

To: Council in Committee of the Whole

From: Jag Sharma, City Manager,
Office of the City Manager

Report Number: CM-17-30

Date of Report: November 2, 2017

Date of Meeting: November 6, 2017

Subject: City of Oshawa Diversity and Inclusion Plan

File: A-1600

1.0 Purpose

The purpose of this report is to obtain endorsement of the Diversity and Inclusion Plan prepared pursuant to the Research Collaboration Agreement with the University of Ontario Institute of Technology (U.O.I.T) as approved in CM-16-36. Attachment 1 is the Research Report: City of Oshawa Diversity and Inclusion Plan.

2.0 Recommendation

1. It is recommended to City Council:
2. That based on CM-17-30, dated November 2, 2017, the final research report of the Research Collaboration Agreement between the City of Oshawa and U.O.I.T. titled "Research Report: City of Oshawa Diversity and Inclusion Plan", dated October 2017 be adopted in principle as the City's Diversity and Inclusion Plan; and,
3. That U.O.I.T. researchers be thanked for their work in the preparation and writing of the Final Research Report; and,
4. That staff be directed to develop a detailed action/implementation plan and prepare a communication strategy for the public and staff; and,
5. That appropriate resourcing be considered as a result of the action/implementation plan.

3.0 Executive Summary

N/A

4.0 Input From Other Sources

The following were consulted in preparation of the Diversity and Inclusion Plan:

The City's Interdepartmental Diversity and Inclusion Staff Team:

- Administration and Accessibility
- Corporate Communications
- City Clerk Services
- Engineering Services
- Fire Services
- Human Resource Services
- Operations
- Municipal Licensing and Law Enforcement Services
- Planning Services
- Recreation & Culture Services
- Service Oshawa

Community members and community organization and/or agency representatives provided input to the proposed Diversity and Inclusion Plan.

City staff from across departments provided input through online and hard copy surveys.

The Corporate Leadership Team also reviewed the final research report, considered the staff report and would like to recognize and endorse the work of staff whose signatures appear on this report.

5.0 Analysis

5.1 Background

In 2014, City Council approved CS-14-156, directing staff to report back on the development of a Committee that could advise Council on matters of multiculturalism and diversity. In response to this directive, two staff reports (CORP-15-24 and CORP 15-73) were addressed through the Corporate Services Committee in 2015.

In June 2015, CORP-15-73, City Council approved the engagement of a consultant to develop a draft framework for a community diversity and inclusion strategy for Council review, pending budget approval. These funds were subsequently not approved through the 2016 budget process. Funding for mandatory staff training on diversity and inclusion was approved in 2016 within existing training budget allocations, and this training has been rolled out to staff and City Council.

In December 2016, City Council approved CM-16-36 which authorized the City entering into a Research Collaboration Agreement with the University of Ontario Institute of Technology (U.O.I.T) to develop a Diversity and Inclusion Plan.

5.2 Approach to the Plan Development – A Teaching City Initiative

Despite commencing prior to the formal establishment of the Teaching City partnership, the Research Collaboration Agreement and development of the Diversity and Inclusion Plan was the first project through Teaching City. The collaborative approach brought expertise from UOIT's Faculties of Social Science and Humanities and Health Sciences to deliver a recommended plan for the City of Oshawa to adopt based academic literature on inclusion practices and on the best practices of other Diversity and Inclusion plans, both local, national and international, and both in the private and public sectors.

This unique approach of collaborating with UOIT provided the City with access to scientific and academic research, expertise and learning in critical race studies, gender studies, and patterns of discrimination and oppression, which may not have occurred through a more traditional approach to development of a strategy.

Ultimately, through the partnership, the City has obtained an objective, third party report, based on research and evidence in a cost-effective manner.

5.3 Plan Objectives and Methodology

The goal of the Research Collaboration was to deliver a final research report that would outline a strategic framework for diversity and inclusion work in the corporation both inwardly as an employer and outwardly as a service provider.

It was intended that the plan would identify and recommend strategies for the City to take to embrace diversity and inclusion in the workplace, responding to the needs of its employees, as well as ensuring that all residents have access to employment opportunities, programs and services, and feel welcomed and involved with the community.

The project was supported by a Core Steering Committee co-led by City staff from Recreation and Culture Services and Human Resource Services and UOIT researchers in the Faculty of Social Science and Humanities and the Faculty of Health Sciences.

Further, an Interdepartmental Diversity and Inclusion Staff Team was assembled encompassing staff from Corporate Services (City Clerk Services, Corporate Communications, Municipal Licensing and Law Enforcement Services and Service Oshawa), Community Services (Fire Services, Recreation and Culture Services and Operations), Development Services (Administration and Accessibility Services, Engineering Services and Planning Services) and the Office of the City Manager (Human Resource Services).

The methodology is explained in Section 2.5 of Attachment 1, and involved a number of Phases:

- Phase 1 – Background Research and Literature Review
- Phase 2 – Initial Consultations
- Phase 3 – Drafting of the Plan
- Phase 4 – Second Consultation

It is important to note that this collaborative research project did not involve a comprehensive audit of the City's current practices and procedures in the area of Diversity and Inclusion.

5.4 Consultations

The consultation phase of the research took place over a period from January 2017 to September 2017. The specific consultation utilized for the Plan development is highlighted in section 2.5 of Attachment 1.

Staff Consultations were held on February 14, March 27, April 24, April 25 and August 8, 2017.

Consultation sessions for community organization and agencies were held on April 12 and September 7, 2017.

Public consultation sessions were held on May 10 and September 6, 2017.

City Council attended a consultation through an Education and Training session on May 18, 2017.

Two surveys were conducted through Connect Oshawa and Service Oshawa in May 2017 and September 2017.

In total, the City received 263 individual inputs to the plan.

The input received through these consultations was used to help inform the specific recommended actions within the plan.

5.5 The Proposed Diversity and Inclusion Plan for the City of Oshawa

The research report from the Research Collaboration forms the proposed Diversity and Inclusion Plan for the City of Oshawa. The plan outlines a strategic framework and approach for the City to achieve the goals of fairness, justice and non-discrimination and is focused both internally and externally.

The plan outlines several actions organized by five strategic action areas as follows:

- Leadership
- Community Engagement and Participation
- Community Development
- Human Resource Development
- Education and Awareness

While the research report indicates several priority actions in each Strategic Action Area, the report does not include a detailed action plan with timing, responsibilities and cost for execution of each action item. This was not part of the deliverable through the research collaboration agreement, and is difficult for the research team at UOIT to propose.

It is recommended that City staff develop an action plan, through consultation with the Interdepartmental Diversity and Inclusion Staff team, and other department staff.

