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| Event | OBA Professional Development Panel From Accommodation to Integration: Sex and Gender Diversity in Public Institutions |
| Location | Fasken Martineau DuMoulin LLP 333 Bay Street, Ste. 2400 |
| Date / Time | Arrive: 4:30 Registration: 5pm Program: 5:30 |
| Contact | [REDACTED] |
| Speech length/type | Panel 5-10 minutes opening remarks, with panel discussion and Q&A's to follow |
| Topic | Gender diversity in public institutions |
| Event format | Panel discussion – live and webcast |
| Audience | Lawyers/legal community – 40 in-person |

Notes:

Other panelists:

Kyle Kirkup – Doctoral Candidate, University of Toronto Faculty of Law

Christian Paquette – Fasken Martineau DuMoulin LLP

Lesley McMillan – Eva's Pheonix

*Program will be followed by networking reception

****CHECK AGAINST DELIVERY****

Hello. Happy to be here...

- The OHRC launched its *Policy on gender identity and gender expression* last month at The 519.
- After over a decade – Keith Norton
- Inclusion under sex/disability – wasn't good enough...
- When the legislation was brought in...
- Legislation is one thing – lived reality is another.
- That's where the Policy comes in...
- Cross-Canada consultation – 300 respondents to on-line survey
- Policy gives voice to the realities of the trans community
- It serves as a useful roadmap for people to know what their rights are – and how to advance them
- And provides best practices to institutions that have legal responsibilities and obligations

The policy:

- Recognizes the two new grounds added to the *Code* in 2012;
- Provides an updated description of current and evolving terminology;
- Recognizes a person's right to self-identify their gender;
- Asserts that trans people can have their sex and name changed on identity documents and other records;
- And that trans people should be acknowledged and treated as their lived gender - whether or not they've had surgery, or whether or not their identity documents have been updated.
- It states that trans people have the right to access washrooms and change rooms based on their lived gender identity...
- And acknowledges the dangerous situations trans people can experience...
- and asserts that their safety is equally important to everyone else's.
- It also clearly states that organizations should have a valid reason for collecting and using personal information that identifies a person's gender...

- And that supporting the transition process or making any necessary accommodations must respect privacy...
- Namely, that processes should not be intrusive, and should be medically based.
- The policy also includes best practices, as well as a workplace transition guideline and individual accommodation plan.

Ultimately, the goal of the OHRC's work around gender identity and expression is that trans people will be treated with the dignity and respect they deserve...

- We want to see barriers removed, an end to the physical and emotional abuse that is commonly experienced by trans people...
- And the stereotypes and stigma around gender diversity erased.
- Over and over again, throughout our policy consultation, we heard devastating stories of how discrimination, harassment and stigma had torn people in the trans community down...
- In all areas of their lives – in employment, housing, and in services.

- The discrimination and barriers aren't limited to a particular sector – it's everywhere ...
- In government policies and practices, in education systems, in corrections, and other public institutions.
- In the private sector – and out on the streets.
- Sometimes the discrimination isn't intentional; it's just part of how things have always been done.
- Other times it's because of a deeply seeded trans-phobia that exists in society.
- Like systemic racism, or other forms of discrimination, bias (and the stereotypes and misunderstanding that create stigma around gender diversity) must be removed.
- Doing that work is not easy – and it's never as quick as we all want.
- Along the way, and as we've already seen, some precedents will be set by the courts and tribunals.

Barbara Hall Question – responses:

Q1. What if there are competing rights issues between trans and other Code protected groups?

- We see this issue coming up more and more frequently as society becomes more diverse.
- For example, it comes up a lot around sexual orientation and religion.
- Each competing rights situation is unique and needs to be considered on its own merits.
- The OHRC has developed *Guidelines for balancing competing rights*.
- The *Guidelines* reiterate what the Supreme Court of Canada has repeatedly said...
- There is no hierarchy of grounds or rights...
- All are equally deserving of protection – and no one right automatically trumps another.
- However, every right is limited if exercising it interferes with the rights and freedoms of others.
- For example, people are free to hold religious beliefs...

- But – where acting on these denies equal recognition and respect to other marginalized members of society, there are limits...
- If there is an actual, demonstrated impact, then competing rights are engaged and a deeper analysis to balance rights must be done.

Our Guidelines outline considering...

