



## STAFF REPORT ACTION REQUIRED

### 2012 Progress Report on Equity, Diversity and Human Rights (EDHR) Achievements

<b>Date:</b>	September 10, 2013
<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 reports regularly to Council on the delivery of programs and services to Toronto's diverse population. It is the City's priority to provide accessible and equitable programs and services to residents and employees. Addressing equity, diversity and human rights and embedding these principles and practices in program and service delivery helps the City reach its goal of being a welcoming, inclusive and prosperous city. Furthermore, it helps the City achieve Customer Service Excellence and meet legislative and policy obligations.

Since the establishment of the newly aligned Equity, Diversity and Human Rights (EDHR) Division in 2011, the City has made major progress in providing corporate leadership, support and guidance to both residents and City divisions on access, equity, diversity and human rights issues. The new division, with its consolidated focus on producing equitable outcomes for all City residents and Toronto Public Service (TPS) employees, aligns current and emerging community needs with the City's legislative obligations, policies, programs and services. Similarly, the EDHR Division supports practices that make the City an employer of choice. However, in order to provide the TPS with clear direction and produce consistent outcomes, the EDHR Division is developing a corporate Equity, Diversity and Human Rights Framework for the TPS supported by an expanded Equity Lens Tool (to be completed by the end of 2013).

This report highlights promising and exceptional City programs, services, and initiatives from across the corporation that serve the City's dual role: (1) City as employer and (2) City as a provider of customer service. In comparison to the 2011 Equity, Diversity and Human Rights Achievements Report, there has been notable progress in the number of

employees and individuals from priority groups receiving mentoring opportunities and in the number of employees completing equity, diversity and human rights training. Similarly, there has been an increase in initiatives/programs/services related to: accessibility; equity based partnerships with community organizations or other levels of government; embedding equity; employment services/training; and programs and services dedicated to vulnerable women, families and children. Further highlights of divisional achievements are provided in Appendices 1 through 4.

## **RECOMMENDATIONS**

The City Manager recommends that:

1. City Council receive this report for information.

### **Financial Impact**

There are no financial implications arising from this report.

### **Equity Impact Statement**

Divisions' efforts to provide accessible, equitable and barrier-free services to all residents, visitors and employees help to enhance the City's capacity as a whole to achieve customer service excellence, meet legislative and policy obligations, and make Toronto an equitable, inclusive and prosperous city.

## **DECISION HISTORY**

City Council requires the submission of regular status reports on access, equity and human rights achievements, as recommended by the Task Force on Community Access and Equity (1999) and Plan of Action for the Elimination of Racism and Discrimination (2003).

<http://www.toronto.ca/legdocs/2003/agendas/council/cc030414/pof3rpt/cl003.pdf>

In 2008, Council further directed that future status reports be modelled after the benchmarking performance report of the Ontario Municipal CAOs' Benchmarking Initiatives (OMBI) and include quantitative results where available.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2008.EX22.12>

In 2010, Council directed Division Heads to continue to address those areas requiring action that are identified in the *Status Report – 2009 Access, Equity and Human Rights Achievements* from the City Manager. Council also requested the City Manager to submit a report to the Executive Committee providing a status report on employment equity issues with timelines for further reports and action strategies.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2010.EX46.21>

## **ISSUE BACKGROUND**

Toronto is one of the most diverse cities in the world. The City recognizes that diversity encompasses a wide range of similarities and differences among all people. However, to focus its efforts and resources on areas where it will create the most impact, the current

priority groups for the City's equity, diversity and human rights initiatives are: the Aboriginal Peoples, people with disabilities, visible/racial minorities, immigrants and refugees, LGBTTTQ, low income people, seniors and youth. The City also has an Employment Equity policy and identifies four Employment Equity-designated groups: Aboriginal Peoples, people with disabilities, visible/racial minorities and women.

