulnerable population in order to promote the well being of all residents and maintain the city's social cohesion and prosperity.

Vulnerability is defined by the City as "the result of interaction between the challenges a person faces and the resources that they can access when facing those challenges". To

address vulnerability, City services and programs should consider factors such as poverty, inequalities, social support/networks, personal limitations and physical location, and how these factors intersect to create greater barriers.

Clinical observations at Anishnawbe Health Toronto & three other Aboriginal health and social service centres suggest that a large number of Aboriginal individuals in Toronto are dying prematurely compared to the average Canadian citizen. The study, *Early death among members of Toronto's Aboriginal Community: Walking in their Shoes*, identifies root causes including the impact of colonial & postcolonial policies on social determinants of health.
http://www.toronto.ca/legdocs/mmis/2013/hl/bgrd/backgroundfile-64668.pdf

The *At Home/Chez Soi Research Demonstration Project* shows that the "Housing First" approach as a means of ending homelessness for people living with mental illness is working. The Housing First approach provides safe, quality housing to people who are homeless and live with mental health issues, to help clients better focus on recovery.
http://www.mentalhealthcommission.ca/English/node/24376

The Toronto Newcomer Initiative (TNI) identified a need for a multi-sectoral strategy to improve services in the broader human service systems that serve newcomers. Even though Toronto has a comprehensive set of resources in place to help newcomers settle and integrate, they can be difficult to access. Resulting from the TNI, the *Toronto Newcomer Strategy* is designed to improve newcomer settlement through shared leadership, stronger collaboration and a more seamless and well-coordinated service system.
http://www.toronto.ca/newcomer/pdf/newcomer_strategy.pdf

Within ten years, the number of seniors living in Toronto could increase up to 30%. Social Development, Finance and Administration (SDFA) developed the *Seniors Strategy* to respond to the diverse needs of its older residents and make Toronto an age-friendly city. The strategy recognizes and provides direction to address the increased vulnerability that exists when factors such as immigration, linguistic diversity, disability and sexual orientation intersect with the challenges of aging.
http://www.toronto.ca/seniors/pdf/seniors-strategy-fullreport.pdf

Employment and Social Services (TESS), in its report *Working as One: a Workforce Development Strategy for Toronto,* pointed out that persistently high unemployment affects 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

A partnership between Toronto Public Health (TPH) and Access Alliance Multicultural Health and Community Services resulted in the first comprehensive report on the health of newcomers in Toronto. *The Global City: Newcomer Health in Toronto* report describes the health advantage that most newcomers bring to Toronto and the decline in their health over time. The report describes the need to strengthen our efforts to support

newcomers, especially those whose health risks are compounded by their income level, gender, immigration status, ethno-racial background, sexual orientation or other factors. http://www.toronto.ca/health/map/pdf/global_city/global_city.pdf

Legislative Requirements
The City is required to comply with legislation related to equity, diversity and human rights. These include the Accessibility Standards under the Accessibility for Ontarians with Disabilities Act (AODA), the Ontario Human Rights Code (OHRC) and the Occupational Health and Safety Act (OHSA). City divisions must address equity, diversity and human rights in services and programs to ensure the City is compliant with legislative requirements. Compliance is important to ensure that the City meets the needs of its most vulnerable residents and also to protect itself from monetary and reputational risks.

Positive and Inclusive Workplace
Support for a diverse and inclusive Toronto Public Service (TPS) is vital to Toronto, and plays an important part in the City's EDHR initiatives. A workforce reflective of the population it serves should 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 enable its employees to become more creative and innovative. A positive workplace will also mitigate reputational risk and sustain the City's competitiveness as an employer.

Customer Service Excellence
Customer service excellence is a key priority for the City. Given the diversity of communities in Toronto, the TPS cannot achieve customer service excellence without providing programs and services that are responsive to the needs of diverse and vulnerable residents. It is important that these programs and services lead to equitable outcomes. To build a great public service like the TPS, the City also needs to ensure that people see themselves reflected in their municipal government.

