

## CITY OF HAMILTON

### **CORPORATE SERVICES DEPARTMENT** *Customer Service, Access & Equity Division*

<b>TO:</b> Mayor and Members Committee of the Whole	<b>WARD(S) AFFECTED:</b> CITY WIDE
<b>COMMITTEE DATE:</b> August 10, 2010	
<b>SUBJECT/REPORT NO:</b> Equity & Inclusion Policy (FCS10026) (City Wide)	
<b>SUBMITTED BY:</b> Roberto Rossini, General Manager Finance & Corporate Services	<b>PREPARED BY:</b> Jane Lee (905) 546-2424 ext. 2654 Maxine Carter (905) 546-2424 ext. 6419
<b>SIGNATURE:</b>	

#### RECOMMENDATION:

- (a) That the Equity & Inclusion Policy attached as Appendix A to report FCS10026 be approved;
- (b) That the "Equity & Inclusion Policy Statement of Commitment to Meet the Needs of the Under-served Communities" attached as Appendix B to report FCS10026 be approved;
- (c) That the Race Relations Policy (1981) be repealed and replaced with the revised Racial Equity Policy, attached as Appendix C to report FCS10026;
- (d) That the value of "Equity" be added to the City's values approved in the City's Strategic Plan dated December, 2007; and that this change be implemented during the upcoming 2011 Strategic Plan update; and
- (e) That the Access & Equity Office report back on the implementation, monitoring and evaluation of the Policy in 2 years.

## **EXECUTIVE SUMMARY**

The Equity & Inclusion Policy and supporting documents are being recommended for approval. The Equity & Inclusion Policy has been developed in order to embed the value of equity and the principle of inclusion into the way the City does business. It will enhance decision-making, policy development, service delivery and opportunities, ensuring that consideration is given to equity, inclusion, diversity and engagement for all community members. It also ensures a policy commitment to meeting the needs of the under-served communities in Hamilton, in order to ensure that we meet the needs of all of our communities. The existing Race Relations Policy has also been revised to the new Racial Equity Policy to ensure alignment with the Equity & Inclusion Policy, and to reflect the input received during the development of the policy.

The consultants' work in developing and drafting the policy has included significant internal and community consultations that took into consideration the following:

- Internal discussions regarding the City's business, challenges, opportunities, & organizational culture
- Alignment of the policy with the legislative framework & existing policies
- Research into key practices within other jurisdictions which can inspire the City's performance and provide examples of equity & inclusion
- Review of issues and solutions documented in existing community based reports & from community consultations
- Feedback from community and staff with respect to the draft policy information

The recommended Equity & Inclusion Policy contains the Policy Statement and includes the Terms and Concepts, the Policy's Purpose and Vision as well as addressing the alignment to Corporate Policy, the steps for Implementation, Guiding Principles and Intended Outcomes. In addition, the policy provides an outline of the Monitoring and Evaluation of the Policy and a list of some of the Resources which will be developed to implement the policy. The Equity & Inclusion Policy is supplemented by the Equity & Inclusion Policy Statement of Commitment to Meet the Needs of the Under-served Communities and the revised Racial Equity Policy. Several Advisory Committees noted the absence of "Equity" as one of the City's values in the City's Strategic Plan. A recommendation has been provided to add "Equity" to the list of City values.

The policy is designed to be implemented and monitored in two-year cycles. As noted in the policy, the next steps in implementation will include a communications strategy which will address the organizational understanding of the need for and relevance of the policy and development of the tools which will assist staff and Council in implementing the policy. In addition, further discussions will take place with the Senior Management Team about possible modifications to the Access and Equity Staff Committee in order to enhance effectiveness and support for the implementation of the policy.

As the demographics of the City change and the challenges faced by our citizens' increase, it is imperative to ensure that we consider the under-served in decision-making, program development and review, and policy making. It is important that the City remains relevant to its citizens and that we address the needs of diverse citizens and businesses in achieving their potential, ensuring inclusion of all citizens in our opportunities, and to ensure that we identify and address areas of inequity.

The Institute for Citizen Centered Service, in recent research on citizen satisfaction with and access to government services, has detailed the relationship between citizen trust and confidence in government, the satisfaction of citizens in accessing and using government services, and the level of engagement of government employees. One of the key drivers of citizen satisfaction with government services is access. The background research and community consultations undertaken in development of the Equity and Inclusion Policy noted many areas where access to services could be improved. The Hamilton Spectator's Code Red series as well as the demographics noted in the Immigration Strategy reflect the same reality faced by many of our community members every day. The implementation of the Equity and Inclusion Policy will provide tools that will assist the City to address the gaps and barriers, and to ensure that the services we deliver meet the needs of our community members, and that they do not experience barriers while accessing those services.