### **Demographics**

The City's diversity profile from the most recent available Census data, Statistics Canada and other sources show the following characteristics, some of which have increased slightly from figures presented in the 2011 Progress Report:

- Toronto has higher shares of immigrants than the rest of the Greater Toronto Area and Hamilton (GTA/H which includes Durham, York, Peel, Halton and Hamilton) and Canada overall.
- One-third of immigrants in Toronto are newcomers, having arrived in Canada in the last 10 years.
- Fifty-one per cent (51%) of Toronto residents were born outside of Canada.
- There are more than 230 ethnic origins among Toronto residents.
- Forty-nine per cent (49%) of Toronto residents are visible minorities.
- There are over 100 faith groups in Toronto.
- Over 160 languages and dialects are regularly spoken. Twenty-eight per cent (28%) of city residents speak a home language other than English or French.
- Women make up fifty-two (52%) of Toronto residents.
- Given that there is a serious issue of undercounting in the Census, the Aboriginal Peoples' population is estimated to be anywhere between 32,000 and 70,000. Based on Census data alone, the City has the largest urban Aboriginal population in Ontario. Toronto's Aboriginal population has more than doubled since 2001.
- There is no Census data specifically for the LGBTTTQ population in Canada. Sexuality and gender identity is not necessarily amenable to reliable statistical representation. However, estimates range from 2 to 10 per cent.
- People who have some form of disability are estimated to be seventeen per cent (17%) of Toronto's population.
- Fourteen per cent (14%) of the City's population is over the age of 65, the fastest growing age group.
- Thirteen per cent (13%) of Toronto's population is between ages 15 - 24.

### **Research and Reports**

Research from various divisions supports the imperative that City services and programs must address the needs of a diverse and vulnerable population in order to promote the well being of all residents and maintain the city's social cohesion and prosperity.

Vulnerability has recently been defined by partnering divisions as "the result of interaction between the challenges a person faces and the resources that they can access when facing those challenges". To address vulnerability, City services and programs should consider factors such as poverty, inequalities, social support/networks, personal limitations and physical location.

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

[http://www.toronto.ca/newcomer/pdf/newcomer\\_strategy.pdf](http://www.toronto.ca/newcomer/pdf/newcomer_strategy.pdf)

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

<http://www.toronto.ca/seniors/pdf/seniors-strategy-fullreport.pdf>

Employment and Social Services, in its report *Working as One: a Workforce Development Strategy for Toronto*, pointed out that persistently high unemployment impacts people looking for employment for the first time. Unemployment rates among youth and newcomers are at least twice the general rate and are higher in the city's poorest neighbourhoods.

<http://www.toronto.ca/legdocs/mmis/2012/ed/bgrd/backgroundfile-45050.pdf>

A partnership between Toronto Public Health (TPH) and Access Alliance Multicultural Health and Community Services resulted in the first comprehensive report on the health of newcomers in Toronto. *The Global City: Newcomer Health in Toronto* report describes the health advantage that most newcomers bring to Toronto and the decline in their health over time. The report describes the need to strengthen our efforts to support newcomers, especially those whose health risks are compounded by their income level, gender, immigration status, ethno-racial background, sexual orientation or other factors.

[http://www.toronto.ca/health/map/pdf/global\\_city/global\\_city.pdf](http://www.toronto.ca/health/map/pdf/global_city/global_city.pdf)

SDFA, in its report *Profile of Low Income in the City of Toronto*, reveals that a disproportionate number of low-income persons in Toronto are female, senior, youth, Aboriginal, racialized people, recent immigrants, people with disabilities, or people relying on precarious work.

[http://www.toronto.ca/demographics/pdf/poverty\\_profile\\_2010.pdf](http://www.toronto.ca/demographics/pdf/poverty_profile_2010.pdf)

### **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). City divisions must address equity, diversity and human rights in services and programs to ensure the City is compliant with legislative requirements. Compliance is

essential to protecting the City from expensive lawsuits and fines and ensuring the City meets the needs of diverse communities and people of all abilities.

### **Customer Service Excellence**

The TPS is being called upon to improve customer service to residents in Toronto. Given the diversity of communities in Toronto, the TPS cannot achieve customer service excellence without providing services that deliver positive and equitable outcomes to diverse and vulnerable residents and clients.

### **Positive and Inclusive Workplace**

Support for a diverse and inclusive TPS is vital to Toronto, and plays an important part in the City's Equity, Diversity and Human Rights initiatives. It will lead to employees feeling valued and linking themselves to the organization's mission and purpose, enabling the organization to function at its full capacity and enable its employees to become more creative and innovative. A positive workplace will also mitigate reputational risk and sustain the City's competitiveness as an employer.