5.6 The Need for focused Diversity and Inclusion work in the City

Statistics Canada is in the process of releasing the 2016 Census data. At the time of this report's writing, income, population and immigration and ethnocultural diversity data had been released. The following insights have been gained about the growth rate and diversity of Oshawa through this limited release:

- The City of Oshawa is growing at a greater rate than Ontario as a whole. Between the 2011 census and the 2016 census, the population grew from 149,607 to 159,458, a rate of 6.6% compared to the growth rate of Ontario which was only 4.6%.
- The City of Oshawa has also experienced a larger growth rate in those who identify as a visible minority when compared to Ontario as a whole. Between the 2011 census and the 2016 census, the population in Oshawa of those identifying as a visible minority grew from 13,795 to 25,245, a rate of 85% compared to the growth rate in Ontario which was only 18%.
- 14.3% of Oshawa's population received government transfers as income, compared to only 11.1% in Ontario. (Government transfers include, disability benefit, Ontario Works, Child Benefits, Old Age Pension, Workers Compensation, HST credit, etc.)

The full release of the 2016 Census Data by Statistics Canada will be completed by the end of November 2017. It is expected that the newest census data will show increasing growth and diversity in all aspects, including ethnicity, age, disability and income.

In 2014, the Durham Region Health Department released the Health Neighbourhoods report which identified seven priority neighbourhoods across the Region. Of the seven priority neighbourhoods identified, five are within the City of Oshawa.

The Health Neighbourhood Report defines the priorities as follows:

These neighbourhoods have the lowest incomes level (based on median after-tax household income) and the highest rate of low income in children less than six years of age. They also rank poorly in terms of overall low income rate, low education levels, and unemployment compared to the other 43 Neighbourhoods.

The changing demographics, growth and identified issues in our community provide a necessity for the City to take on focused work around increasing the inclusivity of the City's services, programs and communications.

In addition, it is incumbent upon the City to review its policies and practices against the federal and provincial documentation and legislation including the Canadian Charter of Rights and Freedoms, the Ontario Human Rights Code, the Truth and Reconciliation Final Report and the recent provincial Anti-Racism legislation.

5.7 Benefits of a Diversity and Inclusion Plan for the City

There are multiple benefits of becoming a diverse and inclusive community and these are outlined in Section 2.2 of Attachment 1.

The Diversity and Inclusion Plan will provide dividends for the city if implemented in a widespread and strategic manner. Work in diversity and inclusion will help contribute to the City's business issues such as innovation, leadership development, team, individual and organizational performance.

Through the Diversity and Inclusion Plan, the City will be able to attract and retain talent and potentially mitigate costly employee turnovers. The City will also be able to create a diverse mix of staff, creating a dynamic so that we are more connected to and reflective of our community.

Working toward diversity and inclusion initiatives will also bring about a renewed sense of public trust. When the most marginalized members of our community are engaged and feel heard by the City, we will have become a stronger, more vibrant, safer community.

5.8 Implementation – Recommended Year One Actions

Significant progress in the area of diversity and inclusion has been made through departments and existing resources to date across the corporation. Examples of these initiatives are listed in Section 2.1 of the Final Research Report. This is by no means an exhaustive list, and it is recognized that many other pieces of work are already occurring.

The research report identifies over 100 additional actions for the City to undertake to meet the diversity and inclusion goals and principles. Some of these recommendations call for continued and expanded work that the City is already taking on, and others are new initiatives. Further, some of the recommended actions are straight-forward and could be implemented easily; however other actions are complex, and require additional research to be broken down into manageable action steps. These more complex recommendations will require a cross-departmental approach and corporate lens and oversight.

It is also important to note that several of these recommendations are already underway.

There are two key recommendations that warrant consideration by City Council in 2018 – resource allocation and the initiation of an Employee Census and Inclusivity Survey.

5.8.1 Resource for Diversity and Inclusion

While the development of the Diversity and Inclusion Plan was co-led by staff in Recreation and Culture Services and Human Resource Services, it would not have been possible without the support of the collaboration agreement with UOIT.

Furthermore, in order to be successful in implementation, there is a need for skilled expertise in diversity and inclusion initiatives.

Members of the community who participated in the consultation activities were enthusiastic about the City taking on a Diversity and Inclusion Plan. It should be noted that staff

received comments of skepticism on whether there would be any action following the plan approval.

It has become a best practice in several industries in the private sector to move to having dedicated resources for diversity and inclusion imbedded in the core leadership teams, as they start to recognize the business imperative and return on investment for this agenda.

Several public sector organizations are now moving to hire dedicated resources including school boards, police services, and municipalities. Examples of public sector agencies in the Durham Region that have employed dedicated resources for diversity and inclusion work include the Durham District School Board, the Durham Regional Police Service, Durham College, UOIT and the Town of Ajax. Other municipalities that have hired dedicated resources in this area include the City of Calgary, City of Edmonton, City of Guelph, City of Hamilton, City of London, City of Markham, City of Toronto and City of Vaughan.

The traditional approach for public sector organizations is to place a resource in Human Resources devoted to diversity and inclusion. However, this collaborative research project has indicated that diversity and inclusion initiatives need to be imbedded throughout an organization to be successful. It is therefore recommended that the City follow private sector best practice and place diversity and inclusion in the Office of the City Manager to demonstrate leadership and commitment in this area.

Similarly, the implementation of the recommended actions of the Diversity and Inclusion Plan cannot be effectively executed in a timely fashion without consideration of appropriate resources. The need for resources to effect significant progress will be explored and determined as part of the development of the detailed action/implementation plan to ensure success.

5.8.2 Employee Census & Inclusivity Survey

Research based on data collection and analysis is essential to helping employers address workplace diversity issues and move towards inclusion. It is also a first step in establishing benchmarks and identifying inclusion gaps for measuring progress.

The Canadian Centre for Diversity and Inclusion (CCDI) offers this service, and as an Employer Partner, the City of Oshawa would have access to discounted rates for implementation.

In September 2017, through CORP-17-39, City Council approved the implementation of administrative practices for Council Boards and Committees. These practices included the addition of a voluntary, self-identified, confidential diversity questionnaire to be included with application packages for appointment to these Boards and Committees. This practice lays the groundwork for the Employee Census. The Employee Census will take a similar approach to the collection of demographic information being introduced with Boards and Committees. The questionnaire will be voluntary, self-identified and confidential.

5.9 Communication and Monitoring

Upon endorsement of the plan, staff will prepare an executive summary version of Attachment 1 for distribution to the community and city staff.

The City's website will facilitate communication with the community on the actions contained within the plan.

6.0 Financial Implications

There are no financial implications to adopting the final research report as the City's Diversity and Inclusion Plan.

Staff expect to have, at minimum, the short term actions identified in the coming weeks to allow for consideration during the 2018 budget process. Beyond 2018, staff will continue prioritization of short, medium and long term actions to inform budget cycles.

