

City of Oshawa's Diversity and Inclusion Plan Development

Community Consultation

September 2017

Welcome



Agenda

Goals of Today:

1. Provide an update on the Plan Development
2. Get Your Input on Strategic Action Areas & Priority Actions & Vision
3. Communicate Next Steps

Approach

- The City of Oshawa has entered into a Research Collaboration Agreement with UOIT: Faculty of Social Sciences & Humanities
- Through this agreement, UOIT researchers will deliver a Strategy for the Oshawa City Council to consider adopting and approving as their own

Core Steering Committee

UOIT Research Team:

- Dr. Scott Aquanno
- Dr. Barbara Perry
- Dr. Toba Bryant

City of Oshawa Leads:

- Julie MacIsaac & Catherine Richards, Recreation & Culture Services
- Visha Sukdeo & Julie Powell, Human Resource Services

Purpose of the Diversity and Inclusion Plan

- The Plan is to become a Strategic Framework for the City of Oshawa
- The plan will have a dual and integrated focus (internal & external). It will identify ways to weave diversity and inclusion into City of Oshawa practices and principles so that:
 - Diversity and inclusion is embraced in the workplace
 - All residents have equitable access to programs and services, employment opportunities and feel welcomed and involved within the community
- It will recommend strategies and actions for the City to take

Update on progress

1. Background Research & Literature Review: Began January 2017
2. Consultations: February – May 2017
 - Staff Consultations
 - Community Agencies and Organizations
 - Public Consultation & Public Online Survey
 - City Council Consultation
3. Drafting the Plan and Actions: May – August 2017

Definitions - CCDI

- **Diversity:** Diversity is about the individual. It is about the variety of unique dimensions, qualities and characteristics we all possess.
- **Inclusion:** Inclusion is about the collective. It is about creating a culture that strives for equity and embraces, respects, accepts and values difference.

Dimensions of Diversity

The plan will address all dimensions of diversity

Dimensions of diversity:

- Physical Abilities/
Qualities
- Age
- Gender
- Race
- Ethnicity
- Sexual Orientation/
Identity

- Creed
- Education
- Parental Status
- Geographic Location
- Thinking Styles
- Socio-Economic Status
- Religious Beliefs
- Native Born/ Non-Native
- Job Classification
- Military Experience
- Functional Specialty
- Marital Status
- Political Ideology
- Appearance
- Communication Style/ Skills
- Work Background

Links and Alignments

Oshawa Plans:

- Oshawa Strategic Plan
- Plan Twenty20
- Culture Counts
- Accessibility

Other Regional Plans:

- Durham Age Friendly Strategy
- Durham Health Neighbourhoods

Provincial Plans:

- Anti-Racism Strategy & Legislation
- Poverty Reduction Strategy

Overview of Research

The Oshawa Diversity and Inclusion Plan develops from similar initiatives in other Ontario communities (and around the world)

- Town of Ajax
- 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)

With its focus on broad-based transformative change, the Plan also seeks to extend beyond these initiatives and establish new patterns of action

Benefits of an Inclusive City

- Improved organizational performance
- Strengthened community engagement and trust
- Increased vibrancy
- Upgraded social and institutional learning
- Expanded access to global and domestic talent pools
- Enhanced innovative competency
- Enhanced economic growth

Plan Objectives

The 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 oppressed groups to counter historical, attitudinal, structural and institutional practices that inhibit inclusivity
- Implement programs and initiatives that recognize the full range of human differences and realize the goals of fairness, justice and non-discrimination

Plan Objectives

The Oshawa Diversity and Inclusion Plan aims to create and maintain a barrier-free city.

The Plan rests on the fundamental principles of fairness, justice and non-discrimination.

Foundational Principles

- Despite important progress, barriers continue to exist for some City workers and residents.
- The experience of exclusion and marginalization is best captured through an intersectional frame of analysis.
- Equality outcomes require equity practices
- The goal of fostering inclusion and fully recognizing the value of diversity requires understanding the unity of city and community life and practice.
- Language influences practice and action.
- Inclusion requires participatory action and democratically informed community engagement.

The City's Diversity and
Inclusion Plan is meant to be
transformative.

Overview of Recommended Actions

I. Actions for substantive and transformative change

○ *Strategic Action Areas*

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

II. Actions for change maintenance and enforcement

○ *Assessment and Accountability*

I. Strategic Action Areas

Leadership

Overview:

- Transformational change demands strong leadership capable of creating the conditions that encourage and enable people to be a part of that change.

