

# 2015-2018 Strategic Plan

Equity, Diversity & Human Rights Division  
*Diversity Our Strength*



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## Message from the Director

The City of Toronto is committed to living up to its motto, “Diversity Our Strength” in building an inclusive and welcoming City as a policy-maker, employer, service provider to its residents, and as a purchaser of goods and services. The City has been at the forefront of promoting access, equity, diversity and human rights through innovative policy, programs and services that consider the needs of equity-seeking groups and vulnerable populations. In addition, the City’s recognition of the human rights of all people, citizens and non-citizens (documented and undocumented) to receive basic services, goes beyond legislated requirements of the provincial and federal governments.

The Equity, Diversity and Human Rights Divisional Strategic Plan is not only a roadmap for the work of the EDHR Division during the next four years (2015-2018) but also a blueprint for action for all City divisions since it is grounded in the Corporate ‘Strategic Actions’ of the City. The strategies and activities laid out in the Plan will guide the EDHR Division in identifying and addressing current and emerging access, equity and human rights issues and in developing relevant supports to the Corporation. In addition, it will also guide all City Divisions as they plan, budget and provide services and programs for our residents.

### Our commitment is that:

We will continue to be an employer of choice as we foster an inclusive workplace culture; creating a public service that is reflective of the population it serves while harnessing the intellectual capital of a diverse workforce for the benefit of our City.

We will expand resident engagement in a meaningful way to create programs and services that meet the needs of the population, especially equity-seeking and vulnerable populations.

We will use the Strategic Plan as a framework to continue to provide leadership, advice, tools and resources that assist City Council, City Divisions, and Agencies and Corporations to embed equity considerations into their work, as the City of Toronto continues to strive for equitable outcomes for all its citizens.

**Uzma Shakir**

*Director*

*Equity, Diversity and Human Rights Division  
City Manager's Office*

## Purpose of EDHR Strategic Plan

This EDHR Strategic Plan is a four-year Divisional plan (2015-2018) that guides the work of the EDHR Division and offers corporate direction to City divisions since it is aligned with the City's corporate vision, mission, values, standards of excellence, and Strategic Actions.

### Goal

The EDHR Division is committed to embedding access, equity, diversity and human rights practices in the Toronto Public Service leading to equitable outcomes for staff and residents.

### EDHR Mission

The mission of the EDHR Division is to facilitate and enable the:

- creation and maintenance of an inclusive workplace culture in the Toronto Public Service (TPS)
- development and implementation of policies, services, and programs which are fair, equitable and responsive to the needs of Toronto's diverse communities.





Moving toward a better tomorrow

Investing in a better tomorrow.

- Space and new York University
- 60 sleek new buildings
- 204 new



## Building an Inclusive Workplace Culture

Equality means we all have the right to the same fair treatment and level of services. Equity goes a step further and acknowledges that not everyone, to start with, is equally placed in society. Equity considerations aim to address this reality through policies, programs or services that focus on producing equity of outcomes for everyone. Achieving equity means successfully reaching those employees and residents that are otherwise marginalized and/or less able than others to access opportunities or services.

The creation of an equity-oriented and inclusive workplace culture is a shared responsibility that requires:

- committed leadership and support from management across the organization
- successful engagement of all City employees and stakeholders
- respectful workplace practices that serve to prevent conflict and properly address it when it arises
- alignment of activities in Divisions with legislation and City policies on access, equity, diversity and human rights
- cross-divisional collaboration on policies, programs, and services with measurable equity outcomes
- consistent and inclusive messaging and engagement of employees, partners and the public.