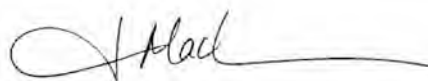
7.0 Relationship to the Oshawa Strategic Plan

The development and approval of a Diversity and Inclusion Plan addresses the Oshawa Strategic Plan in several ways: It addresses the goal and theme of Accountable Leadership through Deliberate Community Engagement by undertaking significant community engagement and consultation in the development of the Diversity and Inclusion Plan. It also addresses the goal of Social Equity in support of the themes, Enrich our Community through Diversity, by developing corporate and community plans specifically aimed at embracing diversity. It also addresses the goal of Cultural Vitality and the theme of Enriching our Community through Culture, by recognizing the cultural diversity in Oshawa and responding to the needs of these groups.

Partnering with U.O.I.T. to produce this plan addresses the theme of Developing and Leveraging Relationships through the Strategic Goal of Accountable Leadership.



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Research Report: City of Oshawa Diversity and Inclusion Plan

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October, 2017

Research Report: City Of Oshawa Diversity and Inclusion Plan

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1. Purpose

The Oshawa Diversity and Inclusion Plan reflects the City of Oshawa's commitment to:

- Identify and address forms of discrimination that create barriers to service access and community engagement, and inhibit flexibility, participation and equity in the workplace
- Work with marginalized groups to counter historical, attitudinal, structural, and institutional practices that inhibit inclusivity, and
- Implement programs and initiatives and provide services that recognize the full range of human difference and realize the goals of fairness, justice and non-discrimination

2. Introduction

2.1. Background

The City of Oshawa is a growing and changing community. Its population is rapidly becoming more diverse as a result of shifting immigration, migration and urbanization patterns, an aging society, and a growing awareness of the range of human differences. Moreover, with the globalization of production and the growing automation of traditional manufacturing work, the City of Oshawa has experienced widespread economic change, both in the form of declining manufacturing employment and the restructuring of full and part-time work.

These demographic and economic changes require a focused effort to advance inclusive practices and policies, as patterns of unfair treatment and forms of systemic discrimination still take place in different representational and participatory practices, language patterns, beliefs, and institutional/organizational procedures. This Plan marks a systemic response to these imbalances in accessibility, economic status, religious beliefs, ability, gender and gender identity, geographic location, sexual orientation, race, Indigenous ancestry, age and other similar markers of identity.

Several municipalities, locally and nationally, have already recognized the importance of creating a community and corporate diversity and inclusion plan as a way of ensuring that the services they provide meet the needs and aspirations of their ever-diversifying population. These Canadian municipalities include the Town of Ajax, the Region of Durham, the City of Guelph, the City of London, the City of Markham, the City of Ottawa, the City of Edmonton, the Town of Stratford (PEI), the City of Vaughan and the Region of Peel, among others. These plans aim to help residents and employees feel valued and strive to remove barriers so that all members of the community can contribute to and participate within a successful and equitable municipal environment. The Oshawa Diversity and Inclusion Plan develops from these important initiatives while allocating special emphasis to the creation of broad-based economic and social change

through consideration of the systemic, structural and multilayered dimensions of discrimination as well as the rich benefits of inclusive action and the embeddedness of the City in the community. It is in this regard that the Plan provides a strategic framework for embracing diversity in the municipal workplace, and aims to extend the practices of fairness, justice and non-discrimination into all City of Oshawa principles and actions.

If this Plan aims to build on the best practices laid down elsewhere, it is equally an attempt to unite the different initiatives, programs and actions already undertaken by the City to affirm and advance its commitment to equality and inclusivity.

This work includes but is not limited to:

- Complying with legislated requirements under the *Integrated Accessibility Standards Regulation (I.A.S.R.)* and the *Accessibility for Ontarians with Disabilities Act (A.O.D.A.)*, the *Employment Standards Act*, the *Human Rights Code* and the *Occupational Health and Safety Act*.
- Establishing an Accessibility Coordinator staff position
- Expanding Community Engagement efforts through Connect Oshawa and the Online Communications Strategy
- Supporting and delivering recreation programs for specific diverse groups (e.g., One-on-one support for special needs participants in recreation programs and woman-only swim at Donevan pool)
- Participating in the Advancing Access to Affordable Recreation in Durham (A.A.A.R.D.) and maintaining subsidy programs and City services for low-income households
- Flag raisings and proclamations to celebrate various organizations, events and holidays
- Participating in regional committees aimed at supporting and enhancing diversity and inclusion initiatives including: the Region of Durham Community Partners in Diversity meetings (formerly titled Local Diversity Immigration Partnership Council, or L.D.I.P.C.), and the Durham Region Aboriginal Advisory Circle.
- Consulting with the Region of Durham on the development of an Age-Friendly Strategy.
- Becoming an employer partner with the Canadian Centre for Diversity and Inclusion (C.C.D.I.)
- Conducting Diversity and Inclusion training through the C.C.D.I. for regular staff and City Council.
- Being a member of the Canadian Coalition of Municipalities against Racism and Discrimination (C.C.M.A.R.D.) since 2007, through the Canadian Commission for UNESCO.
- Endorsing the National Council of Canadian Muslims' Charter for Inclusive Communities (City Council meeting of November 28, 2016).

- Developing the Arts, Culture and Heritage Plan in early 2014 aimed at “provid[ing] access [to] and promot[ing] inclusion in Oshawa’s cultural life”.

In short, this Plan offers an organizational and operational lens intended to filter and inform the City of Oshawa’s human relations practices as well as its engagement and connection with the community on the basis that all people, regardless of background, wealth or any other social identifier, are fundamentally equal. The lens reflected in this Plan confirms the City of Oshawa’s commitment to encourage recognition of the colliding social identities that shape human interaction and promote awareness and respect for personal differences in attitudes, beliefs, experience, traditions, and approaches to problem solving.

2.2 Benefits of an Inclusive City

This Plan is grounded in the recognition that the full appreciation of human diversity produces widespread societal benefits. These benefits include, but are not limited to:

- **Improved organizational performance** – The Diversity and Inclusion Plan supports and therefore enables more effective implementation of a number of other City initiatives. Commitment to diversity and inclusion also facilitates higher job satisfaction, increased employee engagement, and thus greater productivity and service delivery. Services and programs that meet the needs of our diverse and changing population can also reduce the need to respond to complaints of discrimination.
- **Strengthened social cohesion and social capital** – Inclusivity enhances the likelihood that everyone will feel empowered to actively engage in the community around them. Accessible services and employment opportunities maximize capacities for stronger and safer neighbourhoods and build trust in public institutions and processes. Indeed, there is a direct correlation between social cohesion and reduced demands on our health, education and criminal justice systems.
- **Increased vibrancy** - Diverse cultures create a more robust and exciting cultural milieu in the City, contributing to the arts, culture and cuisine that shape it. Valuing and showcasing this diversity will draw yet more communities, businesses and events to the area, thus contributing to both the cultural and economic dynamism of Oshawa as a destination.
- **Upgraded social and institutional learning** – Diversity enriches the flow and consumption of knowledge and information by opening up space for new perspectives and inspiring reflexive rather than routinized behaviour. As a result, inclusive action stimulates the learning capacity of public and private organizations, making community institutions more creative, flexible and adaptable.