- What the extent of the interference is.
- If an interference with one of the rights is trivial, the analysis ends...
- That right will generally give way to the other.
- If both rights are substantially interfered with, the next question is: what harm would be caused by limiting each of the rights?

This is where facts and context can sway the balance...

Organizations need to ask:

- How much will each right be impacted and are there ways to minimize it?
- Is each right affected at its core (or fundamental aspect), or at its periphery?
- What are the underlying social and constitutional values and broader societal harms if either right is compromised?
- Is there a solution that allows the enjoyment of each right? If not, is there a next-best solution?

There is some case law on this... the broad strokes of what courts have recognized is:

- respect for dignity;
- commitment to social justice and equality;
- accommodation of a wide variety of beliefs and negative stereotyping of minorities; and
- gender equality.

The goal is to “balance rights” – but at the end of the day, one right might give way to another.

- Ideally, what we want to see is...
- parties working together to find solutions that respect everyone’s dignity – and that maximize rights on both sides as much as possible.
- Part of this involves having some difficult conversations.
- (Like in any relationship – you’ve got to have those difficult conversations to get to a place of mutual understanding so you can move forward.)
- It’s true that sometimes one party walks away dissatisfied with the outcome.
- Ultimately, no one person or group can expect their own views and beliefs to be respected if they are not willing to respect the views and beliefs of others...
- In the best-case scenario the process of balancing rights can ultimately lead to mutual respect and understanding.

Competing rights issues that have come up relating to trans community:

a) Trans people's access to washrooms and change rooms as a risk to women's safety and privacy rights...

- The Code allows sex-segregated facilities like washrooms and change rooms.
- Legal decisions like *Sheridan* and the OHRC's policy confirm that trans people are entitled to use these facilities according to their lived gender identity.
- Access to washrooms is a basic need at the core of human dignity for everyone.
- A trans person should not be required to use a separate washroom or change room because others express discomfort or trans-phobic attitudes.
- The idea that a trans woman poses a threat to other women is a stereotype.
- In fact, trans people themselves are at risk of harassment and violence when using these facilities.

Q2. What are the best practices for public institutions, employers and service providers in terms of preventing and responding to issues around accommodating trans rights?

- Employers, service and housing providers have a duty to actively remove barriers – that includes public institutions.
- In particular, when we think about systemic change, our public institutions have both a legal and moral obligation to root out discrimination and harassment.
- (From both an employer perspective, and as a service provider)

When we're looking at preventing issues from coming up in the first place, what we're talking about is broad-based human rights organizational change...

- Or systemic change.
- This involves looking at all policies, procedures and rules, and removing barriers so that all groups protected by the Code are actively included.
- It also involves looking attitudinal change – within the organization, and sometimes on a personal level.

- The OHRC developed *Guidelines on human rights organizational change for police services* a couple of years ago – but the spirit of that process can be applied to any organization.
- I won't get into the details of the full process here – but the key high-level principles in the *Guide* outline what is necessary to make lasting change. Organizations must:
 - Develop a comprehensive organizational change approach
 - Get buy-in from leadership – and make sure that leaders or committed leading change
 - Develop a vision for change – and a way of talking about that change that is consistent
 - Identify and empower lead change agents
 - Make sure the structure and approach includes multiple stakeholders at the table
 - That there are mechanisms in place for communicating, monitoring, evaluating and reporting on progress; and that
 - points of resistance are identified – and planned for

- Our *Policy on gender identity and gender expression* recommends several strategies organizations can implement that are specific to addressing human rights principles related to gender diversity:
 - A barrier prevention, review and removal plan
 - Anti-harassment and anti-discrimination policies
 - An accommodation policy and procedure
 - An internal complaints procedure
 - An education and training program
 - Ongoing monitoring and evaluation.
- It also provides a checklist specifically for issues relating to:
 - privacy and confidentiality
 - I.D. and other records
 - collecting data on sex and gender
 - Dress codes
 - Washroom and change facility policies; and
 - And for developing gender transition guidelines and accommodation planning

Accommodation - issues that we're seeing specific to the trans community are "differential OR negative treatment," harassment and access, rather than simply accommodation issues themselves.

- Though the issue of accommodation does come up.
- For example, access to washrooms based on gender identity is not an accommodation per se...
- but during transition, someone may want access to a private washroom.
- Section 13.4.2. of the policy states that:
 - A trans person does not need to "ask" to use the washroom. They have the right to use the one that matches their lived gender identity. Some people, however, may need accommodation, temporary or otherwise, to access washrooms, change-rooms or other type of sex-segregated facility.