COMMENTS

The City has been a global leader on equity, diversity and human rights. It has a long history of providing accessible and equitable programs and services and a commitment to the participation of residents in the social, cultural and economic life of Toronto. Since 2002, the City Manager has reported regularly to Council on divisional achievements in equity, diversity and human rights. Notwithstanding these achievements, the City recognizes that changes to demographics and socio-economic conditions require continued efforts to address equity, diversity and human rights and ensure that City programs and services meet the needs of diverse communities.

This will be the last year for this report format. For the next term of Council, the process for collecting divisional data and reporting out to Council will be revised. This report continues with the approach in reporting achievements that was initiated in the 2011 report. Divisions track progress from the baseline data of their programs and services on

a yearly basis and provide an annual progress report for the City Manager to report to Council.

Report Outline
Progress is reported based on the following four indicators: 1) City as Employer – Corporate Indicator; 2) City as Provider of Customer Service – Corporate Indicator; 3) Division-specific Quantitative Indicators; and 4) Division-specific Qualitative Indicators.

The two corporate indicators are common to City divisions and measures activities and their results across the City corporation.

1) *City as an Employer – Corporate Indicator.* The overall goal of the City as an employer is to have engaged, diverse, high-performing, adaptive and productive employees that meet our current and future needs. The City's diversity goal for its workforce is to build a public service that reflects the population we serve and values and champions diversity, access, inclusion ad respectful behaviour.

   Divisions reported on the status of the following key programs and activities designed to support the goal of the City as an employer:
   - Mentoring
   - Internship
   - Professional development
   - Employee training in equity, diversity and human rights

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

   Divisions reported on the status of the following key programs and activities designed to support the goals of the City as a provider of customer service:
   - Information and communication
   - Built environment and physical accessibility
   - Purchasing/procurement

3) *Quantitative Indicators - Division-Specific Initiatives.* These quantitative indicators measure changes that can be counted. They include initiatives that are specific to the mandate and responsibilities of individual City divisions.

   Twenty-three (23) divisions reported 141 initiatives in this section that address EDHR and/or target equity-seeking groups. This is a notable increase from 2012 in which 19 divisions reported 111 initiatives.

4) *Qualitative Indicators – Division-Specific Initiatives* – These qualitative indicators are not amenable to being counted. They include initiatives identified by divisions as

good practices that have had positive results on the lives of their clients, residents and communities.

Twenty-two (22) divisions reported 175 initiatives in this section that address EDHR and/or target equity-seeking groups. This is a slight increase from 2012 in which 22 divisions reported 168 initiatives.

Key Data from the Report
Thirty-nine (39) out of 44 City divisions completed their reports providing data on the status of 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 to 4 present examples of equity, diversity and human rights initiatives undertaken by divisions.

1) **City as Employer**

Delivering exceptional, equitable and accessible customer service to the residents of Toronto remains a key organizational goal. To meet its customer service goals, the City as an Employer strives to build a great public service that reflects the population we serve. By attracting and retaining a skilled, high performing and diverse workforce, the City will be strongly positioned to meet its customer service goals while creating an inclusive workplace based on equity and human rights principles and practices.

Responsibility for implementing the City's workforce development actions is shared among all divisions. The Human Resources and EDHR Divisions provide strategic advice and support to the divisions.

The EDHR Division supports the City's access, equity, diversity, and inclusion goals 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 TPS
- promoting a culture of sharing, learning and responsiveness
- creating the tools to embed equity, diversity and human rights into all functions of the TPS
- creating positive workspaces for all employees through the creation and maintenance of diverse staff networks, building an inclusive culture, corporate equity, diversity and human rights policies, and compliance with legislation.

a) **Corporate Initiatives**

In 2013, the City as an employer managed a number of corporate activities designed to meet the organization's workplace, access, equity and diversity goals. Collectively these programs and activities were supported by training, resulting in a more informed workforce with stronger skills to provide services to Toronto's diverse communities. Program highlights include:

Strategic Actions 2013-2018 – Access, Equity and Diversity
In 2013, City Council endorsed 26 new Strategic Actions for 2014-2018 which build on previous directions and continue to advance Council's vision, mission and goals. Access, equity and diversity are core values embedded in many of the strategic actions. The EDHR Division contributed two strategic actions that focus specifically on equity, diversity and human rights.