## **COMMENTS**

The City has a long history of removing barriers that limit the participation of residents in the social, cultural and economic life of Toronto, as well as in its workforce. Since 2002, the City Manager has reported regularly to Council on both the divisional action plans and achievements in equity, diversity and human rights. Notwithstanding these achievements, divisions have continued to address the areas requiring action that are identified in past reports.

This report continues with the new approach in reporting achievements that was initiated in the 2011 report. Divisions track progress from the baseline data of their programs and services on a yearly basis and provide an annual progress report for the City Manager to report to Council. It is anticipated that in the last year of each term of Council, divisions will conduct an outcome assessment of the programs and services for the past three years, and report the results to Council.

### **Report Outline**

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

1. ***City as an Employer – Corporate Indicator*** that is common to City divisions, and measures activities and their results across the City corporation. The goals of the City as an employer are: 1) to reflect the diversity of the communities that the City serves at all levels of the workforce and; 2) to achieve a positive workplace based on equity and human rights principles and practices.

Divisions reported on the status of the following key programs and activities designed to support the goal of the City as an employer:

- Mentoring

- Internship
  - Professional development
  - Employee training in equity, diversity and human rights
2. ***City as Provider of Customer Service - Corporate Indicator*** that is common to City divisions and measures activities and their results across the City corporation. The City of Toronto's Customer Service Strategy outlines the requirement for divisions to provide services that are timely, accurate and deliver positive and equitable outcomes to meet the diverse needs of residents/clients.

Divisions reported on the status of the following key programs and activities designed to support the goals of the City as a provider of customer service:

- Information and communication
  - Built environment and physical accessibility
  - Purchasing/procurement
3. ***Quantitative Indicators - Division-Specific Initiatives*** – Quantitative indicators measure changes that can be counted. These indicators are specific to the mandate and responsibilities of individual City divisions.

Nineteen (19) divisions reported 111 initiatives in this section. This is up significantly from 2011 in which 19 divisions reported 60 initiatives.

4. ***Qualitative Indicators – Division-Specific Initiatives*** – Qualitative indicators are not amenable to being counted. These indicators are initiatives identified by divisions as good practices that have had positive results on the lives of their clients, residents and communities.

Twenty-one (21) divisions reported 168 initiatives in this section. This is up significantly from 2011 in which 24 divisions reported 146 initiatives.

### **Key Data from the Report**

Forty (40) divisions completed their reports providing data on the status of their equity, diversity and human rights programs and services. The City as a whole delivers a range of equity, diversity and human rights initiatives in all the program and service areas addressed in this report.

Appendices 1 to 4 present the details of the key equity, diversity and human rights initiatives undertaken by divisions.

#### **1. *City as Employer***

Delivering exceptional, equitable and accessible customer service to the residents of Toronto is a key organizational goal. To meet these customer service goals, the City as an Employer strives to develop a workforce that reflects the diversity of the communities the City serves. By attracting and retaining a skilled, high performing and diverse workforce,

the City will be strongly positioned to meet its customer service goals while creating an inclusive workplace based on equity and human rights principles and practices.

In 2011, the City formalized equity and diversity as a strategic priority with the creation of the EDHR Division. The Division is mandated to provide corporate strategic advice to the senior management team and consolidates the City's employment equity, diversity management and human rights functions into a single, visible organization reporting directly to the City Manager. Employment equity and workplace diversity are a shared responsibility of all divisions with corporate leadership provided by the Equity, Diversity and Human Rights (EDHR) and Human Resources divisions.

The EDHR Division also acts as a resource to the TPS by:

- building trusting and collaborative relationships with City divisions
- supporting the City in meeting its legislative and policy obligations in access, equity and human rights
- supporting all employees in demonstrating their commitment to equity, diversity and human rights
- driving and shaping innovative organizational change at the TPS
- promoting a culture of sharing, learning and responsiveness
- creating the tools to embed equity, diversity and human rights into all functions of the Toronto Public Service.

