

Appendix A

Reporting to City Manager Shirley Hoy

Human Resources Action Plan on Access, Equity and Human Rights 2007– 2008

1. Divisional Context

The mandate of the Human Resources Division is to provide leadership and promote excellence in human resources management to enable the City to achieve its service and business objectives. This includes the responsibility of ensuring that the City's workplace is free from harassment and discrimination. The City also develops and implements employment equity programs for Aboriginal Peoples, women, racial minority group members, and people with disabilities. Through these programs it ensures that its workforce is representative of the communities it serves.

Human Resources delivers its services through the following functional sections:

- Employee and Labour Relations
- HR Standards and Decision support
- Occupational Health and Safety
- Organizational Development and Learning
- Staffing, Compensation and Employment Equity
- Strategic HR Services

This plan outlines the initiatives that will be undertaken within these sections including those that will be implemented across the organization. Divisional plans will also include specific HR initiatives being coordinated through HR operational units. The goals and achievements of the Human Rights Office will also be captured in this report.

2. Key Access and Equity Issues

- Increasing access to and implementing specific employment equity initiatives for People with Disabilities, African Canadians and youth in the City's priority neighbourhoods.
- Obtaining accurate data on designated groups in the City's workforce
- Assessing employment equity achievements for designated groups in the City
- Broadening the scope of the positions and job categories in different divisions for internships
- Ensuring that designated groups are represented in succession plans underway and that Executive Development strategies represent Toronto's current and changing diversity.

Access, Equity and Human Rights Action Plan Part 1 – 2007-2008

Division:	Human Resources
CM/DCM	City Manager's Office
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Strategic Direction:	<ol style="list-style-type: none"> 1. Economic participation <ul style="list-style-type: none"> - Equitable employment of Toronto's diverse population in the Toronto Public Service to ensure that Toronto's communities see themselves reflected among the people who deliver services to them. - Succession management plans that ensure diversity and inclusiveness in the Toronto Public Service. 2. Leadership <ul style="list-style-type: none"> - Providing learning and development initiatives in the Toronto Public Service to increase understanding of managers regarding their obligations under the Ontario Human Rights Code and to prevent and eliminate racism and racial barriers in the TPS 3. Civic Engagement <ul style="list-style-type: none"> - Partnering with divisions to design and deliver training on civic engagement related to expectations under the Human Rights Policy.
Action Plan Objectives:	<ul style="list-style-type: none"> • The Toronto Public Service is representative of the population it serves. • City work environment is free from harassment and discrimination. • Mentoring programs that assist internationally trained professionals are expanded. • Mentoring program that assists Black African Canadian employees is effective in addressing issues of systemic discrimination • Initiatives for people with disabilities are expanded. • Employees and job applicants are provided with appropriate job accommodation. • Increased efforts to maintain a healthy and safe workplace. • Awareness of the City's accommodation policies among managers and staff is strengthened. • All staff including new employees are informed of their rights and responsibilities under the City of Toronto's Human Rights and Harassment Policies.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<p>Development and Learning</p> <ul style="list-style-type: none"> Designing and delivering training on Employment Accommodation to all HR staff 	<ul style="list-style-type: none"> HR staff are completely knowledgeable of the application of the Employee Accommodation Policy <p>INDICATORS</p> <ul style="list-style-type: none"> Employees appropriately accommodated and are able to fully participate in all aspects of employment.
2007- 2008	<ul style="list-style-type: none"> Delivery of scheduled human rights training, including coordination of intact team sessions, to managers and employees on rights and responsibilities under the OHRC and City’s Human Rights and Harassment policy 	<ul style="list-style-type: none"> Increase awareness and promotion of access, equity and human rights issues. Managers feel more equipped to handle workplace issues. <p>INDICATORS</p> <ul style="list-style-type: none"> Number of training sessions delivered on the City Human Rights and Harassment Policy and number of staff trained. shifts in inquiry/complaint activity to reflect new knowledge Assess feedback reflecting the above noted outcome through session
	<ul style="list-style-type: none"> Using the City’s learning management system (SAP-TEM), monitor and track human rights and equity training 	<ul style="list-style-type: none"> Capture data on Human Rights and Equity Lens courses <p>INDICATORS</p> <ul style="list-style-type: none"> Annual and semi-annual data reports are generated and reviewed with Learning Services Professionals (vendors) and internal facilitators of training
	<ul style="list-style-type: none"> Ensuring that the City’s Learning Centre facility is accessible to prospective learners 	<ul style="list-style-type: none"> Employees who require accommodation have access to the TPS Learning Centre facility and programs <p>INDICATORS</p> <ul style="list-style-type: none"> Written procedures in place
	<ul style="list-style-type: none"> Conduct orientation session for Courses for the TPS program Learning Services Professionals (vendors) to include a component on the City’s diversity management direction, goals and initiatives 	<ul style="list-style-type: none"> Learning Services Professionals (vendors) are aware, understand and able to communicate access, equity and human rights related corporate messages through their training sessions in a coordinated and consistent manner

