



## STAFF REPORT ACTION REQUIRED

### 2014 Report on Equity, Diversity and Human Rights (EDHR) Achievements

<b>Date:</b>	November 17, 2015
<b>To:</b>	Executive Committee
<b>From:</b>	City Manager
<b>Wards:</b>	All
<b>Reference Number:</b>	

#### SUMMARY

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The City Manager is required to report regularly to Council on the equity, diversity and human rights achievements of the City of Toronto. This report highlights these achievements for all City divisions and five major agencies and corporations – Exhibition Place, Toronto Community Housing Corporation (TCHC), Toronto Hydro Corporation, Toronto Public Library (TPL), and Toronto Zoo. It summarizes the results of a revised and simplified reporting template that was made available to all division heads in June 2015.

There was a 100% completion rate by all City divisions and all five City agencies and corporations that were asked to respond. City divisions have implemented and continue to implement numerous initiatives that support City Strategic Actions 11, 17 and 18. Most clusters and divisions on average reported high-self assessment scores. Divisions scored highest on the Leadership as well as Customer Service diversity assessment categories while agencies and corporations scored highest on Customer Service. The average level of divisional and agency and corporation achievements was Gold (28 and 29 out of 40).

The self-assessment process, scores and level enable respondents to identify areas for improvement. The Equity, Diversity & Human Rights Division (EDHR) will use the data to support City divisions achieve their future objectives. Overall, the foundations for higher achievements are already being laid throughout the City with some impressive progress in equity, diversity and human rights. The results are reported at an aggregate level. Individual divisions have not been identified.

## 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.

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

### Equity Impact Statement

Toronto Public Service (TPS) efforts to provide accessible, equitable and barrier-free services to all residents, visitors and employees enhance the City's capacity to achieve its Strategic Actions, Talent Blueprint goals, and comply with legislation and policies. This contributes to creating an equitable, inclusive and prosperous city. Producing an annual equity, diversity and human rights achievements report informs Council and the community of the efforts and progress being made by City divisions and major agencies and corporations 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>

In December 2008, City Council adopted the Auditor General's report and recommendations in Item AU9.4 "Audit of City Performance in Achieving Access, Equity and Human Rights Goals". Recommendation #27 asks the City Manager to establish a process for tracking and reporting access, equity and human rights accomplishments by the City's major Agencies, Boards, Commissions and Corporations. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2008.AU9.4>

## **ISSUE BACKGROUND**

Toronto is one of the most diverse cities in the world. As a service provider and an employer, the City recognizes that diversity is our strength. To focus its efforts and resources on areas where it will create the most impact, the City identifies equity-seeking groups as: Aboriginal Peoples, persons with disabilities, visible/racial minorities, immigrants and refugees, LGBTQ2S, low-income earners, seniors and youth. Given our shifting demographics and legislative requirements, the City has embedded equity, diversity and human rights within a number of City strategies, actions and plans, ensuring that City services, programs and policies are responsive to the needs of Toronto's diverse communities.

### **Legislative Requirements**

The City is required to comply with legislation related to equity, diversity and human rights. These include the Accessibility for Ontarians with Disabilities Act (AODA), the Ontario Human Rights Code (OHRC) and the Occupational Health and Safety Act (OHSA). Compliance is important to ensure that the City meets the needs of its most vulnerable residents and reduces potential monetary and reputational risks.

### **City of Toronto's Strategic Actions 11, 17, 18**

In 2013, City Council endorsed 26 new Corporate Strategic Actions for 2013-2018 which build on previous directions and continue to advance Council's vision, mission and goals. Equity, diversity and human rights are core values embedded in Strategic Actions 11, 17 and 18.

- Strategic Action #11 states that the City will "Advance Toronto's Motto 'Diversity Our Strength' by ensuring that diversity is integrated in all aspects of City business.
- Strategic Action #17 states that the City will "Enhance the City's Capacity to Serve Toronto's Diversity." This action includes a strategic approach developed by EDHR for enhancing the City's capacity to deliver policies, programs and services that serve the diversity of Toronto's population.
- Strategic Action #18 states that the City will "Develop and Implement a Workforce Plan, Talent Blueprint, by 2018 to ensure an engaged, diverse, high-performing, adaptive and productive workforce to meet our current and future needs."

## **EDHR Strategic Plan 2015-2018**

EDHR's first Strategic Plan is a four-year divisional plan that guides the work of EDHR and offers corporate direction to City divisions. It is aligned with the City's corporate vision, mission, values, standards of excellence, and Strategic Actions. The goal of EDHR is to embed access, equity, diversity and human rights practices in the TPS, leading to equitable outcomes for staff and residents. The mission is to facilitate and enable the creation and maintenance of an inclusive workplace culture in the TPS and the development and implementation of policies, services, and programs which are fair, equitable and responsive to the needs of Toronto's diverse communities. It focuses on the City's Strategic Actions 11, 17 and 18.

## **Talent Blueprint 2014-2018 (TPS Workforce Plan)**

In October 2013, City Council adopted a new five-year strategic workforce plan titled "Talent Blueprint 2014-2018". EDHR is a key partner with Human Resources on Talent Blueprint (Strategic Action 18). The goal of the Talent Blueprint is to have engaged, diverse, high-performing, adaptive and productive employees who meet the current and future needs of the City of Toronto. Diversity is a pillar of the Talent Blueprint. Most of EDHR workforce-related initiatives form part of the Diversity pillar of Talent Blueprint. Equity considerations are also embedded in all four focus areas (Employee Engagement, Diversity, Workforce Capacity, and Effective Leaders).

## **COMMENTS**

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 changing needs of diverse communities.

In December 2008, the Auditor General's report and recommendations on the "City's Performance in Achieving Access, Equity and Human Rights Goals" was adopted by City Council. As a result, EDHR worked closely with major agencies and corporations, delivering information sessions, tools and resources to support them in this new process of providing the City with their equity, diversity and human rights achievements. Along with City divisions, this report includes the achievements of five major City Agencies and Corporations that have chosen to report through EDHR to City Council – Exhibition Place, Toronto Community Housing Corporation (TCHC), Toronto Hydro Corporation, Toronto Public Library (TPL), and Toronto Zoo.

## Scope

This report does not include human rights, harassment and discrimination enquiries and complaints data covered in the 2014 Annual Human Rights Office report to Council in June 2015. It also does not include updates to Council on the Urban Aboriginal Framework which is submitted through a separate report. Further, the achievements report does not include details from the City's compliance report on the Accessibility for Ontarians with Disabilities Act (AODA) which will be submitted to the province in December 2015 followed by a status report to Council in the first quarter of 2016.