## Corporate Strategic Actions #11, #17, #18

The EDHR Division's Strategic Plan is informed by the 26 Corporate Strategic Actions approved by Council in 2013 for the Toronto Public Service. The following three Corporate Strategic Actions from the City's Strategic Plan are of specific relevance to access, equity, diversity and human rights initiatives:

### STRATEGIC ACTION #11 - Advance Toronto's Motto 'Diversity our Strength'

Ensure that Toronto's diversity is integrated into all aspects of the City's business by the end of 2018 by:

- Developing and implementing a social procurement policy.
- Meeting the Accessibility for Ontarians with Disabilities Act (AODA) compliance deadlines for City programs and services through the implementation of the City's corporate accessibility plan.
- Seeking community advice and input on access, equity and diversity.
- Ensuring that access, equity and diversity are advanced through all City services, policies and programs.





## STRATEGIC ACTION # 17

### Enhance the City's Capacity to Serve Toronto's Diversity (2013-2018)

Enhance the City's capacity to deliver policies, programs and services that serve the diversity of Toronto's population by the end of 2018 by:

- Increasing the diversity of the Toronto Public Service at the management level by establishing regular reporting on recruitment, and advancement strategies and outcomes.
- Integrating diversity objectives into corporate-wide structures such as the Workforce Strategy Team, the Finance and Administration Coordination Team and the Customer Service Improvement Teams.
- Developing an Equity, Diversity and Human Rights Corporate Model to support consistent application of access, equity, diversity and human rights considerations in public service policy development, program delivery and reports.
- Standardizing and improving the City's measurement and reporting of progress on achieving access, equity, diversity and human rights objectives.
- Aligning access, equity, diversity and human rights objectives with the development of a Common Management Framework, Workforce Plan and Performance Measurement and Indicators System.

## STRATEGIC ACTION #18

### Develop and Implement a Workforce Plan (2013-2018)

Develop and implement the Toronto Public Service workforce plan, *Talent Blueprint* by 2018 to ensure an engaged, diverse, high-performing, adaptive and productive workforce to meet our current and future needs by:

- Strengthening employee engagement to ensure employees are fully involved, proud and committed to their work.
- Ensuring the public service reflects the population we serve and values and champions diversity, access, inclusion and respectful behaviour.
- Building workforce capacity to ensure adaptable and high-performing employees with the right skills are in the right job at the right time to meet our current and future needs.
- Developing effective leaders, ensuring all management staff have the leadership skills and knowledge to deliver high quality services, with a significant number of staff ready for promotion to management or higher levels of management.
- Modernizing critical Human Resources systems and services needed to support implementation.





## Related Corporate Strategic Actions

- **STRATEGIC ACTION #4 - Increase Employment Opportunities (2013 - 2018)**  
Increase employment opportunities in Toronto by the end of 2018.
- **STRATEGIC ACTION #5 - Accelerate Economic Growth (2013 - 2018)**  
Implement the economic growth plan, 'Collaborating for Competitiveness - A Strategic Plan for Accelerating Economic Growth and Job Creation in Toronto', by the end of 2018, to create a more attractive business climate to encourage business growth and investment, foster job creation and improve the City's finances.
- **STRATEGIC ACTION #14 - Engage the Public**  
Enhance the City's capacity to inform, engage and consult the public .
- **STRATEGIC ACTION #21 - Improve Organizational Excellence (2013 - 2018)**  
Implement a Common Management Framework by 2018 to continue building a culture of organizational excellence and enhance confidence in the quality of City services.

## EDHR Priorities 2015-2018

The EDHR Division has accomplished much in the last few years. However, there are continuing organizational challenges and legislative obligations that will determine our work in the next few years. Our work will focus on four priorities: policy and legislative compliance; employment and workforce diversity; accountability; and engagement and outreach.

### Priority 1 – Policy and Legislative Compliance

- Monitor and ensure the City meets its equity and human rights policy and legislative obligations.
- Administer a robust harassment/discrimination dispute resolution process with a view to both reducing risk/penalties and advancing equity in employment and service delivery.

### Priority 2 – Employment and Workforce Diversity

- Partner with Human Resources to improve workforce diversity and inclusion across all levels of the Toronto Public Service.