- **Expanded access to global and domestic talent pools.** Current and future labour force needs will demand increased immigration to fill the gaps in skilled job opportunities. Global competition for this pool of skilled talent requires that Oshawa be recognized as a welcoming place to live, work, learn and play.
- **Enhanced innovative competency** – Diverse communities tend to be more resilient to rapid technological change because they often have a deeper and broader repository of knowledge and expertise. Moreover, diversity equates with creativity in that it allows for multiple voices and perspectives when approaching complex challenges. The resultant ability to think outside the box offers a competitive advantage for the City and for businesses within its borders.
- **Enhanced economic growth** – Diverse communities bring with them culturally specific languages, practices, and connections that enable both the City and local business to flourish by delivering first-rate and socially aware services. Immigration, and in-country migration patterns provide access to new and wider markets domestically and globally. Newcomers, in particular, bring with them technical training and skills that can contribute to the success of local industry and educational institutions, as well as create new businesses and employment opportunities.

2.3 Plan Objectives and Mandate

There are many different viewpoints regarding the formulation of inclusive policy and planning practices. By one view, the establishment of fairness and justice embedded in the attainment of inclusive outcomes creates social antagonism and conflict between historically subordinate and superordinate groups. This view casts inclusion in negative sum terms as involving the elimination of membership barriers and systemic arrangements that privilege some and exclude others (Therborn 2013). A second perspective holds that optimal forms of equalization only result out of the persistence of resource inequality, since economic disparity encourages entrepreneurial initiative.

This Plan embraces a fundamentally different explanation as it is committed to the fulfillment of the collective potential embodied in achieving fairness and justice for all community members and city employees. Even if equality mechanisms have differing results at particular momentary snapshots, they are always moving towards positive outcomes, simply because they are seeking to achieve more equitable and horizontal relationships and processes. This recognition that equal and inclusive communities are not only fair but more successful along a range of economic and social coordinates highlights the positive and indeed productive dimensions of diversity. Furthermore, this Plan gives primacy to the creation of inclusive outcomes. It rejects the terms set out in alternative approaches for their inability to understand how inequalities reinforce organizational structures and attitudes that impede inclusion.

In its core objectives and Foundational Principles, the Diversity and Inclusion Plan expresses a broader legal, legislative, and socio-political mandate. The Plan affirms many of the core values and principles contained in the Universal Declaration of Human Rights, the United Nations Declaration on the Elimination of All Forms of Racial Discrimination, the Canadian Charter of Rights and Freedoms, the Citizenship Act, the Multiculturalism Act, the Ontario Human Rights Code, the Accessibility for Ontarians with Disabilities Act, the Occupational Health and Safety Act, the Truth and Reconciliation Final Report, and Ontario's Anti-Racism Strategic Plan. At base, these documents aim to foster mutual trust and dignity based on the assertion that all human beings are born equal and free.

Furthermore, this Plan expresses the operational guideposts presented in the City of Oshawa's key strategic initiatives. With its focus on removing barriers to accessibility and inclusivity and promoting the equal valuation of all personal and community difference, the Plan flows out of the following policy and planning documents:

- Oshawa Strategic Plan - Our Focus, Our Future, 2015-2019
- Culture Counts: Oshawa's Arts, Culture and Heritage Plan (2014)
- Downtown Oshawa Plan 20Twenty
- Customer Service Strategy (2006)
- 2013-2017 Accessibility Plan and the 2017 Consultation on the 2018 Strategy
- Parks, Recreation, Library and Culture Facility Needs Assessment (2015)
- Community Engagement Toolkit and Administrative Policy
- Online Communications Strategy
- Corporate Communications and Marketing Strategy
- Economic Development Sector Analysis and Cluster Development Strategy

The Plan also aligns with a number of Regional initiatives including:

- Durham Region Diversity and Immigration Community Plan (2016-2019)
- Durham Region Health Neighbourhoods Report (2014)
- Durham Region Age-Friendly Strategy (2017)

While it lies within international, national, provincial and, of course, local practices and juridical norms, this Plan is not just an attempt to achieve legislative coordination and consistency. As it imposes new directions through a fine-grained analysis of the role of specific institutions and activities in both advancing and hampering inclusion, the Plan reflects local patterns and needs and expresses a desire among City officials and staff to act proactively as both champions and agents of change.

2.4 Challenges and Directives

This Plan recognizes the myriad obstacles and challenges, from economic restraints on city budgets to operational procedures and organizational habits, that stand in the way of greater equity and inclusion. The proposals contained in this Plan attempt, in different ways, to root out these problematic forces by establishing practices and policies that foster the goals of fairness, justice and non-discrimination. So too, the Foundational Principles offered below are intended to inform and direct City practices and policies irrespective of the confines of these proposals. In this latter respect, this Plan must be seen as a living document which will require regular review and updating.

As the heart of this Plan, moreover, is a transformative agenda with roots in different operational and organizational procedures and practices. This Plan draws on City representatives and staff to critically evaluate established practices, to maximize the acquisition and application of new knowledge, and to continually promote open dialogue and debate to achieve equal results, even when this necessitates change and adjustment. The foundation throughout, therefore, is a wider call to action involving, primarily, the ordering of certain City priorities and the relative adaptability and openness of City institutions and programs.

2.5 Methodology and Process

Qualitative and participatory research methods were used to develop this Plan. The project was convened by a Core Steering Committee co-led by City staff from Recreation and Culture Services and Human Resource Services, and UOIT researchers in the Faculty of Social Science and Humanities and the Faculty of Health Sciences. The cross-domain scholars participating on the project committee reflect UOIT's research strengths in the fields of cultural studies, disability studies, critical race theory, labour studies, gender studies, public policy, and sexual diversity studies.

The Diversity and Inclusion Plan emerged out of a multi-layered approach, grounded initially in a literature and best practices assessment. This involved an in-depth review of different approaches to inclusivity, including similar plans in other Ontario communities (e.g. the City of Guelph, the Town of Ajax, the City of London, the City of Markham, the City of Toronto, the City of Ottawa, the Region of Waterloo and the Region of Peel). This was followed up by fieldwork completed by members of the research team, intended to capture the local perspectives on the barriers and supports for diversity and inclusion within the City of Oshawa. Through formal, facilitated consultations with members of Council, City leadership and staff, as well as community organizations and interested community members, the research team gathered input that identified important concerns, emerging issues and desired outcomes. These consultations allowed consideration of both inward- and outward-facing strategies for systemic change and highlighted important plan objectives and priorities. As a result, the goals and principles

advanced by the Plan, as well as the actions it promotes, are strongly reflective of these consultative findings.