## Changes to the Reporting Template

Based on feedback from City divisions, the equity, diversity and human rights annual achievements reporting template used in previous years was revised and simplified, creating an online form that is easier for divisions, agencies and corporations to complete. The revised reporting template to collect information on corporate equity, diversity and human achievements is also aligned with the City's Strategic Actions for 2013-2018.

The first section of the template asks divisions/agencies/corporations to report on their achievements on Strategic Actions 11 (Advance Toronto's motto: Diversity Our Strength), 17 (Enhance the City's Capacity to Serve Toronto's Diversity) and 18 (Talent Blueprint). In addition, divisions/agencies/corporations were given an opportunity to report on any two other strategic actions/directions that are of relevance to them.

The second section of the template contains 40 Yes/No self-assessment questions on equity, diversity and human rights achievements. The 40 questions are based on the following six diversity assessment categories:

1. Leadership – focuses on creating the culture, values and overall direction for success. Leadership is about good governance and innovation. It can include compliance with equity, diversity and human rights policies and legislation and promoting and supporting learning and development in this area.
2. Planning – incorporates equity, diversity and human rights into business and improvement plans, and monitoring, evaluating and reporting on progress in meeting defined strategic goals/actions.
3. Employee Engagement – examines how people are treated, encouraged, supported and enabled to contribute to the organization's overall success. It can include consulting with diverse employee networks and committees or targeting equity-seeking groups in mentorship, internship or placement programs.
4. Project Management – includes a disciplined and common approach toward process and project management across the organization. It can include routine use of equity impact assessment tools when developing, implementing and evaluating policies, programs and services for employees and residents.
5. Customer Service – examines how the organization engages its customers for satisfaction and success. It can include providing inclusive and barrier-free

participation in public meetings, events or consultations and listening, acting and reporting on customer feedback.

6. Purchasing & Partners – examines the organization's external relationships with other organizations or institutions that are critical to meeting strategic goals/actions. It can include considering AODA accessibility criteria in purchasing or contracting goods and services from partners, vendors or suppliers.

Based on the self-assessed responses to these 40 questions, scores are generated that align with four assessment levels (1-10 Bronze, 11-19 Silver, 21-30 Gold and 31-40 Platinum) which can then be used by divisions, agencies and corporations as baselines for future improvements and for setting new goals.

To assure the quality of the responses, EDHR reviewed the submissions to see if there were any discrepancies between what was reported in Part 1 and the level of self-assessed achievements in Part 2, and vice versa. Platinum-level divisions' initiatives and responses in particular were examined in depth.

## Findings

There was a 100% completion rate by all City divisions and all five City agencies and corporations that were asked to respond. The average level of achievement among divisions, agencies and corporations was Gold. No division or agency was assessed at the Bronze level of achievements (1-10) which is evidence of the equity, diversity and human rights changes happening across the City.

### *Part 1 - Strategic Actions 11, 17 and 18*

Nearly all City divisions responded that they took actions/have initiatives in place to support Strategic Actions 11, 17 and 18 (see Table 1). Most City divisions also indicated that they support additional City's Strategic Actions. Most agencies and corporations submitted strategic actions/directions unique to their organizational/strategic plans. Some took actions that relate to the City's Strategic Actions 11, 17 and 18, and therefore included them in their submissions.

**Table 1: Percentage of Divisions/Clusters, Agencies & Corporations taking actions to support Strategic Actions 11, 17 and 18 and other Strategic Actions**

	Strategic Action 11	Strategic Action 17	Strategic Action 18	Other Strategic Actions/ Directions A*	Other Strategic Actions/ Directions B*
City Divisions (all)	97.6%	92.7%	97.6%	80.5%	59%
Reporting to Council	100%	100%	100%	100%	100%
City Manager's Office	100%	100%	100%	66.7%	50.0%

Cluster A	100%	100%	100%	90.9%	72.7%
Cluster B	90.9%	81.8%	90.9%	81.8%	63.6%
Cluster C	100%	91%	100%	72.7%	40.0%
Agencies & Corporations	60%	60%	60%	80%	60%

\* Strategic Actions A and B can be one or two other strategic actions/directions initiated in 2014 that are of relevance to the division, agency or corporation.

See Appendix 1 for examples of initiatives that support these three Strategic Actions.

## Part 2 – 40 Yes/No Self-Assessment Questions

Most City divisions scored highest on the assessment categories of Leadership or Customer Service with an overall Gold average. Cluster A led the way with the highest level across all six assessment categories with a cluster average of 34.4 out of 40, the only cluster to achieve an overall average score of Platinum.

Agencies and corporations scored highest on Customer Service, also with an overall Gold average.

**Table 2: 2014 Self-Assessment Scores\* on Equity, Diversity and Human Rights Achievements**

	Leadership	Planning	Employee Engagement	Project Management	Customer Service	Purchasing & Partners	Self-Assessment Score (Average out of 40)
All City Divisions	88.2%	59.1%	64.4%	70.8%	73.3%	55.5%	Gold (28.05)
Reporting to Council	88.9%	75%	75%	62.5%	62.5%	50%	Gold (28)
City Manager's Office	88.9%	54.2%	56.3%	87.5%	75%	69%	Gold (29)
Cluster A	91.9%	86.4%	81.8%	88.6%	94.3%	71.4%	Platinum (34.4)
Cluster B	79.8%	56.8%	52.3%	61.4%	80.7%	48.1%	Gold (25.9)
Cluster C	86.9%	29.5%	53.4%	61.4%	56.8%	44.2%	Gold (23.4)
Agencies & Corporations	71.1%	60%	72.5%	70%	87.5%	65.7%	Gold (29)

See Appendix 2 for a breakdown of responses for each of the 40 questions.

\* The 40 self-assessment questions were developed to assess achievements and results and to act as prompts for best practices. However, EDHR recognizes that some questions may not be applicable to some agencies, corporations and divisions at this time. As a result, scores may appear lower for these respondents. Despite this, it is important to note that average scores for divisions/clusters, and agencies and corporations were at the Gold Level or higher.

## Additional Data from 40 Self-Assessment Questions

EDHR collected detailed information on two specific key indicators under the Employee Engagement assessment category. Some self-assessment questions had sub-questions that asked respondents to provide additional information beyond a yes/no response. The following categories are being highlighted here because they have been of interest to Council in the past.

### **1) *Learning and Development***

Employee training in equity, diversity and human rights consists of courses, workshops and other organized activities that develop employees' knowledge and skills in this area. Equity, diversity and human rights training helps develop a knowledgeable and competent workforce that can better serve diverse clients/customers and create and foster a diverse and inclusive workplace. Training and development also supports the City's requirements to comply with legislation such as the Ontario Human Rights Code (OHRC), the Accessibility for Ontarians with Disabilities Act (AODA), and the Occupational Health and Safety Act (OHSA). EDHR will be developing a four-year learning plan, which will include core courses and modules, by the end of 2015.