When accommodation issues relating to gender identity and expression do come up, the accommodation process should kick in.

- Same as it would for accommodations because of race, religion or any other Code ground.
- Because of stereotypes, stigma and misunderstandings around gender identity/expression, assumptions are often made...
 - i.e. that a restricted or separate solution is what is being requested, or what is necessary.
- Our policy states that trans people should have access to washrooms, change rooms and other gender specific services and facilities based on their lived gender identity...
- Organizations should design or change their rules, practices and facilities to avoid negative effects on trans people and be more inclusive for everyone.
- Any exceptions must be legitimate in the circumstances, and trans people must be provided any needed accommodation unless it would cause...

- OR there is proof of undue hardship (based on cost, health or safety).

Many trans people will not require any accommodations at all. It will depend on the needs of the particular person and the situation.

- Section 8.2.3 of the policy says very clearly:
 - Segregated treatment is less dignified and is unacceptable unless it can be shown it's the best way to achieve equality in the circumstances.

Good inclusive design will minimize (OR reduce) the need for people to ask for individual accommodation.

- and it helps meet everyone's needs; trans people, families with children, people with disabilities, people who just like more privacy)

Q3.What are some of the key cases involving trans rights?

Note: the cases that have currently been decided are all from pre-Code changes (addition of gender identity and gender expression).

- There are no stats showing that there has been an increase in cases since the grounds were added.

Sheridan v. Sanctuary Investments Ltd. (c.o.b. B.J.'s Lounge), [1999]

B.C.H.R.T.D.: A trans person living as a woman entered a lounge and used the women's washroom. When she came out, a bouncer told her not to do so again or she would be asked to leave. Later, the manager made a policy that patrons must use the washroom matching their anatomy. The Tribunal found that the policy discriminated against the trans woman and the lounge had a duty to accommodate her needs to the point of undue hardship.

Forrester v. Peel (Regional Municipality) Police Services Board et al, 2006 HRTO:

The HRTO found that a detainee, who self-identified as a trans woman, experienced discrimination when police refused her requests for strip-searches to be conducted by female officers. The HRTO said that in these types of situations detainees must be offered a choice of the sex of the officer who searches them. The HRTO set out appropriate criteria for verifying identity and conducting strip searches. It also identified some exceptions for dealing with high security risk situations and for rare circumstances where an officer might opt out because they have a valid competing right.

Kavanagh v. Canada (Attorney General), 2001 CHRT: A case that went to the Canadian Human Rights Tribunal (CHRT) dealt with a trans inmate who identified and lived as a woman, but was placed in a men's prison. The CHRT found that Correctional Service Canada had a duty to accommodate trans inmates, especially because of their vulnerability to violence. The needs of trans inmates must be assessed individually, in consultation with qualified medical professionals, as to the appropriate placement of the individual within the various types of facilities available in the male prison system, and the steps that are necessary to ensure their safety. The CHRT also found that the blanket prohibition on sex reassignment surgery was discriminatory.

XY v. Ontario (Government and Consumer Services), 2012 HRTO: The HRTO found that requiring trans people to have transsexual surgery to change their sex designation on a birth certificate (under the *Vital Statistics Act*) was not reasonable and *bona fide* and discriminated against trans people.

Vancouver Rape Relief Society v. Nixon, 2005 BCCA: In a case that went to the British Columbia Court of Appeal, the Vancouver Rape Relief Society decided not to train a trans woman as a volunteer because she had lived part of her life as a man. They argued the restriction was a legitimate requirement for the position because they provide services specifically to women who have experienced violence from men. The Court discussed the impact on both sides (the volunteer and the clients) and found that while the organization had appeared to discriminate against the trans woman, an exemption in the *BC Human Rights Code*, which is designed to address competing rights, protected the organization from liability in this situation.

Saskatchewan Human Rights Commission settlement 2013: A trans woman alleged a bridal shop refused to let her try on dresses as she planned her wedding. The complaint was successfully resolved once the business owner better understood the human rights issues.

Montreuil v. National Bank of Canada, 2004 CHRT: A trans woman had applied for a job as a customer service representative in a bank. She underwent a three-step interview process and was led to believe she would be hired. Later when she found out she did not get the job, the bank did not explain why. Meanwhile, they had not filled the position and continued to look at applicants who had the same qualifications as the trans woman.