Strategic Action #11 identifies that the City will "Advance Toronto's Motto 'Diversity Our Strength" by ensuring that access, equity and diversity are embedded in all City services, policies, and programs.

Strategic Action #17 identifies that the City will "Enhance the City's Capacity to Serve Toronto's Diversity" by delivering policies, programs and services that serve the diversity of our population. This action includes developing an EDHR Corporate Framework to support consistent application of equity, diversity and human rights considerations in public service policy development, program planning, service delivery, and evaluation.

Talent Blueprint 2014-2018 (TPS Workforce Plan)
In October 2013, City Council adopted a new five-year workforce plan titled "Talent Blueprint 2014-2018". The goal of the Talent Blueprint is to cultivate engaged, diverse, high-performing, adaptive and productive employees that meet the current and future needs of the City of Toronto. Diversity is a pillar of the Talent Blueprint and is also embedded in all four focus areas:

- **Employee Engagement** – employees who are fully involved, proud and committed to their work.
- **Diversity** – a public service that reflects the population we serve and values and champions diversity, access, inclusion and respectful behaviour
- **Workforce Capacity** – adaptable and high-performing employees with the right skills in the right job at the right time
- **Effective Leaders** – managers who have the leadership skills and knowledge to build a high-performing organization with high quality programs for the effective delivery of City services.

Employment Equity Workforce Survey
The current *Count Yourself In: Workforce Survey* launched on June 4, 2014 collects City workforce data to get an accurate picture of its workforce; to build and maintain

a public service that reflects the diversity of the population we serve; and remove barriers to access and employment. The survey was previously conducted among active union and non-union employees between May 26 and June 30, 2011. The 2011 survey sample included 24,302 active employees. The overall response rate of all union and non-union employees was 46.4%, a significant increase of 13.3% compared to a 2005 survey, with a response rate of 33.3%.

In 2013, key updates were made to the survey. The gender question was amended to include transgender status. This reflects changes made in 2012 to the OHRC. Sexual orientation, also a protected ground under the OHRC, was added to the survey to align with the City's diversity focus area.

The survey will be implemented from June to July 2014 to approximately 34,000 city employees including approximately 8,900 part time recreation workers for the first time. This survey is one of two being conducted as part of the Talent Blueprint Workforce Plan. An Employee Engagement survey to gain insight into the employee experience is being planned for spring 2015. Together these surveys will provide a more accurate picture of the workforce and assist in the development of tools and resources to increase employee engagement and development.

Aboriginal Employment Strategy
As part of the Talent Blueprint Workforce Plan, the City is implementing an Aboriginal Employment Strategy in consultation with representatives from Toronto's Aboriginal agencies and City staff. The purpose of the strategy is to ensure more Aboriginal people are employed at the City of Toronto at all occupational levels and that the increase reflects the distribution of Aboriginal people in the Toronto population based on the best available data from the 2011 Toronto Aboriginal Research Project report. The Aboriginal Employment Strategy's goal is to ensure that the City of Toronto's workforce reflects the representation of Aboriginal peoples of Toronto. The strategy was developed based on the following guiding principles:
- The City recognizes the unique status and cultural diversity of the Aboriginal communities in Toronto and their right to self-determination;
- The City of Toronto is committed to fairness and equity in employment and services in recognition of its obligations and responsibilities as an employer and of its leadership role in the community;
- The goals and actions of this strategy are aligned with City of Toronto strategic actions and workforce planning goals; and
- The City of Toronto adopted a Statement of Commitment to the Aboriginal Communities of Toronto in 2010. One of the commitments states that "the City of Toronto commits to implementing employment practices that ensure that opportunities for employment are accessible to Aboriginal people and increases the number of Aboriginal employees at all occupational levels."