The Corporate Learning and Leadership Development (CLLD) Unit of the Human Resources Division offers city-wide training support on equity, diversity and human rights. In 2014, the in-class completion rate for courses in equity, diversity and human rights through the City's corporate learning program was 786. The on-line course completion rate was 25,324, bringing the total completion rate for the City to approximately 26,110. This is a 1,323% increase from 2013 due to the new online AODA modules uploaded in 2014.

Additionally, some City divisions including City Clerk's; Children's Services; Long-Term Care Homes and Services; Public Health; Shelter, Support and Housing Administration; and Parks, Forestry & Recreation, arrange internal equity, diversity and human rights related training for their staff. In 2014, 75.6% of City divisions provided this type of internal training and development.

Across the five major City agencies and corporations included in this report, all provided their own training and development on equity, diversity and human rights topics (taken by approximately 4,335 participants).

### **2) *Mentoring, Internship and Placement Programs***

Mentoring, internship and placement programs support mentees including internationally trained immigrants/newcomers, students and recent graduates to develop skills and enhance professional development. Program activities include job shadowing, networking, seminars and sharing knowledge so that the mentees can perform their job more effectively, progress in their career, or secure a position in their field.



These programs can serve as an integral component of succession planning and can contribute to the diversity of the TPS. They can also be used to provide equity-seeking groups in the community with opportunities for skills development and/or enhancement. In 2014, 68.3% of City divisions and 80% of participating agencies and corporations reported that they target or include equity-seeking groups in mentorship, internship or placement programs.

The City's Profession to Profession (P2P) Mentoring Immigrants Program is a partnership program of the Toronto Region Immigrant Employment Council (TRIEC), whose mandate is to provide mentees with tools to enhance their job search. The City's P2P program began 12 years ago and since then, about 588 members of the TPS have volunteered to mentor over 1,400 internationally-trained professionals. Volunteer mentors help transition newcomers into the job market, make connections, share knowledge and learn new skills. Mentors in specific fields of work are matched with skilled immigrants looking for employment in the same occupational fields/professions. In 2014, 130 mentors from across 36 City divisions provided mentoring to 126 internationally trained professionals through the program. A survey following the completion of the program in 2014 shows that 95% of City of Toronto mentors and 97% of mentees were satisfied with their mentoring experience.

Reports on the outcomes of the program in 2014 show that at six months following the program, 60% of mentees were employed in their field or a related field. At 12 months following the program, 70% were employed in their field or a related field. Currently, TRIEC is developing a new database that will allow the City to track mentee employment within the TPS.

In addition to City divisions, four City agencies and corporations participated in the P2P program. These include TCHC, Toronto Transit Commission (TTC), TPL and Toronto and Region Conservation Authority (TRCA).

Some City divisions/agencies and corporations also participate in a number of other mentorship, internship, and placement programs such as:

- Ability Edge (2.4% of City Divisions)
- Career Bridge (14.6% of City Divisions; 20% of Agencies and Corporations)
- Urban Fellows (43.9% of City Divisions; 20% of Agencies and Corporations)
- Other mentorship/internship/placement programs (19.5% of City Divisions; 40% of Agencies and Corporations).

Some City divisions also provide volunteer opportunities; training programs; co-op and summer student programs; and youth employment, leadership and/or mentoring programs.

## **Looking Ahead – 2015/2016**

### ***EDHR 2014-2018 Strategic Plan, Implementation Model and Priorities***

EDHR's Strategic Plan (2015-2018) identifies three corporate outcomes: Employer of Choice, Customer Service Excellence, and Increased Public Confidence (in the City). The long-term focus is on four priorities: Policy and Legislative Compliance; Employment and Workforce Diversity; Accountability; and Engagement and Outreach. Six strategies have been developed to guide EDHR's work: Leadership Development Strategy; Engagement Strategy; Anti-Discrimination and Anti-Harassment Strategy; Learning Strategy for Capacity-building; Performance Measurement and Reporting Strategy; and Equity Strategy for Policies, Programs and Services.

### ***Strengthening Equity Impact Assessment***

EDHR is finalizing a widely-tested, revised and improved Equity Lens Tool and Guide that will help staff identify and remove barriers, enhance the positive impacts and minimize the negative impacts, if any, of City policies, programs, services and practices on equity-seeking and vulnerable populations in Toronto. This tool will help staff embed equity, diversity and human rights considerations into all the stages of their initiatives, for more effective planning and customer service. EDHR is planning to develop the Equity Lens into an interactive online application to make it easier for divisions to carry out equity impact assessments. The proposed online tool will also allow EDHR to track the equity impacts of City initiatives. To roll out the print and online versions of the Equity Lens, EDHR has a communications and engagement strategy and is developing a training plan, promotional and training materials for the proposed launch in 2016/2017.

### ***Sharing Promising Practices***

This report highlights the 2014 equity, diversity and human rights achievements of City divisions and five major agencies and corporations based on strategic actions and a 40-question self-assessment. While EDHR reports to Council as directed, the division also uses the data to encourage City divisions to meet their corporate obligations under Strategic Actions 11, 17 and 18. EDHR also plans on using the data to develop lateral linkages, knowledge transfers, and the sharing of best practices across the City. After reviewing the performance of all City divisions, and five agencies and corporations, EDHR will encourage and support the linkages and sharing by following up with, and potentially matching, higher achieving divisions/agencies/ corporations with lower performing ones. EDHR will explore more avenues for sharing knowledge, resources and tools through creating communities of practice, organizing lunch and learns, presentations, workshops, and equity summits.

