

TOWN OF AJAX

DIVERSITY AND COMMUNITY ENGAGEMENT PLAN

June 2010



Fostering a
Culture of Inclusion

PURPOSE OF THE DIVERSITY AND COMMUNITY ENGAGEMENT PLAN

The Town of Ajax Diversity and Community Engagement Plan ensures that all residents have access to employment opportunities, programs and services as well as becoming involved with the community. For more information, call 905-427-8811.

Le plan de la diversité et de la mobilisation communautaire de la ville d'Ajax (The Town of Ajax Diversity and Community Engagement Plan) assure l'accès aux opportunités, programmes et services d'emploi à ses résidents ainsi que la possibilité de s'investir dans la communauté. Pour de plus amples renseignements, veuillez composer le 905 427 8811.

(French)

El plan de la Ciudad de Ajax que abarca el compromiso con la comunidad y la diversidad (Ajax Diversity and Community Engagement Plan) asegura que todos los residentes tengan acceso a oportunidades de empleo, programas y servicios, así como participación en la comunidad. Para más información llame al 905-427-8811.

(Spanish)

Sinisinigurado ng Town of Ajax Diversity and Community Engagement Plan na ang lahat ng mga naninirahan ay may access sa mga oportunidad sa trabaho, mga programa at mga serbisyo at na sila'y may pagkakataong sumali sa mga nangyayari sa komunidad. Para sa karagdagang impormasyon, tumawag sa 905-427-8811.

(Tagalog)

پلان تنوع و اشتراك اجتماعي شهر ايجكس مضمن دسترسى همه شهروندان به فرصت
هاى كاريابى و سهم فعال شان در اجتماع مى باشد.

برای معلومات بیشتر به شماره 905-427-8811 به تماس شويد

(Dari)

ايجكس شهر كا ڏاڀورسيٽي اور ڪميونٽي انگيڇمينٽ پلان اپنے ريهائشيون ڪو ملازمت ڪے مواقع،
مختلف پروگرام، اور سروسز ڪے ساتھ ساتھ ڪميونٽي ميں شموليت ڪي رسائي حاصل ڪرڻے ڪي يقين
دباني ڪرواتا ہے۔ مزيد معلومات ڪيئنے اس نمبر پر فون ڪريں: 905-427-8811

(Urdu)

تضمن خطة مدينة ايجكس للإشراك المجتمعي والمتعدد تمكين جميع المقيمين من فرص العمل والبرامج
والخدمات بالإضافة إلى إشراكهم في المجتمع. للمزيد من المعلومات اتصل بهاتف رقم 905-427-8811

(Arabic)

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Council would also like to acknowledge and thank all of the community leaders who have advocated and worked hard for change, and those who have supported and continue to support diversity initiatives in Ajax.

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TOWN OF AJAX: DIVERSITY AND COMMUNITY ENGAGEMENT PLAN
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EXECUTIVE SUMMARY

Introduction and Key Findings

The Town of Ajax is one of the fastest growing municipalities in Ontario and has welcomed the diversity that this growth has brought about. Many initiatives and actions have been developed and implemented by the municipality and community organizations to welcome new residents. The Town has taken a leadership position and has worked in concert with the community in an integrated fashion to ensure that residents have equitable access to;

- ✓ Employment opportunities;
- ✓ Programs and services;
- ✓ Community and civic engagement; and
- ✓ Neighbourhood strengthening initiatives.

Many individuals, organizations and committees have played a role - over the last few decades - in promoting diversity and its advantages within Ajax and are to be commended for participating in the development of this plan. One summary comment captures the input and essence of this Diversity and Community Engagement Plan for the Town of Ajax.

“There has been a tremendous amount of work over the years to recognize diversity, its strategic advantages and gaining access to resources, employment and services. Many successes are evident today due to the work that went on before us; still there is much work to be done.”

Consultation Participant

The recommended actions offered as part of this plan are solutions that respond to the current state of diversity in Ajax, reflect “made in Ajax” suggestions, and embrace promising practices evident in Ajax and other jurisdictions. These are offered in a summarized form at the beginning of this report.

Summary of Recommended Actions

Policy Development and Review Framework

1. Replace the current Race Relations Policy with the proposed Diversity Policy which has been built into this plan as its foundation and principles. Advise committees, public and staff of its approval through a range of communication tactics.
2. Implement the Diversity Policy through a public education process, and clear mechanisms for oversight, including asking Town departments, boards, and committees to develop action plans consistent with a corporate format.
3. Strengthen the language in all current policies across the municipality's programs, services and initiatives to embrace the framework reflected in the Diversity Policy, where applicable.
4. Develop a "diversity lens" that could be used to identify and remove barriers in planning, developing and evaluating Town policies, services, and programs. The results of the application of the "diversity lens" can then be summarized in an equity impact statement to be included in reports to Council.
5. Adopt policies and practices to facilitate the following:
 - Collecting of information to make decisions on the Town's diversity and community engagement efforts
 - Setting measurable goals
 - Recruiting for diversity
 - Accommodating diversity
 - Reporting on progress
 - Naming of parks, trails and facilities
6. Adopt measures and policies to facilitate assessment of the diversity of residents participating in the Town's programs, services and initiatives through occasional self-identification surveys that include:

- Surveys designed to define current participation demographics (age, gender, visible minorities, persons with disabilities, aboriginal people, and sexual orientation), the nature of their involvement and how they became aware of these opportunities.
 - Opportunities for participants to identify their needs, and provide direct feedback.
7. Committees, senior management, and other relevant parties to expand further efforts in seeking out information on diversity (recent research and studies), and analyzing the findings to use the information for policy development and planning.
 8. Establish a mechanism within the municipality's authority (ombudsperson, equity advisor, equity unit, etc.) with responsibility for monitoring compliance with the spirit of the Diversity Policy, launching investigations into any systemic barriers and complaints.
 9. Incorporate diversity related performance indicators into the annual performance evaluation of management staff to enhance accountability and help build a work culture that values and celebrates accomplishments in this area.
 10. Introduce measures requiring Town departments to be able to translate/interpret service provision summaries in the top five predominant languages other than English and French. The measure should require departments to develop an annual tracking and compliance process with the following elements:
 - Employ sufficient number of bilingual and diverse staff in public contact positions.
 - Require departments that provide extensive public services to translate vital documents, e.g., forms, applications and materials that affect a person's rights. Other departments would be required to only translate a summary of publicly-posted documents.
 - Establish feedback procedures for limited-English-speaking individuals accessing Town municipal services.
 11. Ensure that all written and oral communications utilize clear language or plain language principles and that training is provided to staff.

Town as Employer

12. Recruit and hire a Manager of Diversity Initiatives to implement and coordinate the implementation of the recommendations in the Diversity and Community Engagement Plan (reporting to the Chief Administrative Officer).
13. Develop education and training programs to ensure that all employees are fully informed and aware of the responsibilities and protections the *Human Rights Code* includes, as part of a proactive strategy to create fair and equitable workplaces where human rights are respected.
14. Define and implement a plan of action to educate and increase awareness among employees and the community about diversity issues and a need for change.
15. Survey all employment applicants in confidence to seek to understand their respective backgrounds and as to how they heard about the employment opportunity, in order to improve future recruitment efforts.
16. Adopt measures and policies to facilitate assessment of the diversity of the Town's workforce through a voluntary and confidential Diversity Survey. The scope of this survey would include:
 - Employee Questionnaire designed to define current workforce demographics (age, gender, visible minorities, persons with disabilities, aboriginal people, and sexual orientation).
 - Communications strategy, including communications materials and delivery of the strategy (pre-survey, during the survey, and post-survey).
 - Dissemination and collection of the survey (e-copy and hard copy for staff that do not have access to a computer).
 - Mechanisms to ensure a high response rate (e.g. reminders to complete the survey).
 - Data analysis including comparison with Statistics Canada labour force data for Ajax.
 - Written report with recommendations.
 - The Diversity Survey should be repeated on a set schedule, and should reference Statistics Canada demographic information about the makeup of the Town.
17. Engage union, management, other employee group leaders and other resource people in the process of defining ways in which diversity issues could be examined in a non-threatening way and in a safe and secure environment.

18. Create a Staff Diversity Team to ensure that the Town is creating a corporate climate and culture that is supportive and welcoming to diverse populations.
19. Encourage senior and management staff to work directly with a diverse group to increase their individual awareness and assist the group to navigate government and community systems.
20. Incorporate diversity related performance indicators into the annual performance evaluation of all staff to enhance accountability, build work culture values, and to celebrate accomplishments in this area. This should be supported by ongoing training.
21. Subscribe to relevant mentorship and internship programs that provide work experience for diverse populations.
22. Review the existing policies that prevent and address human rights issues, and includes the following components:
 - A plan for reviewing, identifying, and removing barriers.
 - Anti-harassment and anti-discrimination policies.
 - An internal complaints procedure.
 - An accommodation policy and procedure.
 - An education and training program.

At the minimum, the corporation must ensure the following:

- Complaints are taken seriously.
 - They are acted upon promptly when received.
 - Appropriate resources are applied to resolving complaints.
 - A viable complaint mechanism is in place and has been communicated throughout the organization.
 - The complaint procedure ensures a healthy work environment is created and maintained for the complainant.
23. Plan and implement *special programs* in partnership with community support organizations as permitted under Section 14 of the Human Rights Code. Special programs help people who experience discrimination, economic hardship or disadvantage to achieve equality and help to counter the effects of discrimination through measures that create jobs, provide specialized services or other opportunities. The program should;

- Identify the grounds under the *Code* (such as race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status, disability, record of offences)
- Identify the persons or groups who are experiencing hardship or economic disadvantage.

Provision of Programs and Services

24. Develop operational plans for each department in the Town to align with the key result areas of the Diversity and Community Engagement Plan in order to ensure that each department uses a diversity lens in the delivery of service.
25. Develop stronger connections to the Lesbian, Gay, Bisexual and Transgendered (LGBT), Aboriginal communities, women's groups, and social agencies serving persons of low income. Engage with the local and regional organizations to assess their specific programs, service and engagement needs, and implement collaborative approaches to become a more inclusive Ajax.
26. Host an annual session and continual dialogue with groups and individuals with disabilities as well as the Accessibility Committee, to review the current programs and services being offered in Ajax with a view to meet current and anticipated needs.
27. Collect and review facility and park allocation statistics with a view to promote balanced participation across diverse communities.
28. Meet with the Town front line customer service staff to discuss the changing use of services and recommend as to how services might better adapt to changing needs.
29. Work with diverse communities to offer their respective traditional programs as part of the Recreation, Culture, Parks and Library programs offerings.
30. Meet with sport and recreation groups and any other groups using Town facilities and amenities to determine what is being done to include residents of diverse backgrounds to learn traditional Canadian activities and to promote volunteerism.

31. Host an annual forum on diversity in concert with community partners to review the delivery of Town services using a diversity lens and through utilizing the knowledge and promising practices of other organizations.
32. Apply the diversity lens to the Economic Development and Tourism Plan.
33. Adopt an economic policy that promotes further support for local businesses, creates mechanisms to strengthen their capacity to compete in the procurement process, and promotes their role building the local economy.

Community Engagement

34. Designate a prominent public space as the “Ajax Centre for Understanding” in order to provide a no cost space for diverse groups to offer education and awareness opportunities to ensure greater understanding amongst the citizenry.
35. Ensure that all appropriate Significant Days of Celebration are recognized by the Town and are posted on the Town’s website and in relevant publications.
36. Develop a communications and engagement plan that articulates the opportunities for residents to become engaged on an annual basis and work with relevant agencies to assist individuals and groups from diverse backgrounds to learn and integrate into the Town’s community/civic engagement opportunities.
37. Consider designating the Library System as a central information source and resource for community volunteerism.
38. Complete an inventory of available meeting, program and office spaces in the community including Town facilities, non-profit spaces and spaces within businesses available during and after hours to address space shortages in Ajax.
39. Develop training modules on “Diversity Competency” in concert with community partners for all volunteer groups using Town facilities and amenities to increase awareness and understanding of diverse populations in the execution of their programs and services.
40. Work to ensure that all advisory and steering committees and volunteers reflect the community that they serve.

41. Continue to utilize various communications vehicles to reach diverse groups regarding engagement in civic opportunities (diverse media services).

Strengthening Neighbourhoods

42. Develop a strategy 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.
- Animating neighbourhoods through the use of local assets by providing/facilitating local “walk to” opportunities and events.
- Setting targets on what constitutes a strong neighbourhood and measuring against these targets.

43. Poll residents every other year on neighbourhood cohesion and community connectedness and ensure the results inform future plans and actions.

44. Develop a Town driven grants program that serves to support neighbourhood building and diversity related initiatives. Multi-year funding if warranted could be offered on a declining basis to allow groups time to become sustainable and allow other groups to initiate programs.

45. Continually look to improve communications strategies and utilize relevant diverse newspapers and mediums for the promotion of Town opportunities.

46. Ensure that all publications depict the Town’s diversity and photographs demonstrate that diversity.

47. Evaluate the Language Phone Line pilot that assists residents in accessing services and becoming engaged to Town-wide services (in Recreation & Culture services currently) and determine if it should be expanded.

48. Develop a Community Ambassador Program in partnership with like-minded organizations that utilizes community volunteers to inform newcomers about life in Ajax amongst other welcoming initiatives.
49. Investigate closing a major street (north/south road) as a pilot project to get residents out riding bikes, walking, rolling / strolling etc., in order to connect diverse populations to northern and southern neighbourhoods and promote what is available to all residents throughout the Town.

Plan Performance Measurement and Evaluation

50. Evaluate the effectiveness of the actions in the Diversity and Community Engagement Plan on an annual basis; plan the next year's deliverables based on this discussion and report out to Council, stakeholders and the general public.
51. Implement performance measures in each key result area as suggested and utilize the first year of the plan's implementation to collect baseline data for comparative purposes year over year.



SECTION ONE: THE DIVERSITY AGENDA

1.1 Introduction

The Town of Ajax is a community in southern Ontario bordering on Lake Ontario centered in Durham Region. The community provides a mix of urban and rural spaces, industrial and commercial businesses, a plethora of open spaces, trails and pathways and neighbourhoods that attract residents from neighbouring communities and beyond. The community is one of the fastest growing municipalities in Ontario and prides itself with the ability to provide an excellent level of service through the continued engagement of its residents and businesses. For the most part, Ajax has kept pace with growth through planning for needed infrastructure and support systems to be made available to an ever expanding resident base. The 2010 population of 100,000 increased 22 per cent from 2001 to 2006 and is expected to grow to 137,000 residents by 2031 (Durham Region Places to Grow Plan). The population is expected to be at its maximum - also coined as “build out”. The diversity of the population is changing as well and the Town and its partners would like to work to be leaders in ensuring that diversity is one of the Town’s claims as a model community. To this end the Town has commissioned the development of a Diversity and Community Engagement Plan to listen and make meaningful recommendations with respect to the Town’s strong desire to;

- Attract, retain and support a diverse staff team that is reflective of the diversity of the community.
- Work with community partners to better engage residents and strengthen neighbourhoods so that residents and businesses feel connected to their neighbours and feel a sense of ownership over the success of Ajax as a thriving community.
- Provide meaningful programs and services that consider the need of all residents.

Diversity - in a community context - will require a vision of what could be; a plan as to how to move in the right direction and ways of holding leaders accountable for the actions. Success will require optimum efforts to work as an integrated movement of innovative community volunteers, organizations, Council and staff. It must be said at the outset of this plan that there is a feeling in the community that the Town is trusted to do the right things to support diversity and include all residents. Further the Town and community organizations are already moving along in a positive direction; having stated this there is still “much to be done”. This plan will articulate what is important - over the next 5 years - with the full recognition that to be a model community that exemplifies diversity at every level will take decades to achieve. The Town of Ajax is up for the challenge.

1.2 Study Methodology

The development of the Diversity and Community Engagement Plan for the Town of Ajax was awarded to Tucker-Reid & Associates in association with Alfred Jean-Baptiste. The consulting team responded to the direction of a Steering Committee made up of a diverse cross section of Ajax residents, representatives from community organizations, a Council representative and members of staff. The Steering Committee was instrumental in designing a study methodology and process that gathered community based information and input, combined with research and actions that have been effective in other jurisdictions to build a plan that would resonate in Ajax.