#### **A. Corporate Initiatives**

In 2012, the City as an employer managed a number of corporate activities designed to meet the organization's workplace, access, equity and diversity goals. Collectively these programs and activities were supported by a communication strategy and training resulting in a more informed workforce with stronger skills to provide services to Toronto's diverse communities. Program highlights include:

##### ***A Guide to Good Practice***

*A Guide to Good Practice: Providing Equitable Service to Individuals of all Abilities* was developed by the EDHR Division as a strategic corporate statement for use by City divisions. The *Guide* assists city staff in taking steps to reduce or eliminate barriers that limit equitable access to services for people of all abilities including dementia, diminished capacity, and a range of mental health issues. The *Guide* provides information for employees to keep in mind when interacting/communicating with, and/or providing service to, these residents.

##### ***City Manager Award***

In 2012, the City Manager included the Access Equity & Human Rights (AEHR) Awards as part of the City Manager's Award for Toronto Public Service Excellence. The AEHR award acknowledges a divisional project and/or individual employee's contribution to access, equity, and human rights at the TPS. The City Manager's Award is presented annually and is celebrated by all members of the TPS as the pinnacle of public service achievement. Staff from across the corporation aspire to

win this award through the achievement of high and measurable standards of excellence.

In July 2012, this award was presented to:

- City Clerk's Office for their Election Accessibility Plan. The Plan aims to identify and eliminate barriers for persons with disabilities and to create a positive voting experience.
- Long-Term Care Homes & Services (LTCHS) for their LBGT (Lesbian, Bisexual, Gay, Transgender) Diversity Initiative/Toolkit. The Toolkit contains resources, training plans, programs and activities to enhance understanding, sensitivity and responsiveness about LGBT issues in order to create LGBT-positive, inclusive and welcoming spaces for all residents.

### ***Employment Equity***

The *Count Yourself In* Workforce survey collects City workforce data to measure the representation of the four designated groups identified in the City's Employment Equity Policy (2000). The *Count Yourself In* Workforce Survey was conducted among active union and non-union employees between May 26 and June 30, 2011. The survey sample included 24,302 active employees. The overall response rate of all union and non-union employees was 46.4%, a significant increase of 13.3% compared to a 2005 survey, with a response rate of 33.3%.

In 2012, the survey was not administered so that the City could focus on increasing employees' response rates to the survey. In recognition of the key role of senior management in implementing workplace equity and diversity, extensive consultations were undertaken with Division Heads and Senior Management Teams on the importance of participating in the survey. The City is also working with unions to build support for the survey among members.

### ***Equity Symposium***

In 2012, the 6<sup>th</sup> Annual Equity Symposium was jointly organized by CUPE Local 79 and the TPS. Each year approximately 100 Union Shop Stewards and about 10 management staff attend this educational event. The purpose of the forum is to continue dialogue and create awareness around the importance of equity and to provide Union Stewards with some training opportunities. This year, the event focused on mental health in the workplace. Participants gained a better understanding of the stigma associated with mental health and how workplace laws apply to mental health.

### ***Diversity Networks***

Diversity Networks, supported by an Executive Champion are mandated to support the goal of having an inclusive and respectful workplace. Diversity networks provide employees with opportunities to connect with their peers and senior management to celebrate and support the diverse workforce. Diversity networks provide feedback to the EDHR Division about issues of concern to them. EDHR will use feedback from the networks to plan workplace diversity programs and activities. The TPS Women's



network and the Pride network for lesbian, gay, bi-sexual, transgender, queer and Two-Spirited employees have been created. The women's network hosted professional development networking events with senior female public servants. The Pride network's signature event is the Public Servants' reception to commemorate International Day Against Homophobia.

### ***Human Rights***

The mandate of the Human Rights Office of the EDHR Division is to prevent, educate, investigate and resolve service provision and employee harassment and discrimination complaints as required by legislation. The City maintained its focus on upholding human rights for employees and service recipients in 2012. In 2012, the Human Rights Code was amended to include gender identity and gender expression as prohibited grounds. In response, the City undertook extensive communications to ensure the workforce has the information needed to comply with this amendment.

## **B. Key Employment Related Programs and Activities**

These programs and activities contribute to a knowledgeable, competent and productive workforce that is linked to the City's values and priorities. They provide access to a pool of motivated and skilled professionals and students from diverse backgrounds, and support the overall goals of the City as an employer.

Despite a decrease in the number of divisions reporting initiatives in these priority areas from 2011, there has been notable progress. The number of employees and individuals from priority groups receiving mentoring has increased significantly. There has also been an increase in the number of employees completing equity, diversity and human rights training. See Appendix 1 for further details and examples of initiatives.