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## **SIGNATURE**

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Peter Wallace  
City Manager

## **ATTACHMENTS**

Appendix 1: Examples of Initiatives Supporting Strategic Actions 11, 17 or 18  
Appendix 2: 2014 EDHR Achievements Survey Self-Assessment Results

**Appendix 1: Examples of Initiatives that support Strategic Actions 11, 17 or 18 by High-Scoring Divisions, Agencies and Corporations**

DIVISION/AGENCY/ CORPORATION	INITIATIVE	PROGRESS, IMPACTS AND/OR OUTCOMES
<b>STRATEGIC ACTION 11</b>		
Toronto Zoo (TZ)	Outreach to the local South Asian (specifically Tamil) community through focus groups with youth to determine barriers to inclusion/access, promote the adoption of conservation practices, involvement in stewardship initiatives, and develop a new initiative that will create a two-way dialogue where local values, concepts and knowledge would be shared.	Through various efforts, Toronto Zoo was able to identify barriers to our relationship with the local community and identify some of the factors contributing to them. Through our findings we are now more informed and able to structure our communications and programs in a way that is inclusive of this local community. This has allowed us to reach out more successfully to local youth/members so they can participate in our programs and be better informed about conservation, and how they can contribute and get involved. Our aim is that through these outreach efforts, youth will pass on the information to others in their community and consider careers in conservation, as well as consider employment at the Toronto Zoo. The planned workshop series has not yet been executed, but in 2015 the goal is to contact the Canadian Tamil Congress (CTC) to reassess interest in the program.
Economic Development & Culture (EDC)	<p>Cultural Hotspot - South Scarborough undertook capital project work to specifically address accessibility issues in heritage buildings. The project was undertaken at the Alumnae Theatre which is housed in Old Firehall No. 4, a historic Toronto landmark built in 1900. The building had been renovated and restored by legendary architect Ron Thom in the 1970s to host a fully equipped main stage theatre, an intimate studio theatre, as well as workshop, wardrobe, rehearsal backstage, and lobby space.</p> <p>From May-October 2014 the inaugural cultural Hotspot</p>	<p>South Scarborough is home to a significant number of underserved communities that benefitted from the exposure, the funding investment and other opportunities. Specific outcomes include:</p> <ul style="list-style-type: none"> <li>• Developed and implemented 24 new partnership projects</li> <li>• Supported 30 events and festivals</li> <li>• Employed 11 youth from underserved populations (newcomers, LGBT, meeting multiple barriers)</li> <li>• Worked with 37 key partners</li> </ul>

DIVISION/AGENCY/ CORPORATION	INITIATIVE	PROGRESS, IMPACTS AND/OR OUTCOMES
	<p>program featured a triangle area of Scarborough which is home to a diverse cultural scene, engaged community, growing economy, green spaces and unique local history. The program brought cultural activities, art interventions, development opportunities and legacy projects to the area. With an emphasis on youth mentorship and employment, business engagement, community building and artistic excellence, the project drew new attention to south Scarborough. The program was initiated in the community through a series of Community Connects meetings with local residents of all ages, with a focus on outreach to underserved populations. Over 300 local residents, artists, business owners and community members attended Community Connect meetings and provided input to specific programming ideas and mapping for the legacy project for the Cultural Hotspot.</p>	<ul style="list-style-type: none"> <li>• Engaged over 100 volunteers</li> <li>• Mentored 100 youth from underserved populations (newcomers, LGBT, meeting multiple barriers)</li> <li>• Overall attendance of over 20,000</li> <li>• Leveraged \$300,000 to further support this initiative</li> <li>• Hotspot Marketing, Promotions &amp; Advertising - Worked with three media sponsors to run a series of advertising campaigns (OMNI television, Classical 96.3 and Scarborough Mirror/Inside Toronto). Media sponsors and other local media covered the project with articles, radio interviews and television spots, including a still-to-come documentary on Bell Local featuring We Are Lawrence Avenue. Cultural Hotspot posters were featured in 144 transit shelters from May 19 for 4 weeks, and on transit interiors from May 19 for 6 weeks. Through partnerships, we leveraged a marketing and publicity campaign worth \$500,000.</li> <li>• Accessibility upgrades were completed while maintaining the historic integrity of the building. Citizens with mobility issues can now attend the theatre.</li> </ul>
<p>Social Development, Finance &amp; Administration (SDFA)</p>	<p>The Toronto Youth Equity Strategy (TYES) seeks to support youth (aged 13-29) who are most vulnerable to involvement in serious violence and crime both by taking steps to better coordinate youth service delivery in Toronto, and by identifying specific service enhancements directed at those youth who are most vulnerable to involvement in serious violence and crime (Youth Development Unit).</p>	<p>Outcomes include the creation of an interdivisional staff table designed to look at how to serve a more diverse group of young people. While an issue as challenging as youth violence cannot be addressed by a municipal government alone, through the TYES, the City of Toronto can lead in responding to these challenges. The Strategy was developed with contributions from Toronto youth and identifies 28 key issues and corresponding recommendations. The Strategy proposes 110 specific actions that can be taken by City divisions, agencies, and corporations to build resiliency in our youth and create the</p>

DIVISION/AGENCY/ CORPORATION	INITIATIVE	PROGRESS, IMPACTS AND/OR OUTCOMES
		supportive systems that can help young people resist the frustration and disillusionment that can lead to involvement in violence and crime.
Municipal Licensing & Standards (MLS)	MLS web site redesign to ensure AODA compliance. PDF documents and PowerPoint presentations used as part of public consultation process were not originally AODA compliant.	The goal was to increase accessibility and reliability of the MLS website. After completing an inventory of all documents and converting them to ensure they are AODA compliant, MLS now has a public facing web site that is fully accessible.
Parks, Forestry & Recreation (PFR)	<p>Cultural Month Recognition web content. The Cultural Month Recognition web pages were introduced as a way to promote, celebrate and provide information on the diversity of the City of Toronto. PFR provides daily frontline programs and services to the public. These web pages serve as a tool to support inclusivity and bridge communities across the City.</p> <p>This initiative recognizes months that have been designated by the city for a specific culture and/or cultural celebration. To date we have launched web pages for Black History Month (February), Asian/South Asian Heritage Month (May) and Aboriginal Month (June). The goal of the initiative is to raise awareness of the cultural celebrations, promote inclusivity and highlight PFR events.</p>	<p>PFR continues to expand the themed months and events and are looking for innovative ways to make our Cultural Month Recognition web pages more interactive. The use of social media to promote the information on the web page has resulted in increased web traffic and creates another channel through which staff can better promote activities and events. This meets PFR Recreation Service Plan inclusion and capacity building goals. The PFR web page has had the following views:</p> <ul style="list-style-type: none"> <li>• Black History Month-2,643</li> <li>• Asian/South Asian History Month-974</li> <li>• Aboriginal History Month-336</li> </ul> <p>PFR Facebook page has reached:</p> <ul style="list-style-type: none"> <li>• Black History Month-90 likes</li> <li>• Asian/South Asian History Month-137 likes</li> <li>• Aboriginal History Month-664 likes</li> </ul>
<p>Purchasing &amp; Materials Management (PMMD)</p> <p>*also supports Strategic Action #17</p>	<p>PMMD in consultation with a Cross Divisional Team, is in the process of developing and implementing a Social Procurement Policy, and testing a number of pilot projects that support this initiative.</p> <p>The Council-adopted Toronto Social Procurement Framework (the "Framework") will guide the City's development of an</p>	<p>Upon completion of the pilot projects, PMMD will be able to determine any positive or negative impacts, the nature of the impacts and which equity-seeking groups/ vulnerable populations were affected and how. Lessons learned in piloting the Framework will be consolidated into a Toronto Social Procurement Policy that will be submitted to Council for consideration in 2015.</p>