The consultation phase of the research took place over a period of eight months from January 2017 to September 2017 and included the following activities and tools:

Phase One - Online Community Survey & Public Consultation: The goal of this phase of the consultation was to gain insight from the community and City employees regarding their understanding and interpretation of diversity and inclusion, their view on what the City is currently doing to support diversity and inclusion, their understanding of the barriers to diversity and inclusion, and what they would like to see the City do in the future to support diversity and inclusion. The survey and consultation was organized through City staff and focused on allowing for the engagement of the broadest possible cross-section of the community in Oshawa. Additionally, community organizations and agencies were invited to give input. Just over 290 individuals viewed the Connect Oshawa survey, with 61 respondents to the survey. A further 120 individuals attended a consultation.

Phase Two – Online Community Survey & Public Consultation: The goal of this phase of the consultation was to gauge the support of the community and employees around suggested actions and recommendations. Residents, community organizations/agencies and employees were asked to rank sample actions in order of importance. There were 209 visitors to the Connect Oshawa site, with 48 contributions to this survey. A further 34 individuals gave input through in-person consultations.

3. Foundational Principles

The Oshawa Diversity and Inclusion Plan aims to create and maintain a barrier-free city. It is constructed around the recognition that municipalities, as key constituents in the advancement and achievement of social-economic justice, must act positively and proactively to achieve the goals of fairness, justice and non-discrimination, both by developing inclusive strategies and by challenging those practices that prevent the attainment of these goals, including those that merely “tolerate” and “accept” human differences.

The following principles emerge from this understanding to provide the general framework for the Oshawa Diversity and Inclusion Plan

3.1. Despite important progress, barriers continue to exist for some City employees and residents

Equality work cannot start from the “disbelief that inequalities exist”. It must rather be guided by the realization that forms of discrimination continue to create barriers to service access and community engagement, as well as impede participation in the

workplace. In short, claiming that equality and inclusivity have been “attained” leads to the promotion of non-action (CAWI 2015).

Evidence from across Canada points to the fact that systemic inequalities continue to shape social, political and economic outcomes. Unfortunately, there is little reason to believe that local policies and practices have succeeded, fully, in confronting these patterns of marginalization and discrimination in Oshawa. The following table, reproduced from *Advancing Equity and Inclusion: A Guide for Municipalities (2015)*, therefore, highlights national trends that are likely to be important for City employees and residents. While these data are, in some cases, slightly dated, little has changed in the intervening years. Moreover, some of the trends are, in fact, heightened for Oshawa.

Figure 1: Indicators of the Persistence of Inequality in Canada

Aboriginal women: Almost 1200 Aboriginal women and girls were reported murdered or went missing between 1980 and 2012. The actual number is likely even higher.

Aboriginal workers: The median income of the Aboriginal population in 2005 was only 2/3 of that of the non-Aboriginal population.

Culturally Deaf People: Lack of recognition of the unique language, perspective and culture of deaf people limits full participation in city life.

Francophone Canadians: Unequal access to health services in French can result in worsening health conditions for Francophones.

LGBTQ* youth: Sexual harassment is a major concern in schools as 49% of trans students, 33% of lesbian students, and 40% of gay male students reported incidents in 2010.

Lone parenting women: Women who leave a partner to raise children on their own are 5 times more likely to live in poverty than if they had stayed with their partner.

People with disabilities: Housing need is 6% higher for people with disabilities and 2/3 of those in need are women.

Racialized people: Almost 1/2 of the population living in low and very low-income neighbourhoods are racialized and 1/2 of the reported hate crimes in 2012 were motivated by race or ethnicity.

Single seniors: Almost 1/3 of seniors live in housing that fails to meet appropriate standards, including affordability.

Women: Only 1/4 of Councillors and mayors across Canada are women. The Federation of Canadian Municipalities has set the bar at a minimum of 30% by 2026 to reflect women’s perspectives.

Women workers: Women who work full-time earn only 71 cents for every dollar earned by men. Women earn about 2/3 of the average lifetime earnings of men, despite a longer life expectancy of four years.

*Lesbian, gay, bisexual, transgender, queer/questioning

3.2. The experience of exclusion and marginalization is best captured through an intersectional frame of analysis

Though it is essential to recognize and understand particular processes of discrimination - such as ableism, racism, heterosexism, transphobia, ethnocentrism, classism, ageism and homophobia - it is also necessary to consider how these processes interact with each other to shape lived experience (CAWI 2015). As a method of social inquiry, the intersectional approach seeks to highlight the complexity of lived reality from the standpoint of people who contend with oppression. Intersectional analysis challenges the validity of representational dualisms (e.g., man/woman; gay/straight, abled/disabled; rich/poor) by advancing the understanding that social experience is formed through overlapping and interlocking patterns of power and discrimination. On this basis, it offers a more holistic approach that draws attention to the many practices that inform and condition discriminatory behaviour.

In terms of achieving diversity and inclusion goals, the intersectional approach produces “more complete information on the origins, root causes and characteristics of social issues” leading to “more effective and efficient responses... for solving persistent and growing social inequalities” (Hankivsky 2014, 7; CAWI 2015).

3.3. Equality outcomes require equity practices

The goal of achieving fairness, justice and non-discrimination begins with the recognition and understanding that all people are fundamentally equal. Yet, this does not mean that the process of achieving equality involved in disassembling and challenging practices that lead to inequality can be accomplished by simply deleting restrictive hierarchies or flattening membership boundaries. Such equal treatment practices often serve to nourish and reinforce inequalities as they fail to acknowledge the persistence of systemic barriers.

Resolving these problems requires not merely identifying the different socio-historical patterns of marginalization that shape lived experience, but also creating different supports and mechanisms to accommodate the particular ways that these structures and interactive dynamics actually shape the social landscape. It is the presence and functional integration of complex exclusionary mechanisms that highlights the importance of treating disadvantaged groups equitably. In short, equality is not the same as equity. Equality of treatment neglects the fact that people have different needs

and capacities. Equity considerations express the equality of all people through recognition of these diverse histories, experiences and needs of different oppressed groups.

3.4. The goal of fostering inclusion and fully recognizing the value of diversity requires understanding the unity of city, and community life and practice

Although it speaks to important differences, especially regarding access to authority and decision-making power, the opposition between the Community of Oshawa on the one hand and the City of Oshawa on the other is, in important ways, more imagined than real. Contained in the distinction between public and private life is the failure to understand the complex ways that the City is actually rooted in the community. Members of City Council are, after all, elected by residents, and are themselves both public servants and private members of the community. Moreover, City staff develop policy through community consultation and deliberation and often, like their elected counterparts, live within the City boundaries. This also means that their activity as public representatives is informed, in part, through their experiences of living in the community.