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

- Fifteen (15) divisions (down from 21 in 2011) reported that they offered mentoring programs to a total of 311 employees (up from 234 in 2011) for professional licensing, staff development and career building. Twenty-seven (27) divisions (down from 32 in 2011) reported that a total of 153 mentors (down from 165 in 2011) provided mentoring to 800 internationally trained professionals, immigrant women and youth (up from 524 in 2011).

***Internship*** – Internships are a cost effective way for divisions to access a pool of motivated and skilled professionals or students, particularly those that are under-represented. Providing internship opportunities to diverse candidates can contribute to

divisions' productivity and succession planning, and help the TPS reflect the diversity of the residents and communities it serves, and achieve employment equity.

- Twenty-five (25) divisions (down from 31 in 2011) provided internships to a total of 1,462 college and university graduates, early career professionals, skilled immigrants and the unemployed (down from 1,654 in 2011). Many divisions offering fewer internship opportunities reported that this was due to budget constraints.

***Professional Development*** – Professional development is the acquisition of skills and knowledge that furthers City employees' personal development and career advancement. It can contribute to a knowledgeable and productive workforce and the achievement of employment equity where all levels of the City's workforce will reflect the diversity of the communities it serves.

- Twenty-four (24) divisions (down from 35 in 2011) supported staff in participating in the TPS courses delivered by Organization Development and Learning (ODL), and completing university or college degree and certificate programs. City employees also took initiative in organizing professional development activities, such as speed mentoring, guest lectures and networking opportunities. In total, around 1,500 staff were reported as having participated in professional development opportunities.

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

- Approximately 1,353 City employees (up from approximately 1,000 in 2011) from 39 divisions (down from 40 in 2011) completed courses in equity, diversity and human rights delivered by ODL. A few divisions, such as Parks, Forestry & Recreation (PFR), LTCHS, Toronto Water and City Clerk's Office offer their own training.

## ***2. City as Provider of Customer Service***

The City's goal is to provide services that are relevant, timely, high-quality, easy to access and that deliver positive and equitable outcomes. These services must meet the diverse needs of clients/residents and communities. City services and programs must also meet the legislative requirements of the AODA. The number of divisions reporting initiatives in these areas has not changed considerably from 2011. See Appendix 2 for further details and examples of initiatives.

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

- Thirty (30) divisions (down from 34 in 2011) reported that they have addressed information and communication with diverse customers in a variety of ways, such as multilingual information, Language Line Service, ethnic ad buys, accessible websites, signage, accessibility symbols, assistive communication software, ASL interpretation, accessible meeting locations and language interpreters and attendant care being available in public meetings and consultations. Various divisions have set up community/client advisory groups, engaged customers through community events and conducted customer satisfaction surveys.

***Built Environment and Physical Accessibility*** – Physical accessibility is the absence of physical barriers to services or opportunities that are available to the public. This can be wheelchair access, elevators, accessible counters, and various other accommodations to our built environment. When it comes to the location of services and facilities, it is a key city-building principle that public buildings, parks and open spaces should be open and accessible to all members of the public.

- Twenty-three (23) divisions (up from 21 in 2011) reported that they have addressed built environment and physical accessibility issues. In 2012, 6 Toronto Transit Commission (TTC) bus stops were retrofitted with tactile walking surface indicators to assist people who are visually impaired. For the 2012 School Board Trustee By-elections, led by the City Clerk's Office, 100% of voting locations (197) were fully accessible. In addition, a number of divisions reported physical accessibility improvements to their facilities, such as modifying physical work locations for staff, installing grab bars and non-slip floors, and providing alternative meeting spaces.

***Purchasing/Procurement*** – Purchasing/procurement is the process of acquiring goods and services from third parties to meet customer/client needs. The City's objective is to ensure an open, fair, competitive and transparent municipal procurement process.