Phase One: Project Initiation

The project initiation phase involved the development of a project steering committee representative of the make-up of the community and terms of reference in order to articulate the project methodology and deliverables. The community driven steering committee ensured that a meaningful plan with specific and measurable recommendations would be brought forward to Council for approval.

Phase Two: Gathering Background Information

The consultants, committee members and staff spent considerable energies gathering background information on diversity initiatives, current practices, research and related articles. It was felt that the plan needed to be informed by experts in the field, promising practices in other jurisdictions and what would be effective in Ajax. At the outset, it was determined that the Diversity and Community Engagement Plan for Ajax would be “simple and understandable”, and “action oriented” with a balance of reference material. As a result, there is a summary of promising practices included in the appendix.

Phase Three: Gathering Intelligence - Community, Staff and Stakeholder Consultation

The consultation phase for the development of the plan was extensive; the consultants conducted key informant interviews with opinion leaders in the community and organizations including business, non-profit organizations, the Region of Durham and Manager of Diversity Initiatives. A series of focus groups probed further into the emerging issues, complemented by a community forum which brought rich discussion and recommendations forward. The execution of a diversity audit survey resulted in approximately 200 responses from residents, Council, and staff. The draft plan was developed by using the input from the residents, organizations, Council members, steering committee and staff. A second

draft was made available for the general public and interested organizations and businesses. As a result, the report was further refined for a final presentation to Council.

Phase Four: Developing Meaningful Actions and Measures

The steering committee meetings included presentations from staff, consultants and input from committee members on the four key result areas of the plan; Policy Development and Review, Town as Employer, Programs and Services and Community Engagement and Strengthening Neighbourhoods. The presentations allowed members to determine the strengths and the existence of practices in place, the current gaps and develop recommended actions. These recommendations form the “action oriented” plan that the community and committee members feel is critical to the success of forwarding the diversity agenda in Ajax.

1.3 The Diversity Agenda

"One problem, more than any other, dominates human history - the problem of how we deal with those who are different than us."

Beverley McLachlin, Chief Justice, Supreme Court of Canada

One of the highlights of recent Canadian history can easily be associated with the growth of reports, policies, and legislation seeking to acknowledge and embrace diversity as a fact of life. Federal policies on multiculturalism and immigration, the Canadian Charter of Rights and Freedoms, Employment Equity Act, Canadian Human Rights Act, and Human Rights Laws adopted by provinces and territories, are all informed by a commitment to secure places in society for diverse populations. Democracy, human rights and freedom of speech, mixed with demands for access and accountability, have also set in motion a vigorous exploration and reinvention of civic roles played by private and public organizations alike.

Many segments of Canadian society continue to reflect dominant views and values. Institutions, governments and local organizations are not necessarily reflective of, nor responsive to their communities. However, since the 1960s, and in particular the last two decades, there is an increasing awareness that this is no longer acceptable, as more and more organizations engage in conscious review of their practices in addressing diversity. New value systems are becoming more prominent.

While “cultural” is the most obvious of our “diversities,” there is increasing evidence of more inclusive initiatives to acknowledge all forms of diversity, from age, gender, religion, sexuality, economic ability and persons with disabilities at a

minimum. There is greater recognition that our communities are made up of mixes of people and that there is room for everyone.

Across Canada, increasing numbers of organizations and institutions are going beyond the minimum standards set by legislation and various human rights codes, and exhibiting good faith and a willingness to explore creative solutions for reducing barriers to equitable access. Willingness and voluntary responsibility are huge steps toward becoming inclusive and making *all* people feel welcome and included.

1.4 The Legislative Framework

Many organizations, institutions, and governments have adopted official policies that promote equity, access, and the safety of individuals. These Acts prohibit discrimination in accordance with federal and provincial legislation and codes, organizational policies and practices, and in accordance with principles of social justice.

The following legislation provides the basis for the development of such policies and procedures:

1. **The Universal Declaration of Human Rights** - proclaimed by the United Nations on December 10, 1948 as the "common standard of achievement for all peoples and all nations."
2. **The Canadian Charter of Rights and Freedoms** - The Charter came into effect on April 17, 1982. It was part of a package of reforms contained in a law called the *Constitution Act, 1982*. Section 15 of the Charter came into effect on April 17, 1985, three years after the rest of the Charter. This delay gave governments time to bring their laws into line with the equality rights in section 15.

Section 15: Equality Rights

Every individual is equal before and under the law and has the right to the equal protection and equal benefit of the law without discrimination and, in particular, without discrimination based on race, national or ethnic origin, colour, religion, sex, age or mental or physical disability.

The courts have held that section 15 also protects equality on the basis of other characteristics that are not specifically set out in it. For example, this section has been held to prohibit discrimination on the grounds of sexual orientation.

At the same time as it protects equality, the Charter also allows for certain laws or programs that favour disadvantaged individuals or groups. For example, programs aimed at improving employment opportunities for women, Aboriginal peoples, visible minorities, or those with mental or physical disabilities are allowed under section 15(2).

3. **Accessibility for Ontarians with Disabilities Act (AODA)** - The purpose of the AODA, 2005 is “to achieve accessibility for Ontarians with disabilities with respect to goods, services, facilities, accommodation, employment, buildings, structures and premises on or before January 1, 2025, by developing, implementing, and enforcing accessibility standards” Accessibility for Ontarians with Disabilities Act.
4. **The Ontario Human Rights Code** - The Ontario *Human Rights Code* (the "Code") states that it is public policy in Ontario to recognize the dignity and worth of every person and to provide equal rights and opportunities without discrimination. The aim is to create a climate of understanding and mutual respect for the dignity and worth of each person so that each person feels a part of the community and feels able to contribute to the community.

The Code specifies that everyone has the right to be free from discrimination and harassment and prohibits discrimination on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed (religion), sex (including pregnancy and gender identity), sexual orientation, disability, age (18 and over, 16 and over in accommodation), marital status (including same sex partners), family status, receipt of public assistance (in accommodation) and record of offences (in employment).

The *Human Rights Code Amendment Act, 2006* came into effect on June 30, 2008, changing the human rights system in Ontario. As a result, the Ontario Human Rights Commission (“the Commission”) no longer accepts complaints of discrimination. New applications complaining about discrimination are now filed directly with the Human Rights Tribunal of Ontario (“the Tribunal”).

The Commission also no longer has the authority to resolve or investigate human rights complaints that were filed before June 30, 2008.

A new body, the Human Rights Legal Support Centre, now offers independent human rights-related legal and support services to individuals, ranging from advice and support to legal representation.

The role of the Ontario Human Rights Commission (OHRC) in preventing discrimination and promoting and advancing human rights in Ontario is strengthened. The OHRC has been given the power to:

- Expand its work in promoting a culture of human rights in the province.
- Conduct public inquiries.
- Initiate its own applications (formerly called ‘complaints’).
- Intervene in proceedings at the Human Rights Tribunal of Ontario (HRTO).
- Focus on engaging in proactive measures to prevent discrimination using public education, policy development, research and analysis.

The OHRC now has the power to monitor and report on anything related to the state of human rights in the Province of Ontario.

1.5 Diversity - A Strategic Advantage

Statistics Canada reveals that by 2011, immigration will account for 100% of Canada’s net labour force growth and all net population growth in the next 25 years.

Global population shifts have also resulted in new opportunities, as well as challenges – as the search for identity and a sense of belonging continues for many. Since the 1980s Canada has accepted more immigrants in proportion to the population size than any other country. Many of the newcomers are visible minorities who are generally more highly educated than the Canadian born population. The broader consideration of diversity embraces even more residents and equitable approaches must be considered to include the varying needs of these communities as well.

There are significant opportunities and benefits to be realized from understanding and embracing diversity. Creating a culture of institutional learning, and effective partnerships; shifting from being reactive to proactive; reflecting diversity; delivering wide ranging and meaningful programs, are but some of the possibilities. Having differing opinions at the table ensures that decisions are reflective of the community that is represented. Diversity is more than a special exhibition, celebration, or weekend program. It requires focussed efforts to think and act more inclusively.

There has been increasing efforts over the years, within Canada; across provinces and territories, within communities, academic institutions, businesses, and governments alike, to educate and create awareness about issues of race,

ethnicity, class, economic status, sexual orientation, age, gender and disability. There is growing awareness of a need to, not only prove compliance with the various pieces of legislation and policies; not to only accommodate and respond to incidents of harassment, and discrimination that are reported; but to also alter perspectives and help create and promote unbiased attitudes, beliefs, and practices.

At the same time, the *strategic advantage* of promoting diversity has not been lost, and in some cases, has become the driving force and motivation for organizations and corporations to take steps previously considered taboo by some. For example, there is a general perception that collecting and analyzing data that identifies people on the basis of race, disability, sexual orientation and other *Ontario Human Rights Code (Code)* grounds is not allowed. However, collecting data on *Code* grounds for a *Code*-consistent purpose *is* allowed and is supported by Canada's human rights legislative framework. The Ontario Human Rights Commission (the OHRC) has found that data collection can play a useful and often essential role in creating strong human rights and human resource strategies for organizations in the public, private and non-profit sectors. Organizations are reaching out to diverse communities to understand their needs, recognizing the collective buying power and model services around their needs. Marketing strategies geared toward diverse communities are bearing better profit margins for companies and providing a competitive advantage.

The TD Financial Group Experience

The Toronto-Dominion Bank and its subsidiaries are collectively known as TD Bank Financial Group (TD). As part of its corporate diversity strategy, one of TD's key priorities is to be recognized by the Lesbian, Gay, Bi-sexual and Transgender (LGBT) community as the bank of choice. TD views this community as an important part of its customer base. The International Gay and Lesbian Chamber of Commerce estimate that Canada includes two million LGBT consumers with spending power of \$100 billion. Since 2007, TD has been working with external research partners to conduct multiple research studies and collect data on the LGBT customer segment. Different research tools have been used, including focus groups, interviews and surveys.

Some research objectives include measuring the LGBT community's awareness of major Canadian banks and the likelihood of LGBT customers doing business with these banks, examining perceptions of the service received and understanding banking habits and needs. TD will use this data to gain insights into how to tailor products and services to better meet the needs and preferences of LGBT consumers, and to aid in identifying meaningful community initiatives to support causes.

In summary, it is critical for Ajax to understand the needs of all residents and use that information to its strategic advantage. The goal is to ensure that programs and services are meaningful, and participation and satisfaction rates are high as a result.



SECTION TWO: AJAX - A COMMITMENT TO DIVERSITY

2.1 Changing Demographics

Demographics

Statistics Canada's most recent Community Profile, developed to reflect the demographics of Ajax and other Canadian communities, presents summary census data from 2006; this is the most current demographic data available relevant to this study. Table 1 (page # 24) – Ajax Demographics as Compared to Pickering, Whitby as neighbouring communities and an overall comparison to Ontario demonstrates that;

- Ajax has had the second highest percentage of population growth since 2001(22 %) as compared to Whitby (27%), Pickering (1%) while experiencing the highest percentage of immigrants as a percentage of the total population – Ajax (31%), Pickering (30%) and Whitby (20%). This would indicate that an integrated strategy to welcome new residents and assist them in a sound orientation to their new community is fitting.
- Ajax has the highest number of residents along with Pickering that speak non-official languages as their mother tongue, 17,055 (18%) residents as compared to 16,935 (18%) in Pickering and 15,430 - (13%) in Whitby. Ajax has over 7,000 residents that speak a language other than English in their home. These numbers would indicate that the availability of translation services and language lines would serve to include a broader number of residents in the delivery of programs and services as well as community engagement initiatives.
- Ajax has the highest number of culturally visible population; 32,005 residents as compared to Pickering with 26,685 culturally visible residents and Whitby with 18,730. The percentage of culturally visible residents in Ajax equals 36% of the population as compared to the provincial percentage of 23%. The greatest numbers of residents of visible cultures are Blacks (12%), South Asian (11%) and Filipino (3%). These numbers have an impact on the Town as an employer, the provision and accessibility of programs and services and the ability of the Town and like-minded organizations to engage all citizens and create a strong sense of belonging.

- All three municipalities have an average of 20% of children of immigrants as a percentage of the total population. This may indicate that education and awareness outreach to parents of these children of available programs, services and community engagement opportunities is important.
- Over 5,400 Ajax residents are not Canadian citizens which may mean that they are newcomers and require additional supports to assimilate and embrace community life.
- There are a greater percentage of women in all three communities (Ajax, Pickering and Whitby) and within Ontario yet representation at mid and senior levels of management positions are not reflective of this statistic. Ajax Council has an impressive percentage of female council members.
- Ajax has the lowest median income of the three communities being compared and the lowest median income of lone parent families. Access policies and accompanying approaches to persons of low income are important in order to ensure that residents are reaping the benefits of being engaged and active in the community programs and services.
- The Community Development Council Durham has mapped recent immigrant and settlement patterns to Durham; within Ajax the immigrant populations are residing for the most part in the north of Ajax with a smaller concentration in the south. This is valuable information in designing outreach and strengthening neighbourhood initiatives in Ajax.
- Ajax has an added challenge of reaching residents and engaging them in civic opportunities when 85% of the employed residents commute outside of Ajax.
- About 4.4 million Canadians (14.3%) reported having a disability in 2006. The percentage of Canadians with disabilities increased with age, ranging from 3.7% for children 14 years and under to 56.3% for those 75 years and over. A greater proportion of females (15.2%) reported a disability than males (13.4%). This does not hold for all age groups. A greater proportion of males aged 0 to 14 (4.6%) were reported having a disability than females in the same age group (2.7%). Among school-aged children (aged 5 to 14) with a disability, learning disabilities was the most common disability for boys (72.7%), whereas chronic health conditions was the most common type for girls (65.0%). Working with organizations that provide support to persons with disabilities, providing integrated

programs and service supports and working with the Accessibility Advisory Committee will continue to play a strong part in being fully inclusive in Ajax.

- The identified Aboriginal community in Ajax consists of 705 residents as compared to 600 aboriginal Canadians in Pickering and 1,175 in Whitby. Although this community in Ajax represents 1% of the population, they are our indigenous people and have much to teach residents and newcomers alike about the history of our nation and the local history.
- The Canadian Community Health survey conducted in 2003 was the first Statistics Canada survey to include a question on sexual orientation. This information is needed to understand differences in health-related issues between the homosexual (gay or lesbian), bisexual and heterosexual populations. These issues include determinants of health, such as physical activity, mental health issues, including stress, and problems accessing health care. Among Canadians aged 18 to 59, 1.0% reported that they consider themselves to be homosexual and 0.7% considered themselves bisexual. About 1.3% of men considered themselves homosexual, about twice the proportion of 0.7% among women. However, 0.9% of women reported being bisexual, slightly higher than the proportion of 0.6% among men. The Town of Ajax is strengthening its ties with the lesbian, gay, bisexual and transgendered (LGBT) community and is considered welcoming.

Table 1: Ajax Demographics as Compared to Pickering, Whitby and Ontario

DEMOGRAPHIC	AJAX	%	PICKERING	%	WHITBY	%	ONTARIO	%
TOTAL POPULATION	90 167	-	87 838	-	111 184	-	12 160 282	-
GENDER								
MALES	43 800	48.5	42 750	48.6	54 445	48.9	5 930 700	48.7
FEMALES	46 365	51.4	45 090	51.3	56 740	51.0	6 229 580	51.2
INCOME								
MEDIAN INCOME GENERAL POPULATION	82 918	-	85 994	-	90 056	-	69 156	-
PERCENTAGE OF LOW INCOME BEFORE TAX	-	10.9	-	9.9	-	7.0	-	14.7
NUMBER OF LONE PARENT FAMILIES	4 035	-	4 170	-	4 235	-	540 715	-
INCOME LONE PARENT FAMILIES MALE LED	57 827	-	57 053	-	62 093	-	50 339	-
INCOME LONE PARENT FEMALES	44 507	-	45 115	-	43 383	-	36 496	-
LANGUAGE - MOTHER TONGUE								
ENGLISH	71 195	79.2	69 125	79.1	92 680	83.9	8 230 705	68.4
FRENCH	1 370	1.0	1 125	1.0	2 165	1.0	488 815	4.0
NON-OFFICIAL LANGUAGE	17 055	18.9	16 935	19.3	15 430	13.9	3 276 685	27.2
IMMIGRANT STATUS								
IMMIGRANT POPULATION	27 550	30.6	26 375	30.1	22 625	20.4	3 398 725	28.2
PREDOMINANT VISIBLE MINORITY POPULATION CHARACTERISTICS								
TOTAL VISIBLE MINORITY	32 005	35.6	26 685	30.5	18 730	16.9	2 745 200	22.8
BLACK	11 680	13.0	8 845	10.1	6 695	6.0	473 765	3.9
SOUTH ASIAN	9 735	10.8	7 940	9.0	3 680	3.0	794 170	6.6
FILIPINO	2 690	3.0	2 715	3.0	1 180	1.0	203 215	1.6
CHINESE	1 875	2.0	1 800	2.0	2 105	1.0	576 975	4.7
ARAB	1 280	1.0	610	0.6	715	0.6	111 405	0.9
LATIN AMERICAN	705	0.7	655	0.7	780	0.7	147 140	0.1
ABORIGINAL IDENTITY POPULATION								
ABORIGINAL IDENTITY POPULATION	705	0.8	600	0.7	1 175	1.1	242 490	2.0

Ajax - Target Populations over the Next 5 Years

The Diversity and Community Engagement Plan for the Town of Ajax is aligned with federal and provincial legislation, policy and initiatives surrounding inclusion, access and equity. It is appropriate to articulate target populations that require support in order to access employment, programs and services as well as be included in community engagement opportunities in Ajax over the course of the plan horizon and beyond.

