

CAO-16-25 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.
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	2025: <ul style="list-style-type: none"> The Town is participating in a LEAD review facilitated by the Abilities Centre. LEAD stands for Leading Equitable and Accessible Delivery. It is a methodology whereby trained leaders from the Abilities Centre facilitate a process with organizations to evaluate and rate their

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					<p>accessibility and inclusions strategies, policies and best practices.</p> <ul style="list-style-type: none"> ▪ Sr. IDEA Specialist is leading collaboration between the Employee Resource Groups and Employee Committees to bring consistency to efforts, policies, practices, and strategies that discuss DEI. ▪ Holocaust Remembrance education event for staff held in January 2025. ▪ 2SLGBTQIA+ education session held in March 2025 to help staff understand key terms, concepts, and allyship. ▪ IDEA lens being applied to Career Development, Talent Acquisition Strategy and Recognition Project. <p>Prior Years:</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,

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					<p>specifically focusing on areas such as leadership accountability, organizational development, customer service, recruitment, and policy development.</p> <ul style="list-style-type: none"> ▪ Inclusion statement endorsed and adopted by SLT in mid-2023. Inclusion Statement plaques posted throughout Town facilities.
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	<p>Complete</p> <p>Council proclaimed National Day for Truth and Reconciliation Day in 2022, 2023, 2024, and 2025.</p>
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	<p>2025:</p> <ul style="list-style-type: none"> ▪ An Equity Assessment Impact Tool has been developed to integrate equity and inclusion principles across all corporate policies, procedures, programs, and budgetary decisions. Planned release in June 2025.

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					<ul style="list-style-type: none"> An Artificial Intelligence (AI) Acceptable Use policy is planned to be released July 2025. A component of this policy/procedure is an AI Impact Assessment Tool that tests for bias in the applicable AI solution.
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	Complete <ul style="list-style-type: none"> 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	Service Review	To Be Determined (TBD)	External	No longer applicable. No further action required.

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	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	2025: <ul style="list-style-type: none"> An internal working group, led by Strategic Initiatives, has been formed to develop Indigenous Consultation guidelines for Town of Whitby staff in response to additional planning authority and responsibilities downloaded to lower tier municipalities. Several projects in 2024/2025 have included consultation with Indigenous partners: <ul style="list-style-type: none"> Urban Forestry Master Plan National Indigenous Peoples Day Culture Pop-up event Downie & Wenjack Fund Legacy Space

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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	Complete <ul style="list-style-type: none"> 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	2025: <ul style="list-style-type: none"> An internal working group, led by Strategic Initiatives, has been formed to develop Indigenous Consultation guidelines for Town of Whitby staff in response to additional planning authority and responsibilities downloaded to lower tier municipalities. The Sr. IDEA Specialist has: <ul style="list-style-type: none"> Joined the Durham Region Indigenous Collaborative Circle (DRICC) The Town of Whitby joined the Legacy Spaces program supported by the Downie & Wenjack Fund. A cross-functional working group has been struck to install a Legacy Space at the Operations Centre.
J2I:11	Create a program to expand expressions of cultural identity in the community including art, events,	Service Review	On-going	External	2025: <ul style="list-style-type: none"> Indigenous art application for new Whitby

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	projects, or programs in accordance with the implementation of the Culture Plan.				<p>recreation centre through STEPS art. Art installation chosen.</p> <ul style="list-style-type: none"> ▪ Participated in Durham Region's Black History Month celebration. ▪ In partnership with the Diversity, Inclusion, Anti-Racism Committee, the Town launched 'A Seat at the Table' – an online recipe page for Whitby residents. <p>2025 Cultural Pop-ups:</p> <ul style="list-style-type: none"> ▪ National Indigenous People's Day Celebration at Whitby Waterfront. ▪ Bollywood on the Pier ▪ Greek Summer Night ▪ Boots and Beats ▪ Rhythms of Africa <p>2025 planned PRIDE Event participation:</p> <ul style="list-style-type: none"> ▪ Rainbow Roots Planting on May 30 ▪ Youth PRIDE Durham event on June 1 ▪ Durham Pride Parade on June 7 ▪ Staff Pride Celebration and Baking Contest on June 26 <p>Prior years:</p> <ul style="list-style-type: none"> ▪ <i>The Hive</i>, Wood Carving by Ryan Locke

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					<p>installed across from Whitby's historic Centennial Building and Courthouse Theatre in June 2024</p> <ul style="list-style-type: none"> ▪ <i>Welcome Home</i>, 2022 and <i>Dancing in the Light</i>, 2021 murals by Indigenous artist, Emily Kewageshig, installed at Rotary Park Q3, 2024. ▪ 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. ▪ 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).
Human Resources Action Items					
J2I:12	Create two dedicated staff positions with expertise and leadership in	People Leader	Corporate IDEA	Not applicable	<p>Partially Complete</p> <p>Community IDEA Specialist position has been</p>

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	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.	Focus Group	Specialist hired October 2022		removed from consideration. No further action required.
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 spaces that are welcoming. This item will include J2I:36.	Community Survey	2024-2025	Internal	2025: <ul style="list-style-type: none"> Talent Acquisition Strategy is in development. A cross-functional committee of people leaders was established to provide recommendations and advice from each of the business areas. Anticipated launch: Q4 2025 Inclusive Futures Program in development. This is a partnership with employment agencies located in Durham Region that specialize in recruitment for people with disabilities, people receiving Ontario Disability Support Program, and Ontario Works. A report to Council is planned for September 2025. 'Inclusive Recruitment' facilitated training developed for hiring managers. Anticipated launch Q4 2025. Previous Years: <ul style="list-style-type: none"> Unconscious Bias Recruitment Guide: Developed