I . Strategic Action Areas

High Priority Actions (example draft recommendations):

- Create the permanent position of Chief Diversity Officer (CDO) to be located within the central administration; commit to developing a fully funded and appropriately staffed Diversity Office (DO).
- Create a Staff Diversity Team to assist with the actions identified in the plan and to ensure that the City is creating a corporate climate and culture that is supportive and welcoming to diverse populations.
- Adapt and implement a Diversity and Inclusion Lens and implement measures to ensure each Department and Branch uses a diversity lens in the delivery of service; incorporate action items of the Diversity and Inclusion Plan into Department Business Plans.
- Develop D&I performance and achievement measures for Managers and Directors to assess achievement of goals associated with the D&I Plan; implement regular D&I audits for staff Branches and City Council.

I . Strategic Action Areas

Community Engagement and Participation

Overview

- Democratic engagement requires proactive programs designed to build trust and deepen lines of communication with marginalized and oppressed groups; it further requires effective 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.

I . Strategic Action Areas

High Priority Actions (example draft recommendations):

- Develop a targeted outreach plan to ensure the participation and engagement of diversity groups in different community organizations and in the Community.
- Establish a Community Advisory Committee to support the implementation and on-going development of D&I projects; continuously monitor progress.
- Develop different community consultative panels on important social and policy issues
- Develop Community Engagement Measures that can be used to assess the City's progress in achieving its public engagement goals.

I . Strategic Action Areas

Community Development

Overview

- 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.

I . Strategic Action Areas

High Priority Actions (example draft recommendations):

- Commit to using a D&I lens in all work done by the City and, thereby, to considering the impacts of policies and services on the most marginalized.
- 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.
- Create a Community Development Plan to better understand local issues and strengthen neighbourhoods which would include but not be limited to: mapping of understood boundaries; understanding the diverse needs of the neighbourhoods; understanding what resources are available within neighbourhoods; understanding what issues face neighbourhoods; building partnerships with local organizations and volunteers; building capacity within neighbourhoods to address issues and needs.
- Work with a variety of Public Sector and non-profit organizations to develop a community development or poverty reduction strategy for priority neighbourhoods.

I . Strategic Action Areas

Human Resource Development

Overview

- To ensure both an inclusive workplace and inclusive services to the community, staff 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.

I. Strategic Action Areas

High Priority Actions (example draft recommendations):

- Undertake an Employee Engagement survey (EES) to collect data on the experiences of staff with regards to representation and experience of workplace climate and culture.
- Prepare and administer an Employee Census to collect data on staff diversity.
- Identify and address systemic barriers to professional development; ensure that outreach and recruitment strategies are constructed to reflect the diversity of the community
- Enhance education for all staff on diversity issues; offer cultural competency training (e.g., unconscious bias training).
- Develop inclusive language guidelines for paperwork, forms, communication, and services.

I . Strategic Action Areas

Education and Awareness

Overview

- Providing education and promoting awareness of diversity and inclusion helps to identify and build appropriate mechanisms to achieve equality, inclusivity and fairness for all groups and community members

I. Strategic Action Areas

High Priority Actions (example draft recommendations):

- Connect D&I strategy to other important city initiatives to lend it merit.
- Collect demographic-based data as a baseline to track trends.
- Develop a D&I communication strategy to promote and inform community members regarding different D&I programs and educate and increase awareness among employees and the community about diversity issues and a need for change.
- Create a diversity and inclusion newsletter that includes a D&I factsheet.

II. Change Maintenance and Enforcement

Assessment and Accountability

Overview

Sustained change requires a strong 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.

II. Change Maintenance and Enforcement

High Priority Actions (example draft recommendations):

- Develop an annual assessment tool to evaluate the implementation of D&I initiatives against the standards laid out in the action plan; determine evaluative methods to gauge success/outcomes.
- Develop a publicly circulated annual report that overviews progress on D&I goals to be submitted to Council.
- Develop an annual D&I Report Card to be delivered to Council.
- Develop a community feedback mechanism to help monitor plan progress; build feedback into annual D&I reporting

Summary Points

- The Oshawa Diversity and Inclusion Plan aims to create and maintain a barrier-free city, resting on the fundamental principles of fairness, justice and non-discrimination.
- The actions within the plan are meant to build the foundation for Diversity and Inclusion work within the City
- The plan will require City staff to work with marginalized communities and staff to establish specific priorities and develop implementation plans
- It is recommended that an annual implementation plan be established to ensure ongoing community feedback and engagement
- It is recommended that the action plans be tracked and reported to the community and Council annually

The City of Oshawa is developing a vision statement for the Diversity and Inclusion Plan.

- A vision statement:
 - explains an organization's direction and purpose
 - is clear and concise with an inspiring vision of the future

What do you think this vision
should be?

Next Steps

- UOIT will review of Public Consultation on the Draft Strategic Action Areas & Actions
- Presentation to City Council - November 6

For More Information

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Online Survey

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