Based on the data summarized in the previous section, these target populations are fitting within the Ajax context;

- aboriginal Canadians
- newcomers & immigrants
- persons with disabilities
- culturally diverse residents and visible cultures
- women
- persons of low income
- lesbians, gays, bisexuals and transgendered and two-spirited residents

Common Themes and Needs

The consultation and information gathered over the course of developing this plan has indicated that diverse groups have some very distinct needs yet these needs in common;

- There is a need to be recognized, gain acceptance, not stand out, feel a part of the community and become more “mainstream.”
- There is a need to educate and create awareness of differences to foster an even greater understanding.
- There is a need to feel a sense of belonging within neighbourhoods and within the community.
- There is a need to be accepted and have open dialogue in safe public spaces.
- There is a need to gain equal access to employment programs and services and contribute to civic life.
- There is a need to have all Days of Significance recognized.
- There is a need to feel supported and free from harassment.
- There is a need to integrate as well as a need to protect what is special and continue to honour traditions and beliefs.

The Ajax Diversity and Community Engagement Plan will focus on these needs, develop and review policies, increase awareness through educational opportunities, increase equitable access to employment, programs and services and community engagement opportunities, as well as outreach through communications and neighbourhood building. Emphasis will be placed on continuing to build relationships with diverse groups, solidifying a welcoming organizational culture, helping to connect residents and local community organizations and increasing the community's awareness of the advantages of diverse population.

2.2 Town of Ajax – Diversity Policy

The Town of Ajax has been an advocate of improving race relations for over 13 years. The Ajax Race Relations Advisory Committee, now known as the Diversity and Community Engagement Advisory Committee (DACE), was originally formed in 1997. These committees raised awareness with respect to the changing demographics and the need to provide mechanisms within the community to “count everyone in”. The mandate of the current committee was changed by Council to represent and advocate for a broader range of diverse groups in Ajax.

The following information is an excerpt taken from a brief developed and presented by Ajax resident Roland Rutland on November 23, 2009 to the Town Council to commemorate the United Nations Universal Declaration of Human Rights.

Formed in 1997, in its first five years of operation it staged four large scale multicultural concerts; a human rights/race relations policy conference; wrote a brief to the Minister of Citizenship and Immigration; acquired a grant from the Department of Canadian Heritage; wrote the first Race Relations Policy and promoted it; and formed many working relationships with different ethno-cultural, social service groups, schools and religious organizations. In 2002 the committee received national and international recognition for its work by being named the recipient of the National Harmony Award and the International Wolf Award for race relations excellence – an award that was also received by Nelson Mandela.

The Committee is still functioning today, under the name of the Diversity and Community Engagement Advisory Committee. Recent diversity projects include; re-writing of the Race Relations Policy for the Town; the proclamation of September as Diversity month in the calendar of events; the “Taste of Ajax” an annual multicultural event; Canada Day celebrations always have a multicultural component. In addition Ajax Council always receives delegations from ethno-cultural and religious groups; all Town libraries and community centres and the Recreation & Culture staff - promote diversity.

The broadening of the mandate of the Diversity and Community Engagement Advisory Committee has led to the re-crafting of the Race Relations Policy into the Diversity Policy which helped to guide the development of the Ajax Diversity and Community Engagement Plan, and will be the foundation for its implementation.

Town of Ajax Diversity Policy Statement

The diversity of Ajax is one of its great strengths.

Policy Statement

The Town of Ajax embraces and values diversity, promoting an engaged, healthy and inclusive community. The Town is strongly committed to equity and diversity through its policies, procedures, service delivery, amenities and employment practices.

Scope

This policy applies to members of Town Council, Town of Ajax employees, contracted staff, consultants, Committee members, and volunteers. This policy also applies to program and facility users.

Background

The Town of Ajax has experienced an unprecedented rate of growth and development, which has resulted in substantial changes to the social, cultural, economic and political landscape. These changes have brought with them a shift in the needs, desires, strengths and issues of an increasingly diverse community.

Ajax recognizes its diversity and enters into the spirit of the Ontario Human Rights Code and the Charter of Rights and Freedoms, the aim of which is the creation of a climate of understanding and mutual respect for the dignity and worth of each person so that each person feels part of the community and able to contribute fully to the development and well-being of the community.

One of the guiding principles of the Corporate Strategic Plan is a “Strong Sense of Community” which affirms, “The heart of the Town of Ajax is its residents”. As a caring community, we will nurture and strengthen the elements of a welcoming and inclusive town.

Definitions

Diversity

All the ways we are unique as individuals. It includes but is not limited to visible differences such as age, gender, gender expression, ethnicity, disability and physical appearance; as well as underlying differences such as thought styles, religion, socio-economic status, belief systems, sexual orientation and gender identity, nationality, employment, location, family and marital status, education, pregnancy, criminal convictions, refugee or asylum status, and individuals with or without dependents.

Community

A group of people having common goals, rights, responsibilities and privileges which enables them to communicate effectively and openly in order to work together toward goals identified as being for their common good. It means respecting, valuing and harnessing the richness of ideas, backgrounds and perspectives that are unique to each individual.

Community Engagement

A process to involve and empower the community and stakeholders in the exchange of information and opinions on decisions, policies, plans and strategies and to partner and consult with the community and stakeholders in all aspects of the decision making process.

The Town of Ajax will

- Ensure Town Council, Town of Ajax employees, contracted staff, consultants, Committee members, and volunteers are made aware of this policy and ensure adherence to the policy;
- Ensure the community is aware of and has access to the Town of Ajax Diversity policy;
- Post this policy in prominent locations within all departments, work sites and public spaces;
- Endeavour to reflect the diversity of the community in the composition of all Town Boards and Committees;
- Ensure Town employment hiring practices and principles are in place to reflect the community it serves;

- Ensure employees develop an ongoing awareness of the diversity of the Town of Ajax through mandatory training programs;
- Create and maintain a Town work environment free from harassment and discrimination;
- Encourage community engagement with our diverse population;
- Strive to identify and eliminate the barriers to community engagement in Town activities;
- Promote and reflect the diversity policy in the objectives and policies of all Town Boards and Committees;
- Encourage and promote the expression and celebration of the heritage, cultural and artistic values inherent in a diverse community;
- Build a greater understanding of the diverse make-up of the community through community partnerships and engagement; and
- Review and evaluate this policy periodically to determine its effectiveness and revise as necessary.

In summary, the Diversity Policy commits the Town of Ajax to consider and act on the implications of diversity before it sets about to engage the public, provide programs and services and employ and sustain a talented workforce.

The Diversity and Community Engagement Plan recognizes where the Town is showing strength in embracing diversity, the gaps and a path forward. It recommends that the Town continues to be proactive and responsive to the diverse needs of the community over the long term.

2.3 Summary of Public and Stakeholder Input

Input from key opinion leaders, focus groups of staff, and community organizations, a public opinion survey and a community forum were all key elements in developing the Plan. It was critical to hear from residents and community leaders to get a pulse of community perceptions with respect to diversity; key issues and what community driven initiatives could bring about the changes that are needed. A representative number of residents, councillors, staff, and organizations offered their thoughts which the plan and its respective actions are based on. This is truly a “made in Ajax” plan as its recommendations reflect the key messages summarized as follows.

Policy Development and Review

Residents and organizations felt that in order for the Town to offer its employees, residents and businesses ongoing guidance and show the leadership that is necessary; a policy framework should be in place. This set of supporting policies should initially centre on the following list and where a suggested policy exists, a review to ensure that it is current.

- The overarching Diversity Policy be reviewed and approved by Council.
- A Human Rights complaints and awareness training which protects staff from human rights violations and provides a process to raise issues and complaints.
- A Hiring Policy which provides focus for the Town's recruitment strategy to ensure that the makeup of staff is reflective of the community.
- A Park, Facility and Street Naming Policy that includes recognition of the contributions made by diverse populations.
- An Accommodations Policy that ensures that the Town welcomes diverse populations and can readily accommodate changes to support their needs.
- An Access and Equity Policy to be more inclusive in the delivery of programs and services.
- A training and succession policy which ensures that all staff are recognized equitably for their contributions to the organization.

The Town as Employer

The input received with respect to the Town as an Employer indicated that the Town is generally a good place to work with many supportive programs in place to build a strong staff team. However it was felt that the staff employed by the Town do not reflect the diverse make-up of the community at present and that the net was not spread far enough to attract diverse applicants. Offering Canadian experience might assist residents from being under-employed. The most common suggested actions are summarized;

- Develop a strengthened Hiring Policy that speaks to the goal of ensuring that the staff team at all levels is reflective of the community and further how the Town would set about to achieve this.
- Internships and mentorships are funded and accessed by all departments as appropriate to offer Canadian experience and experience to diverse populations.

- In an effort to strengthen recruitment outreach, applicants should be asked to complete a confidential survey so that the Town can gain an understanding as to where people are applying from, their backgrounds and how they heard about the position.
- Request that staff complete a confidential survey to gain a sense of the diverse make-up of its staff complement in order to gain base line data and develop recruitment strategies.
- Ensure that all staff and volunteers receive continual training on diversity so that they can serve the residents and businesses with much more grounded understanding.
- That staff teams be developed to support diversity at the staff level.

Programs and Services

There was strong recognition that the Town has come a long way in the last few years in reaching out to its diverse populations. Library and Recreation & Culture, the departments with the greatest responsibility for community programming and services, have provided accessible and meaningful programs and services to include diverse residents. It was recognized that there are settlement workers stationed in Libraries to make newcomers welcome and able to access services. Recreation & Culture was often recognized for its outreach efforts, for creating learning opportunities for traditional as well as non-traditional sports, art and cultural activities and for working with diverse organizations to understand and provide for their needs. It was observed that other departments should be more proactive to include the diverse needs of the population in the delivery of services, dissemination of information and to be accountable for delivering on these.

Community Engagement and Strengthening Neighbourhoods

The Town was most often recognized for its special events, hosting community barbeques to reach out to neighbourhoods and efforts to make stronger community connections. While this was seen as an excellent approach, it was felt that much more was needed to get neighbours to know each other and be able to respond to neighbourhood issues. It was felt that the Town needed to work in partnership with other organizations to strengthen neighbourhoods and welcome new residents.

Residents who offered input felt that they didn't necessarily need to sit on a board or a committee - or even Council for that matter - to be represented, but they wanted to be assured that they and their needs were understood and advocated for. A small grants program was strongly suggested to assist grassroots diverse groups to form and develop and provide some assistance to groups who would like to address diversity and neighbourhood strengthening initiatives.

Plan Evaluation and Measurement

Many residents and organizations wanted a plan with “teeth”, one that is action oriented and holds the Town accountable to follow through on the intended actions and measured objectives. Annual reporting at a minimum is expected but continual communications on the implementation of the plan would keep residents abreast of the ongoing successes of the work at hand.

2.4 Diversity and Community Engagement – Guiding Principles

Key opinion leaders, residents and Town staff who participated in the various consultations and the online survey all expressed the need for the Diversity and Community Engagement Plan to be grounded in policies and legislation. In addition, many respondents expressed the need for the corporation to recognize upfront that diversity is not just about cultural diversity, and that efforts to promote diversity should focus on all marginalized and diverse groups; including, but not limited to, persons with disabilities, gay, lesbians, transsexuals, bisexuals and two spirited individuals, persons from low income backgrounds and women.

The Diversity and Community Engagement Plan, as well as the Town’s Diversity Policy are designed to respond to this advice. Residents and staff alike expressed the opinion that the Diversity and Community Engagement Plan could be very effective, achieving maximum results, if the Town of Ajax embraced these guiding principles:

A collective of diversity champions and the Town’s most senior leadership are visible, and continually use diversity as a lens for decision making and action.

Internal staff committees assist in championing inclusiveness in the workplace, ensuring that diversity and community engagement continue to have importance.

The Town remains abreast of other supporting initiatives, and acts as a facilitator, sharing leadership with others.

The Town takes leadership in the inclusive delivery of services within its mandate, and continually demonstrates its commitment to the long-term goal of mirroring the census data in the makeup of its staff and volunteers.

Stay grounded in the community: Issues change, priorities rise and fall, people come and go— but community-building projects tend to fare best when they keep their primary focus on the people of their neighbourhood.

Draw strength from diverse identities: Know and appreciate separate traditions. It's possible for different groups to form an effective tapestry of community if each has equal opportunity, respect and status.

Be committed to the long haul: Follow the game plan, keep up the pace, analyze, make changes, hold some resources in reserve— these are a few of the disciplines that will help to sustain a long-term commitment to community building.

Youth Voice: Engage youth at an early age to get them to feel they're part of the broader community and to make them feel responsible for their neighbourhood. Encourage programs for youth.

Awareness /Information: Town is viewed as trustworthy and it is thought that the Town will do the right things to be inclusive.

Work with partners to continually train Town staff, volunteers and volunteer organizations to be “diversity competent”.

The complex issues of racism and relations with LGBT communities play out as blatant or subtle injustices and must be candidly addressed.

Recognize and celebrate ALL appropriate **days of significance** for diverse groups.

Business Voice: Engage the local business community through business start up, entrepreneurial support, retention and expansion assistance.

2.5 Acknowledging Systemic Bias and Resistance to Diversity

Historically, "equality" has been interpreted to mean that everyone should receive the same or similar treatment. Over time, however, we have come to recognize that providing the same or similar treatment to all persons or groups does not always address their needs. Taking different approaches to meet diverse needs may well reach the intended outcomes.

Direct discrimination creates ongoing barriers to the participation of some people in society. Sometimes, these barriers are "systemic." Systemic discrimination was defined by the Supreme Court of Canada in *Canadian National Railway Co. v. Canada*

(*Canadian Human Rights Commission*) and *Action travail des femmes* [1987], 8 C.H.R.R.)

... systemic discrimination in an employment context is discrimination that results from the simple operation of established procedures of recruitment, hiring and promotion, none of which is necessarily designed to promote discrimination. The discrimination is then reinforced by the very exclusion of the disadvantaged group because the exclusion fosters the belief, both within and outside the group, that the exclusion is the result of "natural" forces, for example, that women "just can't do the job."

Where systemic discrimination exists, efforts to treat everyone the "same" may not result in equality. In fact, identical treatment may simply perpetuate inequality.

Some invisible barriers are discriminatory and impact individuals because of their race, gender, age, geography, language, and so on. Other barriers result from socio-economic inequities. Consequently, it is sometimes difficult to identify barriers or discern their precise nature.

Systemic barriers are described as systems within an organization or a community that place people at a disadvantage. The people making the decisions do not discriminate intentionally but the approaches typically have a pre-determined outcome in mind. For example, during the focus groups in Ajax there were perceptions raised that you had to be a white male to be a manager or in senior management or that you had to be related to a staff member or know someone to have a part time job or that women's work is valued but only to a certain level within the organization. These perceptions were based on who sits at the senior management team and who had part-time jobs in the past. Possibly the systems were designed unconsciously for a certain outcome, for example what was done historically to ensure that diverse populations were included in the recruitment process, who sits on the hiring committees and how strong was the nepotism policy

enforced. Consider the issue of hiring practices. The most qualified individuals should be hired. However, if the terms “best people” or “best qualified” are applied without thinking about the biases that could be inherent in the definition, a number of qualified people may never get hired. Sometimes systemic biases seem like favouritism but it is the policies and procedures that guide actions that play a role in these situations.