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
		<p>INDICATORS</p> <ul style="list-style-type: none"> • Orientation session to take place in February. Organization Development and Learning (OD&L) staff to audit courses.
2007 and ongoing	<ul style="list-style-type: none"> • Offering monthly human rights training to Managers and employees on the City’s Human Rights and Harassment Policy. 	<ul style="list-style-type: none"> • Employees and managers know their rights and responsibilities for ensuring a workplace that is free from harassment and discrimination, employees know how to raise concerns and management staff know how to respond to concerns and resolve disputes.
	<ul style="list-style-type: none"> • Design, develop and implement a human rights curriculum for management and employee personnel reflecting impending revisions to the OHRC and City’s Human Rights and Harassment policy 	<ul style="list-style-type: none"> • Increase awareness and understanding of provisions, rights and obligations under the OHRC and City’s Human Rights and Harassment policy by management and employee personnel <p>INDICATORS</p> <ul style="list-style-type: none"> • Training completed and targeted numbers achieved by year-end and assessment of feedback through session evaluation summary data
2007 and ongoing	<p>Partnerships OH&S & Divisions</p> <ul style="list-style-type: none"> • On-going program of support of employees and managers from occupational health staff, employee rehabilitation and employee assistance 	<ul style="list-style-type: none"> • Optimization of health & safety, employee wellness and prevention of injuries <p>INDICATORS</p> <ul style="list-style-type: none"> • Collaboration with unions
2007 and ongoing	<p>EE & ODL</p> <ul style="list-style-type: none"> • Consulting with Organizational Development and Learning to include employment equity considerations in succession plans for senior managers, executive development and management competencies. 	<ul style="list-style-type: none"> • Increased focus on tangible employment equity goals in succession plans and development of an equitable senior management group <p>INDICATORS</p> <ul style="list-style-type: none"> • Development of plans including equity and diversity.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 and ongoing	<p>Human Rights & Divisions</p> <ul style="list-style-type: none"> Design and deliver training on civic engagement related to expectations under the Human Rights Policy 	<ul style="list-style-type: none"> Public consultations, etc. are free from harassing / discriminatory comment/conduct. Greater participation by Toronto’s diverse populations in City affairs ensuring diversity of opinion, perspective. Citizens’ gain access to the City’s human rights policy and complaint processes; increased awareness among citizens of its relevance to them. Common understanding of Human Rights Policy expectations and dispute resolution options to ensure the workplace and services provided are free from harassment and discrimination. <p>INDICATORS</p> <ul style="list-style-type: none"> Numbers of presentations and/or workshops to diverse groups and communities. Number of visits to the City’s public human rights website Increase in Civic Engagement training sessions delivered and number of attendees
2007 - 2008	<p>OD&L & DMCE</p> <ul style="list-style-type: none"> Conduct a review of the corporate supervisory foundation skills program – “Lessons in Leadership – Tools of the Trade” curriculum to integrate access, equity and human rights principles where appropriate 	<ul style="list-style-type: none"> A revised curriculum which better reflects core principles of access, equity and human rights <p>INDICATORS</p> <ul style="list-style-type: none"> an agreed upon implementation plan a completed initial review of the 6 module program materials Program materials revised to the satisfaction of CLLD and DMCE to be piloted in 2008. Demonstrated improvement in supervisory skills identified through assessment of “Lessons in Leadership-Tools of the Trade”
2008	<p>Human Rights & Local 79</p> <ul style="list-style-type: none"> Develop human rights awareness training for its members 	<ul style="list-style-type: none"> Greater awareness among unionized staff of human rights legislation and policies and their rights and responsibilities <p>INDICATORS</p> <ul style="list-style-type: none"> Greater use of Human Rights policies

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 and ongoing	Projects OD&L <ul style="list-style-type: none"> • Establish a Community of Practice for succession management 	<ul style="list-style-type: none"> • Increased awareness to ensure staff complement reflects the community in which we serve INDICATORS <ul style="list-style-type: none"> • Increased diversity component in executive development courses and among participants. • Increased percentage of equity groups within leadership and/or critical/vulnerable positions within the TPS (these are the levels of the organization that may be impacted through succession management activities)
2007 and ongoing	Profession to Profession Mentoring <ul style="list-style-type: none"> • Co-ordination and continuation of Profession to Profession mentoring program for recent immigrants 	<ul style="list-style-type: none"> • Recent immigrants mentored by City employees have a better opportunity to obtain employment in their professions. • City staff learns mentoring and coaching skills and increase their understanding of cross-cultural issues. INDICATORS <ul style="list-style-type: none"> • Increase in numbers of mentorship and internships affecting internationally trained professionals
2007 and ongoing	EE Stakeholders <ul style="list-style-type: none"> • Redeveloping the Human Resources Employment Equity Network and including divisional stakeholders. 	<ul style="list-style-type: none"> • Heightened awareness among City staff of equity and access issues. • A reference group for reviewing initiatives and for increased knowledge of issues affecting divisions. INDICATORS <ul style="list-style-type: none"> • Increased participation by City staff in equity oriented activities demonstrating wider awareness of issues.
2007 and ongoing	Career Bridge <ul style="list-style-type: none"> • Continuing to coordinate and expand the Career Bridge Program for internationally trained professionals 	<ul style="list-style-type: none"> • Facilitate recent immigrant professionals obtaining permanent positions in their field. INDICATORS <ul style="list-style-type: none"> • Increased participation in internship program

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 and ongoing	Persons with Disabilities <ul style="list-style-type: none"> Enhancing employment equity for persons with disabilities 	<ul style="list-style-type: none"> Increase representation of people with disabilities through different initiatives including internships. INDICATORS <ul style="list-style-type: none"> Progress toward new provincial accessibility standards, policies and guidelines affecting people with disabilities.
2007 and ongoing	Accessibility Standards for Persons with Disabilities <ul style="list-style-type: none"> Participation in the Ontario Government's Employment Accessibility - Standards Development Committee 	<ul style="list-style-type: none"> EE plays a leadership role in developing accessibility standards for employers governed by the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). INDICATORS <ul style="list-style-type: none"> Ongoing progress toward finalized standards
2007 and ongoing	Black/African Canadian Employment Equity Pilot Project (BACE) <ul style="list-style-type: none"> Providing support to the BACE Pilot Project – Steering Committee, and Staffing Review and Support to Management Subcommittees 	<ul style="list-style-type: none"> Successful implementation of the Pilot Project and increased representation of African Canadians in Senior Management group and in decision-making positions in the Toronto Public Service. INDICATORS <ul style="list-style-type: none"> Increase in 'best practices' identified among the City's initiatives
2008	<ul style="list-style-type: none"> Reviewing African Canadian Employment Equity Pilot Project to identify best practices for the City as a whole 	INDICATORS <ul style="list-style-type: none"> Adapting lessons learned in the Pilot Project for other areas of the City
2008	<ul style="list-style-type: none"> Widening the approach to selecting internships 	<ul style="list-style-type: none"> Increased variety of internship positions INDICATORS <ul style="list-style-type: none"> A developed list of potential positions
2007	Policy Review & Development <ul style="list-style-type: none"> Revision of policies, guides and training to ensure compliance with the amended Human Rights Code 	<ul style="list-style-type: none"> Policies and employment practices that are consistent with the amended Human Rights Code. Staff has knowledge about the legislative changes and the variety of dispute resolution options available to them.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007 and ongoing	<ul style="list-style-type: none"> Including language on all job postings – internal and external, about the City’s accommodation commitments 	<ul style="list-style-type: none"> Maintain a high level of awareness among staff of the policy and in accommodation because of disability, religion and other grounds in the City’s Policy and the Human Rights Code Job applicants are aware of the City’s commitment to accommodation in all aspects of the hiring process.
2007-2008	<p>Employment Equity Survey</p> <ul style="list-style-type: none"> Consult with employee representatives and bargaining groups regarding employment equity survey 	<ul style="list-style-type: none"> Increased participation of unionized staff in the survey to assess representation of employment equity groups in the Toronto Public Service.
2007-2008	<ul style="list-style-type: none"> Consult with Interdivisional Committee on Access and Equity regarding divisional projects underway and potential effects on implementing the survey for unionized staff 	<ul style="list-style-type: none"> Committee members provide assistance in their divisions in explaining the survey for increased staff participation
2007-2008	<ul style="list-style-type: none"> Completion of the Employment Equity workforce survey of unionized and non-union and reporting of the results of the workforce survey 	<ul style="list-style-type: none"> Data analyzed and summary reports produced on the representation of equity groups throughout the City workforce
2008	<ul style="list-style-type: none"> Preliminary report of data on unionized and non-union staff submitted to senior managers 	<ul style="list-style-type: none"> Increased organizational knowledge of the City’s employment equity profile and awareness of areas requiring improvement
2008	<ul style="list-style-type: none"> Consultation with senior managers in the different divisions to design and implement employment equity plans and deliver human rights services to the City. 	<ul style="list-style-type: none"> Increased focus on tangible employment equity goals in succession plans and development of an equitable senior management group <p>INDICATORS</p> <ul style="list-style-type: none"> Increase in the representation of designated and priority groups among City employees Increased senior management representation of designated EE groups Employment Equity plans developed and divisional initiatives expanded.