This embeddedness of the City in the community means that any practice “internal” to the City impacts its relationship and connectivity to the community as well as the community itself, just as any practice “internal” to the community influences the City apparatus. It follows from this that a full and comprehensive approach to inclusion and non-discrimination requires a dual mandate, both to foster equality in the community by eliminating barriers to City services and practices, and to combat exclusion and bias in the City workplace. In other words, this Plan recognizes that the goals of fairness and non-discrimination can only be realized locally when the lens of diversity and inclusion is applied both to the City’s human relations practices and to its engagement with the community as a service provider and regulator.

This principle carries further important implications for the development and coordination of local services, as City residents are equally impacted when Regional programs are misaligned with the goals contained in this Plan. This means that intergovernmental relations between the City of Oshawa and the Regional Municipality of Durham should also be coordinated and managed in the interests of fostering inclusive practices and achieving inclusive outcomes.

3.5. Language influences practice and action

It is broadly understood that policies and practices are initiated through broader institutional and organizational assemblages and that inclusive policies require inclusive institutional rules, norms, and codes of conduct. What is perhaps less well understood is that language – which is also normative - can also serve to erect or maintain

exclusionary barriers, or, conversely, foster inclusionary practices. Language practices reflect and create meaning systems or interpretative frameworks for understanding the complexity of the world. Communication involves selecting discourses informed by the “vantage point of particular positions in the social world” (Jessop 2010, 344). As different words and discourses are repeatedly used, their “contested origins” are often obscured so that patterns of discrimination are carried within different forms of expression (Jessop 2010, 340).

As a result, the language we use can, even if unintentionally, serve to reinforce and consolidate exclusion and signal recognition/non-recognition of particular communities. This acknowledgment of language as a mechanism or instrument of power shows the need to constantly evaluate and open up “common sense” language practices as an integral part of the inclusive, barrier-free outcomes supported by this Plan.

3.6. Inclusion requires participatory action and democratically informed community engagement

It is important for municipalities to adopt inclusive hiring strategies, and develop mechanisms to help the make-up of council and the city leadership team reflect the diversity of the community. Such practices potentially limit the oppressive influence of power informed discursive and structural relations.

Yet, inclusionary practices cannot simply be imposed through top-down mechanisms of control that merely gesture towards accountability and transparency, not least because dominant views of “otherness” are often embedded in regularized institutional practices. Rather, the principles and goals guiding this Plan require maximum forms of community participation and democratic engagement in the decision-making processes. Community engagement practices expand the learning and transformative capacity of public organizations by extending knowledge flows and help to cultivate relationships of trust and affinity between city officials and community leaders (The Council Initiative on Public Engagement 2017).

Ultimately, therefore, inclusive practices require an open, responsive and transparent public space for dialogue, argumentation and partnership where people can freely challenge the presentation of truth contained in different language practices, reveal the patterns of intersecting power that influence their connection to the city (and their lived experience more generally) and, of course, directly contribute to the decision process as equal participants rather than as customers or consumers of public goods. And for these community assemblies to be effective in breaking down extant patterns of discrimination and in repairing and improving fractured relations they must not only exist but strongly inform the development of municipal policies and practices.

The development and implementation of this Plan, therefore, demands a particular type of City-community rootedness or connectivity. This must be informed by the practice of inclusion and openness and the goals of fairness, justice and non-discrimination.

4. Strategic Directions

❖ *Indicates high priority actions*

4.1. Leadership

The sort of transformational change suggested by this Plan demands strong leadership capable of creating the conditions that encourage and enable people to be a part of that change. Council, the senior leadership team and champions throughout the City can accomplish this by consistently role-modelling inclusive practices and behaviours, communicating the values and purpose of the Plan and providing the resources necessary to achieve the goals of the Plan. This points, in particular, to the importance of establishing a Diversity and Inclusion Officer and developing a dedicated Diversity and Inclusion Staff Team to support implementation of the actions of the Plan.

Action Items:

- ❖ Create the permanent position of Diversity and Inclusion Officer to be located within the central administration to support the implementation of the Diversity and Inclusion Plan.
- ❖ Monitor human resource needs and consider the development of an appropriately funded and staffed Diversity Office as the Diversity and Inclusion Plan moves forward in its implementation.
- ❖ Create a Staff Diversity Inclusion Team to assist with the actions identified in the Plan and monitor the City's progress in establishing an open and supportive environment for diverse groups.
- ❖ Adapt and implement a diversity and inclusion lens and establish measures to ensure that this lens is fully utilized by each Department and Branch; incorporate action items of the Diversity and Inclusion Plan into Department Business Plans.
- ❖ Develop diversity and inclusion performance and achievement measures for Managers and Directors to assess achievement of goals associated with the Plan; implement regular diversity and inclusion audits for Departments, Branches and City Council.
- ❖ Link the Diversity and Inclusion Plan to existing City initiatives, and to Provincial and Federal priorities and legislation; audit internal City processes and practices that might pose a barrier to achieving the recommended actions in the Plan.
- ❖ Continue to partner with the Region of Durham on a wide variety of initiatives related to diversity and inclusion [e.g. involvement in the Local Diversity and

Immigration Partnership Council (LDIPC), poverty reduction strategies, accessible public transit, addressing the Health Neighbourhoods Report, etc.].

- ❖ Continue to encourage a diversity of representation within City leadership; encourage diverse engagement in civic politics.
- ❖ Introduce administrative policies and measures aimed at encouraging a diversity of representation on the City's Boards and Committees.
- ❖ Establish relationships with community champions or leaders of diverse communities.
- ❖ Increase the City's involvement with the Canadian Coalition of Municipalities against Racism and Discrimination (CCMARD).
 - Support senior leaders in their capacity to communicate the significance of diversity and inclusion as a central corporate policy and to offer active, visible guidance.
 - Continue to enhance integrated service delivery methods to assist in service access and information; consider the development of a Community Hub to provide central access to important public services and community activities and programs.
 - Establish formal procedures and guidelines for responding to acts of discrimination and hate occurring in the community.
 - Ensure that City practices do not assist groups/organizations that encourage or endorse discriminatory behavior.
 - Ensure that the language associated with all City services and programs is properly expressive of the principles reflected in the Diversity and Inclusion Plan.
 - Ensure the community is informed when official equity decisions will come before Council.
 - Provide inclusive leadership training for senior leadership, including members of Council.
 - Investigate opportunities to offer literacy and translation services to limit barriers to participation and inclusion.
 - Enhance and further develop the existing practice of acknowledging Indigenous lands at all public events.

4.2. Community Engagement and Participation

The Oshawa Diversity and Inclusion Plan recognizes democratic engagement as an integral part of building an inclusive and welcoming City. But it also understands public participation as a complex process informed, in part, by different historical legacies and power imbalances. As a result, the Plan requires new institutional channels and communicative and outreach processes to meaningfully facilitate democratic input and calls on community members to continue to encourage political activity and demonstrate a desire to participate. Central to this approach are proactive programs designed to build trust and deepen lines of communication with marginalized and

oppressed groups. This is the necessary basis upon which can be built effective new mechanisms for community consultation, as well as evaluative tools to assess the ongoing usefulness of these mechanisms in drawing input from all members of the community.