In order to address systemic barriers, a new approach is needed. One that recognizes that some individuals, indeed, whole communities can face disadvantages under ostensibly “neutral”, but in fact biased systems, and refers to these as systemic inequities.

It is natural that the persons establishing the criteria, designing systems or determining processes, will bring their own experiences and perspectives to the task. Thus, deciding who will establish the rules impacts on what the rules are. *By involving more people in the review of policies and processes and in the decision making process, more diverse perspectives will be included, and much will be done to address systemic barriers.*

Adopting this new approach to equity requires us to transform our institutions, organizations, policies and practices so that they fairly reflect the needs and desires of community. Legislation such as the Advocacy Act and Employment Equity Act aid in that transformation, but legislation alone cannot achieve all the changes required. Legislation sometimes makes no effort to change the conditions which create disadvantage. There is a need to make changes in practices, processes and attitudes which are beyond legislation’s power to change. The suggested recommendations in this report will begin to prompt staff to view hiring and the delivery of service through a diversity lens and begin to address systemic barriers and resistance that exist in the organization and within the community.

Resistance to Diversity

Placing greater emphasis on the importance of diversity in the work of the Town and community organizations will most likely bring with it some resistance. Some survey responses from the community and staff emphasized this point. In these responses there wasn’t a great understanding of the need to embrace diversity as it was seen as devaluing the present and future contributions of dominant cultures. It will be important for staff and community to understand the vision and understand how things may change.

Some organizations have found that resistance isn’t evident in the initial stages of communicating the new policies and educating staff on the advantages of diverse opinions and dialogue on issues. Some resistance may be evident when concrete changes such as hiring practices, community engagement requirements, and holding staff accountable for

diversity in the delivery of service. Resistance can also be evident through staff conversations and complacency and some diversity initiatives being given a lower priority. The resistance experienced in the City of Toronto centred on an audit of the recommendations brought forward through staff access and equity plans where a great percentage of the actions were not completely addressed within the given timeframes.

Council and senior management must be visible in their support for diversity and demonstrate the leadership that is required. Further, it must be recognized that resistance is a natural occurrence; being prepared for resistance will be key. Implementation strategies must address education, communications and accountability.



SECTION THREE: AJAX DIVERSITY AND COMMUNITY ENGAGEMENT PLAN

“An ounce of action is worth a tonne of theory”

Friedrich Engels

The organization of the Diversity and Community Engagement Plan centres on;

- Articulating a *vision* which is adopted from the Diversity Policy
- Defining the *Town’s role* in delivering the plan, its goals and actions
- Placing focus on *four key result areas* – Policy Development and Review, Town as an Employer, Programs and Services and Community Engagement and Neighbourhood Strengthening
- Identifying the *strengths, gaps and recommended actions* for each key result area
- Mapping out the *implementation* of the recommendations
- Providing *cost estimates* for the respective recommendations
- Recommending *performance measures* that hold the Town and its partners accountable and measuring changes and outcomes of the plan

3.1 Vision for Ajax

The Corporate Vision Statement describes how the Town of Ajax wants to be viewed in all that it does. This is a refreshing stance and encouraging from a diversity perspective. The Town of Ajax is poised to be innovative, exceed expectations and deliver on a strong sense of community, the diversity agenda and work with community partners to ensure that “diversity is viewed as one of its great strengths”.

Town of Ajax Corporate Vision Statement

“While embracing change, the Town of Ajax will meet the challenges of the future and be seen as an innovative public sector leader. As a team of valued employees, taking pride and ownership in all that we do, we will exceed our customers’ expectations. Ajax will be known as the Town that thinks like a business and acts with a strong sense of community.”

3.2 The Diversity and Community Engagement Policy and Plan Leading Statements

The Vision of the Ajax Diversity Policy states that “The diversity of Ajax is one of its strengths”

A mission statement speaks to what is important, who benefits from a plan’s efforts and how the respective work should be accomplished.

“The Diversity and Community Engagement Plan will deliver on valuing and respecting the strengths and differences of all members of our community. Our diversity and how well we embrace it is the foundation of our current and future success. The Town and our partners are positioned to play a part in bringing new and richer diverse perspectives to Ajax”.

3.3 Diversity - Specific Roles and Responsibilities

Ajax is proud of its increasingly diverse community and seeks to strengthen neighbourhoods and ensure that all residents are included. The following specific roles and responsibilities will ensure that inclusive service delivery principles are consistent and applied throughout the corporation as a whole.

Policy Development and Review

Organizational Commitment: The Town states that programs and services are for all and inclusion is paramount to the success of program and service provision.

Organizational Policy and Plans: Policies state the importance of access, equity and inclusion in the provision/enabling of programs and services. There are plans developed to address where the gaps in service provision exist.

Communications, Language, Promotion and Publicity: Barriers to participation are reduced through the use of plain language in communications, Town reports, promotion and publicity. Access to interpretation and translation/interpretation and physical access are recognized as essential to full participation.

Town as Employer

Human Resources: Policies and practices with respect to recruitment, retention, promotion, training & development of staff and volunteers encourage greater access to employment and progression within the Town's workforce, one that strives to reflect the community it serves.

Informed Leadership: The leaders within the corporation - all of the governance, administrative and front-line personnel - and the champions within the community are well informed and play a role in promoting the equitable provision of service and inclusion of all diverse groups.

Programs and Service Provision

Service Planning & Evaluation: Services and initiatives address gaps and marginalization faced by diverse groups. The effectiveness of these must be evaluated and reported on, by agreed upon performance indicators, to like minded organizations, stakeholders, Council and the public.

Community Engagement and Neighbourhood Strengthening

Strong Relationships: Town staff and volunteers have strong relationships and work collectively with groups, organizations and associations serving diverse groups.

Representation in Decision Making & Governance: The Town's leadership, staff, advisory committees and volunteers reflects the community it serves.

Effective Partnerships: Community partners are identified and assist in building capacity with the Town playing a facilitative and collaborative role.

3.4 Diversity Plan Key Result Areas

Community, stakeholders, advisory and steering committees input was instrumental in the development of action oriented recommendations that are simple, clear, timely, measurable and crafted in plain language. The “action oriented” section of the Diversity and Community Engagement Plan is presented in five key result areas:

1. Policy Development/Review
2. Town as Employer
3. Provision of Programs and Services
4. Community Engagement and Neighbourhood Strengthening
5. Performance Measurement and Evaluation

Each key result area is described, current strengths and gaps are captured and recommended actions for each area outlined with a suggested implementation schedule.

3.4.1 Policy Development / Review

Description

Key opinion leaders, residents and Town staff who participated in the various consultations and the online survey all expressed the need for the Diversity and Community Engagement Plan to be grounded in policies and legislation. Public Education, Increasing Civic Participation, Building Linkages and Strengthening Coalitions (67%, 53%, and 43% respectively) were considered by survey respondents as three of the areas of focus that could help to ground the Town’s Diversity and Community Engagement Plan.

In addition, and based on their interactions with the Town, several respondents also expressed a desire to see real changes in the inherent practices, attitudes, and processes that contribute to the creation of barriers. For example, while the municipality has extensive experience in consultation and the acquisition of information through advisory committees, it has far less experienced in formulating policies that include the opinions of diverse staff at its highest levels of decision-making.

Diversity can create an atmosphere that prompts diverse thinking, cause others to question assumptions that may implicitly guide their reasoning, and can lead others to exchange and expand the criteria used to evaluate policies, practices, and customer service.

Goal Statement – Policy Development / Review

The Town of Ajax adopts an equity lens that will be applied to making changes to any condition that creates or amplifies disadvantage. To that end, the Town’s commitment will be continuous; and, resources will be committed for the long term to bringing about changes in policies practices, processes, and attitudes.

Promising Practices in Play

- ✓ The Town had developed a Race Relations Policy and the Diversity and Community Engagement Advisory Committee developed and endorsed a broader Diversity Policy to inform this plan.
- ✓ There is a strong sense of commitment to change on the part of the Town’s leadership and a willingness to go beyond the minimum standards set by legislation and the Code.
- ✓ Town staff, stakeholders and community organizations exhibit good faith and a willingness to explore creative solutions for reducing barriers to equitable access.
- ✓ The Town continues to actively review its policies and systems, seeking out promising practices from other jurisdictions.
- ✓ The Town of Ajax has an Accessibility Policy and Plan as required of municipalities under the *Ontarians with Disabilities Act, 2001* (OADA).
- ✓ Town staff actively engages residents in providing input through surveys and other forms of consultation on major plans, policies, community initiatives, budget and the provision of programs and services.

Gaps in Supporting Policies and Policy Development

- While some existing processes and practices in place appear to be fair, others may be unfair because of the way in which they are applied and interpreted. For example, the terms “best people” or “best qualified” if applied in the hiring process without thinking about biases that could be inherent in their definition, may inadvertently disqualify people and/or discourage their interest.

- Residents do not provide input on *policies* and *processes* linked to all programs and services that affect them. Recreation & Culture & Libraries have “jumped over the desk” and into the community – all departments must reach out specifically to diverse populations.
- There is no comprehensive policy that allows the Town to collect and analyze data that identifies people on the basis of race, disability, sexual orientation and other Code grounds for the purpose of creating human resources strategies, and for determining which communities are underserved or under-resourced by existing programs and services.
- There is a perception among many survey respondents that Town committees need to be better resourced, and more proactive.

Recommended Actions – Policy Development / Review

1. Replace the current Race Relations Policy with the proposed Diversity Policy which has been built into this plan as its foundation and principles. Advise committees, public and staff of its approval through a range of communication tactics.
2. Implement the Diversity Policy through a public education process, and clear mechanisms for oversight, including asking Town departments, boards, and committees to develop action plans consistent with a corporate format.
3. Strengthen the language in all current policies across the municipality’s programs, services and initiatives to embrace the framework reflected in the Diversity Policy, where applicable.
4. Develop a “diversity lens” that could be used to identify and remove barriers in planning, developing and evaluating Town policies, services, and programs. The results of the application of the “diversity lens” can then be summarized in an equity impact statement to be included in reports to Council.
5. Adopt policies and practices to facilitate the following:
 - Collecting of information to make decisions on the Town’s diversity and community engagement efforts
 - Setting measurable goals
 - Recruiting for diversity

- Accommodating diversity
 - Reporting on progress
 - Naming of parks, trails and facilities
6. Adopt measures and policies to facilitate assessment of the diversity of residents participating in the Town's programs, services and initiatives through occasional self-identification surveys that include:
- Surveys designed to define current participation demographics (age, gender, visible minorities, persons with disabilities, aboriginal people, sexual orientation), the nature of their involvement and how they became aware of these opportunities.
 - Opportunities for participants to identify their needs, and provide direct feedback.
7. Committees, senior management, and other relevant parties to expand further efforts in seeking out information on diversity (recent research and studies), and analyzing the findings to use the information for policy development and planning.
8. Establish a mechanism within the municipality's authority (ombudsperson, equity advisor, equity unit, etc.) with responsibility for monitoring compliance with the spirit of the Diversity Policy, launching investigations into any systemic barriers and complaints.
9. Incorporate diversity related performance indicators into the annual performance evaluation of management staff to enhance accountability and help build a work culture that values and celebrates accomplishments in this area.
10. Introduce measures requiring Town departments to be able to translate/interpret service provision summaries in the top five predominant languages other than English and French. The measure should require departments to develop an annual tracking and compliance process with the following elements:
- Employ sufficient number of bilingual and diverse staff in public contact positions.
 - Require departments that provide extensive public services to translate vital documents, e.g., forms, applications and materials that affect a person's rights. Other departments would be required to only translate a summary of publicly-posted documents.

- Establish feedback procedures for limited-English-speaking individuals accessing Town municipal services.
11. Ensure that all written and oral communications utilize clear language or plain language principles and that training is provided to staff.

3.4.2 Town as Employer - Employment, Recruitment, Selection and Retention of a Diverse Workforce

Description

Some social groups experience employment inequities because of historically established workplace standards and practices. Aboriginal people, persons with disabilities, members of racial minorities and women generally experience relatively higher unemployment, lower pay, and more restricted employment opportunities, largely as a result of workplace practices and standards which have not taken their interests into account. In the case of Ajax, there is a general consensus that the corporation's workforce is not as strongly reflective of its diverse population as it could be. This understanding informs the key considerations and various measures recommended in this document, including setting goals and timetables to increase the representativeness of the workforce, and to begin eliminating any systemic and discriminatory barriers to hiring and promotion.

The Ontario Human Rights Commission expects employers to be proactive in identifying and addressing systemic discrimination. This is identified as a critical part of a barrier review and removal process, or of developing special programs. Systemic discrimination can be identified through three elements: organizational culture, numerical data, and policies, practices and decision-making processes.

Given the rapidly changing demographics of the Town, human rights in employment is not just an area of interest to the corporation in relation to a small percentage of employees and prospective employees. Rather, human rights in employment are a significant concern affecting all employees, prospective employees and employers at one point or another.

Goal Statement – Town as Employer

The goal of the Town of Ajax is to achieve a workforce that reflects the diversity of the community, and to move forward to becoming a diversity-competent organization.

Indicators will address representation and advancement of designated groups, mentoring and internship programs, youth employment, and workplace culture.

Promising Practices in Play

- ✓ Human Resources has most recently employed the use of Talent Oyster a firm that distributes job calls to a wide range of diverse populations through varied communications vehicles.
- ✓ The Town hosts job fairs in schools and other venues to attract a diverse part time employment base.
- ✓ The Town assigns a “Mentor” to all newly hired staff to assist them with orientation and to answer job related queries.
- ✓ A Talent Management Program serves to recognize staff who wish to succeed in the organization and be ready to apply for new opportunities within the Corporation.
- ✓ Regularly scheduled “Meet and Greet” sessions offer staff the opportunity to meet staff from other departments and learn about the work of the full organization.
- ✓ “OLA” is an internal corporate intranet site that fully communicates to all staff. Publications are posted on bulletin boards for those who do not have access to computers.
- ✓ The Town has a part-time Accessibility Coordinator who is responsible for the development and implementation of the OADA plan.

Gaps in Employment Practices

- The Town’s full-time staff does not appear to be reflective of the diverse community makeup.
- The workload in implementing the recommendations in the Diversity and Community Engagement Plan is significant and will require unique skills and competencies. Current staff does not have the ability to absorb the additional time and energy that is required.
- Although recruitment efforts are being made to reach a broader and increasingly diverse pod of local community candidates, more work must be done.
- Through the consultation process it became evident that there are questions and lack of agreement and understanding about employment diversity issues among some of the Town’s staff. Evidence of some resistance exists.
- There is no mechanism for informing stakeholders about the targets for change in the area of workforce diversity, as well as the progress being made.

- About three-quarters of all human rights complaints in Ontario come from the workplace, and the Town of Ajax is not immune. Some survey respondents expressed concerns about the Town's handling of workplace incidents and complaints filed by employees about their treatment by other staff.
- Some respondents spoke about bias treatment by Town staff - directed at other staff and residents alike and fear of reprisals if reported, coupled with the perception by some that there is a lack of females in senior management positions and that there should be further consideration of accommodations for persons with disabilities.

Recommended Actions

12. Recruit and hire a Manager of Diversity Initiatives to implement and coordinate the implementation of the recommendations in the Diversity and Community Engagement Plan (reporting to the Chief Administrative Officer).
13. Develop education and training programs for all staff to ensure that all employees are fully informed and aware of the responsibilities and protections the *Human Rights Code* includes, as part of a proactive strategy to create fair and equitable workplaces where human rights are respected.
14. Define and implement a plan of action to educate and increase awareness among employees and the community about diversity issues and a need for change.
15. Survey all employment applicants in confidence to seek to understand their respective backgrounds and as to how they heard about the employment opportunity in order to improve future recruitment efforts.
16. Adopt measures and policies to facilitate assessment of the diversity of the Town's workforce through a voluntary and confidential Diversity Survey. The scope of this survey would include:
 - Employee Questionnaire designed to define current workforce demographics (age, gender, visible minorities, persons with disabilities, aboriginal people, and sexual orientation).
 - Communications strategy, including communications materials and delivery of the strategy (pre-survey, during the survey, and post-survey).

