

CAO-12-24 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	On-going	Internal and External	Initial internally focused plan completed and presented to SLT in 2023. The plan is reviewed from time to time, adjusting as resources allow.

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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

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					<p>New in 2024</p> <ul style="list-style-type: none"> ▪ Policy 400-065-Gender Identity and Expression Policy released May 2024. ▪ Continued integration and promotion of the IDEA definitions from the IDEA Project into existing policies, practices, and strategies, specifically focusing on areas such as leadership accountability, organizational development, customer service, recruitment, and policy development. ▪ To reinforce the commitment to IDEA, the Community Strategic Plan reflects two action items: Community Strategic Plan – Objective 1.2: Increase opportunities to acknowledge and celebrate the diversity of the community & Action 4.2.3 Identify opportunities and take steps to establish a more diverse and inclusive workplace. ▪ Inclusion statement endorsed and adopted by SLT in mid-2023. Inclusion Statement plaques posted throughout Town facilities.

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J2I:3	Include IDEA championship, change management, and outcomes in Senior Leadership and People Leader performance evaluations, budget, workforce planning strategy and corporate strategic plan priorities.	Multiple	On-going	Internal	In Progress
J2I:4	Adopt AMO Resolution recognizing September 30 as National Day for Truth and Reconciliation.	KJI	September 2022	External	Partially complete Council proclaimed National Day for Truth and Reconciliation Day in 2022, 2023, and 2024.
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
					<p>New in 2024</p> <ul style="list-style-type: none"> The IDEA Equity Assessment Tool (IEIAT) has been developed to integrate equity and inclusion principles across all corporate policies, procedures, programs, and budgetary decisions. Release in June 2024.

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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 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	Service Review	To Be Determined (TBD)	External	On Hold

No.	Action Item Description	Source	Forecasted Timeline	Focus	Status
	<p>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.</p>				
J2I:8	<p>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.</p>	Service Review	On-going	External	<p>Initial list developed as part of the IDEA project.</p> <p>Corporate Lists maintained by Strategic Initiatives (SI) and Community Services (CS).</p> <p>Current requests for consultation include naming of the mid-block arterial road, Whitby sports complex public art, federal grant applications submitted by SI, Urban Forestry Management Plan and National Indigenous People's Day.</p>

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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).
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	In Progress. New in 2024 <ul style="list-style-type: none"> ▪ To advance this action item, the Diversity and Inclusion Taskforce has identified and are rolling out two key initiatives. Water Walk: Scheduled for July 2024, focusing on raising awareness about water rights and Indigenous

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					<p>cultural practices and the Whitby Staff National Truth and Reconciliation Day Event: Scheduled for September 2024 to honor and reflect on the importance of truth and reconciliation.</p> <ul style="list-style-type: none"> ▪ Additionally, the Indigenous Book Club, "Sacred Circle," launched in April 2024 to deepen staff understanding of truth and reconciliation through the exploration of Indigenous perspectives and histories.

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> <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 persons with a disability, Indigenous, and members of the LGBTQ2S+ community. ▪ 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).
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					<p>New in 2024:</p> <ul style="list-style-type: none"> ▪ Canada Day (2023) included an interactive map where residents and visitors could indicate where they are from around the world. ▪ PRIDE Banners hung for the month of June at various Town facilities. ▪ New Indigenous Public Art Mural wall (supported through a grant from elexicon) to be installed at Rotary Park Q3, 2024. ▪ Culture Pop-Ups to promote diverse cultures (i.e. Bollywood on the Pier, Greek Summer Night, Sunset Tango). ▪ Food Tours highlighting Whitby's diverse culinary restaurants. ▪ New Third Party Events hosted within the community (i.e. India Day, Tiki Festival, Chanukah).
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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 remove bias, barriers and practices, succession planning and evaluation, and physical	Community Survey	2024-2025	Internal	In progress

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	spaces that are welcoming. This item will include J2I:36.				<p>New in 2024:</p> <ul style="list-style-type: none"> ▪ Development of a Talent Acquisition Strategy: Launched in Spring 2024 with anticipated completion by the end of Q4 2024. ▪ Unconscious Bias Recruitment Guide: Developed for hiring managers to be incorporated into current and future hiring processes, procedures, and onboarding guides for supervisors and management.
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

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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	<p data-bbox="1370 363 1547 403">In Progress.</p> <hr data-bbox="1370 616 2134 619"/> <p data-bbox="1370 635 1570 667">New in 2024:</p> <ul data-bbox="1424 695 2107 1066" style="list-style-type: none"> <li data-bbox="1424 695 2107 986">▪ IDEA concepts and principles are being incorporated into formal and informal leadership development and mentoring programs, for example, Inclusive Leadership summit for all People Leaders April 2024, Speed Mentoring, and Employee Resource Groups (ERGs). <li data-bbox="1424 991 2107 1066">▪ 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-based conversations and developing	Multiple	TBD	External	On Hold

