

CAO-15-23 The IDEA Project, Journey to Inclusivity Status Update

Appendix A: Status Update on the IDEA Project, Journey to Inclusivity Recommendations

No.	Action Item Description	Source	Forecasted Timeline	Focus	Status
Corporate Leadership Action Items					
J2I:1	Create a project plan to implement the actions in this Inclusivity Report and fulfill the obligations of membership in the Canadian Coalition of Inclusive Municipalities. The project should be phased to include hiring of new dedicated resources, address current staff capacity to address IDEA, and development of actionable key performance indicators by the end of five years.	Community Survey	Jan 2023 to June 2023	Internal and External	Complete Project plan for all internally focused recommendations has been completed.
J2I:2	Adopt and promote the IDEA definitions created by the IDEA Project and connect them to other policies, practices, and strategies that discuss DEI.	SLT Interviews	On-going	Internal	In Progress
J2I:3	Include IDEA championship, change management, and outcomes in Senior Leadership and People Leader performance	Multiple	On-going	Internal	In Progress

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	evaluations, budget, workforce planning strategy and corporate strategic plan priorities.				
J2I:4	Adopt AMO Resolution recognizing September 30 as National Day for Truth and Reconciliation.	KJI	September 2022	External	Partially complete Council proclaimed Truth and Reconciliation Day in 2022 and 2023.
J2I:5	Adopt the IDEA-based service lens developed for Whitby's IDEA Project and use it for the continuous improvement and review of service delivery planning, policy, and practice.	KJI	On-going	Internal & External	In Progress
J2I:6	Encourage the use of an Indigenous land acknowledgement that affirms reconciliation is all our responsibility for formal internal meetings and events (for example all staff meetings, staff town hall meetings), public meetings hosted by Town staff and in physical acknowledgements in the community.	Service Review	April 2023	Internal	Completed Policy 400-072-Indigenous Land Acknowledgement released April 2023
Council Representation Action Items					
J2I:7	Expand outreach in advance of the 2022 elections to support a broad diversity of candidates to consider running for office or	Service Review	To Be Determined (TBD)	External	On Hold

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	applying to sit on committees of Council. Taking care to ensure that municipal staff are not influencing the election, this work will include outreach to diverse communities in Whitby to provide information and resources for accessing the election campaign and understanding the committee application and membership process. The Town should add a commitment to the IDEA principles in the application for membership on Town committees.				
J2I:8	Maintain a corporate list of Indigenous groups who are to be informed of Whitby projects (Environmental Assessments, Planning projects etc.) with up-to-date contact names and information. Ensure responsibility for currency is assigned appropriately.	Service Review	On-going	External	Initial list developed as part of the IDEA project. Corporate Lists maintained by Strategic Initiatives (SI) and Community Services (CS). Current requests for consultation include naming of the mid-block arterial road, Whitby sports complex public art, federal grant applications submitted by SI.
J2I:9	Create the permanent ability to choose virtual or in-person delegations to Council and Committee meetings.	Service Review	2021	External	Completed This option was approved at a Regular Council Meeting on November 29, 2021 (Resolution #313-21).

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Cultural Services Action Items					
J2I:10	Build a government to nation relationship with First Nations who have traditional and legal rights pertaining to shared territory using United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Commission recommendations and identify specific actions for reconciliation.	Service Review	TBD	Internal & External	On Hold
J2I:11	Create a program to expand expressions of cultural identity in the community including art, events, projects, or programs in accordance with the implementation of the Culture Plan.	Service Review	On-going	External	<p>In Progress</p> <p>New in 2022 & 2023:</p> <ul style="list-style-type: none"> ▪ National Indigenous People’s Day Celebration at Celebration Square. ▪ Welcome signage at events with “Welcome” in ten (10) languages representing the top ten languages spoken in Whitby. ▪ LGBTQ2S+ flag and signs provided at Town’s Signature Events and various programming. ▪ Roebuck Street Placemaking Road mural includes artists that identify as a person with a disability, Indigenous artist, and member of the LGBTQ2S+ community.