- Ten (10) divisions (down from 12 in 2011) reported equity, diversity and human rights practices related to purchasing/procurement. To encourage greater diversity in the procurement process, Purchasing & Materials Management (PMMD) began working on a voluntary survey that will collect information on whether vendors are majority owned by any of the four employment equity designated groups along with the size (staff and revenue) of the vendor businesses. This information will be included in the existing Vendor Registration System. In addition, Social Development, Finance and Administration (SDFA) is leading the development of a Corporate Social Procurement Framework with an inter-divisional working group that includes Legal Services, PMMD, Employment and Social Services (TESS) and EDHR. The Framework will guide the development of a Social Procurement Policy that aims to increase access to economic opportunities for underemployed and unemployed Toronto residents, increase diversity in the supply chain, and promote local workforce development.

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

Nineteen (19) divisions reported 111 initiatives in this section. For the purpose of analysis, these initiatives are grouped into indicator categories. There is a significant increase in the number of 2012 initiatives reported compared to 2011, most notably in the accessibility category. The data for each category are included in this chart and an example of some of the most reported initiatives follows:

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

Indicator Category	2011	2012			
	# of Initiatives	# of Initiatives	Ongoing	Cancelled /No Data	New/Newly Counted
1. Accessibility	21	52	19	2	33
2. Partnerships	7	18	6	1	12
3. Employment Services/Training	4	8	4	-	4
4. Women, Families & Children	5	8	5	-	3
5. Community Building	6	7	3	3	4
6. Participation/Civic Engagement	4	6	4	-	2
7. Accessibility – AODA	6	5	5	1	-
8. City as an Employer – Accommodation	1	1	1	-	-
9. Employment Equity	-	1	-	-	1
10. Human Rights and Anti-Harassment	1	1	1	-	-
11. LGBTTTQ Services	1	1	1	-	-
12. Protocol for Reporting	1	1	1	-	-
13. Aboriginal Services	2	1	1	1	-
14. Youth Employment	1	1	1	-	-
<b>TOTAL # INITIATIVES</b>	<b>60</b>	<b>111</b>	<b>52</b>	<b>8</b>	<b>59</b>

- **Accessibility** – Fifty-two (52) of the 111 division specific quantitative indicators were categorized as accessibility. These are initiatives that provide accessible and equitable programs and services to diverse clients and residents. Accessibility indicators were the most reported compared to other indicator categories. The following is an example of an accessibility initiative:
  - Emergency Medical Services (EMS) offers programs such as the Community Referrals by EMS Program, which provides appropriate access to services and health care for seniors, physically challenged and marginally housed individuals. EMS also provides home visits to the most vulnerable to help reduce 911 usage

and to connect the patient with the most appropriate home services. In 2012, over 1,150 referrals were made.

- **Partnerships (with Other Orders of Governments/Organizations/Private Sector)** - After “accessibility”, the most reported initiatives eighteen (18) are related to partnerships. In Partnership initiatives, divisions work collaboratively with other orders of government, organizations and the private sector to pool resources and expertise to meet common social and economic objectives for Toronto residents. The following is an example of a partnership initiative:
  - TPH has many partnerships for several programs including the Works Needle Exchange Program (40 partner agencies), the Sexual Health Clinic Program (7 partners), Cancer Prevention and Screening Program (10 partners), Diabetes Prevention Strategy – Peer Leadership Grant (25 partners), Youth Community Walking Audits in Priority Neighbourhoods (4 community partners), and Breastfeeding Services (38 partners). All of these programs address the needs of vulnerable groups who often face barriers to accessing health services and supports.
- **Accessibility - AODA Related** – Five (5) initiatives reported are AODA related. This indicator distinguishes initiatives from other accessibility initiatives in that they are legislated under the AODA. The following is an example of an AODA related accessibility initiative:
  - Transportation Services continues to add accessible street furniture pieces including transit shelters, benches and public washrooms to improve accessibility for people with disabilities. In 2012, the City installed 34 accessible pedestrian signals, 4.5 km of new sidewalk, and 50 TTC bus platforms.
- **Community Building** – Seven (7) initiatives reported are related to community building. These are initiatives that support a strong community-based sector and facilitate access to services that promote better social outcomes for vulnerable, marginalized communities and residents. The following is an example of a partnership initiative:
  - SDFA offers a number of investment programs for Access, Equity and Human Rights; Community Recreation; Community Safety; and Identify N’ Impact for Youth. These programs provide funding for youth-led projects, access, equity and human rights projects and programs that serve Aboriginal and other vulnerable populations. In 2012, under the Identify N’ Impact Investment Fund, 18 projects were funded, 8 youth were trained to review funding applications, and approximately 300 youth were involved in leadership opportunities.