ACTUAL OUTCOMES - 2007

- Completion and analysis of the Employment Equity Workforce Survey results for non-union staff.
- Increased non-union participation in the survey from 60% in 2004 to 78% in 2007.
- Implementation of the Employment Accommodation policy through increasing employee awareness and in the recruitment process. Candidates for jobs are informed throughout the recruitment stage of their right to job accommodation. Participants in corporate training courses are requested to advise if they require accommodation in order to participate. Accommodations have included the provision of ASL translators and materials in Braille. In addition, the Employees Training Centre on King Street E has TTY capability and Career Development Services has TTY capability and a counsellor provides services to a number of deaf employees.
- Coordinating and expanding the Profession to Profession Mentoring Immigrants Project. The original goal for 2007 was to recruit up to 50 mentors. The City actually engaged 65 mentors, 59 of whom were matched with internationally trained professionals. Fifteen mentors volunteered twice during 2007 and one mentor worked with three different internationally trained professionals during the year. The City won a number of different awards for its participation in this Mentorship program in 2007.
- Career Bridge placed 13 new interns into management positions in the City and extended the internship period for 3 additional interns.
- Continued implementation of the Employment Equity Policy in the staffing process through actively encouraging women, members of racial minority groups, Aboriginal peoples and people with disabilities to apply to both internal postings and external advertisements.
- Outreach recruitment to diverse community groups and agencies serving equity designated groups included through attending job fairs, presentations to different groups and advertising in designated group press to develop a broad-based applicant pool;
- Maintained current practices of occupational health staff, ergonomists, employee rehabilitation and employee assistance counsellors to provide advice, assistance and training to managers and employees to optimize health & safety and employee wellness and prevent injuries and illnesses.
- Continuing to facilitate return to work of injured workers, integrated disability management and assisting with accommodation in the workplace.
- 2007 Annual Report on Human Rights investigations and training activities to be submitted to City Council.
- Advice and consultation given on employment equity and human rights in preparation for the 2008 collective bargaining process.
- In addition to providing regular updates on the internal human rights web site, in 2007 a public site was launched. Regular updates are therefore provided to develop greater knowledge of human rights for employees and the public.
- Designed and delivered human rights training in partnership with the Fire Department for Fire Association representatives and senior management.
- The majority of 2007 objectives are either operation related or in a project form with a life cycle. These are all in progress and will be continued through 2008. Milestones identified for each activity in 2007 were met.
- The development of procedures for accommodation at the TPS Learning Centre has been completed.

City Manager's Office Action Plan on Access, Equity and Human Rights 2007-2008

Divisional Context

This is an Action Plan jointly prepared by the following divisions in the City Manager's Office (CMO):

- Executive Management
- Internal Audit
- Strategic and Corporate Policy/Healthy City Office
- Strategic Communications

The Human Resources Division is submitting its Action Plan separately.

The CMO leads the City's administration team consisting of the City Manager, three Deputy City Managers and Division Heads to ensure that:

- The City is well led, effective, transparent and accountable:
 - its operation meets Council's approved directions and Mayor's mandate
 - the Mayor and Council receive professional analysis and objective advice on the City's financial, governance, organizational, intergovernmental, policy and service priorities
 - City programs, services and decisions are accessible and inclusive to achieve the equitable participation of all residents in the social, cultural, economic and political life of Toronto.

The CMO's initiatives in access, equity and human rights address all priority groups:

- Aboriginal people
- People with disabilities
- Racial minorities
- Women
- Immigrants and refugees
- Lesbian, gay, bisexual, transgender, transsexual and two-spirited people
- Youth
- Seniors.

The CMO's Action Plan in 2007-2008 focuses upon the following strategic directions of:

- Leadership
- Economic participation
- Public education and awareness
- Building strong communities
- Accountability.

To fulfill the strategic directions, the CMO:

- Coordinates and integrates access, equity and human rights objectives across the corporation
- Provides regular reports to Council on the development and implementation status of Divisional Action Plans on Access, Equity and Human Rights and annual updates on the City's Accessibility Plan to the Province
- Provides tools such as the Equity Lens and acts as a resource to divisions for implementing equity programs
- Provides funding and support to build the capacity of community organizations and to maintain a community infrastructure to address access, equity and human rights issues.
- Develops and implements policies and programs to engage the diverse public in the decision-making process in the City, including Agencies, Boards, Commissions and Corporations
- Monitors legislation, advocates to other orders of government and provides consultation within City Divisions as well as external organizations and stakeholder groups to work towards an equitable and inclusive city
- At the national and international level, works with agencies such as the Federation of Canadian Municipalities to advance access, equity and human rights
- Responds to inquiries, shares best practices and provides presentations regarding access, equity and human rights to other municipalities, agencies, institutions as well as visiting delegations.