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					<ul style="list-style-type: none"> Digital Food Guide featuring sections on cultural cuisines, Black Owned restaurants and culinary businesses, including a three-page spread on “Meet the Owners and Chefs” showcasing the diversity of Whitby’s business community. LGBTQ2S+ Pride hearts painted on entrances to four (4) municipal buildings for June 2023 (IPSC, Town Hall, BCCL, CRC).
Human Resources Action Items					
J2I:12	Create two dedicated staff positions with expertise and leadership in IDEA principles and practice to provide support to the corporation and to staff for the implementation of the action plan and the ongoing change management. One resource would be for internal supports and one for external supports.	People Leader Focus Group	Corporate IDEA Specialist hired October 2022	Not applicable	Partially Complete Community IDEA Specialist position on hold.
J2I:13	Develop a recruitment and retention strategy that increases the interest of people from diverse backgrounds to apply for and remain in employment with Whitby that includes outreach to communities, onboarding, mentoring, IDEA compliant job descriptions, internal policies that	Community Survey	2024-2025	Internal	In progress

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	remove bias, barriers and practices, succession planning and evaluation, and physical spaces that are welcoming. This item will include J2I:36.				
J2I:14	Ensure consequences for conduct not supportive of IDEA are clearly defined and enforced through the Respectful Workplace Policy. Consider opportunities to increase the transparency of the complaints and investigation process while protecting the confidentiality of the parties with a view to improving the sense of trust and safety in the process.	Internal Survey	On-going	Internal	Complete
J2I:15	Build on existing mentorship, personal stories, safe person, safe space, and allyship to build a leadership program on IDEA.	SLT Interviews	On-going	Internal	In Progress IDEA concepts and principles are being incorporated into formal and informal leadership development and mentoring programs, for example, Speed Mentoring and Employee Resource Groups (ERGs). In development is an Inclusive Leadership course for launch later this year.
J2I:16	As a follow up to the comprehensive DEI awareness training for Staff delivered in 2021-22, provide training and support for having IDEA-	Multiple	TBD	External	On Hold

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	based conversations and developing personal IDEA practices with Council and Committees, colleagues, and members of the community. Tactics can include stories of success related to IDEA, benefits of IDEA, modelling good practices in leadership, resources, tools, and communities of practice across the Town.				
J2I:17	Develop a diversity indicator data collection and analysis strategy through which the Town can review data on diversity over time, comparing those numbers appropriately with the general population, other municipalities, and organizations, and sharing them with the Senior Leadership Team, People Leaders, and the community to inform decisions that address gaps in the workplace.	Service Review	Beginning in mid 2024	Internal	Not Started Dependent upon implementation of HRMS
J2I:18	Review, develop, and implement stronger mental health and wellness programs, policies and resources that support all staff, with a focus on unique challenges facing minority and equity seeking groups.	Service Review	Jan 2024	Internal	In Progress Planning began May 2023 to leverage existing offerings and supports and identify enhancements for consideration beginning 2024.

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Roads Action Item					
J2I:19	Provide support for more choice in uniforms for diverse staff.	Service Review	Ongoing	External	Completed Gender friendly choices now available.
Communication Action Item					
J2I:20	Develop an IDEA-based public engagement strategy for services which removes barriers to participation, encourages timely, genuine, and authentic desire for input and transparently communicates information, results, and outcomes. The strategy may include multiple methods, tactics, and approaches, and should consider the experience of consultation fatigue of community members and groups. This project will require the hiring of a dedicated external IDEA staff resource.	Both Surveys	TBD	External	On Hold
Land Use Planning Action Items					
J2I:21	Review Land Use plans (e.g., Official Plan, secondary plans, zoning bylaw, etc.) for systemic barriers or unconscious bias in the understanding of household types, built forms, neighborhood	KJI	Nov 2022 to Ongoing	External	In Progress Current review of Comprehensive Zoning By-laws underway.

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	design, employment choices and access, growth patterns and transportation referring to best practices from the Canadian Institute of Planners.				Later this year, initiate a review of the Official Plan, including the expansion of the Brooklin Community Secondary Plan. Best practices are employed for all review exercises.
J2I:22	Utilize IDEA compliant transportation system planning practices that consider complete streets, accessibility, community connection, neighbourhood boundaries, and income inequality when the Road, Sidewalk, Path, or Trail system is being developed, constructed, or changed or when there are opportunities to improve regional transit access in Whitby.	Community Survey	On-going	External	In Progress These considerations are a best practice and part of the normal course of business for the Active Transportation group.
J2I:23	Review the Town of Whitby's current street names and street naming policy with reference to emerging best practices at the City of Toronto following their review of ceremonial practices.	Steering Committee	TBD	External	Not Started See Memo to Council dated April 14, 2023.
Asset Management Action Item					
J2I:24	Review asset management policies including asset service levels with an IDEA lens for barriers or bias in the identification of service levels and prioritization of life cycle management that may	KJI	TBD	Internal & External	On Hold