During the hearing, the bank said it did not hire the trans woman because she was supposedly over qualified, had an attitude during the final interview that “was not that of a person who wishes to serve the public” and wanted to “use the position to promote the rights of transgendered persons.”

The CHRT said these reasons were disingenuous and an excuse for bias and prejudice because she was trans. The CHRT found that discrimination had happened. It said that where a trans person is qualified and someone else, no better qualified, is selected (or where the organization rejects the trans person but continues to seek applicants with the same qualifications), the organization will need to provide a non-discriminatory explanation for not hiring the trans person.

Vanderputten v. Seydaco Packaging Corp., 2012 HRTO: An employee was taking steps to transition to identifying and presenting as a woman. During this time, she experienced ridicule and harassing comments and conduct from co-workers in the change room and the workplace at large. She complained to her employer about the harassment and the need for separate change facilities. Her employer refused to address the harassment and later fired her.

The HRTO found the employer had discriminated and contributed to the harassment and a poisoned work environment by insisting the employee use the men’s change room, even though she was living as a woman and faced ongoing harassment from co-workers. The HRTO also found the employer failed to investigate and respond reasonably to the employee’s complaints of harassment.

Ferris v. O.T.E.U., Local 15 (1999), (B.C.H.R.T.): A trans employee was involved in a dispute with her employer (that initially related to a complaint that was made about her use of the women's washroom). The person did not feel that her union's actions on her behalf regarding this dispute were adequate. She alleged that the union discriminated against her in its response to the incident, both initially and with respect to the events that followed the initial dispute, and in the way it responded to the employer's handling of the complaint made against her.

The Tribunal found that the union had treated her worse than it would have treated other union members in similar circumstances, and that her status as a trans person was a factor in her treatment. The Tribunal ordered the union to stop contravening the human rights law and to pay her damages for lost wages and the injury it had done to her dignity, feelings and self-respect.

CORRECTIONS - Kyle Kirkup's Questions – possible responses

- OHRC has not yet been involved in a Gender identity/expression case
- There is currently one in the system, but it has not gone forward
- Yasir Naqvi, Minister of Community Safety and Correctional Services spoke at the GI/E Policy launch – **FILL IN**
- OHRC currently has a Human Rights Project Charter agreement with the MCSCS and the Ministry of Government Services.
- Project Charter calls for the identification and elimination of discrimination in all MCSCS employment and service activities – with a special focus on the concerns of Aboriginal people.
- Charter outlines how we're going to build a human rights culture within MCSCS
- We are working with the Ministry to design a change process that is sustainable beyond the 3-year commitment of the Charter.

- That means being accountable, having measures and evaluation criteria set out – and making sure that the resources are in place to support real, substantive systemic change within corrections.

Q1. What does the Avery Edison case reveal about the ways that trans people experience provincial and federal correctional facilities in Canada?

- Correctional services need much more human rights awareness and specific training on legal obligations under human rights legislation and cases like *Kavanagh v. Canada* 2001 CHRT

- OHRC's new policy recognizes that trans people are:
 - Especially disadvantaged and vulnerable when dealing with correctional institutions
 - At higher risk of experiencing harassment and violence both from other inmates as well as from institutional staff
 - May be held unnecessarily in segregation
 - Should have access to health services related to transitioning

Q2. What has happened since the Avery Edison story made international headlines in February 2014? How are recent legal developments, including the passage of *Toby's Act* and the decision in *XY v Ontario*, likely to influence this pending human rights litigation?

- The *XY v. Ontario* decision is consistent with internationally recognized principles, identified in the OHRC's policy...
 - trans people have a right to self identify their gender and have their lived gender identity recognized by others...
 - regardless of whether they have had sex reassignment surgery or any other medical procedure
 - Amended *Code* makes it clear that trans people have the right to be free from discrimination and harassment and to accommodation in services...
 - including correctional services under provincial jurisdiction
- **Section 13.9.2 of OHRC's new Policy deals with correctional institutions and says that :**
 - Inmates whose gender identity is different from their birth-assigned sex should be assessed and accommodated on an individual basis.

- To the greatest extent possible, institutions should provide trans inmates with housing that is appropriate for their lived gender identity.