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	CMO
CM/DCM	Shirley Hoy
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Strategic Direction:	Leadership
Action Plan Objectives:	<ol style="list-style-type: none"> 1. To lead the integration of access, equity and human rights objectives across the City corporation by providing tools and resources to Divisions 2. To promote and facilitate effective relations and partnership with other governments to achieve the City's objectives

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<ol style="list-style-type: none"> 1. Providing tools and resources to Divisions <ul style="list-style-type: none"> - Provide support and resources to City Divisions in access, equity and human rights initiatives - Carry out the Equity Lens pilot project 2. Promoting effective relations and partnership with other governments <ul style="list-style-type: none"> - Develop joint Canada-Ontario-Toronto "Year One" work plan for implementation of MOU on Immigration and Settlement - Contribute to the development of the Canadian Coalition of Municipalities 	<ol style="list-style-type: none"> 1. <ul style="list-style-type: none"> - Regular reports to Council on the development and implementation of Divisional Access, Equity and Human Rights Action Plans and Accessibility Plan - Inclusion of the equity impact statement in City Manager's reports to Council and in Program Reviews - Increase in awareness and understanding of the Equity Lens among the Toronto Public Service 2. <ul style="list-style-type: none"> - MOU Steering Committee approval of joint 2007-2008 work plan and commencement of work plan activities - Established intergovernmental collaboration on policy and planning in key areas related to immigration and settlement - 100 stakeholders including municipalities, police services, educational institutions and civil society participating in an

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	against Racism and Discrimination (CCMARD)	<p data-bbox="1066 233 1260 261">Ontario forum</p> <ul style="list-style-type: none"> <li data-bbox="1024 269 1902 337">- Signing of the declaration by 13 mayors and formal launch of the coalition in Canada <hr/> <p data-bbox="1024 383 1188 410">INDICATORS</p> <p data-bbox="1024 418 1640 446">1. Providing tools and resources to Divisions</p> <ul style="list-style-type: none"> <li data-bbox="1024 454 1923 522">- Resources provided to Divisions through the Inter-divisional Staff Team on Access and Equity <li data-bbox="1024 531 1923 599">- Equity impact statements in City Manager’s reports to Council and reports on Program Reviews <li data-bbox="1024 607 1877 634">- Feedback from Equity Lens training participants and Divisions <p data-bbox="1024 675 1843 743">2. Promoting effective relations and partnership with other governments</p> <ul style="list-style-type: none"> <li data-bbox="1024 751 1923 820">- Working draft of the Data MOU between City and Citizenship and Immigration Canada to facilitate information and data sharing <li data-bbox="1024 828 1871 896">- Detailed action plans in place for each of the 2007-2008 MOU work plan activities <li data-bbox="1024 904 1923 972">- Increased number of municipalities participating in the Coalition of Ontario Municipalities <li data-bbox="1024 980 1923 1068">- Number of municipalities that sign the declaration to join CCMARD and set up concrete Plans of Action to eliminate racism and discrimination.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2008	<p>1. Providing tools and resources to Divisions</p> <ul style="list-style-type: none"> - Provide support and resources to City Divisions in access, equity and human rights initiatives - Report to Council on the implementation of the Equity Lens pilot project <p>2. Promoting effective relations and partnership with other governments</p> <ul style="list-style-type: none"> - Complete joint “Year One” work plan and develop “Year Two” work plan for implementation of Canada-Ontario-Toronto MOU on Immigration and Settlement - Support City of Toronto representatives at FCM regarding advocacy and public education initiatives on race relations, aboriginal affairs and gender equity 	<p>1.</p> <ul style="list-style-type: none"> - Review of the implementation of the 2007-2008 Divisional Action Plans on Access, Equity and Human Rights by Divisions and preparation of 2009-2010 Divisional Action Plans - Recommendations on the implementation of the Equity Lens - Increased awareness and understanding of the Equity Lens among the Toronto Public Service <p>2.</p> <ul style="list-style-type: none"> - Spring 2008 annual milestone meeting on the implementation of the MOU - Completion of 2007-2008 work plan activities and commencement of 2008-2009 work plan activities - Ongoing intergovernmental collaboration on policy and planning in key areas related to immigration and settlement - Increased leadership at FCM in eliminating racism and discrimination <p>INDICATORS</p> <p>1. Equity Lens</p> <ul style="list-style-type: none"> - Report on the implementation of the Equity Lens pilot project - Equity impact statements in reports to Council and extent of access and equity issues being identified and addressed - Feedback from Equity Lens training participants and Divisions <p>2. Promoting effective relations and partnership with other governments</p> <ul style="list-style-type: none"> - Completed deliverables in “Year One” work plan for the implementation of the MOU <p>INDICATORS</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
		<ul style="list-style-type: none"> - City of Toronto report provided to FCM on the implementation status of the Plan of Action on the Elimination of Racism and Discrimination
<p>ACTUAL OUTCOMES 2007 Highlights (Details and analysis of actual outcomes will be provided at the end of 2008)</p> <ul style="list-style-type: none"> • Provided tools and resources to Divisions for the planning and development of Divisional Action Plan on Access, Equity and Human Rights through the Inter-divisional Staff Team on Access and Equity. • Submitted the City’s Accessibility Plan update to the Province in September. • Provided Equity Lens training to 44 City employees through the corporate Toronto Public Service learning program. Evaluation results indicated that the participants’ satisfaction level was 4.5 on a scale of 5. • City Manger’s reports to Council have included the equity impact statement. • Contributed to the formal launch of the Canadian Coalition of Municipalities against Racism and Discrimination in Calgary in June. Thirteen Mayors signed the Declaration to join the Coalition. 		

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	CMO
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Strategic Direction:	Economic Participation
Action Plan Objectives:	<ol style="list-style-type: none"> 1. To support newcomers' integration into the Canadian job market through the implementation of <i>Profession to Profession</i>, mentoring immigrants program 2. To enhance employment equity and the implementation of diversity in the Toronto Public Service (TPS) initiative 3. To address issues raised by businesses owned by designated groups to become economically viable

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<ol style="list-style-type: none"> 1. <i>Profession to Profession</i>, mentoring immigrants program <ul style="list-style-type: none"> - Continue the program delivery and evaluation in partnership with Human Resources, CASIP (Consortium of Agencies Serving Internationally-trained Professionals) and TRIEC (Toronto Region Immigrant Employment Council) 2. Enhancing employment equity and diversity implementation in TPS <ul style="list-style-type: none"> - Establish (with Human Resources) the Black/African Canadian Employment Equity Pilot Project 	<ol style="list-style-type: none"> 1. <ul style="list-style-type: none"> - Recruitment and matching of 75 City employees with internationally trained professionals (ITPs) - ITPs' employment in their fields of expertise following the completion of the mentoring program 2. <ul style="list-style-type: none"> - Mentoring of 10 Black/African Canadian management/exempt employees by 10 senior managers - Affinity group planned for Black/African Canadian employees - Toolkit of resources to support managers, integration of diversity management into Core Competencies and review of staffing