DIVISION/AGENCY/ CORPORATION	INITIATIVE	PROGRESS, IMPACTS AND/OR OUTCOMES
	<p>evidence-based Toronto Social Procurement Policy by the end of 2015. The Framework includes clear principles, goals and objectives to advance social procurement practices at the City, and an implementation plan that outlines: mechanisms for engaging stakeholders; pilots to test various social procurement approaches and thresholds; and a process to monitor and evaluate impacts.</p> <p>The objectives of the City's Social Procurement Policy will be to:</p> <ol style="list-style-type: none"> <li>1. Increase access to economic opportunities for underemployed and unemployed Toronto residents;</li> <li>2. Increase diversity in the supply chain by supporting access to all businesses, including those owned by equity-seeking groups, to compete for City contracts and by encouraging vendors to diversify workplace employee policies and supply chain policies; and</li> <li>3. Increase the number of employers who work with the City to promote local workforce development</li> </ol>	
Revenue Services	<p>In redesigning a new Utility Bill, Revenue Services Division undertook to ensure that the proposed new bill design was compatible and consistent with AODA standards for printed material, and undertook consultations with disability advocates by making a presentation to the Disability Issues Committee (now Disability, Access and Inclusion Advisory Committee) in 2014, to gather comments and suggestions on the new bill design. A subsequent report will be made to the Disability, Access and Inclusion Advisory Committee following the launch of the new bill to identify findings and report on any feedback from the public on the new design.</p>	<p>The objectives of public consultations were achieved and the suggestions were used to improve the final design of the bill. Based on feedback obtained from consultations, the bill incorporated clear messaging on the front and reverse about the availability of alternate accessible formats (e.g., large font size, braille, machine-readable formats), and information on how to access these formats. Revenue Services Division will report on statistics on how many residents/utility customers request alternate accessible formats, to report on how successful this initiative has been in reaching various segments of the population.</p>

DIVISION/AGENCY/ CORPORATION	INITIATIVE	PROGRESS, IMPACTS AND/OR OUTCOMES
<b>STRATEGIC ACTION 17</b>		
Toronto Public Library (TPL)	<p>TPL conducted a Diversity Workforce Survey. The purpose of the survey was to create a portrait of the entire TPL employee population and to provide up-to-date information about diversity at all levels of the organization. The statistical analysis was placed in a context using the Statistics Canada census data for the population of the City of Toronto, where available. The survey data will serve as a benchmark for measuring levels of diversity in TPL on an on-going basis.</p>	<p>The survey was conducted with all 2,400 employees of TPL and will be conducted with all new employees. The participation rate for the survey was 84%, which means the results are statistically valid.</p> <p>The Diversity Workforce Survey was successful in providing a portrait of TPL's staff, in regard to identity factors such as race, ethnicity, gender, sexual orientation and identification, and disability. The survey results provide TPL with a tool for measuring changes in TPL workforce over time. The high participation rate in the survey (84%) made the initiative a success.</p>
City Clerk's Office	<p>City Clerk's Office/ Centre for Addiction and Mental Health (CAMH) Partnership Program: Serving Customers in Crisis Situations</p> <p>The goal of the partnership was to provide all City Clerk's Office staff with the tools, skills, understanding to help the CCO better serve individuals with diminished capacity, mental health issues or who may be in crisis.</p> <p>This training program was led by the City Clerk's Office Customer Service Improvement Team. The team's priority, in line with the City's Clerk's Office strategic plan, focused on making government truly accessible for all people, including those with mental health issues, whose needs tend to be overlooked in other forms of accessibility training. The City Clerk's Office worked closely with CAMH trainers to define practical customer service challenges and scenarios, which formed the foundation of the practical exercises in the classroom sessions. The partnership resulted in a one-of-a-</p>	<p>In 2013 and 2014:</p> <ul style="list-style-type: none"> <li>• 25 in-class sessions were delivered by CAMH staff</li> <li>• 392 City Clerk's Office staff trained (approximately 90% of CCO staff complement)</li> <li>• 30 non-Clerk's staff also trained</li> <li>• Two sessions delivered to staff of elected officials</li> <li>• In June, 2014, over 100 management and supervisory staff participated in the CAMH workshop on feedback and debriefing skills</li> </ul> <p>The partnership with CAMH resulted in numerous dividends. Most noteworthy are:</p> <ul style="list-style-type: none"> <li>• Increased confidence among CCO staff who provide customer service, who have more tools and options for recognizing and addressing difficult situations in the workplace</li> <li>• Renewed sense of trust among co-workers, who have the techniques and confidence to support each other</li> </ul>



DIVISION/AGENCY/ CORPORATION	INITIATIVE	PROGRESS, IMPACTS AND/OR OUTCOMES
	<p>kind program, built from the ground up specifically for the Toronto Public Service environment, with a holistic focus on awareness building, skills development and continuous improvement.</p>	<p>in difficult situations</p> <ul style="list-style-type: none"> <li>• New techniques for teams to promote continuous learning and improvement in how they resolve issues and deliver service</li> <li>• A more effective and compassionate public service organization, arising from emphasis on stigma-busting, building awareness and increasing understanding</li> <li>• This initiative was honoured with the 2014 City Manager's Award in the Human Rights, Access, Equity &amp; Diversity category.</li> </ul>
<p>Employment &amp; Social Services (TESS)</p>	<p>During 2014 Workforce Development Week, events/initiatives were geared to the following target groups: youth, newcomers, people with disabilities and Aboriginal people.</p> <p>Workforce Development Week is dedicated to highlighting City initiatives that help advance the goals of the City's Workforce Development Strategy. The week showcases the many ways the City is working to meet the diverse needs of residents, meet the talent needs of employers, deliver employment services to job seekers, and provide seamless access to City services for all Torontonians.</p> <p>Through collaboration between the City and many community partners and educational institutions, Toronto residents received access to learning, networking, hiring, and entrepreneurial events. The week also showcases how partners in the City's employment system are working together to address the hiring needs of employers, by bringing a skilled workforce together with employers looking to hire.</p>	<p>In partnership with other City divisions, TESS planned, coordinated and hosted workshops, job fairs and other employment events across the city.</p> <p>The events were well attended and included: 7200 job seekers; 168 employers; 181 community partners; 37 City divisions and 13 federal or provincial ministries.</p> <p>Outcomes included: 164 employment opportunities accessed; 230 job seekers pending a 2nd interview; 517 interviews were scheduled and 117 job seekers were hired.</p>
<p>Toronto Public Health (TPS)</p>	<p>The Toronto Central Local Health Integration Network (TC LHIN), Toronto Public Health (TPH) and Anishnawbe Health Toronto have partnered on the development of a community-</p>	<p>The TIHAC mandate is to:</p> <ol style="list-style-type: none"> <li>1. Provide oversight, guidance and advice to the TC-LHIN and TPH in the planning, implementation, funding,</li> </ol>