Action Items:

- ❖ Develop a Community Engagement and Targeted Outreach Strategy aimed at identifying obstacles to participation, finding different ways of engaging with equity groups and strengthening community participation in decision-making processes across the corporation; as part of this strategy, consider appointing a Community Engagement Advisor to liaise and support all Departments and Branches in community engagement and outreach initiatives.
- ❖ Establish a Community Consultative Committee to support the implementation and on-going development of diversity and inclusion projects.
- ❖ Develop different community consultative panels on important social and policy issues.
- ❖ Enhance and ensure use of Community Participation Tools across the corporation that can be used to guide community involvement in decision-making.
- ❖ Consult with community groups to develop Community Engagement Measures that can be used to assess the City's progress across the corporation in achieving its public engagement goals.
 - Organize an annual or semi-annual meeting with individuals and organizations from marginalized groups to review City programs and services in accordance with current and expected needs.
 - Investigate opportunities under the Teaching City framework for a Teaching Laboratory at City Hall to foster the exchange of knowledge; partner with local educational institutions and community organizations to encourage open dialogue and innovative discovery.
 - Actively encourage members of diversity groups to engage in City politics and administration through the development of a Community Mentoring Program.
 - Develop an Inclusive Language Manual to promote inclusive action and direct the City's internal and external communications.
 - Develop online surveys to obtain community input on diversity and inclusion issues.
 - Consider geographic diversity through City facilities, services and event offerings; offer events in a variety of areas throughout the City.
 - Develop culturally appropriate, inclusive and accessible forms, programs and policies.
 - Work with the Region to develop an enhanced City Welcome Kit for new residents.

4.3. Community Development

Community members must act collectively to develop solutions to the problems they share. When communities are empowered they can determine change to help meet the goals of fairness, justice and non-discrimination. Expanding community capacity involves establishing mechanisms to strengthen neighbourhoods and building partnerships with organizations that work with marginalized groups and community members. The Oshawa Diversity and Inclusion Plan identifies community development as critical to achieving a partnership with the community through these and other mechanisms to promote equality, dialogue and empowerment.

Action Items:

- ❖ Apply a diversity and inclusion lens to all City programs and services; commit to exploring how City initiatives impact equity groups.
- ❖ Build and strengthen relationships with community members and organizations that work with marginalized groups; establish a strategy to identify, engage with and address community relations; actively seek out ideas for new events that appeal to, support or reflect diverse groups.
- ❖ Work with the Region on the creation of a Community Development Plan aimed at enhancing understanding of the complex challenges faced by different local communities and neighbourhoods and addressing community needs through engagement, accessibility, partnership and resource development.
- ❖ Work with a variety of public sector and non-profit organizations to develop a poverty reduction strategy for priority neighbourhoods.
- ❖ Apply a diversity lens to all aspects of land use policy and planning.
 - Investigate the feasibility of a Community Connections Centre to encourage cross-cultural partnership, advance cultural expression and support community outreach and learning; partner with community members and organizations to build a strategy for the inclusive design and operation of the Centre.
 - Investigate grant programming changes aimed at enhanced support for community building and diversity related initiatives.
 - Continue to ensure images in City publications are properly representative of the City's diverse population.
 - Continue to support the development of Community Gardens.
 - Continue to recognize high holidays and festivals celebrated by culturally diverse communities and enhance participation in awareness days and months through collaborations, City communication vehicles and program development.
 - Showcase diverse figures and role models in art murals, statutes and displays in public spaces throughout the community.
 - Sign on as a Living Wage Employer to encourage the development of a good jobs economy.

- Enhance free, accessible and low-cost rental opportunities for community groups and members to provide educational services and enhance diversity-based awareness.
- Continue to participate in the Advancing Affordable Access to Recreation in Durham (AAARD) Committee and promote subsidy programs for recreation programs.
- Promote and organize different seminars, forums and workshops to encourage informed discussion on important diversity and inclusion issues, both in the community and in the workplace.
- Identify and develop community diversity and inclusion sponsors and champions; recognize local leaders and institutions that advance the goals of equity and non-discrimination.
- Explore community access to healthy food options; examine the presence of “food deserts” and other goods and services gaps in the City; participate in the Durham Climate Change Action Plan food security working group.
- Consider the development of a Human Rights/Peace Garden

4.4. Human Resource Development

To ensure both an inclusive workplace and inclusive services to the community, staff at all levels of the City must be prepared to learn and to model values, communication patterns and practices that signal a safe and welcoming environment. The City should strive to be an employer of choice because of its visible commitment to valuing the diversity of its staff and of the residents of the City. This will necessitate attention to inclusive hiring, retention and promotion practices, as well as ongoing access to resources and training.

Action Items:

4.4.1 Inclusive Workplace Culture

- ❖ Undertake a Workplace Climate Survey to explore and chart staff experience regarding the representation and experience of workplace climate and culture.
- ❖ Undertake an Employee Census to collect data on staff diversity.
- ❖ Clearly display the Diversity and Inclusion Plan on the City’s public website and intranet.
- ❖ Cultivate champions in the workplace to support diversity and inclusion goals and objectives.
- ❖ Establish diversity-related recognition as a way of creating a workplace culture that celebrates equity outcomes.
- Develop approaches and practices within the workplace to foster an integrative culture and sense of belonging.
- Encourage each Department and Branch to establish diversity and inclusion objectives that align with the Corporate approach.

- Enforce existing workplace harassment and discrimination policy and the internal complaints procedure, ensuring freedom from reprisals.

4.4.2 Hiring and Promotion

- ❖ Integrate equity and inclusion principles into job descriptions.
- ❖ Consider the use of name-blind applications.
- ❖ Review hiring and promotion practices through the framework of the diversity and inclusion lens to maximize representation of all communities.
- ❖ Train hiring managers on lawful hiring and the consequences of systemic discrimination and unconscious bias.
- ❖ Ensure that outreach and recruitment strategies are constructed to reflect the diversity of the community; use a blend of different resources (i.e., social media, community organizations) to create diverse application pools.
- ❖ Consider the feasibility of establishing diverse hiring panels.
 - Develop a multiyear Recruitment Outreach Plan with emphasis on the gaps identified in the workplace census results.
 - Enhance recruitment strategies to recognize diverse cultural groups and their responses to interview questions and situations through the continued use of social media and related technologies; identify and eradicate potential biases or barriers in jobs postings and questions used in job interviews.

4.4.3 Retention and Succession Planning

- ❖ Identify and address systemic barriers to professional development.
- ❖ Promote the creation of work practices that encourage innovation and expand diversity of thought.
- ❖ Provide equal access to all suitable career advancement opportunities.
 - Continue to improve talent management strategies, such as succession planning, coaching and mentoring programs, to encourage employee engagement and enhance organizational capacity.
 - Support and encourage active participation on the Staff Inclusion Team.
 - Establish flexible work programs and policies to meet the diversity of staff needs.