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	result in lower asset quality in some parts of the community.				
Business Attraction and Retention Action Item					
J2I:25	Strengthen pathways to employment in the community for equity seeking groups by committing to the recommendation in the Economic Development Strategy to create a one-year post-graduate (master's and above). Paid Internship program for BIPOC youth working on the development of a policy position for the municipality with the goal of increasing diverse talent pipelines for the Town of Whitby and the larger community.	Service Review	TBD	Internal	Not Started
Grants Action Item					
J2I:26	Review corporate and community grant policy for IDEA principles and unconscious bias in granting criteria. Create outreach, workshops, and education sessions to help people understand	Service Review	TBD	External	On Hold

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	the process and be successful at obtaining grants.				
Customer Service Action Items					
J2I:27	Provide training for front line Town staff on the application of the Public Code of Conduct and develop a review process for disciplinary action with respect to members of the public that protects against unconscious bias in application or overt discrimination (noting that actions such as facility bans are a form of discipline). Develop a practice of keeping records of code breaches and incidents and conduct a regular analysis for continuous improvement.	KJI	TBD	Internal & External	On Hold
J2I:28	Implement the recently adopted Customer Service Strategy in alignment with the IDEA Project: Whitby's Journey to Inclusivity.	Service Review	TBD	Internal & External	In Progress
J2I:29	Provide more visibility and better education for Town staff and community members on the availability of Language Line and 211 and provide information on Town services in	Service Review	TBD	Internal & External	On Hold

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	newcomer languages. This should also align to the Customer Service Strategy.				
Recreation Facility Access / Rental Action Item					
J2I:30	Include IDEA-based design standards for indoor and outdoor Town of Whitby physical space and include them in new facility build design criteria. On an ongoing basis, when practical, audit existing facilities using these standards acknowledging that this may take several years.	Community Survey	On-going	Internal & External	Best practices applied to all new and renovated space. Review of corporate space undertaken to identify space for quiet rooms (April 2023).
Recreation Programming Action Items					
J2I:31	Identify opportunities to expand recreation offerings by Town staff and partners that expose participants to non-traditional sports, emerging sports, arts, and recreation activities.	Service Review	TBD	External	On Hold
J2I:32	Create opportunities or processes for people to recommend or request new forms of recreation.	Service Review	TBD	External	On Hold
Financial Management Action Item					
J2I:33	Develop and obtain Council endorsement of a municipal user fee policy that balances cost	Community Survey	TBD	External	On Hold

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	recovery from the benefiting party and burden on all taxpayers while addressing the issue of fairness. This should be built into existing user fee review projects (e.g., Recreation Master Planning project) and rolled out across other user fee-based services such as licensing, sponsorships, and promotions, etc. Each type of user fee will have unique IDEA considerations.				
Fire Inspection and Enforcement Action Item					
J2I:34	Acknowledge the role of Whitby By-law, Building and Fire Inspection and Enforcement Staff as a form of policing and review best practices in IDEA informedpolicing including appropriate data collection methods that are compliant with Ontario standards.	Community Survey	TBD	External	On Hold
J2I:35	Develop an IDEA-based emergency management planning tool to be used when planning and evaluating emergency responses. This project will be phased to start with improving communications to diverse communities and expand to reviewing differential impacts of	KJI	TBD	Internal & External	On Hold

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	emergencies on geographical locations, individuals, and diverse groups.				
J2I:36	Grow the interest in the community for people to become fire fighters and create opportunities for people to access training to prevent the cost of education from making the profession inaccessible. This item will be managed in conjunction with J2I:13.	Service Review	TBD	External	Not Started
Information Management Action Item					
J2I:37	Review technology business application requirements to ensure that IDEA principles are incorporated in choices and development of technology (infrastructure, devices, applications / solutions), including ability to accommodate names, genders, etc.	KJI	On-going	Internal	In progress
Library Action Item					
J2I:38	Develop an IDEA protocol for the collection of information and management of records that documents the history and experience of diverse populations in Whitby and adopt the Ontario Data Standards for the Identification and Monitoring of	KJI	TBD	External	On Hold

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	Systemic Racism. This project would be done in partnership with archives and library.				
Procurement Action Item					
J2I:39	Create processes in procurement that enable purchasers in the Town to incorporate IDEA principles in the definition of product or service specifications, the choice of supplier (and supplier base), and/or the requirement for suppliers to have similar expectations regarding health and safety, insurance, or WSIB.	Service Review	TBD	External	Not started
Professional Advisory Action Item					
J2I:40	Follow up on the consultant review from the IDEA project and adopt a process of continuous improvement reviewing policies and practices for compliance with the IDEA principles regularly in a phased process.	Internal Survey	Ongoing	Internal	In Progress

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Risk Management Action Item					
J2I:41	Review Risk Management practices and policies with an IDEA lens for potential unconscious bias in determining risk levels, impacts and mitigation strategies that reinforce stereotypes or create barriers to participation in Townactivities.	KJI	TBD	Internal & External	On Hold