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

#### 4. *Qualitative Indicators – Division-Specific Good Practices*

Twenty-one (21) divisions reported 168 initiatives in this section. For the purpose of analysis, these initiatives are grouped into indicator categories. There is a significant increase in the number of 2012 initiatives reported compared to 2011, most notably in the accessibility category. The data for each category are included in this chart and some example of these initiatives follows:

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

Indicator Category	2011	2012			
	# of Initiatives	# of Initiatives	Ongoing	Cancelled /No Data	New/Newly Counted
1. Accessibility	21	32	20	1	12
2. Embedding Equity	10	17	10	-	7
3. Partnership	15	17	15	-	2
4. Cross Division/Agency/ Board Initiatives	15	16	15	-	1
5. Accessibility – AODA	18	14	14	4	-
6. Participation/Civic Engagement	12	14	12	-	2
7. Community Building	13	10	10	3	-
8. Employment Services/Training	12	10	10	2	-
9. Youth Employment	8	9	8	-	1
10. City As an Employer- Accommodation	7	8	7	-	1
11. EDHR Committees	2	5	2	-	3
12. Aboriginal Services	2	4	2	-	2
13. Women, Families and Children	3	4	3	-	1
14. Advocacy	3	3	3	-	-
15. Purchasing/ Procurement	3	3	3	-	-
16. LGBTTTQ Services	2	2	2	-	-
<b>TOTAL # INITIATIVES</b>	<b>146</b>	<b>168</b>	<b>136</b>		<b>32</b>

- ***Embedding Equity*** – These are initiatives that build equity into policies and practices so that it becomes an integral part of programs and services. These initiatives also develop accountability measures and use them to assess how well the programs and services have embedded equity as an essential part of their delivery. The following is an example of an initiative that embeds equity into policy or practice:

- LTCHS continues to incorporate their City Manager award-winning LGBT tool kit strategies within their 10 homes in 2012. These strategies help identify and address health service needs for older LGBT residents in long-term care. This

experience has been shared with others including organizations in British Columbia, Quebec and Ontario. Several additional initiatives included providing LGBT sensitivity training and education to staff, family, volunteers and community representatives; an LGBT panel discussion; and a presentation by a transsexual former police officer.

- ***Cross Division/Agency/Board Initiatives*** – These are initiatives where divisions and City agencies and boards work collaboratively with a common objective to fulfil identified outcomes. These initiatives draw on the resources and expertise of individual divisions, agencies and boards, and produce results not obtainable by divisions working alone. Many of these initiatives also improve the employment outcomes for priority groups, which is of added value to the City and residents. The following is an example of a cross divisional initiative:
  - The Vulnerable Populations Protocol is the result of extensive interdivisional collaboration and partnership with community agencies led by Shelter, Support and Housing Administration. It was developed in 2012 to ensure that people in the city have equitable access to EMS, regardless of ability. The protocol includes policies and procedures to identify and assist evacuees who face functional barriers accessing and using Emergency Human Services during all types of emergency human services responses. Translation and interpretation services are provided to attend to communications barriers. Evacuees with transportation barriers are assisted with TTC tickets/tokens and bus and taxi transportation. Evacuees with medical, and/or functional independence and supervision assistance are referred for further assessment and access to health funded services. Training for responders and performance measures to accompany the Protocol are in development and will be completed in 2013.
- ***Partnership (with Other Orders of Government, Organizations and the Private Sector)*** - These are initiatives where City divisions work collaboratively with other orders of government, organizations or the private sector to pool resources and expertise to meet common social and economic objectives for Toronto residents. The following is an example of a partnership initiative:
  - S DFA’s Toronto Newcomer Initiative is an inter-divisional, inter-sectoral initiative funded by the federal government, in partnership with divisions and local immigrant settlement agencies. The focus is to deliver a pilot project that better connects the City service system and the broader service system in order to meet newcomers’ needs, and develop best services. The Toronto Newcomer Office began the development of the Toronto Newcomer Strategy using practical learnings from pilot projects as well as the advice and input of a broad range of stakeholders. The strategy includes a Newcomer Leadership Table made up of leaders from all three orders of government, city institutions and the community-based sector, who meet to share information and take action on system-wide issues of impact on newcomers and their successful settlement in Toronto.