The aim of the Equity Policy will be primarily to close the gaps or pockets of need and disadvantage that currently exists in our City. The ideal that we aspire to is to meet individual and community needs by providing equitable access to resources and opportunities and access to meaningful decision-making processes. As long as pockets of poverty and disadvantage exist, the society, as a whole, is diminished and not operating at full potential. Additionally, these social and economic gaps cost the city more financially, socially and economically. A city where everyone is respected, valued and receives services, programs and opportunities geared to their needs are cities that are at the forefront of leading change and innovation. The equity policy and its accompanying framework is set to position Hamilton as a model in municipal practices that welcome, include and nurture diversity.

*Alternatives for Consideration – See page 8*

<b>FINANCIAL / STAFFING / LEGAL IMPLICATIONS</b> (for Recommendation(s) only)
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**Financial:** There are no immediate financial implications related to the approval and implementation of the policy. The policy is designed to be implemented and monitored in two-year cycles. As noted in the policy, the next steps in implementation will include a communications strategy which will address the organizational understanding of the need for and relevance of the policy, and development of the tools which will assist staff and Council in implementing the policy. These steps will be taken within the existing budget of the Customer Service, Access & Equity Division. Human Resources have

identified the need for resources for alternative outreach strategies related to recruitment. In future budget cycles and as implementation proceeds, staff will report back to Council in terms of financial implications, as required.

**Staffing:** Not applicable.

**Legal:** The Equity and Inclusion Policy is in alignment with the Canadian Charter of Rights & Freedoms, the Ontario Human Rights Code, the Employment Standards Act and the Accessibility for Ontarians with Disabilities Act.

#### **HISTORICAL BACKGROUND** (Chronology of events)

In 2005, Council approved the funding for the development of an Equity and Inclusion Policy for the City of Hamilton. Diversity Trainers Plus was awarded the contract in 2007 to undertake the steps required to develop the policy framework. From 2008 - 2009, several steps were taken, including a literature review and best practices review, significant public consultation and internal consultation, including Legal Services and Human Resources. Following the drafting of the policy-related documents, another round of consultation took place to validate the draft policy-related information with public participants, volunteer advisory committees, internal departments, members of Council and Senior Management Team.

#### **POLICY IMPLICATIONS**

The Equity & Inclusion Policy provides specific policy commitments and a plan for implementation in alignment with Federal and Provincial legislation noted above. In addition, the policy is aligned with several existing City policies as follows: The Accommodation of Time Required for Religious Observance Policy, the Harassment and Discrimination Prevention Policy, and the policies approved by Council for the implementation of the Customer Service Standard of the Accessibility for Ontarians with Disabilities Act.

Implementation of the Equity & Inclusion Policy commitments over time will provide a systemic method of ensuring that the policies, practices and operations of the City are provided in an equitable and inclusive way. The policy has been developed to ensure that decision-making and related processes and outcomes are carried out in such a way that the needs of Hamilton's under-served communities are met with enhanced access for all people of Hamilton and visitors.

#### **RELEVANT CONSULTATION**

Over the course of about 18 months, consultation took place with many members of the public. Meetings were held with the following Advisory Committees of the City of Hamilton:

- Committee Against Racism
- Immigrant and Refugee Advisory Committee
- Status of Women Committee
- Advisory Committee for Persons with Disabilities
- Hamilton Youth Advisory Committee
- Seniors Advisory Committee
- Gay, Lesbian, Bisexual and Transgender Advisory Committee
- Hamilton Aboriginal Advisory Council (consultation facilitated by an Aboriginal facilitator)

Input, provided through the Advisory Committee's meetings, was used to prepare the report "Equity Benchmarks with Guiding Principles and Proposed Solutions" (attached as Appendix D to report FCS10026). In addition, focus groups were held with representatives of various communities to acquire a broader understanding of the barriers faced by our community members, along with their suggestions for possible solutions. The focus groups included representatives of the following communities or groups and individuals:

- Seniors
- Persons living on low or fixed incomes
- Non Christian faith groups
- Persons with Disabilities
- Ethnic and Racialized Individuals
- Aboriginal/First Nations/Métis & Inuit
- LGBTQ community
- Immigrants & refugees
- Immigrant business groups
- Arcelor Dofasco
- Hamilton Chamber of Commerce
- Hamilton Roundtable for Poverty Reduction
- Hamilton Training Board
- Hamilton Community Foundation
- the School Boards
- Social Service Agencies (Good Shepherd, Autism Foundation)

During this phase, the consultants continually reviewed and revised the policy-related information being collected to address issues of equity, inclusion, diversity and access to services and opportunities for our under-served communities.

As a final step, and following internal input from staff of all departments, the draft policy information was reviewed with community representatives who had participated in the

previous consultations and focus groups to ensure that their input had been properly received and incorporated into the draft policy documents.