DIVISION/AGENCY/ CORPORATION	INITIATIVE	PROGRESS, IMPACTS AND/OR OUTCOMES
	<p>led advisory circle. The Toronto Indigenous Health Advisory Circle (TIHAC) will create a holistic and comprehensive Indigenous Health Strategy (IHS) that will guide the work of TPH and the Toronto Central LHIN in improving health outcomes in Toronto.</p> <p>Reducing Indigenous health inequities is an important component of the mandate of both the TC LHIN and TPH. Consultation will also take place with Indigenous and non-Indigenous organizations in Toronto that provide health services to the Indigenous community. This collaborative approach to planning will ensure that health services are comprehensive, coordinated and responsive to the needs of Indigenous people in this city.</p>	<p>research and evaluation of culturally based, culturally secure health programs and services for the diverse Indigenous community in Toronto, and</p> <p>2. To influence public policy that impacts Indigenous health outcomes.</p> <p>The TIHAC has been established based on criteria identified by community leaders in 2014 and was launched on January 23rd, 2015 with a traditional ceremony and community feast. The TIHAC developed a Terms of Reference and set up a Youth Council and Elders' Council. The next phase will be the development of priorities articulated in an Indigenous Health Strategy.</p>
Toronto Paramedic Services	<p>Public Awareness and Education Campaigns. Toronto Paramedic Services launched public information campaigns in the spring and fall of 2014.</p> <p>The spring campaign coincided with Paramedic Services Week in May and the annual Citizenship Ceremony sponsored by Toronto Paramedic Services. Over 100 new Canadians and residents of Toronto were present. Attendees also took a tour of the Communications Centre and some were provided with the opportunity to record the Division's message in their home language. The message was: "If you can't speak English and have a medical emergency, you can still call 911 for a paramedic and all you have to say is the name of your language."</p> <p>The fall campaign focused on building public awareness of alternative healthcare options that may not require Paramedic assistance. Approximately 30% of Toronto Paramedic Services</p>	<p>The fall campaign "911. Make the Right Call" was targeted to high users of paramedic service and was delivered in 10 languages in addition to English.</p> <p>Targeted media included: TV, radio, print, transit, on-line media and doctor's office television. Posters were also placed in hospital emergency room waiting areas, through Toronto Paramedic Services' social media channels and radio, web digital and electronic billboards, as well as through the City's street furniture program. Public information dissemination has also included messaging regarding prevention and treatment of extreme heat and cold-related medical conditions.</p> <p>The 2014 awareness and education campaigns were well-received, with our Emergency Medical Dispatchers (EMDs) answering almost 2,700 calls using a translator to gather critical information to provide the most appropriate care</p>

DIVISION/AGENCY/ CORPORATION	INITIATIVE	PROGRESS, IMPACTS AND/OR OUTCOMES
	<p>calls would be considered not immediately life-threatening. The campaign took a positive question and answer approach to educating the community on the availability of alternative healthcare options. The campaign also reminds the public that 911 should always be called for immediate life-threatening medical emergencies like stroke, cardiac arrest, respiratory concerns, or significant trauma from an accident.</p>	<p>to those in need. Two additional public information campaigns will be running in June and July of 2015.</p>
<p>Solid Waste Management (SWM)</p>	<p>SWM retained Ipsos Reid to conduct independent public consultation on the green bin prototypes as part of the RFP review and scoring, which consisted of three sets of focus groups, each session held 33 participants. Residents were asked to simulate placing material (a bag of sand) into the bin with one hand and travelling across the room with the bin. The focus group participants then completed a series of questions related to their satisfaction with bin manoeuvrability, features designed for animal resistance, bin storage, the interior of the bin and ease of the latch function.</p> <p>The focus group consisted of 99 residents who were:</p> <ul style="list-style-type: none"> <li>• geographically dispersed across the City of Toronto;</li> <li>• an equal ratio of females and males;</li> <li>• an equal portion of different age groups;</li> <li>• various dwelling types;</li> <li>• residing in a dwelling with curbside collection services;</li> <li>• responsible for setting out their green bin on collection day.</li> </ul>	<p>SWM tested a new Green Bin that would be easy to use for all residents in the City of Toronto, including seniors and those with mobility issues. A new Green Bin was approved by City Council for roll out over the next 18 months.</p>

DIVISION/AGENCY/ CORPORATION	INITIATIVE	PROGRESS, IMPACTS AND/OR OUTCOMES
<b>STRATEGIC ACTION 18</b>		
Toronto Public Library (TPL)	<p>TPL provides local employment and volunteer opportunities for a diverse group of youth at TPL's 100 branch locations. These opportunities are available locally to youth in every neighbourhood in Toronto. They also increase the diversity of persons who work at TPL and broaden public awareness of employment and volunteer activities at TPL.</p>	<p>These programs are successful in providing a diverse group of youth with opportunities for employment and volunteer positions in their neighbourhoods. There are more than 600 Page employees (a TPL page is responsible for shelving books, minor repairs and some other duties) and more than 2,300 youth are involved in volunteer activities.</p>
Toronto Zoo (TZ)	<p>In order to ensure that the TZ reflects the population it serves, and values and champions diversity, access, inclusion and respectful behaviour, TZ set out to provide training programs to employees so they can provide excellent service and use appropriate conduct. As part of TZ's Strategic Plan Goal #6, TZ is committed to employee engagement /motivation and learning. Additionally, TZ planned and conducted a workforce survey with employees in the Summer/early Fall of 2014 to see measure their workforce diversity and assess their efforts to achieve a diverse workforce.</p> <p>Going forward in 2015 TZ will increase recruitment efforts with equity seeking communities to attract a more diverse and inclusive workforce.</p> <p>In 2015, all full time employees will receive customer service and human rights/anti-harassment training.</p>	<p>Outcomes include:</p> <ul style="list-style-type: none"> <li>• A human rights and anti-harassment FAQ sheet was produced and circulated to all employees</li> <li>• All new employees attended orientation where a portion is dedicated to customer service, AODA and policies on human rights and harassment (127 new hires)</li> <li>• Training provided to volunteers via a handbook review on related policies (91 volunteers)</li> <li>• Interpretive training for volunteers to incorporate/ consider audience diversity (culture, age, AODA, etc.) (16 volunteers)</li> <li>• IASR standard - distributed literature to all employees and had them complete training (70% completed)</li> <li>• All management staff were instructed to complete online IASR standard training by December 2014</li> <li>• In summer 2014, a workforce survey was administered to all employees. Response rate of permanent and non-permanent employees was not as significant as hoped despite some useful information.</li> </ul>
Human Resources (HR)	<p>The development and implementation of a Toronto Public Service Aboriginal Employment Strategy (AES) is intended to address any gaps between general population representation and representation across all levels of the TPS workforce, and</p>	<p>Outreach:</p> <ul style="list-style-type: none"> <li>• Consulted organizations with a focus on Aboriginal students (Ryerson, George Brown, York, Seneca; TESS employment centres; First Nation House; Miziwe Biik)</li> </ul>