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<ul style="list-style-type: none"> - Participate in an inter-divisional working group to improve accessibility for City employees using City computers and browsing City websites - Support and promote the use of the City’s Accessibility Design Guidelines for accessibility design and audits - Work with Facilities and Real Estate to provide meditation rooms in City Hall and other civic buildings - Participate on the Toronto Public Service Steering (TPS) Committee - Review Corporate Human Resources Supervisors Learning Program and make recommendations to external and internal learning service vendors on how to integrate access, equity and diversity into learning programs. - Develop a mechanism to establish an access directory of businesses owned by designated groups (Aboriginal people, women, people with disabilities and racial minorities) from selected and available sources - Compile and analyze designated groups’ participation in the City’s procurement process in 2006 - Work with the market research team of York University students to conduct a 	<p>process</p> <ul style="list-style-type: none"> - Planning and implementation to improve accessibility for City employees using City computers and browsing City websites - Increase in knowledge and application of the Accessibility Design Guidelines in the City - Established meditation rooms places in City Hall and other civic buildings - Promotion of access and equity integration into TPS program objectives - Progress made in the integration of access and equity in the Corporate Human Resources Supervisors Learning Program as a result of the review of a course curriculum - Additional resources to the City’s business and procurement programs with the production of the access directory - Information available on the participation level of designated groups in the City’s procurement process - Compilation of data on the operations and challenges faced by businesses owned by designated groups through the survey of 100 businesses

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	survey of 100 businesses owned by designated groups	<p data-bbox="1018 342 1192 370">INDICATORS</p> <p data-bbox="1018 380 1839 412">1. Profession to Profession, mentoring immigrants program</p> <ul data-bbox="1018 418 1927 558" style="list-style-type: none"> - Number of City employees recruited as mentors - Number of ITPs matched with City mentors - Feedback from mentors and ITPs in the evaluation - Number of ITPs who find jobs after the completion of the program <p data-bbox="1018 602 1898 667">2. Enhancing employment equity and diversity implementation in TPS</p> <ul data-bbox="1018 673 1927 1143" style="list-style-type: none"> - Completed deliverables of the Black/African Canadian Employment Equity Pilot Project - Progress reports on web accessibility and assistive technologies - Inquiries and requests for information and consultation about the Accessibility Design Guidelines - Staff monitor and feedback from users of meditation rooms - Increase in integration of access and equity into the TPS programs - Increase in knowledge of external and internal vendors to include access and equity in corporate learning programs - Available data from the access directory of businesses owned by designated groups - Findings and analysis of participation level of designated groups in procurement

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2008	<p>1. Profession to Profession, mentoring immigrants program</p> <ul style="list-style-type: none"> - Continue the implementation and evaluation of the program <p>2. Enhancing employment equity and diversity implementation in TPS</p> <ul style="list-style-type: none"> - Continue implementation of the Black/African Canadian Employment Equity Pilot Project - Continue workplace accommodation for City employees as in 2007 - Continue to contribute to access and equity issues at the Toronto Public Service (TPS) Steering Committee and all aspects of its objectives - Contribute to the development of the 2008 TPS Week - Distribute the findings and analysis of market research survey of 100 businesses owned by designated groups - Analyze data on the participation of businesses owned by designated groups' 	<p>1.</p> <ul style="list-style-type: none"> - Recruitment and matching of 75 City employees with internationally trained professionals (ITPs). - ITPs' employment in their fields of expertise following the completion of the mentoring program <p>2.</p> <ul style="list-style-type: none"> - Mentoring of 10 Black/African Canadian management/exempt employees by 10 senior managers - Affinity group developed for Black/African Canadian employees - Toolkit of resources to support managers, integration of diversity management into Core Competencies. - Planning and implementation to improve accessibility for City employees using City computers and browsing City websites - Increase in knowledge and application of the Accessibility Design Guidelines in the City - Integration of access and equity in the TPS initiative - Promotion of access, equity and diversity principles and learning in 2008 TPS Week - The access directory and market survey results made available to City officials as resources - Report on the participation of designated groups in the procurement process.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	in the City's procurement process in 2007	<p>INDICATORS</p> <p>1. Profession to Profession, mentoring immigrants program</p> <ul style="list-style-type: none"> - Number of City employees recruited as mentors - Number of ITPs matched with City mentors - Feedback from mentors and ITPs in the evaluation - Number of ITPs who find jobs after the completion of the program <p>2. Enhancing employment equity and diversity implementation in TPS</p> <ul style="list-style-type: none"> - Completed deliverables of the Black/African Canadian Employment Equity Pilot Project - Progress reports on web accessibility and assistive technologies - Inquiries and requests for information and consultation about the Accessibility Design Guidelines - Increased awareness and participation of Divisions in 2008 TPS Week - Distribution of access directory and market research survey results to City officials
<p>ACTUAL OUTCOMES</p> <p>2007 highlights</p> <ul style="list-style-type: none"> • Recruited sixty-five City employees as mentors. Of that number 59 were matched with internationally trained professionals. • Launched the Black/African Canadian Employment Equity Pilot Project. The mentoring of 10 Black/African Canadian management/exempt employees by 10 senior managers is underway. • Improved access to meditation rooms in major City buildings for City employees. Information has been posted on the Intranet. • Completed the review of the curriculum of "Lessons in Leadership" from the Corporate Human Resources Supervisors Learning Program and made recommendations on how to integrate access, equity and diversity into the learning program. • The York University market research team, in collaboration with Diversity Management and Community Engagement, completed a survey of businesses owned by designated groups and provided findings and analysis on these businesses' awareness of City programs for businesses and interest in bidding for City contracts. • Facilitated corporate co-ordination of support for Caribana's annual festival – the largest festival of its kind in North America generating \$350 million for the local economy. 		

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

Division:	CMO
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Strategic Direction:	Public Education and Awareness
Action Plan Objectives:	<ol style="list-style-type: none"> 1. To initiate and support capacity building among emerging communities to participate in the City’s decision making processes 2. To support Council members in communicating effectively with the public, and anticipating policy issues that will require public dialogue 3. To communicate clearly to the public the City’s commitment to access, equity and human rights and to promote respect for diverse communities

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007/2008	<ol style="list-style-type: none"> 1. Capacity building among emerging communities <ul style="list-style-type: none"> - Develop and distribute civics education materials to encourage community participation in municipal decision-making - Conduct outreach and information sessions to emerging communities - Launch civic engagement web portal 2. Support to Members of Council 	<ol style="list-style-type: none"> 1. <ul style="list-style-type: none"> - Improved capacity, participation and engagement of the diverse public in the City’s decision-making processes - A better informed and engaged public that has a clear understanding of Toronto’s governance structure and issues 2.