Q3. How should law and policy be reformed to better address the lived realities of trans people in provincial and federal correctional facilities in Canada?

- Human Rights Watch found that, in correctional settings, trans people are at higher risk of experiencing harassment and violence both from inmates as well as from institutional staff
- Trans people already have legal protections, recognized explicitly in some jurisdictions (like Ontario) and to varying degrees in other jurisdictions
- Institutions like correctional services and other law enforcement bodies need to develop policies to put these rights and obligations into practice.
- Section 13.9.2 of the Code says:
 - Inmates whose gender identity is different from their birth-assigned sex should be assessed and accommodated on an individual basis.
- Sometimes trans people are held in segregation for their own protection.
- However, this can often isolate them and prevent them from having the same privileges or access to services available to others within the prison population.

- To the extent possible, institutions should provide trans inmates with housing that is appropriate for their lived gender identity.
- Accommodation options should consider both safety, as well as safety of all inmates...
- BUT – safety risk should be based on evidence, not speculation or stereotypes.

Case Law – Kavanagh v. Canada

Correctional institutions should have policies focusing on issues particular to the needs of trans inmates:

- recognizing lived gender identity
- identity documents and records
- strip searches
- transitioning
- washrooms and change rooms
- dress codes
- housing accommodation
- harassment and violence
- segregation
- health care services
- the duty to accommodate and individual plans
- barrier identification and removal and prevention / inclusive design
- privacy and confidentiality
- awareness training for staff and inmates

- Law enforcement services also need to cooperate and bring about consistent policies and practices, especially where detained individuals may move between federal and provincial / territorial jurisdictions

Q4. What broader, long-term strategies might we use to respond to the underlying forces that often bring trans people into conflict with the Canadian criminal justice system in the first place?

- More evidence-based research, like the Trans PULSE Project, and policy development on issues involving the extent to which trans people enjoy:
 - socio-economic rights (employment, education, income, housing, health care)
 - civil-political rights (electoral participation and representation, disproportional contacts with justice system, incarceration rates, access to legal representation)

****The Trans PULSE Survey is a community-based research project that was created to respond to problems identified within Ontario trans communities regarding access to health and social services.**

EDUCATION – CHRISTIAN PAQUETTE

- There have been no education-related gender identity/expression cases in Ontario
- OHRC does ongoing work with the Ministry of Education and various school boards across the province relating to the *Safe Schools Act*...
- Made submission relating to the *Accepting Schools Act* – explicit protection for student from bullying because of gender identity and gender expression, among other grounds...
- Requires school boards to develop and implement equity and inclusive education policies that address all forms of discrimination and harassment based on *Code* protected grounds, including gender identity and gender expression

(TDSB has a policy on accommodating trans students and employees – as do some other Boards)

Q1. What are some of the practical challenges facing school boards in integrating transgendered students?

- No substantive answer

Q2. What should a good integration policy look like in the school context, and how can it be successfully implemented?

The Section 13.8 of the OHRC Policy says that educational institutions should recognize that:

- Trans students have the right to be addressed by their chosen name and pronoun
- Official records should reflect a student's lived gender, chosen name and pronoun as much as possible
- Trans students have the right to access washrooms and other facilities and take part in physical education and other classes in accordance with their lived gender identity
- If they wish, trans students can also request accommodations such as access to gender inclusive washrooms, or private spaces within change rooms
- More privacy options such as individual changing stalls and showers with curtains or doors would benefit all students
- Students have a right to privacy, and schools must keep a student's transgender status confidential. It should not be communicated to others unless they have a "need to know" to fulfill a specific accommodation need, or if the student requests it

- School dress codes and uniforms should be flexible and inclusive of all students regardless of their sex, gender identity or gender expression
- Where educational institutions have student residents, trans students should be able to choose housing based on their lived gender identity. It is also beneficial to have gender inclusive housing options where students share a facility regardless of their sex or gender identity.

Q3. What can we learn from recent discrimination cases in school settings in terms of accommodation and risks for school boards with regarding transgendered students and staff?