DIVISION/AGENCY/ CORPORATION	INITIATIVE	PROGRESS, IMPACTS AND/OR OUTCOMES
	<p>is in keeping with the City's Employment Equity policy and its Statement of Commitment to Toronto's Aboriginal Communities adopted in 2010. The development and implementation of the AES responds to a Council approved motion and also supports the City's on-going commitment to equity and diversity.</p> <p>Three focus areas:</p> <ol style="list-style-type: none"> <li>1. Outreach - Collaborate with Aboriginal employment agencies and agencies serving the Aboriginal population to strengthen existing outreach activities to connect Toronto's Aboriginal communities to City jobs.</li> <li>2. Employment - To ensure that the representation mirrors the Aboriginal peoples in the City through the development and implementation of recruitment and employment programs and initiatives.</li> <li>3. Development and Retention: Embed an Aboriginal focus in all City of Toronto employment programs to attract and retain skilled, high performing employees.</li> </ol>	<p>about City hiring practices and assisted them in supporting their clients.</p> <p>Employment:</p> <ul style="list-style-type: none"> <li>• The 2014 Toronto Urban Fellows (TUF) recruitment campaign utilized targeted outreach (e.g. LinkedIn, other social media), provided information sessions and communications to Aboriginal educational &amp; professional networks to promote the TUF program; 6% of TUF cohort included those from First Nations.</li> <li>• Created an inventory of agencies that have employment outreach (i.e. youth outreach workers; Native Canadian Centre)</li> <li>• AES website was developed to promote AES activities on City's social media sites (Facebook/Twitter; Jobs@theCity)</li> </ul> <p>Development and Retention:</p> <ul style="list-style-type: none"> <li>• Explored various training content and models (live, e-learning) and introduced program to training calendar</li> </ul>
Long-Term Care Homes & Services (LTCHS)	Refreshed the LTCHS Human Resources (HR) Plan. This entailed developing a strategic-level plan structured using the same focus areas as Talent Blueprint. The plan also included identifying and implementing division-level priorities of two types: 1) those which are developmental and/or have a specific timeframe for implementation (active planning priorities); and 2) those which strengthen existing initiatives and are ongoing (supportive planning priorities).	A review of the plan was undertaken in 2014 to ensure alignment with the Talent Blueprint given that the divisional plan had been developed using draft Talent Blueprint framework. Annual achievement targets have been set for all divisional priorities; HR plan continues to be a strategic priority of the division; achievements of goals are measured against time frames established.
Toronto Public Health (TPH)	The Respect@TPH campaign is an upstream approach, developed at Toronto Public Health, to reduce incidents of harassment and discrimination by promoting a healthy workplace culture based on mutual respect. In 2014 the City's	Through the Respect@TPH campaign the Access & Equity team has enhanced its service delivery to TPH by: <ul style="list-style-type: none"> <li>• Providing tailored team-based civility and human rights workshops; and</li> </ul>

DIVISION/AGENCY/ CORPORATION	INITIATIVE	PROGRESS, IMPACTS AND/OR OUTCOMES
	<p>Human Rights and Anti-Harassment Policy was amended to include expectations for respect and civility. Respect@TPH was launched on October 1st, 2014 to support this policy change.</p> <p>Respect@TPH is a series of seven posters and is part of an ongoing strategy to strengthen a climate of civility, inclusion and human rights. Staff voices and images are central to this campaign. A discussion guide accompanied the campaign to help teams develop group norms for positive team dynamics. In-service training and group facilitation was part of the campaign roll out. By working upstream to prevent instances of harassment and discrimination, Respect@TPH contributes to organizational excellence and efficiency.</p>	<ul style="list-style-type: none"> <li>• Facilitating team discussions to establish group norms which promote compliance with the City's Human Rights and Anti-Harassment Policy.</li> </ul> <p>An evaluation was conducted to determine the efficacy of this campaign. Three quarters of staff reported that the campaign raised their awareness of workplace respect and incivility. In addition, campaign messages encouraged staff to reflect on their own workplace behaviours.</p>
Toronto Water	<p>In 2013, Toronto Water launched a 5-year Strategic Workforce Plan with a number of planned initiatives. This included, but was not limited to:</p> <ul style="list-style-type: none"> <li>• Mentorship opportunities for staff with a view to succession planning</li> <li>• Leadership training for managers and senior staff</li> <li>• Ensure personal development plans are in place for staff and provide cross training opportunities for redundancy and increased capacity.</li> </ul> <p>This was followed up with Toronto Water's 90-Day hiring process for vacant positions in 2014.</p> <p>Some of the goals outlined within the Strategic Workforce Plan include:</p> <ul style="list-style-type: none"> <li>• Reducing vacancies and hire skilled leaders in the organization within 90 days of approval</li> <li>• Ensuring programs will be developed to optimize the</li> </ul>	<p>This initiative is ongoing through 2015 and the outcomes have been positive to date while many of the goals have been achieved. The new Toronto Water's 90-Day hiring process has been used to fill vacant position in Optimized Maintenance Unit and Water Infrastructure Management. Staff participation in TPS courses has risen and successional planning has started in many sections to ensure continued service.</p>

DIVISION/AGENCY/ CORPORATION	INITIATIVE	PROGRESS, IMPACTS AND/OR OUTCOMES
	<p>involvement of staff and management</p> <ul style="list-style-type: none"> <li>• Defining roles &amp; responsibilities for all significant stakeholders clearly incorporated into each program and initiative</li> <li>• Enhancing capacity and succession planning for internal staff</li> <li>• Encouraging staff to enrol in Toronto Public Service courses to enhance development</li> <li>• Developing various materials promoting career and employment opportunities within Toronto Water and utilizing strategic communication mediums to reach out to diverse groups, including youth, across the Toronto Region.</li> </ul>	