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<ul style="list-style-type: none"> - Lead the review of Council and Committee agendas and reports in order to advise and prepare communications strategies - Provide information and assistance to Members of Council and residents of Toronto as requested <p>3. Communicating City’s commitment to access, equity and human rights</p> <ul style="list-style-type: none"> - Carry out poster campaigns on access, equity and human rights issues - Prepare and display proclamations on days of significance throughout the year - Host or co-host special public education events on days of significance - Facilitate the nomination and selection process for five Access, Equity and Human Rights Awards 	<ul style="list-style-type: none"> - Increased effectiveness of Council’s governance and decision-making - Increased Council capacity to position issues and ensure consistent, accurate communications - Increased effectiveness of City responses, programs and services to meet the needs of diverse communities <p>3.</p> <ul style="list-style-type: none"> - Increased opportunities for the public to become aware of the City’s commitment to access, equity and human rights and the benefits of diversity - Diverse communities feel welcome at City events - Public education materials distributed <p>INDICATORS</p> <p>1 Capacity building among emerging communities</p> <ul style="list-style-type: none"> - Distribution of civics education materials - Allocation of media purchase budget for ad placement in major, community and ethno-specific media - Number of participants from diverse and emerging communities in information sessions - Online visits to civic engagement web portal <p>2. Support to Members of Council</p> <ul style="list-style-type: none"> - Advice and recommendations on governance structures and agenda and report review - Number and percentage of residents and organizations from diverse and emerging communities participating in various civic <p>INDICATORS</p>

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
		<p>engagement activities</p> <p>3. Communicating City’s commitment to access, equity and human rights</p> <ul style="list-style-type: none"> - Proclamations and special events on days of significance - Number of participants at special events and Access, Equity and Human Rights Awards - Accommodations provided at special events - Utilization of City’s outdoor advertising program to promote equity messages
<p>ACTUAL OUTCOMES</p> <p>2007 highlights</p> <ul style="list-style-type: none"> • Used the City’s outdoor advertising program for poster campaigns to promote equity messages to the public. • Distributed education materials and posters. • Prepared 25 Mayor’s proclamations on days/months of significance to diversity. Hosted or co-hosted seven events. • Partnership with community group led to national profile for 200th anniversary of the Abolition of Trans-Atlantic slave trade. • Facilitated the development of a community based campaign on literacy with the Metro Toronto Movement for Literacy and programs at the Annual Word on the Street Program. • Facilitated the selection of recipients for five Access, Equity and Human Rights Awards and presented the awards ceremony attended by 300 people, including representatives from other orders of government. The event received positive coverage in the <i>Toronto Star</i>. 		

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

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Strategic Direction:	Building Strong Communities
Action Plan Objectives:	<ol style="list-style-type: none"> 1. To invest in strategic partnerships with community-based organizations and capacity building in communities to respond to access, equity and human rights issues through the Access, Equity and Human Rights – Community Partnership and Investment Program (AEHR-CPIP) 2. To develop the City’s capacity to strengthen relationships with and responsiveness to the Aboriginal community 3. To build the City’s capacity for civic engagement and responsiveness to diverse communities 4. To ensure that communication plans relating to City services, programs and issues reflect the diversity of Toronto audiences 5. To increase the diversity of appointments to Agencies, Boards, Commissions and Corporations

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
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TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007	<p>1. AEHR CPIP</p> <ul style="list-style-type: none"> - Provide outreach and education – broad and targeted - Develop and implement six Capacity Support Projects - Support Access and Equity Policy Development within community-based organizations (through AEHR) and with all City of Toronto CPIP programs (through TCCC) <p>2. Developing capacity to strengthen relationships with and responsiveness to the Aboriginal community</p> <ul style="list-style-type: none"> - Re-establish and support the City’s Aboriginal Affairs Committee - Participate in an interdivisional staff team to develop a protocol on notification to the Aboriginal community regarding environmental assessments - Participate in the Toronto Urban Aboriginal Management Committee (TUMC) comprised of federal, provincial, municipal and community members to determine priority needs in the Aboriginal community and projects to be funded <p>3. Building City’s capacity for civic engagement and responsiveness to diverse communities</p>	<p>1.</p> <ul style="list-style-type: none"> - Increased awareness of funding opportunities to address civic engagement, and a range of access, equity and human rights issues - Stronger community infrastructure for advocacy and community engagement relating to the elimination of barriers faced by human rights protected groups and focusing on issues relating to race relations, gender equity, literacy, disability, sexual orientation, and Aboriginal affairs - Increased public awareness and anti-racism campaigns which respect Toronto's diverse communities and target the elimination of hate activity <p>2.</p> <ul style="list-style-type: none"> - Increased responsiveness to the Aboriginal community - Involvement of the Aboriginal community in the decisions on environmental assessments that may have an impact on Aboriginal heritage - Increased knowledge among staff to meet the needs of the Aboriginal community <p>3.</p> <ul style="list-style-type: none"> - Increased civic participation by people with disabilities - Increased knowledge among staff to meet the needs of people with different abilities

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<ul style="list-style-type: none"> - Re- establish and support the City’s Disability Issues Committee - Develop a corporate policy on accommodating the communication and physical needs of people with disabilities who participate in City-hosted public meetings - Update database on equity-seeking groups and emerging communities to expand contacts and build partnership with community organizations - Provide civic engagement handbook for City practitioners - Establish an on-line community of municipal civic engagement practitioners - Provide opportunities for inter-divisional networking, training and development of civic engagement practices - Promote the skill development of front-line staff for the timely response and speedy resolution of service-related issues from the diverse public - Participate in a community coalition on the one resident, one vote campaign <p>4. Ensuring communication plans reflect diversity of Toronto’s audiences</p> <ul style="list-style-type: none"> - Develop and monitor the compliance of a corporate-wide communications planning policy that requires all divisions to prepare communications plans for major city initiatives that 	<ul style="list-style-type: none"> - Improved capacity in the City’s decision-making processes for the participation and engagement of diverse communities and equity-seeking groups - Increased coordination of the City’s public engagement activities and initiatives - Increased effectiveness of City programs and services designed to meet the needs of diverse communities <p>4.</p> <ul style="list-style-type: none"> - A communications planning policy, including a compulsory template for communications plans, ensuring that all divisions develop plans that meet the diverse information needs of Toronto’s audiences - Identification of gaps in communications and opportunities for improved targeted information and communications to specific audiences - Specific briefings targeted to ethnic media representatives