- ***Employment Services/Training*** - These are services that assist unemployed and under-employed residents with employment support services and training and are often provided in collaboration with other organizations/community partners. The following is an example of an employment services/training initiative:
  - The Aboriginal Community Employment Program Support is a TESS initiative that offers opportunities for non-profit agencies to create employment positions for clients. TESS funds the positions by providing 100% of the salary for up to one year. This initiative enables residents receiving Ontario Works to increase their skills, social capital, and contacts with employers and build employment references with goals of finding permanent employment. A total of 9 positions were approved with Native Family and Child Services, Toronto Council Fire Native Cultural Centre, Miziwe Biik Aboriginal Employment and Training, and Anishnawbe Health Toronto.

For details and other good practices, see Appendix 4.

### **An Integrated Corporate Equity, Diversity and Human Rights Framework**

The above mentioned initiatives from across the TPS shows the breadth of the City's access, equity, diversity and human rights practices. To advance this work, the EDHR Division is developing a Corporate EDHR Framework to support divisions in embedding equity, diversity and human rights considerations into program planning and service delivery. The objectives are twofold: to provide one corporate direction to the TPS that is aligned to the City's Strategic Actions and to strengthen divisional capacity to assess the impacts of their equity, diversity and human rights initiatives. The framework will communicate the City's access, equity, diversity and human rights goal, guiding principles, essential practices and desired outcomes.

### **Looking Ahead – 2013**

- ***Strengthening Equity Impact Assessment***  
Although divisions already deliver a range of equity, diversity and human rights initiatives that benefit clients and residents, it is useful to strengthen the assessment of the impacts of the programs and services. The revised Equity Lens, based on learning from the original equity lens and other jurisdictions' experiences, will be an equity assessment tool that all City staff can use. Use of the lens will help staff identify the potential unintended barriers and negative impacts of policies, programs, services and other City practices. It will provide feedback on where improvement is needed and can motivate staff, participants and volunteers. Consistent use of the Equity Lens will also allow divisions to track changes both internally and externally and monitor them over time. Some divisions have already put in place ways of collecting program data for the analysis of the impact on diverse clients and residents. Other divisions will need to add equity and diversity data to the program records and notes they are collecting in order to assess the impact of the changes made using the Equity Lens.
- ***Employment Equity Initiatives***



The Toronto Public Service has placed renewed emphasis on access, equity and diversity as a strategic priority for 2013-2017. As a result, the EDHR Division will place emphasis on providing corporate strategic advice and subject matter expertise to the City Manager and all City divisions on key workforce development initiatives such as:

- Aboriginal Employment Strategy: To develop a corporate recruitment plan and employment strategy to ensure more Aboriginal people are employed at the City;
- Consultations with City divisions on proposed revisions to the workforce survey to include gender identity;
- On-going work with unions to build support for the workforce survey among members;
- TPS Talent Blueprint (2013-2017): Implementation of the diversity elements of the City's workforce development strategy; and
- Social Procurement Framework – Stakeholder consultations and pilot initiatives to assist with the development of a Social Procurement Policy in 2015.

● ***Building on Good Practices***

This report highlights some outstanding examples of corporate and divisional policies, programs and services that embed equity, diversity and human rights. Collaboration and partnership across divisions, agencies and corporations and with other orders of government, organizations and the private sector, produces results not obtainable by divisions working alone. It is evident that such initiatives should be encouraged, supported and shared across the Toronto Public Service. The EDHR Division will continue to assist divisions to embed equity, diversity and human rights considerations into all City activities by supporting and creating tools and opportunities to ensure delivery of good practices that are responsive to the needs of our diverse communities.

**CONTACT**

Uzma Shakir, Director  
Equity, Diversity and Human Rights Division  
Tel: 416-392-1108  
[ushakir@toronto.ca](mailto:ushakir@toronto.ca)

## **SIGNATURE**

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Joseph P. Pennachetti  
City Manager

## **ATTACHMENTS**

- Appendix 1: Corporate Indicator - City as Employer
- Appendix 2: Corporate Indicator - City as Provider of Customer Service
- Appendix 3: Quantitative Division-Specific Indicators
- Appendix 4: Qualitative Indicators - Good Practices