- Dissemination and collection of the survey (e-copy and hard copy for staff that do not have access to a computer).
 - Mechanisms to ensure a high response rate (e.g. reminders to complete the survey).
 - Data analysis including comparison with Statistics Canada labour force data for Ajax.
 - Written report with recommendations.
 - The Diversity Survey should be repeated on a set schedule, and should reference Statistics Canada demographic information about the makeup of the Town.
17. Engage union, management, other employee group leaders and other resource people in the process of defining ways in which diversity issues could be examined in a non-threatening way and in a safe and secure environment.
18. Create a Staff Diversity Team to ensure that the Town is creating a corporate climate and culture that is supportive and welcoming to diverse populations.
19. Encourage senior and management staff to work directly with a diverse group to increase their individual awareness and assist the group to navigate government and community systems.
20. Incorporate diversity related performance indicators into the annual performance evaluation of all staff to enhance accountability, build work culture values, and to celebrate accomplishments in this area. This should be supported by ongoing training.
21. Subscribe to relevant mentorship and internship programs that provide work experience for diverse populations.
22. Review existing policies that prevent and address human rights issues, and includes the following components:
- A plan for reviewing, identifying, and removing barriers.
 - Anti-harassment and anti-discrimination policies.
 - An internal complaints procedure.
 - An accommodation policy and procedure.
 - An education and training program.

At the minimum, the corporation must ensure the following:

- Complaints are taken seriously.
 - They are acted upon promptly when received.
 - Appropriate resources are applied to resolving complaints.
 - A viable complaint mechanism is in place and has been communicated throughout the organization.
 - The complaint procedure ensures a healthy work environment is created and maintained for the complainant.
23. Plan and implement *special programs in* partnership with community support organizations as permitted under Section 14 of the Human Rights Code. Special programs help people who experience discrimination, economic hardship or disadvantage to achieve equality and help to counter the effects of discrimination through measures that create jobs, provide specialized services or other opportunities. The program should;
- Identify the grounds under the *Code* (such as race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status, disability, record of offences)
 - Identify the persons or groups who are experiencing hardship or economic disadvantage.

3.4.3 Program and Service Delivery

Description

The provision of programs and services in Ajax brings with it a list of legislated and mandated services as well as services based on community need and feasibility. All departments work with community input and community partners and there is clearly an integrated approach to the success of the delivery of programs and services. There has been leadership on the diversity agenda from the Recreation & Culture Department and the Library due to the departmental leadership as well as the large numbers of residents using these services on a daily basis. That being said, all departments are responsible and accountable to embrace diversity in the delivery of services.

Business and Economic Development - Diversity as Economic Strategy

There was concern expressed by some survey recipients that the Town of Ajax could be more “business friendly”. Some of this concern seems to stem from the perceptions that the Town could do more to actively support local diverse businesses in their efforts to procure Town business, and be open when they try to market or sell their products to the Town.

The Town of Ajax has policies in place that guide its procurement process. However, in the context of adhering to the Town’s Diversity Policy, using a diversity lens across all the Town’s programs, services, procurement activities and initiatives, care should be taken to ensure that the Town’s approach to business and economic development are also included.

Diversity as an economic strategy is becoming the mantra of many towns and cities across Canada. In some cases, like the Town of Markham, the strongly multicultural and multilingual nature of the community is seen as a foundation for creating new or enhanced international linkages and relationships, utilizing the community’s own human resources to open doors to international economic opportunities.

The Town of Ajax was awarded \$90,000 through Industry Canada’s Community Adjustment Fund (CAF) to develop a comprehensive strategy to guide and direct economic development and tourism opportunities in Ajax over the next 10 years, with the primary goal of strengthening the local economy.

Goal Statement

The goal of the Town of Ajax is to provide programs and services that respond to the needs of a diverse population, to involve communities in setting policies and priorities for service delivery, to develop capacity and skills within neighbourhoods and the community and to become known as a barrier free and accessible Town.

Promising Practices in Play

- ✓ The Community Recreation and Parks Guide advertises the Language Line which can assist residents who speak different languages to access recreation and cultural programs and services (Portuguese, Tamil, Arabic, Dari, Tagalong, Hindi, Farsi, Spanish and Urdu).

- ✓ The Community Parks and Recreation Guide has a promotional piece produced by the Community Development Council Durham which speaks to services for Immigrants (Language Instruction for Newcomers to Canada, Immigrant Settlement Adaption Program, Friendship Program and Newcomer Settlement Program).
- ✓ The Department of Recreation & Culture offers a balance of no cost / low cost programs and has developed an Affordable Access Policy which establishes a criteria and process to assist residents participate in recreation and culture opportunities where fees are a barrier.
- ✓ Recreation & Culture offers introductory programs for traditional Canadian sport and recreation pursuits as well as offering traditional classes specific to diverse cultures (Bollywood Dance, Bharathanatyam Dance, Ajax Cricketeers, Young Chefs, Tai Chi, etc.,).
- ✓ Recreation & Culture hosted the First LGBT Prom in partnership with the Durham Board of Education in 2009.
- ✓ Recreation & Culture offers integrated services for residents with disabilities who may require some support as well as specific programs for residents with special needs.
- ✓ Recreation & Culture keeps participation statistics to ensure that there is a balance of programs for all ages and genders.
- ✓ The Libraries offer books, publications, videos and magazines in different languages and talking books for those with visual impairment.
- ✓ The Libraries have hosted Settlement Workers to assist Immigrants with settlement issues.
- ✓ Operations & Environmental Services are developing community gardens in parks and hope to build capacity within neighbourhoods to expand on this program over time.
- ✓ The Aquatics Unit in Recreation & Culture uses the promotional materials developed by the Lifesaving Society - Ontario to promote learn to swim opportunities in different languages. This is in response to the increase of drowning in Canada within diverse populations where learning to swim was not part of that respective culture.

Gaps in Program and Service Delivery

- Actions surrounding diversity in the delivery of services is viewed as the responsibility of all departments in the Town and not just Recreation & Culture and the more visible departments.
- A keener awareness is needed to use a diversity lens in the delivery of service in all that the Town and its partners do.

- Continued and open dialogue is needed with diverse groups to provide meaningful services, increase education and awareness and to work better together.

Recommended Actions

24. Develop operational plans for each department in the Town to align with the key result areas of the Diversity and Community Engagement Plan in order to ensure that each department uses a diversity lens in the delivery of service.
25. Develop stronger connections to the LGBT, Aboriginal communities, Women's groups, and social agencies serving persons of low income. Engage with the local and regional organizations to assess their specific programs, service and engagement needs, and implement collaborative approaches to become a more inclusive Ajax.
26. Host an annual session and continual dialogue with groups and individuals with disabilities as well as the Accessibility Advisory Committee to review the current programs and services being offered in Ajax with a view to meet current and anticipated needs.
27. Collect and review facility and park allocation statistics with a view to promote balanced participation across diverse communities.
28. Meet with the Town front line customer service staff to discuss the changing use of services and recommend as to how services might better adapt to changing needs.
29. Work with diverse communities to offer their respective traditional programs as part of the Recreation, Culture, Parks and Library programs offerings.
30. Meet with sport and recreation groups and any other groups using Town facilities and amenities to determine what is being done to include residents of diverse backgrounds to learn traditional Canadian activities and to promote volunteerism.
31. Host an annual forum on diversity in concert with community partners to review the delivery of Town services using a diversity lens and through utilizing the knowledge and promising practices of other organizations.

32. Apply the diversity lens to the Economic Development and Tourism Plan.

33. Adopt an economic policy that promotes further supports for local businesses, creates mechanisms to strengthen their capacity to compete in the procurement process, and promotes their role building the local economy.

3.4.4 Community Engagement and Strengthening Neighbourhoods

Description

Neighbourhoods within Ajax are at different levels of maturity given the growth in the north the last few years. Along with a changing population and emerging community issues, come needed interventions to welcome and engage new residents and strengthen the neighbourhoods.

A key theme throughout the consultations and online survey suggested the need for the Town to focus more directly on local neighbourhoods, as well as the whole of Ajax. In this regard, several of the recommendations focus on aspects of community life that, when taken together, start to build a picture of steps that can be taken to strengthen neighbourhoods, and support meaningful community engagement.

Goal Statement

The goal of the Town of Ajax is to promote open and accessible Town government which connects with diverse neighbourhoods and communities, increases participation in decision making, and develops capacity within the Town to address racism and discrimination and to build a community of acceptance.

Promising Practices in Play

- ✓ “Value Diversity” is listed as a goal in the Town’s 2007-2010 Strategic Plan. This goal is supported by a strategy to “continue to promote opportunities for various ethnic cultures to participate and showcase their diverse cultural heritage in community events”.
- ✓ Ajax hosted community barbeques to begin the process of strengthening neighbourhoods and building the capacity to address local issues.
- ✓ Ajax hosts a myriad of special events on an annual basis to engage residents from different backgrounds.

- ✓ Ajax builds strong relationships with community groups and like-minded organizations and lists all organizations in the Community Recreation and Parks Guide.
- ✓ Recreation & Culture posts the Race Relations Policy and a welcome poster listed in many different languages in its facilities.
- ✓ The Town recognizes Days of Significance many times in concert with community and others when requested.
- ✓ The Town hosts Volunteer Awards and recognizes groups and individuals who have been instrumental in forwarding the diversity agenda.
- ✓ Council representatives sit on all Advisory Committees, including the Diversity and Community Engagement Committee and Accessibility Advisory Committee and support these respective agendas. Council members sit on many other regional committees which support the advancement of the diversity agenda and diverse activities.
- ✓ The Accessibility Advisory Committee works to ensure that the Town is compliant with the Accessibility for Ontarians with Disabilities Act legislation and requirements.
- ✓ The Diversity and Community Engagement Advisory Committee has developed a draft Diversity Policy for Council's consideration to replace the Race Relations Policy (which broadens the notion of diversity to be more inclusive).
- ✓ Council and staff seek input from all residents on strategic plans and initiatives including the budget process.
- ✓ The Communications Department has kept abreast of various new mediums and methodologies of communicating and gathering input including;
 - Introduction of Language Line Services in July 2009 (piloted in Recreation & Culture).
 - Introduction of TEXTNET in September 2009.
 - Increased publication of Ajax Today to twice annually.
 - Included Frequently Asked Questions (FAQs) with audio pod casts on Web site.
 - Increased advertising in Weekly Community Page / Monthly SNAP page.
 - Purchase of six mobile signs.
 - Increased grass roots and targeted communications – letters and packages to faith based organizations and ethno-cultural groups.
 - Launched Ajax E-News and Facebook Page.
 - Web site redesign scheduled for 2010 which will include Google Translation
 - Local radio advertising.

- Flyer distribution to local stores, community centres, schools, libraries and seniors centres regarding Town sponsored and organized events.

Gaps in Community Engagement

- There needs to be greater and continued efforts to provide education and awareness opportunities for residents, organizations and businesses on diverse groups and communities. Acceptance can be gained through recognition, education, understanding and discussion.
- Continued actions need to be taken to engage residents from diverse backgrounds as well as the general population.
- Further research needs to be undertaken to determine what percentage of the population constitutes an engaged community so that realistic targets can be set and measured.
- Continued efforts must be taken to utilize various communications vehicles to reach diverse populations - although the current communications efforts are exemplary.
- A more strategic effort must be developed in the approach to strengthening neighbourhoods including mapping resources, issues, outcomes and prioritizing efforts and resources.
- There seems to be a north and south divide facilitated by the 401 highway and the older more established neighbourhoods and the newly developed neighbourhoods.
- Start up funding for groups to address neighbourhood and diversity initiatives would extend the efforts and community driven successes.
- Utilizing community volunteers to welcome newcomers would expand on the ability of the Town and respective organizations to inform residents of the resources available to them.
- Assisting community groups to become “diversity competent” would assist in reaching and including a greater number of residents.

Recommended Actions – Community Engagement

34. Designate a prominent public space as the “Ajax Centre for Understanding” in order to provide a no cost space for diverse groups to offer education and awareness opportunities to ensure greater understanding amongst the citizenry.
35. Ensure that all appropriate Significant Days of Celebration are recognized by the Town and are posted on the Town’s website and in relevant publications.

36. Develop a communications and engagement plan that articulates the opportunities for residents to become engaged on an annual basis and work with relevant agencies to assist individuals and groups from diverse backgrounds to learn and integrate into the Town's community/civic engagement opportunities.
37. Consider designating the Library System as a central information source and resource for community volunteerism.
38. Complete an inventory of available meeting, program and office spaces in the community including Town facilities, non-profit spaces and spaces within businesses available during and after hours to address space shortages in Ajax.
39. Develop training modules on "Diversity Competency" in concert with community partners for all volunteer groups using Town facilities and amenities to increase awareness and understanding of diverse populations in the execution of their programs and services.
40. Work to ensure that all advisory and steering committees and volunteers reflect the community that they serve.
41. Continue to utilize various communications vehicles to reach diverse groups regarding engagement in civic opportunities (diverse media services).

Recommended Actions – Strengthening Neighbourhoods

42. Develop a strategy 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.

- Animating neighbourhoods through the use of local assets by providing/facilitating local “walk to” opportunities and events.
 - Setting targets on what constitutes a strong neighbourhood and measuring against these targets.
43. Poll residents every other year on neighbourhood cohesion and community connectedness and ensure the results inform future plans and actions.
44. Develop a Town driven grants program that serves to support neighbourhood building and diversity related initiatives. Multi-year funding if warranted could be offered on a declining basis to allow groups time to become sustainable and allow other groups to initiate programs.
45. Continually look to improve communications strategies and utilize relevant diverse newspapers and mediums for the promotion of Town opportunities.
46. Ensure that all publications depict the Town’s diversity and photographs demonstrate that diversity.
47. Evaluate the Language Phone Line pilot that assists residents in accessing services and becoming engaged to Town-wide services (in Recreation & Culture services currently) and determine if it should be expanded.
48. Develop a Community Ambassador Program in partnership with like-minded organizations that utilizes community volunteers to inform newcomers about life in Ajax amongst other welcoming initiatives.
49. Investigate closing a major street (north/south road) as a pilot project to get residents out riding bikes, walking, rolling / strolling etc., in order to connect diverse populations in northern and southern neighbourhoods and promote what is available to all residents throughout the Town.

SECTION FOUR: STRONGER TOGETHER - AN IMPLEMENTATION PLAN

4.1 Partnerships in Diversity

Partner relationships are critical to achieving the Town's goals. Partnerships may have clear mandates or be ad hoc and voluntary. Members of informal partnerships may choose to belong based on common interest or bi-lateral responsibilities. Members of mandated partnerships may be expected to participate in order to meet a broader goal.

At the same time, expectations of residents and businesses are also changing. Not only do they expect more streamlined government services, they also expect departments and divisions to work together on overarching issues. They are not concerned with which department they are dealing with. Rather, they are looking to be provided a more integrated, seamless approach to service delivery, and expect government departments to engage in more partnerships, and approach issues in a way that will provide effective solutions.

One of the cornerstones of effective partnerships is trust and openness. The Town has extensive experience in consultation and working with advisory committees, it is recently gaining experience in initiating and creating partnering relationships with diverse organizations, aimed at achieving specific objectives in a defined timeframe. As a result, the time, effort and skills required to initiate and manage these should not be underestimated.

Intuitively, people value collaboration and recognize the importance of having open and honest discussions in order to achieve stated goals. In practice, however, it can sometimes be difficult to find the time required to do the research or to enter into the level of discussion necessary to gain a true commitment from all stakeholders involved. In the desire to achieve and demonstrate momentum, critical issues may be sidestepped or agreed to at a superficial level.

Internal partnerships are also vital.