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	<p>address the diversity of Toronto</p> <ul style="list-style-type: none"> - Identify opportunities to seek support from members of ethnic media outlets for major City initiatives - Represent the municipal sector in the development of Information and Communications Standards, at the Accessibility Directorate of Ontario <p>5. Increasing diversity in ABCC appointments</p> <ul style="list-style-type: none"> - Outreach to under-represented groups - Publish public appointments guide on the City's website - Place advertisements in ethno-specific media - Include self-identification form in application booklet to track representation of diverse groups in the applicant pool and appointments - Provide ABCCs with direction and orientation on accommodation, needs of diverse groups and the City's objective of removing barriers to accessing services 	<ul style="list-style-type: none"> - Implementable, measurable and effective Information and Communications Standards that meet the diverse needs of Toronto's population <p>5.</p> <ul style="list-style-type: none"> - Increased awareness and knowledge of the public appointments process among diverse communities - ABCCs' understanding of the City's goal to increase diversity and follow the new policy and process - Ongoing monitoring and analysis of representation of diverse groups based on completed self-identification forms - Increased transparency and awareness of policy and process to ensure consistency, integrity and fairness in administering the process <hr/> <p>INDICATORS</p> <p>1. AEHR CPIP</p> <ul style="list-style-type: none"> - Increase in receipt of applications from targeted groups, i.e. on disability issues and civic engagement initiatives - Maintenance of a core infrastructure of organizations carrying out anti-racism/anti-hate and human rights work, including support for coalition building and advocacy - Leveraging for funding to new and emerging communities from other sources - Toolkit of resources to support sustainability of community-based

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
		<p>organizations</p> <ul style="list-style-type: none"> - Increased community capacity among African Canadian women <p>INDICATORS</p> <p>and emerging groups</p> <ul style="list-style-type: none"> - Increased civic participation by African Canadian youth - Increased networking and coalition work among Somali organizations <p>2. Developing capacity to strengthen relationships with and responsiveness to the Aboriginal community</p> <ul style="list-style-type: none"> - Responses and follow-up to issues raised by the Aboriginal Affairs Committee - Number of consultations with the Aboriginal community in environmental assessments - Funding allocations and their impact on the Aboriginal community through the Toronto Urban Aboriginal Management Committee <p>3. Building City’s capacity for civic engagement and responsiveness to diverse communities</p> <ul style="list-style-type: none"> - Responses and follow-up to issues raised by the Disability Issues Committee - Corporate policy being developed on accommodating the communication and physical needs of people with disabilities who participate in City-hosted public meetings - Number of participants from equity-seeking groups and emerging communities in civic engagement activities - Production and distribution of civic engagement handbook - Establishment of online network of municipal civic engagement practitioners - Number of inter-divisional networking opportunities for civic engagement practitioners - Number of training sessions in civic engagement practices

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
		<ul style="list-style-type: none"> - Actions taken to develop the skills of front-line staff to respond and help resolve service-related issues <p>INDICATORS</p> <p>4. Ensuring communication plans reflect the diversity of Toronto’s audiences</p> <ul style="list-style-type: none"> - Increased requests for translation and interpretation services for print and web materials as indicator of increased communications efforts to communicate to non English-speaking audiences - Monitoring of communications tools and tactics designed for electronic distribution or for the Website as indicator of compliance with guidelines for use of assistive technology and offer alternate forms to meet diverse needs <p>6. Increasing diversity in ABCC appointments</p> <ul style="list-style-type: none"> - Improvements to the public appointments policy and processes - Identified barriers and actions implemented to remove barriers - Increases in applications and appointments from diverse groups - Monitoring mechanism in place to track progress

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2008	<p>1. AEHR CPIP</p> <ul style="list-style-type: none"> - Maintain a high level of outreach to new and emerging organizations. - Provide support for community infrastructure agencies and continue to maintain effective relationships - Support Access and Equity Policy development within community based organizations funded by the City. <p>2. Developing capacity to strengthen relationships with and responsiveness to the Aboriginal community</p> <ul style="list-style-type: none"> - Develop an Urban Aboriginal Strategy or Protocol for the City of Toronto to identify and respond to the needs of the Aboriginal community - Facilitate the Aboriginal Affairs Committee - Participate in the Toronto Urban Aboriginal Management Committee (TUMC) comprised of federal, provincial, municipal and community members to determine priority needs in the Aboriginal community and projects to be funded to help meet these needs <p>3. Building City's capacity for civic engagement and responsiveness to diverse communities</p> <ul style="list-style-type: none"> - Consult with the Disability Issues Committee on a corporate policy on 	<p>1.</p> <ul style="list-style-type: none"> - Strong community infrastructure for advocacy and community engagement relating to the elimination of barriers faced by human rights protected groups and focusing on issues relating to race relations, gender equity, literacy, disability, sexual orientation, and Aboriginal affairs - Improved governance capacity of agencies - Improved access and participation by new and emerging groups in civic life. <p>2.</p> <ul style="list-style-type: none"> - Guidelines available for responding to the Aboriginal community through the development of the Urban Aboriginal Strategy - Responses and follow-up to issues raised by the Aboriginal Affairs Committee - Consultations with the Aboriginal community in environmental assessments <p>3.</p> <ul style="list-style-type: none"> - Corporate policy being developed on accommodating the communication and physical needs of people with disabilities who participate in City-hosted public meetings - Number of participants from equity-seeking groups and emerging

<p>accommodating the communication and physical needs of people with disabilities attending City-hosted public meetings</p> <ul style="list-style-type: none"> - Continue the implementation of other activities as in 2007, i.e., updating database, civic engagement handbook, online community of civic engagement practitioners, inter-divisional networking and training, promoting skill development of front-line staff 	<p>communities in civic engagement activities</p> <ul style="list-style-type: none"> - Production and distribution of civic engagement handbook - Establishment of online network of municipal civic engagement practitioners - Number of inter-divisional networking opportunities for civic engagement practitioners - Number of training sessions in civic engagement practices - Actions taken to develop the skills of front-line staff to respond and help resolve service-related issues
<p>4. Ensuring communication plans reflect diversity of Toronto's audiences</p> <ul style="list-style-type: none"> - Conduct benchmark research to determine extent to which current communications tactics and tools reflect the City's diversity - Ensure that all City staff responsible for the placement of City advertising are aware of and understand requirements for advertising in the ethnic/community media, as directed by City Council - Conduct staff briefing sessions to ensure awareness and understanding of the needs of assistive technology and alternate communication formats - Represent the municipal sector in the development of Information and Communications Standards, Accessibility Directorate of Ontario 	<p>4.</p> <ul style="list-style-type: none"> - Benchmark research to be used for determining the effectiveness of communications tactics to specific target audiences - Providing a minimum number of staff briefing session for communicators across the City - Establishing implementable, measurable and effective Information and Communications Standards that meet the diverse needs of Toronto's population
<p>5. Increasing diversity in ABCC appointments</p> <ul style="list-style-type: none"> - Continue implementation of increasing diversity in ABCC appointments, including outreach, advertisement in ethno-specific 	<p>5.</p> <ul style="list-style-type: none"> - Increased awareness and knowledge of the public appointments process among diverse communities - ABCCs' understanding of the City's goal to increase diversity and follow the new policy and process

media, tracking representation of diverse groups through self-identification, direction and orientations to ABCCs