A Guide to Good Practice
A Guide to Good Practice: Providing Equitable Service to Individuals of all Abilities was developed in 2012 by the EDHR Division as a strategic corporate statement for

use by City divisions. The *Guide* assists city staff in taking steps to reduce or eliminate barriers that limit equitable access to services for people of all abilities including dementia, diminished capacity, and a range of mental health issues. The *Guide* provides information for employees to keep in mind when interacting/ communicating with, and/or providing service to, these residents. In 2013, the EDHR Division worked with Human Resources to integrate training on the *Guide* as part of mandatory AODA training for management staff; and to develop a training package for managers to use in Tailgate sessions with their staff. The Tailgate session package will include a guide, slide deck and participant manual. This material will be available in 2014.

City Manager's Award
In 2012, the City Manager included the Access Equity & Human Rights (AEHR) Awards as part of the annual City Manager's Award for Toronto Public Service Excellence. The annual AEHR award recognizes a divisional project and/or individual employee's contribution to access, equity, and human rights at the TPS.

In September 2013, this award was presented to Shelter, Support & Housing Administration for their Urban Elder Street Outreach initiative. This initiative increases accessibility to cultural and spiritual practices and supports to Aboriginal individuals who are street homeless.

Equity Symposium
In 2013, the sixth Annual Equity Symposium was jointly organized by CUPE Local 79 and the TPS with support from the EDHR Division. Each year the City Manager and senior management staff along with approximately 100 union shop stewards attend this educational event. The purpose of the forum is to continue dialogue and create awareness around the importance of equity and to provide Union Stewards with some training opportunities. This year, the event focused on mental health in the workplace. Participants gained a better understanding of the stigma associated with mental health and how workplace laws apply to mental health.

Diversity Networks
Diversity Networks, supported by an Executive Champion are mandated to support the goal of having an inclusive and respectful workplace. The TPS Women's network and the Pride network for lesbian, gay, bi-sexual, transgender, queer and Two-Spirited employees have been created. The women's network hosted professional development networking events with senior female public servants. The Pride network's signature event is the Public Servants' reception to commemorate the International Day Against Homophobia attended by the City Manager and senior management of the City and the Province.

Human Rights
The Human Rights Office (HRO) in the EDHR Division investigates and resolves service provision and employee harassment and discrimination complaints as required by legislation. In 2013, the HRO focused on implementing amended service

provision and employment Anti-Discrimination policies and redesigning education to ensure the workforce has the information and skills to address new and evolving rights.

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. They 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 of choice.

There has been notable progress in these priority areas in 2013 compared to 2012. Overall, the number of employees and individuals from equity-seeking groups receiving mentoring, internships and professional development opportunities has increased significantly. There has also been a substantial increase in the number of employees completing equity, diversity and human rights training. See Appendix 1 for further details and examples of initiatives.

Mentoring – Mentoring involves activities conducted by a person (the mentor) for another person (the mentee/protégé). The mentor supports the mentee in skills enhancement and professional development through job shadowing, making connections, and sharing knowledge so that the mentee can perform their job more effectively, progress in their career, or secure a position in their field. Mentoring can be used as an integral component of succession planning and an action that contributes to the diversity and employment equity of the TPS. It can also be used to provide equity-seeking groups in the community with opportunities for skills development and/or enhancement.

- Sixteen (16) divisions (up from 15 in 2012) reported that they offered mentoring programs to a total of 426 employees (up from 311 in 2012) for professional licensing, staff development and career building.
- Thirty-three (33) divisions (up from 32 in 2012) reported that a total of 149 mentors (down from 153 in 2012) provided mentoring to internationally trained professionals through the Profession to Profession Mentoring Program.
- In addition, many divisions reported offering an increasing number of mentoring opportunities to equity seeking groups in the community through various programs. In 2013, divisions reported offering mentoring opportunities to approximately 2,880 people, many of whom are internationally trained professionals, immigrant women and students/youth (up from 800 in 2012).

Internships – Internships are a cost-effective way for divisions to access a pool of motivated and skilled professionals or students, particularly those that are under-represented. Providing internship opportunities to diverse candidates can contribute to divisions' productivity and succession planning, and help the TPS reflect the diversity of the residents and communities it serves, and achieve employment equity.