4.2 Community Connections and Partnerships

The precise nature and goals of partnerships embarked upon by the Town in a diversity context will vary from one situation to the next. Community organizations are all at different levels of development and therefore staff's time will be spent in different ways in developing partnership arrangements with respect to diversity. Still, an approach to partnerships

that is grounded in a commitment to access, equity and community engagement, also implies application of a diversity/equity lens and presupposes a process that is guided by the following principles:

- Inclusive
- Equitable
- Ongoing
- Results Oriented

PARTNER IN DIVERSITY	POTENTIAL PARTNERSHIP RELATIONSHIP
Community Development Council Durham and Social Agencies supporting Persons with Low Incomes	Diversity competency training Continued research Volunteerism Settlement Services Education and awareness Mapping of community resources and community spaces
Diverse Community Groups	Education and awareness Ambassador program Special events Support for the Ajax Centre for Understanding Celebrating days of significance Internships
Faith Groups	Support for the Ajax Centre for Understanding Education and awareness Promoting events and days of significance Understanding of faiths Communications
Sport, Recreation & Cultural Groups	Diversity competency training Introducing newcomers to traditionally Canadian activities Incorporating non-traditional activities into programming Communications
Durham Region, Police Services, Boards of Education	Shared learning Education and awareness of initiatives Coordinated training Shared resources (coordination and non duplication of efforts) Shared communications
Business and Business Development Partners	Promising Practices Assisting diverse groups in business development and retention

The process implies that one of the hopes for outcomes of partnerships is to address any feelings of alienation and lack of access to, and information, about services and programs. The process therefore needs to ensure that steps are taken to ensure that the needs of partners are reflected in all the Town's programs and services.

In assessing its partnerships, the Town should also consider addressing the following questions:

- Is the partner(s) implementing programs, delivery of services, activities, etc, in a manner that is consistent with the Town's Diversity Plan and related policies?
- Where are partnerships needed? Which communities and sectors are under-served, under-resourced, and under-funded?
- Is the partnership facilitating the identification of barriers, and how they can be addressed?
- Is the interaction results-oriented, respectful of resources, time and energy of partners?
- Does the process demonstrate that the input of diverse communities is valued and considered as equally important of other communities?
- Are measures in place to ensure ongoing two-way dialogue between the Town and partners?
- Has it been made clear that community input will be acted on and that the community will be informed about what has been done with their input?

The Town may wish to consider creating a *community connections team* with staff from different levels and departments who carry out a variety functions such as policy, planning, and program delivery in supporting diversity or whatever is appropriate. The composition of the team will have an impact on how a partnership strategy will be thought about, designed and implemented. If experienced and effective people who are linked to all communities are aware of the specific concerns that need to be addressed are included, the initiative is more likely to succeed.

Criteria for selecting team members might include:

- Knowledge of how the Town should change, commitment to equity;
- Knowledge of community needs;
- Representation of gender, neighbourhoods and other dimensions;
- Process skills

- Decision making authority;
- Accountability.

It could be of tremendous benefit to all if time is spent on orienting the partners to the issues, developing a common vocabulary and vision for the work and developing good synergy.

Partnerships should have a strong, continuous link to the Diversity and Community Engagement Advisory Committee. This is one way of entrenching an ongoing monitoring function, and will help to increase the likelihood of success in advancing the DACE plan that is linked to the Diversity Policy.



4.3 *An Implementation Plan*

Introduction

Recommendations housed in the Diversity and Community Engagement Plan have been prioritized and mapped out over a five to seven year horizon. The actions were allocated considering which actions must come before others in terms of sequencing, considering logic, resources, achieving important quick wins and the Town's state of readiness, which action items may be more easily achieved, as well as the corporate and community readiness to address the respective action.

Oversight

The highest municipal staff authority in Ajax – the Chief Administrative Officer - has shown a commitment to diversity and the key goals and objectives housed in the Diversity and Community Engagement Plan. This is encouraging as organizations that are successful in driving the diversity agenda demonstrate leadership from the top. Once staff sees evidence of this commitment, there is greater openness and readiness to follow suit. The reverse is also true. If there isn't a clear interest and there aren't any accountability measures within the leadership of the organization; plans can fall flat. The recommended actions are significant in number and in depth. The consultants are recommending the hiring of a Manager of Diversity Initiatives who would report directly to the Chief Administrator's Office and see that the actions are implemented and achieved through partnerships, community organizations, departments and staff teams.

Council is ultimately responsible for the implementation of the recommended actions and it is recommended that DACE, and the Accessibility Advisory Committee, both play their part in monitoring the plan and advising Council on its implementation as per their current terms of reference.

Mapping the Actions and Proposed Resources

RECOMMENDED ACTIONS	REFERENCE	FUNDING
SHORT TERM – ONE TO THREE YEARS		
1. Replace the current Race Relations Policy with the Diversity Policy which has been built into this plan as its foundation and principles. Advise committees, public and staff of its approval through a range of communications tactics.	Policy (P) #1	
2. Recruit and hire a Manager of Diversity Initiatives to implement and coordinate the implementation of the recommendations in the Diversity and Community Engagement Plan (reporting to the Chief Administrative Officer).	Employer (E) #12	92,000 per annum (start July 1 in the first year)
3. Implement the Diversity Policy through a public education process, and clear mechanisms for oversight, including asking Town departments, boards, and committees to develop action plans consistent with a corporate format.	P#2	
<p>4. Develop policies and practices to facilitate the following:</p> <ul style="list-style-type: none"> ○ Collecting of information to make decisions on the Town’s diversity and community engagement efforts ○ Setting measurable goals ○ Recruiting for diversity ○ Accommodating diversity ○ Reporting on progress ○ Naming of parks, trails and facilities 	P#3	
5. Develop education and training programs for all staff to ensure that all employees are fully informed and aware of the responsibilities and protections the Human Rights Code includes, as part of a proactive strategy to create fair and equitable workplaces where human rights are respected.	Employment (E) #13	\$10,000./annum
6. Define and implement a plan of action to educate and increase awareness among employees and the community about diversity issues and the need for change.	E#14	
7. Create a Staff Diversity Team to ensure that the Town is creating a corporate climate and culture that is supportive and welcoming to diverse populations.	E#18	

RECOMMENDED ACTIONS	REFERENCE	FUNDING
8. Survey all employment applicants, in confidence, to seek to understand their respective backgrounds and as to how they heard about the employment opportunity in order to improve future recruitment efforts.	E#15	
9. Develop operational plans for each department in the Town to align with the key result areas of the Diversity and Community Engagement Plan in order to ensure that each department uses a diversity lens in the delivery of service.	Programs and Services(P&S) #24	
10. Develop stronger connections to the LGBT, Aboriginal communities, women's groups and social agencies serving low income residents. Engage with the local and regional organizations to assess their specific programs, service and engagement needs and implement approaches to become more inclusive.	P&S#25	
11. Meet with Town front line customer service staff to discuss the changing use of the services and recommend to how services might better adapt to changing needs.	P&S#28	
12. Work with diverse communities to offer their respective traditional programs as part of the Recreation, Culture, Parks and Library mix of programs	P&S#29	
13. Ensure that all appropriate Significant Days of Celebration are recognized by the Town and are posted on the Town's website and in relevant publications.	Community Engagement(CE) #35	
14. Complete an inventory of available meeting, program and office spaces in the community including Town facilities, non-profit spaces and spaces within businesses available during and after hours to address space shortages in Ajax.	CE#38	
15. Work to ensure that all advisory and steering committees and volunteers reflect the community that they serve.	CE#40	
16. Continue to utilize differing communications vehicles to reach diverse groups regarding engagement in civic opportunities (diverse media services).	CE#41	
17. Ensure that all publications depict the Town's diversity and photographs demonstrate that diversity	Strengthening Neighbourhoods(SN) #46	
18. Implement Performance Measures in each Key Result Area and utilize the first year of the plan's implementation to collect baseline data for comparative purposes year over year.	Performance Measurement and Evaluation (PM&E) #51	
19. Apply the diversity lens to the Economic Development and Tourism Plan.	P&S#32	
20. Continually look to improve communications strategies and utilize relevant diverse newspapers and mediums for the promotion of Town opportunities.	SN#45	

RECOMMENDED ACTIONS	REFERENCE	FUNDING
<p>21. Create a complete strategy to review and address workplace human rights issues, and include the following components:</p> <ul style="list-style-type: none"> ○ A plan for reviewing, identifying and removing barriers. ○ Anti-harassment and anti-discrimination policies. ○ An internal complaints procedure. ○ An accommodation policy and procedure. ○ An education and training program. <p>At the minimum, the corporation must ensure the following:</p> <ul style="list-style-type: none"> ○ Complaints are taken seriously. ○ They are acted upon promptly when received. ○ Appropriate resources are applied to resolving complaints. ○ A viable complaint mechanism is in place and has been communicated throughout the organization. ○ The complaint procedure ensures a healthy work environment is created and maintained for the complainant. 	E#22	
<p>22. Develop a “diversity lens” framework that could be used to identify and remove barriers in planning, developing and evaluating Town policies, services, and programs. The results of the application of the “diversity lens” can then be summarized in an equity impact statement to be included in reports to Council.</p>	P#4	
<p>23. Adopt measures and/or policies to facilitate assessment of the diversity of residents participating in the Town’s programs, services and initiatives through occasional self-identification surveys that include:</p> <ul style="list-style-type: none"> ○ Surveys designed to define current participation demographics (age, gender, visible minorities, persons with disabilities, aboriginal people, sexual orientation), and the nature of their involvement, and how they became aware of these opportunities ○ Opportunities for participants to identify their needs, and provide direct feedback. 	P#6	
<p>24. Designate a prominent public space as the “Ajax Centre for Understanding” in order to provide a no cost space for diverse groups to offer education and awareness opportunities to ensure greater understanding amongst the citizenry.</p>	Community Engagement (CE) #34	

RECOMMENDED ACTIONS	REFERENCE	FUNDING
25. Evaluate the effectiveness of the actions in the Diversity and Community Engagement Plan on an annual basis; plan the next year's deliverables based on this discussion and report out to Council, stakeholders and the general public.	PM&E#50	
26. Strengthen the language in all current policies across the municipality's programs, services and initiatives to embrace the framework reflected in the Diversity Policy.	P#3	
27. Establish a mechanism within the municipality's authority (ombudsperson, equity advisor, equity unit, etc.) with responsibility for monitoring compliance with the spirit of the Diversity Policy, launching investigation into systemic barriers and complaints	P#8	
28. Incorporate diversity related performance indicators into the annual performance evaluation of management staff to enhance accountability, and help build a work culture that values and to celebrates accomplishments in this area.	P#9	
<p>29. Adopt measures and/or policies to facilitate assessment of the diversity of the Town's workforce through a voluntary and confidential Diversity Survey. The scope of this survey would include:</p> <ul style="list-style-type: none"> ○ Employee Questionnaire designed to define current workforce demographics (age, gender, visible minorities, persons with disabilities, aboriginal people, and sexual orientation). ○ Communications strategy, including communications materials and delivery of the strategy (pre-survey, during the survey, post survey). ○ Dissemination & collection of the survey (e-copy and hard copy for staff that do not have access to a computer). ○ Mechanisms to ensure a high response rate (e.g. reminders to complete the survey). ○ Data analysis including comparison with Statistics Canada labour force data for Ajax. ○ Written report with recommendations. ○ The Diversity Survey should be repeated on a set schedule, and should reference Statistics Canada demographic information about the makeup of the Town's. 	E#16	
30. Engage union, management, other employee group leaders and other resource people in the process of defining ways in which diversity issues could be examined in a non-threatening way and in a safe and secure environment.	E#17	
31. Subscribe to relevant mentorship and internship programs that provide work experience for diverse populations.	E#21	\$40,000.

RECOMMENDED ACTIONS	REFERENCE	FUNDING
32. Host an annual session and continual dialogue with groups and individuals with disabilities as well as the Accessibility Committee to review the current programs and services being offered in Ajax with a view to meeting current and anticipated needs.	PS#26	
33. Meet with sport and recreation groups and any other groups using Town facilities and amenities to determine what is being done to include residents of diverse backgrounds to learn traditional Canadian activities and promote volunteerism.	PS#30	
34. Develop training modules on “Diversity Competency” in concert with community partners for all volunteer groups using Town facilities and amenities to increase awareness and understanding of diverse populations in the execution of their programs and services.	CE#39	
MEDIUM TERM - THREE TO FIVE YEARS		
<p>35. Develop a strategy to better understand local issues and strengthen neighbourhoods which would include but not be limited to;</p> <ul style="list-style-type: none"> ○ 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. ○ Animating neighbourhoods through the use of local assets by providing/facilitating local “walk to” opportunities and events. ○ Setting targets on what constitutes a strong neighbourhood and measuring against these targets. 	SN#42	\$40,000.
36. Encourage senior and management staff to work directly with a diverse group to increase their individual awareness and assist the group to navigate government and community systems.	E#19	
37. Investigate closing a major street (north/south road) as a pilot project to get residents out riding bikes, walking, rolling / “strolling” etc., in order to connect diverse populations, northern and southern neighbourhoods and promote what is available to all residents throughout the Town.	SN#49	\$10,000.
38. Adopt an economic policy that promotes further supports for local businesses, creates mechanisms to strengthen their capacity to compete in the procurement process, and promotes their role building the local economy.	P&S#33	

RECOMMENDED ACTIONS	REFERENCE	FUNDING
39. Committees, senior management, and other relevant parties to expand further efforts in seeking out information on diversity (recent research and studies), and analyzing the findings to use the information for policy development and planning.	P#7	
<p>40. Introduce measures requiring Town departments to be able to translate/interpret service provision in the top five predominant languages other than English and French. The measure should require departments to develop an annual tracking and compliance process with the following elements:</p> <ul style="list-style-type: none"> ○ Employ sufficient numbers of bilingual and diverse staff in public contact positions. ○ Require departments that provide extensive public services to translate a summary statement in vital documents, e.g., forms, applications and materials that affect a person's rights. Other departments would be required to only translate a summary of publicly-posted documents. ○ Establish feedback procedures for limited-English-speaking individuals accessing Town municipal services. 	P#10	
41. Ensure that all written and oral communications utilize clear language or plain language principles and that training is provided to staff.	P#11	
42. Incorporate diversity related performance indicators into the annual performance evaluation of all staff to enhance accountability, build work culture values and to celebrate accomplishments in this area. This should be supported by ongoing training.	E#20	
43. Collect and review facility and park allocation statistics with a view to promote balanced usage across diverse communities.	PS#27	
44. Develop a communications and engagement plan that articulates the opportunities for residents to become engaged on an annual basis and work with relevant agencies to assist individuals and groups from diverse backgrounds to learn and integrate into the Town's community/civic engagement opportunities.	CE#36	
45. Consider designating the Library System as a central information source and resource for community volunteerism.	CE#37	
46. Poll residents every other year on neighbourhood cohesion and community connectedness and ensure the results inform future plans and action.	SN#43	Included in an existing budget
47. Evaluate the Language Phone Line pilot that assists residents in accessing services and becoming engaged to Town-wide services (in Recreation & Culture services currently) and determine if it should be expanded.	SN#47	

RECOMMENDED ACTIONS	REFERENCE	FUNDING
48. Develop a Town driven grants program that serves to support community building and diversity related initiatives. Multi-year funding if warranted could be offered on a declining basis to allow groups time to become sustainable and allow other groups to initiate programs.	SN#44	\$25,000.
LONGER TERM – FIVE TO SEVEN YEARS		
49. Plan and implement <i>special programs</i> as permitted under Section 14 of the Human Rights Code. Special programs assist people who experience discrimination, economic hardship or disadvantage to achieve equality and help to counter the effects of discrimination through measures that create jobs, provide specialized services or other opportunities. The program should; <ul style="list-style-type: none"> ○ Identify the grounds under the <i>Code</i> (such as race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status, disability, record of offences). ○ Identify the persons or groups the program is assisting. 	E#23	
50. Host an annual forum on diversity in concert with community partners to review the delivery of Town services using a diversity lens and through utilizing the knowledge and promising practices of other organizations.	P&S#31	\$5,000.
51. Develop a Community Ambassador Program in partnership with like-minded organizations that utilizes community volunteers to inform newcomers about life in Ajax amongst other welcoming initiatives.	SN#48	\$2,000.

KEY

P = POLICY FRAMEWORK
 E = TOWN AS EMPLOYER
 P&S = PROGRAMS AND SERVICES
 CE = COMMUNITY ENGAGEMENT

SN = STRENGTHENING NEIGHBOURHOODS
 PM&E = PERFORMANCE MEASURES AND EVALUATION
 # = NUMBER OF THE ORIGINAL RECOMMENDATION IN THE EXECUTIVE SUMMARY

4.4 Proposed Resources

The following table serves to *estimate* the costs required to implement all of the recommendations in the year as proposed. It should be noted that additional funding and resources will also be garnered through existing resource allocations. It is proposed that staff develop annual priorities with input and request approval for funding as part of the annual budgeting process. This base funding will enable the Town to leverage additional funding from foundations and other granting programs as well as matched funding from community organizations.