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					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
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	2025: <ul style="list-style-type: none"> IDEA lead facilitated Vision and Mission development workshop for Town Employee Resource Groups (ERGs) and committees to help clarify goals and create partnerships Career Development program pilot program launched May 2025. The program will be open to all employees. Inclusive Leadership training module in

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					development and planned for release in Q4 2025. Previous Years: <ul style="list-style-type: none"> IDEA concepts and principles 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).
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 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.	Multiple	Q2 2025-2026	External	2025: <ul style="list-style-type: none"> Diversity, Equity and Inclusion training for the Senior Leadership Team conducted on May 26, 2025. The Town is participating in a LEAD review facilitated by the Abilities Centre. LEAD stands for Leading Equitable and Accessible Delivery. It is a methodology whereby trained leaders from the Abilities Centre facilitate a process with organizations to evaluate and rate their accessibility and inclusions strategies, policies and best practices.
J2I:17	Develop a diversity indicator data collection and analysis strategy through which the Town can review	Service Review	On hold	Internal	2025: <ul style="list-style-type: none"> A plan is being developed to undertake an

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	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.				internal census. The plan will be ready for consideration is Q3 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	May 2025	Internal	2025: <ul style="list-style-type: none"> Town of Whitby procured TELUS Health as a new Employee Assistance Program provider offering a broader variety of, and more accessible, services focused on staff mental health and wellness.
Roads Action Item					
J2I:19	Provide support for more choice in uniforms for diverse staff.	Service Review	Ongoing	External	Complete Gender-friendly choices now available.
Communication Action Item					
J2I:20	Develop an IDEA-based public engagement strategy for services which removes barriers to	Both Surveys	TBD	External	On Hold

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	<p>participation, encourages timely, genuine, and authentic desire for input and transparently communicates information, results, and outcomes.</p> <p>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.</p>				
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>2025:</p> <ul style="list-style-type: none"> In March 2025, Council received the PDP 15-25, Planning and Development (Planning Services) Department Report and recommended that Inclusionary Zoning within the Town's Protected Major Transit Station Area not be implemented at this time and that alternative means of creating affordable housing units be explored. <p>Previous Years:</p>

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					<ul style="list-style-type: none"> The Town of Whitby undertook a five-year legislated review of the Whitby Official Plan. See PDP 35-24 Town-Initiated Official Plan Review - Special Meeting of Council.
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>Ongoing</p> <p>Accessibility considerations are a best practice and part of the normal course of business for the Active Transportation group.</p>
					<p>Previous Years:</p> <ul style="list-style-type: none"> 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.
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	<p>See Memo to Council dated April 14, 2023.</p> <p>See Memo to Council dated June 9, 2023.</p>

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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 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	On Hold
Grants Action Item					

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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.
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	<p>2025:</p> <ul style="list-style-type: none"> Town of Whitby participates in Durham Region's Anti-Racism Taskforce (DRART) and Durham Region Police 'See the hate, stop the hate' reporting process. <p>Previous Years:</p> <ul style="list-style-type: none"> Customer Service Training for frontline staff delivered to Clerks and Organizational Effectiveness teams which emphasized 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.

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J2I:28	Implement the recently adopted Customer Service Strategy in alignment with the IDEA Project: Whitby's Journey to Inclusivity.	Service Review	March 2025	Internal & External	2025: <ul style="list-style-type: none"> Service Whitby launched providing a one-window approach, enhancing accessibility in customer service for residents Previous Years: <ul style="list-style-type: none"> The 2024 budget funded key resources required to proceed with the recommendations in the Customer Service Strategy.
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	Complete Service Whitby Staff have been advised of 211 services and a link to 211 is included on the Town's website: https://www.whitby.ca/en/index.aspx
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,	Community Survey	On-going	Internal & External	Accessibility design standards applied to all new and renovated space. 2025: <ul style="list-style-type: none"> The Whitby Sports Complex is a multi-purpose gathering space for inclusive sport and community

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	when practical, audit existing facilities using these standards acknowledging that this may take several years.				<p>programming - a place for residents of all ages and abilities to connect, play and get active. The complex includes IDEA considerations, including:</p> <ul style="list-style-type: none"> ▪ Barrier-free design incorporated accessibility guidelines and considerations for inclusion ▪ Barrier-free spaces throughout, gender-neutral and family-friendly washrooms and changerooms, accessibility ramps and elevators. ▪ Accessible way-finding ▪ Custom art installation by local Indigenous artist, Kathryn Corbiere. <p>Previous Years:</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.
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	Service Review	TBD	External	On Hold

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	recreation activities.				
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 user fee-based services such as licensing, sponsorships, and promotions, etc. Each type of user fee will have unique IDEA considerations.	Community Survey	TBD	External	On Hold
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	Community Survey	TBD	External	On Hold

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	policing and review best practices in IDEA informed policing including appropriate data collection methods that are compliant with Ontario standards.				
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 geographical locations, individuals, and diverse groups.	KJI	TBD	Internal & External	On Hold
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	Service Review	TBD	External	On Hold

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	J2I:13.				
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 Previous Years: <ul style="list-style-type: none"> 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
Procurement Action Item					

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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	On Hold
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
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	KJI	TBD	Internal & External	On Hold

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	mitigation strategies that reinforce stereotypes or create barriers to participation in Town activities.				