- Twenty-four (24) divisions (down from 25 in 2012) provided internships to a total of 1,652 college and university graduates, early career professionals, skilled immigrants, youth and the unemployed (up from 1,462 in 2012).

Professional Development – Professional development is the acquisition of skills and knowledge that furthers City employees' personal development and career advancement. It can contribute to a knowledgeable and productive workforce and provide opportunities for employment equity-designated groups so that our workforce reflects the communities we serve.

- Twenty-two (22) divisions (down from 24 in 2012) supported staff in participating in TPS courses delivered by Organization Development and Learning (ODL), completing university or college degree and certificate programs, and other continuing education programs. City employees also took initiative in organizing professional development activities, such as speed mentoring, guest lectures and networking opportunities. In total, around 8,423 staff were reported as having participated in professional development opportunities in 2013 (up from 1,500 in 2012).

Employee Training in Equity, Diversity and Human Rights – Employee training in equity, diversity and human rights (EDHR) consists of organized activities that develop employees' knowledge and skills in this area. EDHR training helps employees serve clients/customers as well as relate to colleagues in a diverse workplace, contributing to a knowledgeable, competent and productive workforce. It also helps the City comply with legislative requirements, such as the OHRC, the AODA, and the OHSA.

- Approximately 1,835 City employees (up from approximately 1,353 in 2012) from 43 divisions (up from 39 in 2012) completed courses in equity, diversity and human rights delivered by ODL. This figure does not include the City's AODA customer service online course due to a system error that did not capture employee completion data between March 8 and December 16, 2013. This has resulted in lower 2013 figures.
- Divisions such as Parks, Forestry & Recreation (PFR); Information and Technology (IT); Economic Development and Culture (EDC); TESS; Long-Term Care Homes and Services (LTCHS); TPH; Shelter, Support and Housing (SSHA); Affordable Housing Office (AHO); Facilities Management/Real Estate Services (FMRES), and City Clerk's Office also arrange their own divisional training. Across all City divisions, approximately 10,231 employees participated in some form of equity, diversity and human rights training in 2013.

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. City services and programs must also

meet the legislative requirements of the AODA. The number of divisions reporting initiatives in these areas has increased slightly from 2012. See Appendix 2 for further details and examples of initiatives.

Information and Communication – Effective information and communication is critical in informing people about City programs and services, receiving customer feedback, and engaging customers to give input to policy and program development.

- Thirty-two (32) divisions (up from 30 in 2012) 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.
- The City Clerk's Office has been recognized under the Excellence Canada – Ontario Accessibility Awards Program for their implementation of several accessibility initiatives that go beyond the requirements for compliance with the AODA. Some of these include improving on-line access to information, services, and democratic processes by developing barrier-free local government.

Built Environment and Physical Accessibility – Physical accessibility is the absence of physical barriers to services or opportunities that are available to the public. These barriers can be removed by providing wheelchair access, elevators, accessible counters, and various other accommodations to our built environment. When it comes to 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.

- Twenty-three (23) divisions (the same as in 2012) reported that they have addressed built environment and physical accessibility issues. A number of divisions reported physical accessibility improvements to facilities, such as modifying physical work locations for staff, installing grab bars and non-slip floors, and providing alternative meeting spaces.
- In 2013, 20 tactile surface installation and sidewalk widening projects were completed. New playgrounds including Oriole Park and Earl Bales Park were developed to include accessible and water play features. All new playgrounds must meet the Accessibility Guidelines and provide equal opportunity for all children to enjoy the playground, develop fine and gross motor skills and socialize with others.
- In 2013, City Clerks began work to enhance accessibility in municipal elections through the design of an internet voting solution to ensure accessibility for persons with disabilities in time for the 2014 municipal elections.

Purchasing/Procurement – 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.

- Thirteen (13) divisions (up from 10 in 2012) reported EDHR practices related to purchasing/procurement. To encourage greater diversity in the procurement process, SDFA developed a Corporate Social Procurement Framework with an inter-divisional working group that includes Legal Services, Purchasing and Materials Management (PMMD), TESS and EDHR. The Framework was adopted by City Council in 2013 and will guide the development of a Social Procurement Policy that aims to increase access to economic opportunities for underemployed and unemployed Toronto residents, increase diversity in the supply chain, and promote local workforce development. In 2013, divisions were selected to participate in future pilot projects. The pilot projects will help determine what resources, supports and infrastructure are required for ongoing effective implementation of the Framework and help determine clear targets that should be incorporated into the Social Procurement Policy.