RECOMMENDED ACTION	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE
Manager of Diversity Initiatives - Staff Person Salary (July 1 st start date)	47,500.	95,000.	97,800.	100,800.	103,800.
Fringe Benefits @23%	11,900	23,800.	24,500.	25,200.	26,000.
Support Budget	10,000.	10,000.	10,000.	10,000.	10,000.
Mentorships and Internships	-	40,000.	40,000.	40,000.	40,000.
Diversity Competency Training	10,000.	10,000.	10,000.	10,000.	10,000.
Strengthening Neighbourhood Strategy	-	40,000.	-	-	-
Grants Program	-	-	15,000.	20,000	25,000
Community Ambassador Program	-	-	-	2,000.	2,000.
Diversity Forum	-	-	-	5,000.	-
Refresh the Diversity and Community Engagement Plan	-	-	-	-	40,000.
Total	79,400.00	218,800.00	197,300.00	213,000.00	256,800.00

4.5 Measuring Performance - An Accountability Model

Introduction

Measuring performance in any endeavour can bring substantial benefits to any organization – public, private sector or government - in the form of greater efficiency, effectiveness and accountability, as an ongoing process of ascertaining how well, or how poorly, a program, service or initiative is being delivered. It involves the continuous collection and analysis of data on progress made towards achieving pre-established goals or outcomes. Performance indicators, or

measures, are developed as standards for assessing the extent to which these goal or outcomes are achieved, alongside already established expectations of desired levels of performance.

In the context of the DACE plan, a performance measurement framework is being used as an effective tool for monitoring, capturing, and reporting information on the key result areas identified in the plan. The hope is that Town managers, as part of their general management strategy, the Staff Diversity Team committee, Council, and other related committees or bodies, will use the performance management framework to evaluate, motivate, budget, promote, celebrate, learn and improve.



Following approval of the DACE Plan, development of departmental action plans should be a first step in integrating diversity and community engagement into day-to-day Town operations and service delivery. Each department of the Town is then held accountable for implementing its planned activities through regular monitoring and reporting to Town Council. In addition, for the goals of the plan to permeate throughout the Town, it needs to include management performance in its overall accountability framework.

Incorporating diversity and community engagement performance measures into the Town's annual performance evaluation would enhance accountability and help build a work culture that values and celebrates accomplishments for this important corporate priority.

Suggested Performance Measures

KEY RESULT AREA	PERFORMANCE MEASURES
Town as Employer	<ol style="list-style-type: none"> 1. Representation of known diverse groups among employees by employment status 2. Quantified recruitment efforts to diverse groups and results 3. Number of internships and mentoring participants per department per year 4. Number of employees receiving accommodations 5. Number of training hours received per employee per year on diversity 6. Number of human rights complaints per year and number of successfully resolved complaints
Programs and Services	<ol style="list-style-type: none"> 1. Number of programs and participants in programs offered to promote diverse opportunities 2. Number of initiatives to include diverse populations and the participation rates 3. Overall satisfaction levels of residents per program and service area 4. Number of departments engaged in inclusive efforts and results
Community Engagement	<ol style="list-style-type: none"> 1. Representation of known diverse groups on advisory committees, Council and volunteers 2. Number of diverse groups working in partnership with the Town and results 3. Satisfaction levels of groups partnering with the Town
Strengthening Neighbourhoods	<ol style="list-style-type: none"> 1. Number of neighbourhood initiatives and resulting participation 2. Percentage of residents who know their neighbours well 3. Number of newcomers welcomed

Plan Performance Measurement and Evaluation Recommendations

50. Evaluate the effectiveness of the actions in the Diversity and Community Engagement Plan on an annual basis; plan the next year's deliverables based on this discussion and report out to Council, stakeholders and the general public.
51. Implement performance measures in each key result area as suggested and utilize the first year of the plan's implementation to collect baseline data for comparative purposes year over year.

4.6 Plan Conclusion

Five key deliverables were attached to the development of the Diversity and Community Engagement Plan:

- Develop a *vision* and guiding principles and roles with respect to Inclusion, Diversity and Community Engagement.
- Speak with *key opinion leaders*, early adaptors, staff, politicians, and community and faith groups.
- Seek input from the general public and staff.
- *Audit* organizational practices and policies.
- Compare *promising practices* in other jurisdictions and recognize the promising practices that are evident in Ajax.
- Determine - what is *going well*, the *gaps* and develop a *go forward plan*.

Upon reflection, and with the help of the steering committee, staff, and all the residents who took time to be part of the consultation process, the task has been accomplished to a substantial degree. The consultants conducted reviews, consultations and preliminary studies and extrapolated lessons, principles and roles, and have recommended a number of steps to be taken to improve access to employment, programs, services and resources for diverse populations. Strategies for community engagement and strengthening neighbourhoods and partnerships are also part of this report. The implementation of these actions is integral to the successful outcomes of the overall plan.

It is also recognized from various studies that there is a link between education, economic well-being, quality of life, participation and decision making. Individuals who are involved in diversity advocacy are in a relative state of empowerment.

The implementation strategy is premised on the notion of ongoing monitoring and reporting on progress, allowing for adjustments and improvements. As each recommendation reaches a mature state and is fully realized, the Town will no doubt continue to expand its ability to embrace diversity and reinforce its position as a welcoming community.

APPENDICES

Appendix A - Consultation Summary

The development of the Town of Ajax Diversity and Community Engagement Plan involved a comprehensive community consultation program. This inclusive approach included individual interviews with “key opinion leaders” in the community, focus groups with senior management staff, front-line staff, Council members, youth representatives, and with leaders in the community as well as a public forum and a public - staff opinion survey. It should be noted that the survey is not statistically valid but provides input in terms of general themes and key messages. The following table outlines the scope and types of consultation that was undertaken as well as the numbers of residents and staff that were involved.

CONSULTATION FORMAT	TIMING	PARTICIPANT NUMBERS
Plan Steering Committee	November 2009 – June 2010	19
Meetings with the Ajax Diversity and Community Engagement Advisory Committee and the Ajax Accessibility Advisory Committee	November 2009 – May 2010	20
Key Opinion Leader Interviews	February 2010	15
Focus Groups (7)	February 2010	44
Resident and Staff Survey	March 2010	200+
Community Forum	March 2010	50
Review of Draft Report (website visits and responses)	June 2010	101 / 5
Public Meeting to Discuss the Draft Plan	June 2010	41

The subsequent table provides a summary of the key messages and suggested directions that were considered as the plan developed. Draft recommendations were discussed by the steering committee by considering the input and promising practices in place in Ajax and other jurisdictions; the draft plan was then developed for public review. Once

public feedback was gathered and the plan changed to reflect this input; a final version was presented to Ajax Council for consideration and approval.

KEY RESULT AREA	INPUT THROUGH CONSULTATION PROGRAM – KEY MESSAGES
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">THE TOWN'S ROLE IN CHAMPIONING DIVERSITY AND COMMUNITY ENGAGEMENT</p>	<p>Individual Interviews</p> <ul style="list-style-type: none"> - The senior leadership of the Town must demonstrate visible leadership and use diversity as a lens for decision-making. - Staff and council must be held accountable to delivering on the recommendations in the plan. - Work with others and stay within the Town's service mandate in addressing diversity and community engagement. - Education and awareness opportunities are critical. - Action and analysis—continually monitor the success of the plan and make needed adjustments. - Stay grounded in the changing needs of the community. - Draw strength from and support diversity as a strategic advantage – be proud of the diversity of the Town. - Be committed for the long haul. - The key to acceptance is understanding - the Town must facilitate opportunities for awareness and understanding. - Build capacity at the neighbourhood level to increase understanding/awareness and address community issues as a collective. - Recognize and celebrate appropriate days of significance for ALL diverse groups. - Recognize and utilize community champions supporting diversity and community engagement.
	<p>Focus Groups</p> <ul style="list-style-type: none"> - A need for a public space that is open for all diverse groups to work together, facilitate discussion, create awareness/ educate and work collectively on diversity issues in the community. - The Town needs to assist diverse groups in developing small businesses through economic development partnerships. - Deliver mandated services using diversity as a lens but form partnerships and help facilitate other needed services (employment training, settlement services etc.). - Recognize that systemic barriers are evident in all organizations; seek to address them. - Sustain diversity efforts through committees, forums, reporting out on the plan and refreshing the plan every five years - Share the leadership within the community on diversity issues - one plan where all groups play a part. - DACE Committee should assist with the implementation of the D.A.C.E. Plan but should be fully representative of the diversity of Ajax.
	<p>Survey</p> <p>In responding to the statement related to how the Town of Ajax could use its human, financial, physical resources to support individuals and diverse communities to fully participate and contribute, individuals responded as follows:</p> <p>Providing information: 16%</p> <p>Community engagement: 21%</p>

	<p>Ensuring residents feel included: 18% Identifying and removing barriers: 18% Providing/facilitating needed services: 19% However, when clustered based on race/ethnicity/country/region of origin the emphasis is different for different demographics. For e.g., among Blacks, 28% believe the Town should focus on “Ensuring residents feel included”, 23% emphasize “Providing Information” and 19% “Identifying and removing barriers”.</p> <p>23% of Caucasians suggest that community engagement should be the #1 priority, followed by “Providing and facilitating needed services” (21%), and 17% for “Ensuring the residents feel included”. For South Asians, 38% suggest “Providing information”, 23% “Providing and facilitating needed services” and 15% each for “Ensuring the residents feel included” and “Identifying and removing barriers”.</p> <p>Public Forum</p> <ul style="list-style-type: none"> - Information sharing & communications. - Building networks of diverse groups. - Fostering shared leadership. - Hub-planning. - Incubating new approaches and building sustainability. - Social champions. - Sharing public spaces. - Focus on understanding the barriers to engagement and participation and develop actions accordingly.
<p>THE TOWN AS EMPLOYER</p>	<p>Individual Interviews</p> <ul style="list-style-type: none"> - Staff committees will serve to champion diversity in the workplace. - The Town should provide continual training to all staff and volunteers on “diversity competency”. <p>Focus Groups</p> <ul style="list-style-type: none"> - Not all job requirements are critical (drivers licence for administrative positions) and may be unnecessarily creating barriers for diverse populations. - There is a sense that the staff team is becoming better reflective of the community. - It seems that all Library staff in Ajax is female dominated and may require efforts to encourage males to volunteer and become trained for part-time positions. - Existing staff would like to know how the hiring process works- sometimes there are inconsistencies. - Once staff are on stream they are well treated – mentoring and inclusive meetings. <p>Survey</p> <ul style="list-style-type: none"> - 71% of respondents think that Town staff and committees should reflect the diversity of the community, and 44% said they would like to contribute to the community or neighbourhood as a volunteer. - On the question “Do you feel the Town of Ajax adequately recognizes the experiences and abilities of its diverse communities through its recruitment and staffing practices?” 31% said yes, 22% no, 15% somewhat, and 30% said they didn’t know. - When broken down and clustered based on demographic profile (race/ethnicity/country/region of origin) the perception is

	<p>different for different groups. For e.g., among Blacks, 52% said <i>no</i>, 14% <i>somewhat</i>, and 28% <i>did not know</i>. Among South Asians, 7% <i>yes</i>, 57% said <i>no</i>, 7% <i>somewhat</i>, and 21% <i>did not know</i>. 47% of Caucasians said <i>yes</i>, 10% <i>no</i>, 15% <i>somewhat</i>, 25% <i>don't know</i>.</p> <ul style="list-style-type: none"> - While the information above is based largely on perception, when compared with other numerical data that demonstrate that members of certain groups are disproportionately represented (e.g. in employment), may indicate systemic or other forms of discrimination. On its own, numerical data does not usually prove systemic discrimination. However, such data may be strong circumstantial evidence that inequitable practices exist. - Some concerns that surfaced in the general comments of respondents also suggest a need to pay attention to the Town's organizational culture. This can be described as shared patterns of informal social behaviour, which are the evidence of deeply held and possibly unconscious values, assumptions and behavioural norms. Communication styles, interpersonal skills and leadership abilities are qualities that reflect dominant norms and an organization's culture. When persons protected by the Ontario Human Rights Code are assessed for employment against such subjective qualities, difficulties may arise. - Social relationships and networks are also an important part of organizational culture. Such networks can allow some people to know how to succeed in an organization, while other people are excluded from learning this critical information. Social relationships can result in perceptions about whether a person "fits" within an organization or is seen as an outsider.
	<p>Public Forum</p> <ul style="list-style-type: none"> - Employees do not currently reflect the population of the Town of Ajax. - Feeling and perception in the community that jobs are already filled internally, nepotism occurs and that jobs are difficult to get within the Town of Ajax.
<p>COMMUNITY ENGAGEMENT AND STRENGTHENING NEIGHBOURHOODS</p>	<p>Individual Interviews</p> <ul style="list-style-type: none"> - Committee, council and volunteer make up must mirror the diversity of the community. - Residents don't necessarily need to be fully represented but need to know that the decision makers fully understand their issues.
	<p>Focus Groups</p> <ul style="list-style-type: none"> - Provide training to community groups and organizations on diversity competencies. - Continue to strengthen neighbourhoods through barbeques, open forums, consultation on issues and better address neighbourhood issues. - Provide funding for initiatives that support diversity, community engagement and inclusion. - Ensure that residents have the information that they need to feel included.
	<p>Survey</p> <ul style="list-style-type: none"> - 66% of the respondents felt that the Town's frontline workers provide information in a way that helps to increase access for all communities. - 64% of the respondents felt that the Town understands that diverse communities are an integral part of the Town's population.

	<ul style="list-style-type: none"> - The Town’s website and local newspaper were found to be the best way to communicate with the public followed by newsletters and Facebook. - 30% of the respondents felt that more could be done to include diverse populations in the decision making of the Town. - 55% of the respondents felt that the outreach initiatives are adequate while 26% of the respondents felt that more could be done.
	<p>Public Forum</p> <ul style="list-style-type: none"> - Some residents cannot attend public meetings due to child care issues. - Translation, signing or “whisper translation” not available at public meetings makes participation difficult for some people.
PROVISION OF PROGRAMS AND SERVICES	<p>Individual Interviews</p> <ul style="list-style-type: none"> - The program mix in Recreation and Culture is changing, there are more low cost/ no cost programs being offered to include more residents. There are introductory programs for traditionally Canadian activities and introduction to culturally based programs. - Persons with a low income background are appreciative of the “Access Policy” but have barriers in terms of equipment and transportation. - There is a good mix of opportunities for persons with disabilities in recreation and culture programs; more dialogue with the disabled community needs to occur on an ongoing basis. - All departments in the Town need to hear from diverse populations as to how these services could be more inclusive.
	<p>Focus Groups</p> <ul style="list-style-type: none"> - Offer introductory courses for Canadian sports and activities and offer activities and sports that are specific to diverse groups. - Ensure that there are equitable opportunities for all groups to participate. - The Town does a good job of communicating and will still needs to expand their efforts in reaching diverse populations - Library hosting of settlement workers is seen as a positive step in including new Canadians. - There needs to be “safe” places for groups to meet and provide services. - The Town is supportive but could do more in terms of programs and services for the Lesbian, Gay, Bisexual and Transgendered (LGBT) community.
	<p>Survey</p> <ul style="list-style-type: none"> - Youth respondents (2) indicated an interest in leadership training, skill development digital, story-telling, tutoring, counselling services and after school programs, job development, social activities, support in community service activities, mentoring and transportation supports. Low sample numbers, needs to be re-tested in a larger test sample. - 60% of the respondents felt that communications were about Town services was adequate. 74% felt that the information is adequate to their needs. 74% of the respondents felt that the information from the Town is inclusive and positive.82% of the respondents felt that communications from the Town are in plain language. - Respondents felt that more could be done to reduce barriers to participation.
	<p>Public Forum</p> <ul style="list-style-type: none"> - Diversity should be shown on all Ajax publications with pictures as a policy.