4.4.4 Building Capacity

- ❖ Include the Diversity & Inclusion Officer in meetings on workplace policy as an essential contributor.
- ❖ Enhance education and training initiatives to ensure City of Oshawa employees are aware of the issues and can apply the responsibilities and protections articulated in the Ontario Human Rights Code.
- ❖ Create and implement an encompassing internal Diversity and Inclusion Communication Plan; communicate and monitor the Plan's ongoing development.

- ❖ Develop guidelines for inclusive language for paperwork, forms, communication and services.
- ❖ Enhance education for all staff on diversity issues; offer cultural competency training (e.g., unconscious bias training).
 - Provide a welcoming space for staff to openly and safely discuss diversity and inclusion related issues, challenges and opportunities.
 - Engage regularly with customer service staff to discuss and examine actions to advance the accessibility and availability of City services.

4.5. Education and Awareness

This Plan recognizes the importance of education and awareness of diversity and inclusion for City Council members, City employees, and community members. Providing education and promoting awareness of diversity and inclusion will help identify and build appropriate mechanisms to achieve equality, inclusivity and fairness for all groups and community members in Oshawa.

Action Items:

- ❖ Connect the Diversity and Inclusion Plan to other important City initiatives.
- ❖ Collect demographic-based data as a baseline to track trends; regularly monitor relevant economic, social and census data from Statistics Canada.
- ❖ Develop a communication strategy to promote and inform community members regarding different diversity and inclusion programs; educate and increase awareness among employees and the community about diversity issues and the need for change. Among the potential strategies to support this objective are training modules, cross-cultural communications, empathic listening skills training, diversity awareness training.
- ❖ Create a publicly accessible diversity and inclusion newsletter that includes a diversity and inclusion factsheet.
 - Develop and continuously adjust the City's marketing and promotional strategy to reflect diversity and inclusion achievements.
 - Work with community organizations to promote knowledge and awareness of healthy living practices; focus attention on the priority neighbourhoods identified by the Durham Region Health Neighbourhoods Report.
 - Post relevant diversity and inclusion knowledge resources (e.g., case studies, e-books, journal articles) on the City's intranet and public website.
 - Create an awareness program about the diversity of our community.

5. Assessment and Accountability

Reflected in this Plan is a commitment to sustained change – the objective throughout is a lasting climate of fairness and non-discrimination based on the careful development

and reorganization of City policies, practices and priorities. As the diversity and inclusion lens is blended into Corporate plans, and as data are collected to monitor progress, and communities incorporated into the decision-making process, the tracks of enduring change will be increasingly set in stone, even in the face of political shifts, staff change and resource scarcity.

It is recognized, however, that these actions may not be enough to realize the goals outlined above. The vision and strategies expressed by this Plan require a set of evaluation tools that allow policy makers and community members to see the benefits of equity and inclusion, effectively monitor and direct implementation progress, and identify ongoing gaps and emerging opportunities. The evaluation process affirmed by this Plan thus requires the establishment of standard measurement tools and regular public reporting mechanisms, as well as the build-up of an independent and autonomous organizational system that allows for the communication of dissent and helps enforce accountability.

Action Items:

5.1 Measurement and Review

- Develop an annual assessment tool to evaluate the implementation of diversity and inclusion initiatives against the directives laid out in the action plan; partner with key community stakeholders and diversity groups to determine evaluative methods to gauge success/outcomes.
- Engage with diversity groups to develop a diversity and inclusion impact assessment tool for use in developing new policy.
- Establish regular reviews of all policies to ensure they meet the requirements and goals set out in the Diversity and Inclusion Plan.

5.2 Annual Reporting

- Develop a publicly circulated Annual Report overviewing progress on diversity and inclusion actions that includes a corresponding Report Card as part of the City's regular business planning and reporting cycle.

5.3 Sustainability and Management

- Continuously review Corporate reporting and decision-making procedures to ensure internal accountability and adherence to the goals and actions set out in the Diversity and Inclusion Plan; implement, as needed, new organizational mechanisms with sufficient authority, funding and independence to maximize the attainment of diversity and inclusion goals and actions.
- Enhance internal diversity and inclusion complaints procedure to help monitor Plan progress, encourage feedback and identify problematic behavior/conduct; design procedures to produce a fair process and freedom from reprisal.

- Develop a community feedback mechanism to help monitor Plan progress; build community feedback into annual diversity and inclusion reporting.

6. Glossary of Terms

Ableism - A system of oppression that privileges able-bodied people based on what is socially constructed as “normal”. This system de-humanizes and de-values individuals based on one’s ability to contribute to society’s economic output. The result is the creation of social and physical barriers as well as discrimination for those with disabilities, which prevent them from full participation in society.

Classism - The division of people into a binary system in which poor, low-income and working class people are exploited based on real or perceived income, status and background differentials.

Discrimination - The act of differentiating between people on the basis of social hierarchies and historical forms of prejudice.

Diversity - The natural state of the world. When referring to humans, diversity refers to the composition of various genders, races, ethnicities, statuses, abilities, ages, sexual orientations, classes, beliefs, ideologies and other states of being.

Equity - Ensuring that all people have the resources or opportunities to succeed. It recognizes that true justice may demand treating people differently since they have different needs and capacities.

Equality work - The mental and physical labour involved in the pursuit of a fair and just society.

Ethnocentrism - Judging another’s culture by the customs and values of one’s own culture.

Homophobia - The unfounded and ahistorical fear of those who have sex and romantic relationships with the same sex, or who are perceived to, which results in the social and institutional exclusion of those people, their culture and lifestyle and may often lead to harassment and violence. Homophobia is related to gender roles and norms in society and, therefore, presents itself differently depending on the society.

Inclusion - The process of bringing in and making space for those who are marginalized by those with privilege.

Marginalization - The exclusion of people based on their identity and social and economic status.

Oppression - Mutually re-enforcing systems of supremacy that create a binary in which a dominant group benefits from the exploitation of a marginalized group. These multi-layered systems deprive people of choice while reinforcing the dominant group’s control over institutions and ideology thereby permeating all aspects of social life.

Systemic discrimination - A pattern of behaviour and practice that, either intentionally or unintentionally, leads to the inclusion and exclusion of people based on identity groups, thereby reinforcing social hierarchies.

Social Identities - The social organizing of people based on race, sex, social background, religion, etc.

Social Capital - Access to actual or potential resources within society, whether earned or unearned based on networks of trust. These networks can often include or exclude people based on their status.

Racialized - The status of being “othered” according to an ascribed ethnic or racial identity in relation to the perceived superiority of whiteness.

Transphobia - The unfounded fear of trans* people and those who are perceived as trans* which results in the loss of status, making trans* people more susceptible to harassment and violence.

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