3. **Quantitative Indicators - Division-Specific Initiatives**

Twenty-three (23) reported 141 initiatives in this section. For the purpose of analysis, these initiatives are grouped into indicator categories. There is a significant increase in the number of 2013 initiatives reported compared to 2012 and 2011, most notably in the accessibility and partnerships categories. The data for each category are included in this chart and an example of some of the most reported initiatives follows:

Table 1: **Yearly Comparison of Division Specific Quantitative Initiatives**

Indicator Category	2011	2012	2013
	# of Initiatives	# of Initiatives	# of Initiatives
1. Accessibility	21	52	63
2. Partnerships	7	18	22
3. Women, Families & Children	5	8	12
4. Participation/Civic Engagement	4	6	8
5. Youth	1	1	7
6. Employment Services/Training	4	8	6
7. Accessibility – AODA	6	5	6
8. Employment Equity	-	1	5
9. Aboriginal Services	2	1	4
10. City as an Employer – Accommodation	1	1	2
11. LGBTTQ Services	1	1	2
12. Equity Complaints Mechanism[1]	1	1	2
13. Human Rights and Anti-Harassment/Discrimination	1	1	1
14. Community Building	6	7	1
TOTAL # INITIATIVES	**60**	**111**	**141**

---

[1] This category replaces the previous category titled "Protocol for Reporting Racial Incidents" to more accurately reflect the types of initiatives reported.

- *Accessibility* – These are initiatives that provide accessible and equitable programs and services to diverse clients and residents. Accessibility indicators were the most reported compared to other indicator categories. The following is an example of an accessibility initiative:

  - The *Recreation Service Plan Implementation Plan* by PFR was adopted by Council in July 2013. Initiatives aimed at reducing or eliminating barriers to participation were approved. These included the addition of 16 community centres where programs are free, eight expansion sites for the After-school Recreation Care Program, expansion of the Swim to Survive Program, and 10 Enhanced Youth Lounge locations over three years. The Welcome Policy was also indexed to align with user fee increases.

- *Partnerships (with Other Orders of Governments/Organizations/Private Sector)* – In Partnership initiatives, divisions work collaboratively with other orders of government, organizations and/or the private sector to pool resources and expertise to meet common social and economic objectives for Toronto residents. The following is an example of a partnership initiative:

  - Through SDFA's *Community Services Partnerships (CSP) Program*, 108 organizations representing equity-seeking communities were funded by the City of Toronto. Some of these organizations received funding from CSP for multiple programs. The program supports a strong community-based sector and facilitates access to services that improve social outcomes for vulnerable, marginalized and high-risk communities including members of racial minorities, sexual minorities, women, people with disabilities, Aboriginal Peoples, seniors, youth, and newcomers.

- *Women, Families and Children* – These are programs and services that focus on the needs of women, families and/or children. The following is an example of a women, families and children initiative:

  - TPH's *Healthy Babies Healthy Children Program* conducted over 25,000 home visits in 2013 with high risk/vulnerable parents. Family home visitors, hired for their cultural and linguistic capabilities, worked alongside public health nurses to provide pre- and post-natal care for moms and their babies. This service is delivered by staff who represent 68 languages and cultural groups.

- *Participation/Civic Engagement* – These initiatives engage and involve residents in the City's decision-making processes and in the social, economic, cultural and political life of the City. The following is an example of a participation/civic engagement initiative:

  - Solid Waste Management Services (SWMS) provides equitable opportunities for residents and the business community to *participate in the decision-making process on emerging solid waste issues*. In 2013, they held 10 community

meetings and 4 workshop and information sessions for representatives of charities, institutions and religious organizations (100 participants). In 2013, they also recruited 275 ambassadors to the 3Rs Ambassador Volunteer Program. Ambassadors are involved in education and outreach campaigns in their building with free resources and support from City staff.