Appendix 2: 2014 EDHR Achievements Survey – Self-Assessment Results

<b>SECTION 2 SELF-ASSESSMENT QUESTIONS</b>		<b>City Divisions</b>	<b>Agencies &amp; Corporations</b>
<b><i>Did your Division/Organization...</i></b>		<b>YES RESPONSES</b>	
<b>LEADERSHIP</b>			
Q 1	Take actions to ensure that your division/organization is in compliance with policies and legislation relating to access, equity, diversity and human rights?	100.0%	100.0%
Q 2	Take actions to enable all staff and managers to have a good working knowledge of policies and procedures that ensure a fully accessible, safe, inclusive and welcoming work environment free of barriers, harassment and discrimination at the City?	100.0%	100.0%
Q 3	Take actions to promote the Count Yourself In: Workforce Survey (or another workforce diversity survey) and to raise the division's/organization's survey participation rate?	100.0%	60.0%
Q 4	Find these actions successful in raising the division's/organization's participation rate in the Count Yourself In: Workforce Survey (or another workforce diversity survey)?	80.5%	40.0%
Q 5	Integrate equity, diversity and human rights criteria in assessing performance reviews of staff, senior management, and executives?	92.7%	40.0%
Q 6	Promote and support learning and development on equity, diversity and human rights for all staff?	97.6%	100.0%
Q 7	Ensure management and employee participation during work hours on equity, diversity and human rights initiatives/activities that promote a harassment/discrimination-free workplace?	97.6%	80.0%
Q 8	Support staff/managers to develop or participate in communities of practice around serving equity-seeking groups or vulnerable populations?	78.0%	80.0%
Q 9	Implement any Aboriginal-specific initiatives?	34.1%	40.0%
<b>PLANNING</b>			
Q 10	Ensure that senior management routinely integrated equity, diversity and human rights in corporate and strategic planning?	87.8%	80.0%
Q 11	Have procedures in place to review the impacts and implications of any decisions to increase, decrease or reallocate funding for service users from equity-seeking groups and vulnerable populations?	36.6%	40.0%
Q 12	Create or strengthen programs or services targeted at equity-seeking groups and vulnerable populations as part of overall planning?	63.4%	80.0%
Q 13	Track the demand and usage of programs and services in languages other than English or French for planning, monitoring and evaluation purposes?	43.9%	40.0%



<b>SECTION 2 SELF-ASSESSMENT QUESTIONS</b>		<b>City Divisions</b>	<b>Agencies &amp; Corporations</b>
<i>Did your Division/Organization...</i>		<b>YES RESPONSES</b>	
<b>EMPLOYEE ENGAGEMENT</b>			
Q 14	Provide internal training and development on equity, diversity and human rights topics?	75.6%	100.0%
Q 15	Consult with diverse employee networks, equity, diversity and human rights committees or the Equity Diversity & Human Rights division, as needed?	82.9%	100.0%
Q 16	Ensure that your communications are inclusive, respectful, accessible to all, and promoted widely?	90.2%	100.0%
Q 17	Target or include equity-seeking groups and vulnerable populations in mentorship, internship, or placement programs?	68.3%	80.0%
Q 18	Assess requests to accommodate employees in accordance with City of Toronto Accommodation Policy and Guidelines or similar policy and/or relevant legislation?	87.8%	100.0%
Q 19	Receive any public awards related to equity, diversity and human rights?	19.5%	40.0%
Q 20	Formally recognize staff/management achievements in equity, diversity and human rights?	17.1%	0.0%
Q 21	Organize and promote cultural programs and events that reflect positively the diversity of the city?	56.1%	60.0%
<b>PROJECT MANAGEMENT</b>			
Q 22	Ensure that staff routinely used equity impact assessment tools when planning, developing, implementing, and evaluating policies, programs and services for employees and residents?	58.5%	80.0%
Q 23	Include Equity Impacts Statements or similar equity assessments in your significant policy and program reports to Council?	51.2%	20.0%
Q 24	Embed equity, diversity and human rights criteria into human resource management policies, practices and processes to identify and remove barriers to employment for equity-seeking groups and vulnerable populations?	82.9%	80.0%
Q 25	Take actions on employee complaints under equity, diversity and human rights policies and laws?	97.6%	100.0%
<b>CUSTOMER SERVICE</b>			
Q 26	Ensure that staff/service providers routinely use City demographics to meet the changing needs of a diversifying Toronto?	61.0%	80.0%
Q 27	Change services/programs as needed to accommodate the different needs of residents from equity-seeking groups and vulnerable populations as part of a commitment to customer service excellence?	78.0%	80.0%
Q 28	Provide access to programs and services in languages other than English or French, based on needs and priorities, to equity-seeking groups and vulnerable populations? * Most frequently used languages in both program/service delivery and document translations	56.1%	80.0%

<b>SECTION 2 SELF-ASSESSMENT QUESTIONS</b>		<b>City Divisions</b>	<b>Agencies &amp; Corporations</b>
<b><i>Did your Division/Organization...</i></b>		<b>YES RESPONSES</b>	
	were: Chinese, Spanish, Tamil and Other		
Q 29	Provide inclusive and barrier-free participation in public meetings, events or consultations?	95.1%	80.0%
Q 30	Measure customer satisfaction levels for programs and services provided?	78.0%	80.0%
Q 31	Have procedures in place for addressing equity, diversity and human rights issues in public complaints regarding service delivery?	78.0%	100.0%
Q 32	Track the type of customer service complaints received?	73.2%	100.0%
Q 33	Have a feedback mechanism that is timely and responsive and leads to effective complaints resolution?	90.2%	100.0%
<b>PURCHASING &amp; PARTNERS</b>			
Q 34	Regularly consult with, invite, or partner with equity-seeking groups/vulnerable populations in City planning, development, implementation, and evaluation of programs and services, and in City activities and events?	56.1%	40.0%
Q 35	Place ads or notices for public meetings, events, or invitations to participate in City decision-making in community-specific media, in various languages and in accessible formats when requested?	63.4%	40.0%
Q 36	Consider AODA accessibility criteria, in purchasing or contracting goods and services from partners, vendors or suppliers?	78.0%	100.0%
Q 37	Consider social procurement principles in contracting goods and services?	65.9%	100.0%
Q 38	Ensure that contracting, funding, granting opportunities/procedures are promoted among businesses owned by equity-seeking groups and vulnerable populations and among community organizations serving these populations?	29.3%	40.0%
Q 39	Source goods and services from businesses owned by equity-seeking groups or vulnerable populations?	26.8%	60.0%
Q 40	Routinely include and monitor the City's Declaration of Compliance with Anti-Harassment/Discrimination Legislation & City Policy (or similar policies at agencies and corporations) as part of contract compliance for all contracted services?	75.6%	80.0%