- There haven't been cases coming through the system in Ontario re. education. See current case (Alberta) below...
- Section 13.8 of the Policy recognizes the distinct discrimination and harassment experienced in education settings:
 - Trans youth can face a wide range of prejudice and discriminatory treatment at a very challenging time in their life.
 - i.e. educators and fellow students not addressing them by their chosen name and pronoun, and a lack of access to appropriate and safe washrooms and change room facilities.
 - Trans youth are especially vulnerable to harassment and bullying from peers.
- A 2011 Canadian survey (*Every Class in Every School: The First National Climate Survey on Homophobia, Biphobia, and Transphobia in Canadian Schools*) found:
 - 78% of trans students feel unsafe in their schools
 - 74% of trans youth had been verbally harassed because of their gender identity
 - 49% had experienced sexual harassment in school because of their gender identity

- 37% had been physically harassed or assaulted because of their gender identity or expression.
- Trans youth want but don't always have the support of their teachers and school administration to help them during transition to their felt gender.
- Sometimes they may not have the support of their family either, making a welcoming school environment all the more important.

Q4. How does the Accepting Schools Act fit in with the HRTO's Policy and how should schools deal with bullying of transgendered students or staff on the front lines?

- OHRC made submissions
- Legislation requires school boards to develop and implement equity and inclusive education policies that address all forms of discrimination and harassment based on Code protected grounds, including gender identity and gender expression.
- See Q2 above

Case:

- There is a case surfacing in Alberta relating to a trans substitute in the Catholic school board.
- Teacher had transitioned over the summer and was fired when they came back to school in the fall
- No decision yet

Additional - Persons under 18...

- No matter of what is written on a person's ID, everyone, including youth, have the right to self-identify and express their gender identity
- Educational institutions should recognize a youth's lived gender identity
- Ontario requires persons to be 18 or older before they can have their gender identity or name changed on the birth certificates
- OHRC made a submission to Ministry of Government Services in 2012 stating that criteria for change of sex designation on birth certificates should be no different for people under 18, than for adults.
- Submission also said that serious consideration should be given to the recording of "sex" designation on at least the "wallet" form birth certificate.
- BC has introduced First Reading legislation that would allow people, including children, to change the sex on their birth certificate. Children would need parental consent.
- OHRC currently monitoring Forsberg family case (Saskatchewan), as well as cases reported in BC, Alberta, Manitoba
- Australia and Germany changed their laws to allow people to have an "X" mark their sex on passports.

****Young trans athlete case – access to locker room**

SHELTER SYSTEM – LESLIE MCMILLAN (EVA’S PHEONIX)

- OHRC hasn’t intervened in any cases relating to shelters
- Only Case was the Vancouver Rape Relief case – controversial (don’t bring it up)
- Trans males have reported they are unsafe in men’s shelters, and unwelcome in women’s.
- Some shelters ask invasive questions about a person’s transition status
- Staff may have little training about trans-related issues, needs and terminology
- Some youth reported being required or feeling compelled to conform to their birth-assigned sex in order to access services

Section 13.6 of the Policy states that:

- A trans person should have access to the shelter that matches their lived gender identity.
- And a shelter CANNOT discriminate based on a person’s gender identity or expression.
- Shelter rules and requirements should be inclusive as possible to avoid negatively affecting trans clients.

- Organizations have a duty to accommodate any needs trans clients may have, unless it would cause undue hardship
- Accommodation might involve changes to policy requirements, practices, systems and facilities (i.e. washrooms, change rooms, sleeping quarters, or security procedures, as well as identity records, etc.)

(City of Toronto Shelter Standards addresses the needs of trans clients...p. 42 of Policy)

An organization should not deny a trans person employment, volunteer work or client services because of their gender identity or gender expression.

- An organization would have to show that any restriction or other requirement is legitimate in the circumstances
- Requirement might have to change if it can be made more inclusive
- Still a duty to try and accommodate if a person's individual circumstances, short of undue hardship.
- Key point is to that accommodation needs must be discussed with the person requesting accommodation.
- It is discriminatory to assume that a restricted or separate solution is what is required.

- In some cases there may be competing human rights implications for different groups – i.e. the right for women to receive services geared to their specific needs and safety concerns vs. the right of trans women to get employment based on gender identity.
- Code has exceptions that might permit organizations like homeless, transitional and youth shelters or shelters for abused women to restrict their residential accommodation or other services.

Q1. How can sectors that have access to resources (such as policy development and training) assist other sectors that struggle with resources to develop policies and training?

- For example can school boards partner with youth shelters in their community to offer trans training to staff and volunteers of the shelters (or train the trainer sessions).
- OHRC participates in many collaborations – is a partner...