In addition, the consultants discussed best practices with other municipalities in conjunction with the literature review and development of the Best Practices Report (attached as Appendix E to report FCS10026).

#### **ANALYSIS / RATIONALE FOR RECOMMENDATION**

(include Performance Measurement/Benchmarking Data, if applicable)

In developing the Equity & Inclusion Policy, the consultants used a Framework for Analysis based on an organizational change model that consists of three component phases – Input, Transformation Processes, and Output. The needs of Hamilton’s communities were assessed with a focus on the following communities which are traditionally under-served: Aboriginal/First Nations, Métis/Inuit, LGBTQ communities; Non-Christian faith communities and non-faith groups and individuals; newcomers and new Canadians, persons living in poverty, persons with disabilities, racialized peoples, seniors, women and youth.

The Input and Transformation phases included the following information sources and resources:

- Access & Equity Office
- Access & Equity Staff Committee (inter-departmental committee)
- Review of legislative framework, including federal and provincial legislation, and City of Hamilton Strategic documents & policies
- Documents & literature review of “best” practices in public/private sector organizations and municipalities
- Review of statistical and research documents dealing with demographics and community based reports about the complex needs of diverse communities
- Consultation with selected Advisory Committees of Council (through meetings and questionnaires) in order to gain insight into how the City reflects the presence & needs of each of the under-served communities; the most important changes that would make a difference and what would the City look like if it were truly equitable and inclusive
- Community stakeholder focus groups held with representatives of under-served communities in order to gain an improved understanding of the “end-user” experience of how groups and individuals (such as, for example, residents, voters, job-seekers) experience receiving City services, the barriers they face and their suggestions for improvements
- Aboriginal stakeholder consultation
- Additional focus groups with the not-for-profit sector, immigrant business groups and individuals, local businesses and business organizations, local school boards, the Hamilton Training Board and the Hamilton Community Foundation – to establish

how the City can work with community partners, the challenges faced and possible solutions

- Stakeholder key informant interviews for persons with disabilities (to address the general policy statements required by the Accessibility for Ontarians with Disabilities Act & related Customer Service Standard)
- Internal staff consultation with Senior Management Team, Departmental Management Teams, and the Strategic Planning Group in order to solicit feedback about operational and service-related gaps in relation to current systems, practices and opportunities
- Validation meetings held with the Access & Equity Staff Committee, Advisory Committees of Council, Aboriginal/First Nations/Métis/Inuit representatives, community members, Senior Management Team and Council members
- City Union representatives (ATU, CUPE 5167)

The Output phase resulted in the most recent drafting of the following documents: the Equity and Inclusion Policy, the Equity & Inclusion Policy Statement of Commitment to Meet the Needs of the Under-served Communities, the Racial Equity Policy and supporting documents. The latter provide additional information about best practice approaches and about outcomes desired by community members, the barriers they face, and possible solutions or approaches which can be used to address the barriers. It is anticipated that, as implementation occurs, significant program changes may result that will address barriers faced by community members in a number of areas across the City.

The three documents to be approved are as follows:

Equity and Inclusion Policy - The Equity and Inclusion Policy will allow the City to close the gap between what the City does to provide programs, services and opportunities for stakeholders, and how some communities, organizations and individuals experience the City's programs, services and opportunities.

Equity & Inclusion Policy Statement of Commitment to Meet the Needs of the Under-served Communities – Relevant data that has been collected over a period of time show long standing patterns of economic disadvantage such as high unemployment, lower than average pay rates and limited opportunities to advance for members of the under-served communities. In addition, input from community members indicated barriers in the way they access the City's services and opportunities. These policy commitment statements address the City's commitments to each under-served community, giving enhanced policy direction for implementation of the Equity and Inclusion Policy.

Racial Equity Policy - The Racial Equity Policy is an update of the City's current Race Relations Policy and is aligned to the Equity and Inclusion Policy. The Racial Equity Policy, as the predecessor Race Relations Policy, is designed to create and strengthen the City's processes and outcomes that foster equity, inclusion, diversity and public engagement for the City's ethno-racial and racialized communities. The Racial Equity

Policy as well as the Policy Statement of Commitment to Accessibility and Persons with Disabilities are sub-policies, supporting the Equity and Inclusion Policy with more specific details designed to acknowledge the specific barriers faced by members of our under-served communities, and to identify specific actions which the City can take to work towards eliminating the barriers and achieving equitable and inclusive opportunities for all.