For details of other division-specific quantitative initiatives, see Appendix 3. Also see Appendix 4 for examples of divisional equity, diversity and human rights initiatives that are qualitative.

4. **Qualitative Indicators – Division-Specific Initiatives**

Twenty-two (22) divisions reported 175 initiatives in this section. For the purpose of analysis, these initiatives are grouped into indicator categories. There is a significant increase in the number of 2013 initiatives reported compared to 2012 and 2011. The number of accessibility initiatives remains high while embedding equity initiatives have increased significantly over the years. The data for each category are included in this chart and some example of these initiatives follows:

Table 2: **Yearly Comparison of Division Specific Qualitative Initiatives**

Indicator Category	2011 # of Initiatives	2012 # of Initiatives	2013 # 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. LGBTTQ Services	2	2	1
TOTAL # INITIATIVES	**146**	**168**	**175**

- *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 is an example of an initiative that embeds equity into policy or practice:

  - The *Health Equity Impact Assessment (HEIA)* is a decision support tool that identifies unintended potential positive or negative impacts of decision-making on specific population groups and supports equity-based improvements in policy, planning, program or service design. TPH used the 2013 Service Planning process to pilot the Ministry of Health and Long-Term Care's HEIA tool. Last year, 11 Service Areas completed an HEIA.

- *Partnerships (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. The following is an example of a partnership initiative:

  - The *Community Crisis Response Program (CCRP)* works across Toronto providing support and resources to communities impacted by violent and traumatic incidents. The CCRP is activated when a violent incident occurs in any neighbourhood in Toronto, i.e., shooting or stabbing. It is a coordinated program of municipal services, police, community organizations, faith communities and residents to assist a neighbourhood's response to and recovery from traumatic incidents. The CCRP team supports communities to respond to safety concerns by developing localized strategies that include the development of coordinated community crisis response protocols that utilize local assets to meet diverse community needs. In 2013, the SDFA Division won the Divisional City Manager's Award for this initiative.

- *Participation/Civic Engagement* – These initiatives engage and involve residents in the City's decision-making processes and in the social, economic, cultural and political life of the City. The following is an example of a participation/civic engagement initiative:

  - LTCHS staff at Fudger House received the Innovation and Excellence Supporting Seniors Award from the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS). This recognition is the result of the Quality Improvement Team's work to enhance the quality of life for residents in the home. By facilitating focus groups with 25 residents, staff used the findings to develop a roadmap to improve quality of life for new residents moving into long-term care. These improvements include helping new residents to become familiar with the neighbourhood, helping them adjust and learn what the home can offer, and also helping them to make end-of-life decisions.

- *Accessibility – AODA* – These include policies and activities that remove or reduce barriers for people with disabilities and meet compliance with the AODA requirements, such as accessible customer service and the use of alternative formats in information and communication.

  - City Clerk's Office has a number of initiatives aimed at improving accessibility and meeting the compliance requirements of the AODA. In many instances, they have gone beyond the basic requirements. Examples include online translation of information on the *Toronto Meeting Management Information System (TMMIS)* which included introducing the Google Translate feature and ensuring content on TMMIS and toronto.ca/council is W3C and AODA compliant and compatible with multiple browsers on both desktop and mobile platforms.
  - Registry Services has redesigned and improved all polling materials to be more accessible and user friendly for voters. All ballots are written in plain language, use 12 point font and utilize white space.
  - With all Protocol events, consideration is given to meeting the needs of participants, including but not limited to provision of ASL interpretation, real time captioning, simultaneous and consecutive interpretation, attendant care, dietary, seating assistance, wheelchair/scooter accommodation and cultural/faith requirements. The Protocol Events team ensures that all its events are held at facilities that are accessible.