POLICY DEVELOPMENT AND REVIEW	Individual Interviews <ul style="list-style-type: none"> - Diversity initiatives must be grounded in policy and legislation. - Diversity must be broad in its interpretation. - Policies on diversity, workplace human rights, employment etc must form the basis of the diversity work. - Ensure that allocation policies for public spaces address human rights requirements and allocate space equitably.
	Focus Groups <ul style="list-style-type: none"> - Ensure that the Diversity and Community Engagement Plan includes performance indicators and measures to ensure that there is accountability and success indicators. - Diverse populations need to see recognition of their backgrounds in public places to feel included (naming of parks and facilities, parks and facility design, public art, public places etc).
	Survey <ul style="list-style-type: none"> - No major themes with respect to policy development and review emerged from the survey.
	Public Forum <ul style="list-style-type: none"> - No input was gathered on policy frameworks and performance measurement at the public forum.

Appendix B - Summary of Promising Practices in Diversity and Community Engagement

PROMISING PRACTICES	ORGANIZATION
RECRUITMENT AND SELECTION	
<ul style="list-style-type: none"> ✓ Summer employment opportunities job fairs targeted to specific cultural groups (Tamil, etc.). ✓ Carry out broad based employment recruitment activities (Talent Oyster, Job Fairs in schools and specific community organizations). ✓ Partner with community colleges for providing co-op placements for persons with disabilities. ✓ Currently exploring with DACE promising practices through immigrant internships. ✓ Formed and trained interview committee members on efficient interview techniques – will be bringing group back together for additional diversity and sensitivity training. ✓ Town’s Hiring Audit, conducted by Hobb & Company Consulting, indicated no systemic barriers identified. ✓ Meet qualification of Pay Equity with our Job Evaluation system and recently updated the system. ✓ Have employed same sex benefits for last 10 years. ✓ Developed and implemented buddy program for all new hires. 	Town of Ajax
<ul style="list-style-type: none"> ✓ Recruits disabled and Aboriginal employees through a special diversity recruitment program called “Pursue Your Potential”. ✓ Provides paid internships to disabled individuals through the “Ability Edge” program. 	Royal Bank
<ul style="list-style-type: none"> ✓ Attends university events to recruit visible minority and LGBT students. ✓ Provides paid internships to visible minority youth through "Inroads", an organization that helps visible minority high school or college graduates develop their leadership skills. 	Proctor and Gamble
<ul style="list-style-type: none"> ✓ Partners with Lime Connect on a scholarship and internship program for post-secondary students with disabilities, which offers permanent employment on graduation. ✓ Partners with the Foundation for the Advancement of Aboriginal Youth on a scholarship and internship program for Aboriginal post-secondary students, which offers permanent employment upon graduation. ✓ Is a founding partner with the University of Calgary in developing the Aboriginal Lynx website to connect Aboriginal post-secondary students with networking opportunities, co-op placements, summer jobs, or permanent employment. 	Bank of Montreal
<ul style="list-style-type: none"> ✓ Ensure managers who are involved in the recruitment process receive diversity awareness training. 	City of London

<ul style="list-style-type: none"> ✓ Include on all internal job postings an opening paragraph that is reflective of the workplace diversity plan. ✓ Partner with community agencies that specialize in providing employment opportunities for members of diverse populations. ✓ Examine the interview process and ensure that it is structured so as to allow innovative means for candidates to demonstrate skills. ✓ Engineer company recruitment website to include; a link to the city's diversity statement, an opening paragraph that describes the city's celebration of diversity, create a link to the immigration portal, and add links to agencies that assist diverse populations with employment opportunities and valuable working skills. ✓ Contract with Durham College allows for qualified and diverse hiring. 	<p>Durham Regional Police Services</p>
<p>BUILDING ORGANIZATIONAL CAPACITY</p>	
<ul style="list-style-type: none"> ✓ Cultural competency training to Recreation & Culture staff provided by the Community Development Council Durham. ✓ Creation of a Diversity and Community Engagement Plan through the development of a Steering Committee and public consultation in order to identify systemic barriers, opportunities and proactive strategies to engage the diverse population. ✓ Establishment of Diversity and Community Engagement Advisory Committee and the newly formed Youth Engagement Committee. ✓ Restructured and renamed the Recreation Services department to Recreation and Culture with a new section - Community and Cultural Development which has a role to engage the diverse population. ✓ Maintains a diversity leadership council that meets four times per year to review the bank's diversity initiatives. ✓ Holds executives accountable for the progress of diversity goals by including a diversity scorecard in the bank's performance assessments. ✓ Creates a more supportive workplace place through the implementation of programs like "Employees Caring for Employees". ✓ Provides sensitivity and awareness training and materials on access, equity and human rights issues to all persons involved with the municipal structure, including elected officials, emergency services personnel, staff, contractors and persons appointed to city committees. ✓ Include access and equity issues in all training, e.g. customer service and human resource management training. 	<p>Town of Ajax</p> <p>Royal Bank</p> <p>Bank of Montreal</p> <p>City of London</p> <p>City of Toronto</p>

<ul style="list-style-type: none"> ✓ Encourage employees to participate in corporate and community programs to help staff better understand the city's diverse communities. ✓ Use the employment equity workforce survey results to develop proactive employment equity plans and programs which include mechanisms for measuring and monitoring outcomes and results ✓ Carry out broad based employment recruitment activities. ✓ Identify and remove systemic barriers and discriminatory practices from employment policies and procedures. ✓ Ensure compensation practices are equitable and consistent with pay equity and same sex benefits requirements. ✓ Ensure employees with disabilities are appropriately accommodated to ensure they are able to perform. ✓ Provide personal / professional development to meet the particular needs and enhance the skills of under-represented groups through mechanisms such as mentoring, job shadowing, and access to relevant networks. ✓ Encourage and recognise employees who act as volunteer mentors to develop leadership, coaching and cross-cultural communication skills and help individuals from groups who face employment barriers ✓ Communicate emergency systems to all employees. Develop and communicate emergency procedures for persons with disabilities. ✓ Implement a range of training and awareness programs incorporating the concepts of intersectionality of equity factors. ✓ Outreach is undertaken with businesses from diverse communities regarding opportunities to participate in municipal purchasing. ✓ Business development support is provided to emerging communities. ✓ The economic contributions of diverse communities are identified in tourism and economic development promotions. 	
COMMUNITY ENGAGEMENT	
<ul style="list-style-type: none"> ✓ Developed a calendar of events, faith holidays and diversity information, developed for “Celebrate Diversity Month” available on-line and in municipal buildings including community centres and Town Hall. ✓ Provide opportunities for displays and performances at Town special events and/or facilities. ✓ Establish partnerships with community organizations and/or private businesses to develop displays and/or events to celebrate their culture and faith holidays. ✓ Ajax Council acknowledges and supports the proclamations for “Black History Month” and “South Asian Heritage Month” and has also proclaimed September as “Celebrate Diversity Month”. ✓ The development of corporate plans such as the Integrated Community Arts and Cultural Plan (ICACP), the Youth Services Survey and Spaces Study and the Community Safety Strategy which includes consultation with diverse communities. 	Town of Ajax

<ul style="list-style-type: none"> ✓ Provide a comprehensive listing of community groups and contact information in the Community Recreation and Parks Guide. ✓ Development of the Strategic Plan – Public Forums, Youth Design Competition. ✓ Development of a Community Safety Strategy – Public Forums, Key Informant Interviews, Workbooks. ✓ Planning and Development Open Houses and Meetings. ✓ Understanding the Budget Process Open Houses. ✓ Ongoing Customer Satisfaction Polling (2005, 2007 and scheduled for spring 2010). ✓ Recreation Master Plan – Public Forums, Key Informant Interviews, Survey. ✓ Meet the Candidates Forum – developed for the Ward 2 By-Election and included partnership with the Community Development Council Durham. ✓ Volunteer Recognition Program / Seniors Awards. ✓ Tree plantings / street naming in honour of WW II veterans. ✓ Older adult outreach (Ajax Friendship Club and Village Seniors, Westwood Manor, Ashley Manor, PROBUS, Chartwell, Community Care). ✓ Hosted the first Community Volunteer Development workshop – 22 organizations (sport, youth, art) attended to develop skills in volunteer recruitment and retention. 	
<ul style="list-style-type: none"> ✓ Created a diversity leadership assessment tool that allows employees to assess how well their managers create diverse and inclusive work environments. ✓ Require all employees to complete a diversity training workshop. ✓ Has several longstanding diversity network groups for employees from various cultural and ethnic backgrounds. 	Proctor and Gamble
<ul style="list-style-type: none"> ✓ Creation of multi-ethnic calendar, and hold events that allow employees to showcase their heritage. ✓ Focus groups engaging the general populous. 	City of London
<ul style="list-style-type: none"> ✓ Include members of diverse communities, community groups and networks in consultations. ✓ Establish initiatives to support the cultural, social, economic and political participation of Aboriginal communities in Toronto’s civic life. ✓ Help people to participate on advisory committees and the advisory or management committee/boards of agencies, boards, commissions and special purpose bodies, including providing information in alternate formats and languages, interpretation, attendant care, child care and transit fares, and use accessible locations – both transit and disability access. ✓ Ensure procedures are in place and staff is trained and knowledgeable on how to handle incidents of racism and intolerance, as well as addressing issues of safety and protection at public meetings. ✓ Create opportunities for diverse communities, community groups and voluntary agencies to become involved in priority setting and service planning and to become more knowledgeable about civic structures. 	City of Toronto

<ul style="list-style-type: none"> ✓ Seek out opportunities to obtain involvement from communities who are not participating in programs and create a welcoming and respectful environment to encourage participation. ✓ Identify staff expertise on community engagement techniques. Give consultation participants and users information about how they can provide ongoing feedback on services. ✓ Attend meetings of community organizations to provide information as well as to gain input ✓ Establish on-going mechanisms for community input. ✓ Translate advertisements, pamphlets, videos and other sources of information about services, city government and community participation into other languages and into alternate formats. ✓ Provide resource support, such as meeting space, information sessions and research information to community organizations to assist them in providing services to their communities and to facilitate their participation in civic society. ✓ Establish partnerships which build the capacity of community organizations. ✓ Use demographic and other data to identify needs and anticipate future needs. ✓ Provide community access to publicly-owned facilities for meetings, and for recreational, cultural and educational purposes. ✓ Help shape a “civic consciousness” among residents and members of the public by providing information and education about how the city works and how they can become actively involved. ✓ Include objectives on community development in program goals. ✓ Identify and provide long-term stable resources which support a community-based infrastructure. ✓ Identify staff who will work with community organizations to support community capacity building. ✓ Build strategic partnerships, alliances and networks among community-based organizations and institutions to provide effective services and advocacy. 	
<p>INCLUSION IN PROGRAMS AND SERVICES</p>	
<ul style="list-style-type: none"> ✓ Ajax Library Services identifies and develops programs to support and engage the diverse community (i.e.: multilingual/multicultural collection, Youth Host program, Spanish Alliance writing program, movies without borders, multicultural fair, community living special need program, club de lecture d’Ajax). ✓ Consultation with community development staff and community organizations with program planning and priority setting to provide programs, services and events to diverse communities. ✓ Introduction of non-traditional recreation, art and cultural programming in partnership with community cultural groups such as Bollywood Dance Program, Cricket, India’s Classical Dance, etc. ✓ Financial resources allocated in Town operating budget in order to support a diverse community which includes low income families, not-for-profit community groups and seniors. ✓ Establish partnerships to carry out programs with community organizations, school boards and Durham Regional Police Services such as the After School Program, Go Girls, Rape Aggression Defence System (RAD), Pride Prom, World Religion Day, School-to-Work. ✓ Current programs have been adapted in support of cultural sensitivity (i.e.: Muslim female only swim). 	<p>Town of Ajax</p>

<ul style="list-style-type: none"> ✓ Operates employee resource groups for Aboriginal, LGBT, disabled and visible minority employees. ✓ Provides a variety of unique self-study materials that are available to all employees through an intranet web-portal called "Destination Diversity". ✓ Offers a six week pre-employment training program to candidates with disabilities who have little work experience, in partnership with JVS Toronto. ✓ Departmental services, policies and practices are reviewed annually for congruence with the access and equity objectives. ✓ Communicates a commitment to diversity, access, equity and human rights to staff. ✓ Provides training to staff in the use of technology and services that promote accessibility, and sensitivity to people requiring accommodation. ✓ Ensures that external service providers are delivering services congruent with Council's access and equity objectives. ✓ Provides accommodation for communities and persons with special needs. ✓ Monitors the use of services by diverse groups to guide operational planning and to inform priority setting. ✓ Involves front-line staff with program planning and priority setting based on their experience in providing services to diverse communities. ✓ Establishes mechanisms for resolving complaints from the public. ✓ Establishes mechanisms for community consultation to identify needs, evaluate service delivery to diverse communities and to determine needs of people facing multiple barriers. ✓ Includes analysis of demographic data and research in reviews of service delivery. ✓ Reviews the impact and implications of program changes upon diverse groups. ✓ Provides choice in service delivery, including payment options, locations and hours of operation. ✓ Ensures the venues used for Departmental meetings and events meet accessibility standards as a matter of course. Information about accessibility is provided in notices and invitations. ✓ Reflects the City's diversity in special events and regular education programs. ✓ Develops outreach and advertising strategies to reach diverse communities. ✓ Schedules and plan events that do not create conflicts with days of significance for various communities. Provides appropriate catering. ✓ Identifies gaps or contributions which have not yet been recognised for newly emerging groups. ✓ Establishes partnerships to carry out programs with community organizations. ✓ Programs and events include elements which are inclusive of diverse communities Assesses participation levels of diverse communities. 	<p>Royal Bank</p> <p>Bank of Montreal</p> <p>City of Toronto</p>
POLICY FRAMEWORK	
<ul style="list-style-type: none"> ✓ Establishment of a Race Relations Policy in 1997 – revised as a Diversity Policy in 2009 and currently under review through the Diversity Plan initiative. 	<p>Town of Ajax</p>

<ul style="list-style-type: none"> ✓ Identifies and includes access and equity issues in reports submitted to Council. For example, include information on how the program or policy will contribute to a climate which respects diversity, or what, if any, impact of changes upon vulnerable communities. ✓ Identifies or develop internal staff expertise to address access, equity and human rights. Creates mechanisms and partnerships within the organization, with external institutions and community organizations for on-going policy development and evaluation. 	
COMMUNICATIONS	
<ul style="list-style-type: none"> ✓ Introduction of Language Line Services in July 2009 (piloted in Recreation & Culture). ✓ Introduction of TEXTNET in September 2009. ✓ Increased publication of Ajax Today to twice annually. ✓ Included Frequently Asked Questions (FAQs) with audio pod casts on Web site. ✓ Increased advertising in weekly Community Page / Monthly SNAP page. ✓ Purchase of six mobile signs. ✓ Increased grass roots / targeted communications – letters and packages to faith based organizations and ethno-cultural groups. ✓ Launched Ajax E-News and Facebook page. ✓ Web site redesign scheduled for 2010 which will include Google Translation. 	Town of Ajax
<ul style="list-style-type: none"> ✓ Develops communications strategies sensitive to the specific needs of various communities, including the need for accommodation and which address various levels of literacy. ✓ Reviews all public documents and communications to determine which materials should be provided in multiple languages. ✓ Provides all public documents in alternate formats, if requested, including Braille, large print and electronically, the provision of TTY's in public areas used by members of the public. ✓ Reflects the diversity of Toronto in text and illustrations in communication materials and review materials for stereotyping. ✓ Uses ethno-specific and alternative media for advertising as well as for basic news. Base placement of ads on a communications plan which includes identification and assessment of the target audience and how best to reach the target audience. ✓ Maintains and enhance multilingual capacity among staff by using the multilingual telephone service, providing printed materials in various languages, making service agreements with community agencies, identifying staff with language skills, and continuing to use in-house interpreters and community liaison staff. ✓ Makes arrangements for interpretation, American Sign Language and real time captioning at public meetings and communicate the availability of services in notices for meetings and events. ✓ Informs external bodies, including consultants and contractors, about related policies and requirements. ✓ Include information in languages other than English on the website. 	City of Toronto

✓ Tracks the demand and usage of services in various languages and formats for planning and evaluation purposes.	
PLAN EVALUATION AND PERFORMANCE MEASURES	
✓ Developed Core diversity and inclusion matrix and scorecards.	MDB Group, Inc.
✓ Developed Diversity certification programs.	Hubbard and Hubbard Inc.
✓ Developed the Equity Continuum.	Twi Inc.