### Priority 3 - Accountability

- Cultivate respect, innovation and recognition of performance and commitment to access, equity, diversity and human rights outcomes.
- Report regularly on corporate performance utilizing new and existing corporate reporting tools and technologies to monitor trends and assess progress in achieving desired outcomes for building an equitable and inclusive workplace that serves residents well.





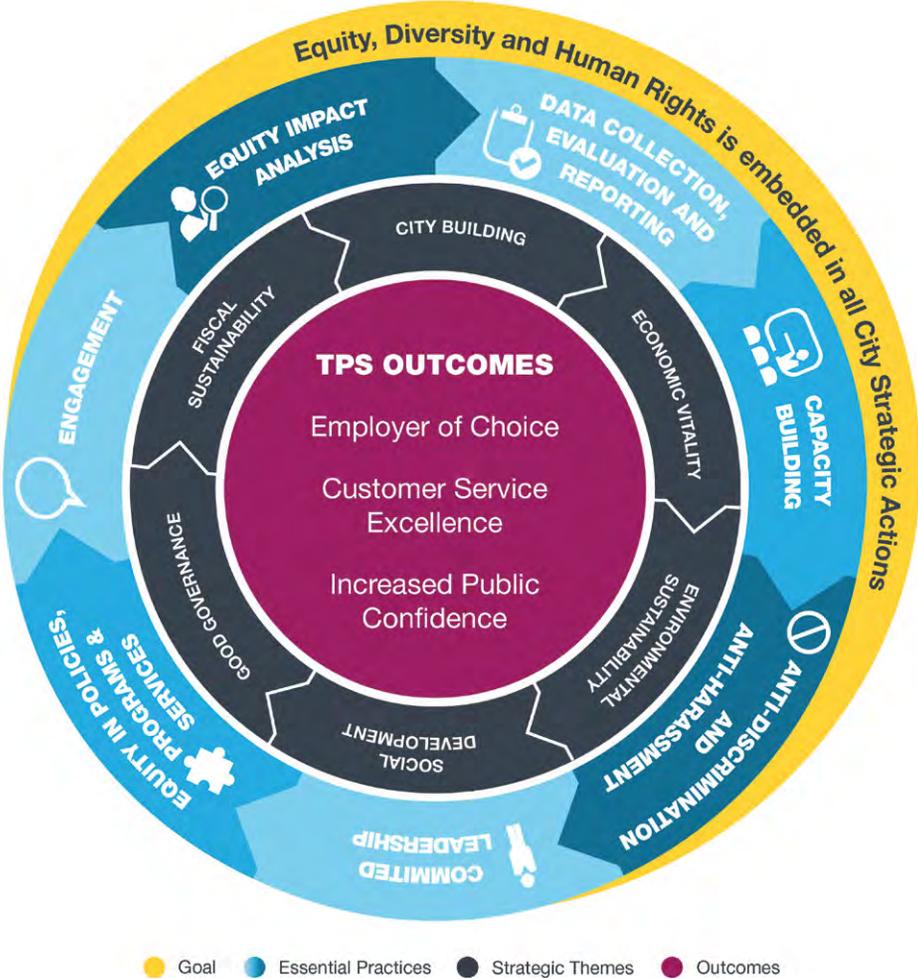
#### Priority 4 – Engagement and Outreach

- Leverage existing and new consultative mechanisms to expand outreach and engagement of internal stakeholders and the broader community on access, equity, diversity and human rights issues that inform the City's policies, programs and services.

The four priorities will be implemented in collaboration with Divisions and key stakeholders in the City through six strategies:

1. Leadership Development Strategy
2. Engagement Strategy
3. Anti-Discrimination and Anti-Harassment Strategy
4. Learning Strategy for Capacity-building
5. Performance Measurement and Reporting Strategy
6. Equity Strategy for Policies, Programs and Services

# Equity, Diversity and Human Rights Implementation Model



The Implementation Model outlined above provides structure for creating equity of outcomes in the Toronto Public Service by serving as a guide for consistent application of access, equity, diversity and human rights considerations in policy development, program delivery, evaluation and reporting.