- *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 an initiative that involves cross-divisional collaboration and focuses on families, the *Investing in Families Program (IIF)* continues to be an important initiative that improves the economic, health and social status of families receiving Ontario Works benefits. Toronto Employment and Social Services (TESS) continued its partnership with Toronto Public Health (TPH), Parks, Forestry & Recreation (PFR), Toronto Public Library (TPL) and Children's Services to deliver this program.
  - In 2013, there were 1,719 new enrolments with a total of 7,516 families enrolled in the IIF program. There were 483 individual referrals to TPH to discuss health concerns; coping with stress; challenges of parenting and nutrition. There were 3400 new individual referrals made to PFR to discuss the benefits of physical and recreational activities and identify the interests/needs of each family member, to assist in their determination and placements into an age appropriate, skill development recreational activities.
  - Of the participating families, 670 left Ontario Works due to employment; 128 were granted ODSP; and 91 left to attend post-secondary education.

For details of other division-specific qualitative initiatives and good practices, see Appendix 4.

Looking Ahead – 2014/2015

Implementation of a Corporate Equity, Diversity and Human Rights Framework
The above mentioned initiatives from across the TPS shows the breadth of the City's access, equity, diversity and human rights practices. To advance this work, the EDHR Division is implementing a Corporate EDHR Framework. The goal of the Framework is to guide City staff and divisions to embed equity, diversity and human rights considerations into policy development, program planning, service delivery and evaluation. The objectives are twofold: to provide a strategic vision for the TPS that is aligned to the City's Strategic Actions (2013-2018) and to strengthen divisional capacity to assess the impacts of their equity, diversity and human rights initiatives. The framework will communicate the City's access, equity, diversity and human rights goal, essential practices and desired outcomes.

Strengthening Equity Impact 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 impacts of the programs and services. The EDHR Division is revising the City's Equity Lens, based on learning from the original equity lens and other jurisdictions' experiences. The revised Equity Lens will be an equity analysis tool that all City staff can use. Use of the lens will help staff identify and explain the potential unintended barriers and negative impacts of policies, programs, services and other City practices. It will highlight where improvement is needed and can motivate staff, participants and volunteers to embed equity considerations into their work. The revised Equity Lens will support staff in achieving customer service excellence. As part of the revisions to the Equity Lens, the EDHR Division will develop a communications strategy, a new training plan and promotional and training materials.

Employment Equity Initiatives
The TPS has placed renewed emphasis on access, equity and diversity as a strategic priority for 2014-2018. As a result of the Talent Blueprint 2014-2018 Workforce Plan and the Diversity focus area, the EDHR Division will support the following key activities to increase diversity in the workforce:

- Senior management championing diversity and inclusion
- Workforce data collection and reporting
- Implementation of strategies to increase representation of employment-equity designated groups at all levels of management in the organization
- Increasing leadership knowledge of equity and diversity issues related to the City as an employer and service delivery
- Aboriginal Employment Strategy to ensure more Aboriginal people are employed at the City

The EDHR Division will also continue to provide corporate strategic advice and subject matter expertise to the City Manager and all City divisions on other workforce development initiatives such as:

- On-going work with unions to build support for the *'Count Yourself In' Workforce Survey* among members; and
- Social Procurement Framework – Stakeholder consultations and pilot initiatives to assist with the development of a Social Procurement Policy in 2015.

Building on Good Practices
This report highlights some outstanding examples of corporate and divisional policies, programs and services that embed equity, diversity and human rights considerations. An increasing number of accessibility initiatives, including those that address AODA compliance, demonstrate the city's progress in this area. Collaboration and partnership across divisions, agencies and corporations and with other orders of government, organizations and the private sector, produces results not obtainable by divisions working alone. It is evident that such initiatives should be encouraged, supported and shared across the TPS. The EDHR Division will continue to assist divisions to embed equity, diversity and human rights considerations into all City activities by supporting and creating tools and opportunities to ensure delivery of good practices that are responsive to the needs of our diverse communities.

CONTACT

Uzma Shakir, Director
Equity, Diversity and Human Rights
Tel: 416-392-1108
E-mail: ushakir@toronto.ca

Ahmad Saidullah, Manager
Equity, Diversity and Human Rights
Tel: 416-392-4991
E-mail: asaidul@toronto.ca

SIGNATURE

_____
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: Quantitative Division-Specific Indicators
Appendix 4: Qualitative Division-Specific Indicators