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	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,	Service Review	Beginning in mid 2024	Internal	In Progress

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	and the community to inform decisions that address gaps in the workplace.				<p>New in 2024:</p> <ul style="list-style-type: none"> ▪ With the implementation of Workday beginning in 2025, functionality will be leveraged to explore the feasibility of tracking diversity indicators, enabling the Town to benchmark its data with the community and other municipalities. ▪ The Workday implementation also includes the capacity for blind recruitment, with a planned pilot project to test the efficacy in 2025.
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

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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

No.	Action Item Description	Source	Forecasted Timeline	Focus	Status
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 design, employment choices and access, growth patterns and transportation referring to best practices from the Canadian Institute of Planners.	KJI	Nov 2022 to Ongoing	External	<p data-bbox="1370 443 2125 783">In Progress Current review of Comprehensive Zoning By-laws underway. 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.</p> <p data-bbox="1370 882 2125 1102">New in 2024:</p> <ul data-bbox="1424 943 2125 1102" style="list-style-type: none"> <li data-bbox="1424 943 2125 1102">▪ The Town of Whitby is undertaking a five-year legislated review of the Whitby Official Plan. See <i>PDP 35-24 Town-Initiated Official Plan Review - Special Meeting of Council</i>.

No.	Action Item Description	Source	Forecasted Timeline	Focus	Status
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	<p data-bbox="1375 363 2128 730">In Progress These considerations are a best practice and part of the normal course of business for the Active Transportation group.</p> <hr data-bbox="1375 730 2128 734"/> <p data-bbox="1375 750 2128 782">New in 2024:</p> <ul data-bbox="1424 810 2128 1104" style="list-style-type: none"> <li data-bbox="1424 810 2128 1104">▪ Brock Street Redesign Project (2023/2024) will include review of the public right-of-way to ensure new design is accessible (i.e. accessible parking opportunities, access to businesses) as well as looking at opportunities to incorporate Whitby's history and culture, including Indigenous recognition.

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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. See Memo to Council dated June 9, 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 result in lower asset quality in some parts of the community.	KJI	TBD	Internal & External	On Hold
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	Service Review	TBD	Internal	Not Started

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	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.				
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 the process and be successful at obtaining grants.	Service Review	TBD	External	Strategic Initiatives shares grant opportunities with relevant organizations as applicable.

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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).	KJI	TBD	Internal & External	On Hold

No.	Action Item Description	Source	Forecasted Timeline	Focus	Status
	Develop a practice of keeping records of code breaches and incidents and conduct a regular analysis for continuous improvement.				<p>New in 2024:</p> <ul style="list-style-type: none"> ▪ Clerks and Organizational Effectiveness team is finalizing Customer Service Training for frontline staff in 2024, which will emphasize effective interaction with the increasingly diverse community, including customers from various cultural and religious backgrounds, strategies for managing challenging customer interactions, and highlights of the Public Code of Conduct.
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	<p>In Progress</p> <hr/> <p>New in 2024:</p> <ul style="list-style-type: none"> ▪ The 2024 budget funded key resources required to proceed with the recommendations in the Customer Service Strategy.

No.	Action Item Description	Source	Forecasted Timeline	Focus	Status
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 newcomer languages. This should also align to the Customer Service Strategy.	Service Review	TBD	Internal & External	<p data-bbox="1370 363 1547 403">In Progress</p> <hr data-bbox="1370 625 2134 628"/> <p data-bbox="1370 644 1570 676">New in 2024:</p> <ul data-bbox="1424 703 2096 906" style="list-style-type: none"> <li data-bbox="1424 703 2096 906">▪ Switchboard Staff have been advised of 211 services and a link to 211 is included on the Town's website: <a data-bbox="1469 831 2040 906" href="https://www.whitby.ca/en/live/moving-to-whitby.aspx">https://www.whitby.ca/en/live/moving-to-whitby.aspx

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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	<p>Best practices applied to all new and renovated space.</p> <p>Review of corporate space undertaken to identify space for quiet rooms (April 2023).</p> <hr/> <p>New in 2024:</p> <ul style="list-style-type: none"> ▪ Redesigned the First Aid Room at Town Hall into a dual-purpose First Aid & Quiet Room to support staff well-being.

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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 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	Community Survey	TBD	External	On Hold

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	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 informed policing 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 emergencies on	KJI	TBD	Internal & External	On Hold

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	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	KJI	On-going	Internal	In Progress

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	ability to accommodate names, genders, etc.				<p>New in 2024:</p> <ul style="list-style-type: none"> ▪ Completed ▪ Developed the IDEA Technology and Business Applications Requirements Guide, to be incorporated into the IT Requirements Standardization Refresh & Configuration Standards, with a planned release in Q4 2024.
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 Systemic Racism. This project would be done in partnership with archives and library.	KJI	TBD	External	On Hold

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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 Town activities.	KJI	TBD	Internal & External	On Hold