## Integrated Functions Model for EDHR Division



The work of the EDHR Division is driven by the following:

- Internal – Council direction, City and Divisional policies and priorities, and complaint trends.
- External – Provincial and federal legislation, residents' requests and community needs.

## EDHR Division Strategy Map, 2015-2018





### 1. Leadership Development Strategy

Create a leadership development strategy for senior management that promotes shared commitment and performance, facilitating the successful integration of access, equity, diversity and human rights considerations into the City's policies, services, programs and processes.

#### Key Actions:

- Provide orientation and training on access, equity, diversity and human rights policies, legislation, regulations, initiatives and corporate goals
- Develop robust outreach strategies to increase diverse representation at the senior leadership levels and on Boards of Agencies and Corporations as per the Talent Blueprint
- Report to Council on corporate access, equity and diversity achievements via the *Count Yourself In: Workforce Survey* report and the Annual Achievements Report

## EDHR Strategy:

### 2. Engagement Strategy

Develop an engagement strategy to facilitate better communication and greater outreach with internal and external stakeholders.

#### Key Actions

- Expand access to AODA-compliant EDHR resources by re-designing the EDHR website
- Support the Disability, Access and Inclusion Advisory Committee, the Aboriginal Affairs Committee, and any other equity-related Committee reporting to Council
- Expand internal and external EDHR awards and recognition programs and broaden outreach
- Organize equity forums/symposiums/events for staff and residents to foster meaningful engagement.





## EDHR Strategy:

### 3. Anti-Discrimination and Anti-Harassment Strategy

Administer a robust harassment/discrimination dispute resolution process with a view to both reducing risk/penalties and advancing equity in employment and service delivery.

#### Key Actions

- Provide advice and investigate harassment and discrimination concerns from TPS employees and service recipients
- Provide advice and resources on implementation of the AODA's Integrated Accessibility Standard Regulations

## EDHR Strategy:

### 4. Learning Strategy for Capacity-building

Develop a formal learning strategy to equip employees, through innovative learning, with the skills and knowledge required to create and maintain an inclusive culture and enable them to better serve the City's diverse population.

#### Key Actions

- Develop educational resources and e-learning aids to raise awareness of equity policies and initiatives such as: Aboriginal History and Culture, Positive Space Toronto, the Equity Lens, the EDHR Implementation Model, Count Yourself In: Workforce Survey, Annual Achievements report, and inclusive dispute resolution processes
- Track and evaluate TPS staff participation and learning outcomes in EDHR-related courses





## EDHR Strategy:

### 5. Performance Measurement and Reporting Strategy

Use key performance indicators and leading-edge technologies to collect, track and evaluate data and report the impacts of the City's access, equity, diversity and human rights work.

#### Key Actions

- Collect data and produce annual Human Rights Office (HRO) report to Council including analysis of complaints filed to internal and external complaint bodies by employees and recipients of City services

- Use revised Annual Achievements Report to measure the City's performance on access, equity, diversity and human rights outcomes
- Develop strategies and tools to implement and measure the impact of actions related to the 'Diversity' goal of Talent Blueprint
- Collect web and social media metrics to assess usage of EDHR resources

## EDHR Strategy:

### 6. Equity Strategy for Policies, Programs and Services

Offer strategic advice, tools and services that promote and embed inclusionary policies and practices into services and programs in order to produce equity of outcomes for City employees and residents.

#### Key Actions

- Launch EDHR Implementation Model, revised Equity lens tool and Guide for embedding access, equity, diversity and human rights considerations into corporate strategies, policies, programs and services
- Develop and review policies and resources on legislated obligations and inclusion supports, based on employee and service-user complaint trends
- Use the Count Yourself In: Workforce Survey and Employee Engagement survey data to develop equity programming
- Develop Human Rights policies and resources based on research as well as complaint trends, legislated obligations, and inclusion supports





aGUIDE to  
GOOD PRACTICE



EQUITY Lens

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