- Ongoing monitoring and analysis of representation of diverse groups based on completed self-identification forms
- Increased transparency and awareness of policy and process to ensure consistency, integrity and fairness in administering the process

INDICATORS

1. AE HR CPIP

- Feedback from information sessions and number of participants attending
- Increase in receipt of applications from targeted group
- Increase in number of new organizations applying
- Maintenance of a core infrastructure of organizations carrying out anti-racism/anti-hate and human rights work
- Leveraging for funding to new and emerging communities from other sources
- Toolkit of resources to support sustainability of community-based organizations
- Increased community capacity, civic participation and networking of target groups

2. Developing capacity to strengthen relationships and responsiveness to the Aboriginal community

- Completion of the Urban Aboriginal Strategy
- Responses and follow-up to issues raised by the Aboriginal Affairs Committee
- Funding allocations and their impact on the Aboriginal community through the Toronto Urban Aboriginal Management Committee

3. Building City's capacity for civic engagement and responsiveness to diverse communities

- Responses and follow-up to issues raised by the Disability Issues Committee
- Corporate policy being developed on accommodating the

INDICATORS

- communication and physical needs of people with disabilities who participate in City-hosted public meetings
- Number of participants from equity-seeking groups and emerging communities in civic engagement activities
- Production and distribution of civic engagement handbook

- Establishment of online network of municipal civic engagement practitioners
- Number of inter-divisional networking opportunities for civic engagement practitioners
- Number of training sessions in civic engagement practices
- Actions taken to develop the skills of front-line staff to respond and help resolve service-related issues
- Community feedback

4. Ensuring communication plans reflect the diversity of Toronto's audiences

- Completion of benchmark research
- Increased requests for translation and interpretation services
- Number of briefing sessions for communicators across the City
- Staff feedback on awareness and understanding of assistive technology and alternate communication formats

5. Increasing diversity in ABCC appointments

- Improvements to the public appointments policy and processes
- Identified barriers and actions implemented to remove barriers
- Increases in applications and appointments from diverse groups
- Monitoring mechanism in place to track progress

ACTUAL OUTCOMES

2007 highlights

- Delivered three information sessions on AEHR CPIP prior to the 2008 grant deadline in west, central and east locations and 80 individual clinics. Distributed announcement and presentations through mailing list and public forums, especially those addressing

disability issues and civic engagement initiatives. The number of applications to the 2008 grants has increased as a result. Implemented Capacity Support Projects: Capacity and Sustainability Assessment and Resource Development, African Women's Coalition, Youth Engagement on Boards of Community-based Organizations, Expanding Risk Management Parameters within CPIP, Somali Organizations Coalition building and One-on-One with 10 new and emerging community-based organizations. Supported Access and Equity Policy Development within community-based organizations (through AEHR) and with all City of Toronto CPIP programs (through Toronto CPIP Coordinating Committee).

- Re-established the Aboriginal Affairs Committee and Disability Issues Committee, provided orientation and developed workplans.
- Participated in the Toronto Urban Aboriginal Management Committee, contributing to priority setting for funding allocation for Toronto's Aboriginal community.
- Delivered a public education event on equity in the municipal voting process and two training sessions on community engagement to City employees through the corporate Toronto Public Service learning program.
- The 2007 application and selection process for appointments to Agencies, Boards, Commissions and Corporations demonstrated a significant improvement over the previous process in 2004.
 - 95% response rate to diversity survey versus 61% response in 2004
 - 1231 applications received for 117 positions on 19 boards versus 515 applications for 86 positions on 15 boards in 2004
 - 18% of applicants are youth versus 2% in 2004
 - Significant increases in the number of applications from the outreach-targeted groups, but modest increases in percentage of these groups in total applications
 - Significant improvements in matching the population in every diversity group after the short-listing process
- Participated in the selection process for the City of Toronto's scholarships at the University of Toronto.

Access, Equity and Human Rights Action Plan

Part 1 – 2007-2008

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Strategic Direction:	Accountability
Action Plan Objectives:	<ol style="list-style-type: none"> 1. To develop the mechanisms and tools to strengthen the City’s accountability in access, equity and human rights 2. To build, promote and integrate access, equity and human rights in corporate accountability

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
2007/2008	<ol style="list-style-type: none"> 1. Developing mechanisms and tools to strengthen accountability in access, equity and human rights <ul style="list-style-type: none"> - Involve staff and Divisions with expertise to identify data sources and ways of collecting data to develop indicators and measures - Provide learning opportunities to the Inter-divisional Staff Team on Access and Equity to develop and use indicators 2. Building, promoting and integrating access, equity and human rights in corporate accountability <ul style="list-style-type: none"> - Implement and support the City’s 	<ol style="list-style-type: none"> 1. <ul style="list-style-type: none"> - Improved cross-corporate collaboration in strengthening accountability in access, equity and human rights - Increased knowledge and skills among the Toronto Public Service in developing and using indicators to measure progress in Action Plans on Access, Equity and Human Rights 2. <ul style="list-style-type: none"> - Increased integration of access, equity and human rights in corporate accountability and organizational effectiveness - Increased confidence and trust in the services provided by the Toronto Public Service

TIMEFRAME	ACTIVITIES	EXPECTED OUTCOMES
	accountability framework and positions, including the Integrity Commissioner, the Lobbyist Registrar and the Ombudsperson - Develop, monitor and analyze corporate indicators related to civic engagement, public education and communications and accountability	INDICATORS 1, 2 and 3 - Cross-corporate and inter-divisional discussions and activities to improve accountability mechanisms and tools - Collection, use and analysis of data
ACTUAL OUTCOMES 2007 highlights <ul style="list-style-type: none"> Engaged staff from Social Development, Finance and Administration to provide education on indicators to the Inter-divisional Staff Team on Access and Equity and the Research Committee of the Policy Coordinating Team to start discussions on diversity data collection. 		