**ALTERNATIVES FOR CONSIDERATION:**

(include Financial, Staffing, Legal and Policy Implications and pros and cons for each alternative)

The alternative would be not to have an Equity and Inclusion Policy. The lack of a policy results in a situation where systemic change is not possible. Some initiatives may try to address areas or circumstances of inequity but inequity and exclusion will persist in the organization without the broad policy direction being in place. Gaps will continue to grow and the organization becomes disconnected and irrelevant to the full community we serve. The Equity and Inclusion Policy and the supporting sub-policies create a guide for Council and staff, so the barriers faced by individuals and communities will be addressed in all activities, program development, policy development, and engagement processes and opportunities, and so that we can become more reflective of the community we serve.

**CORPORATE STRATEGIC PLAN (Linkage to Desired End Results)**

Focus Areas: 1. Skilled, Innovative and Respectful Organization, 2. Financial Sustainability, 3. Intergovernmental Relationships, 4. Growing Our Economy, 5. Social Development, 6. Environmental Stewardship, 7. Healthy Community

The development and implementation of the Equity and Inclusion Policy will contribute to positive change that supports the following desired end results:

***Skilled, Innovative & Respectful Organization***

- ♦ A culture of excellence
- ♦ A skilled, adaptive and diverse workforce, i.e. more flexible staff
- ♦ More innovation, greater teamwork, better client focus
- ♦ An enabling work environment - respectful culture, well-being and safety, effective communication
- ♦ Opportunity for employee input in management decision making
- ♦ Council and SMT are recognized for their leadership and integrity



***Financial Sustainability***

- ♦ Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner
- ♦ Generate assessment growth/non-tax revenues

***Intergovernmental Relationships***

- ♦ Maintain effective relationships with other public agencies

***Growing Our Economy***

- ♦ Competitive business environment
- ♦ An improved customer service
- ♦ A visitor and convention destination

***Social Development***

- ♦ Residents in need have access to adequate support services
- ♦ People participate in all aspects of community life without barriers or stigma

***Healthy Community***

- ♦ Plan and manage the built environment
- ♦ An engaged Citizenry
- ♦ Adequate access to food, water, shelter and income, safety, work, recreation and support for all (Human Services)

<b>APPENDICES / SCHEDULES</b>
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Appendix A: Equity & Inclusion Policy

Appendix B: Equity & Inclusion Policy Statement of Commitment to Meeting the Needs of the Underserved Communities

Appendix C: Racial Equity Policy (Revised)

Appendix D: Equity Benchmarks with Guiding Principles and Proposed Solutions

Appendix E: Best Practices Review Report

## EQUITY AND INCLUSION POLICY

### EQUITY AND INCLUSION POLICY STATEMENT

The City of Hamilton commits to ensuring that Council and all levels of corporate management embed the principles of Equity and Inclusion into the way that the City does business delivers services and programs and provides opportunities.

#### 1.0 The Purpose

The Policy's purpose is to enhance and strengthen Council's decisions and to apply the principles of Equity, Inclusion, Diversity and Public engagement to all City of Hamilton's processes, policies, practices, programs, services, opportunities, actions, corporate strategic plans and departmental goals in ensuring beneficial outcomes and improved quality of life for all of the City's internal and external stakeholders.

#### Terms and Concepts

The principle of **Equity** underpins our inherent belief in the human rights of all persons.

- The City of Hamilton believes that, in Canada's highly differentiated socio-economic society, all stakeholder communities, with the groups and individuals that they include, have the right to barrier free access to resources, decision-making, expertise, experience, connections, information and opportunities through solutions that match their needs.

The principle of **Inclusion** creates a sense of belonging.

- The City of Hamilton believes that respect is due to each and every person. All persons must be valued for whom they are. They must feel a level of supportive energy and commitment from others in order to give of their best, at work and in the society at large.

The principle of **Diversity** validates the sum total of potential found in any group of people.

- The City of Hamilton recognizes the positive power and richness that exists when different communities, groups and individuals with a variety of backgrounds, orientations, skills and experience participate in and contribute to, the City's workforce and to its socio-economic environments.

The principle of **Public Engagement** ensures an organization's mutually beneficial connections with one or more of its stakeholder communities.

- The City of Hamilton commits to an approach and related processes by which to engage equitably with one or more of its stakeholder communities in order to plan and implement initiatives that will achieve mutually beneficial outcomes.

## **2.0 The Policy's Corporate Alignment**

The Policy is in corporate alignment with the City's Vision, Canadian Charter of Rights and Freedoms; the Ontario Human Rights Code; and the Employment Standards Act.

It is also aligned with the Harassment and Discrimination Prevention Policy.

## **3.0 Responsibility for Policy Implementation**

Mayor and Council members  
All levels of City management  
All Staff

## **4.0 Policy Implementation**

The Policy's implementation will enhance the City's ability to achieve its current and future business outcomes through processes and outcomes related to the inclusion and public engagement of all its diverse stakeholder communities. City management and staff will plan, monitor and evaluate the impact of implementing the Policy, and report to Council according to a two year schedule.

### **4.1 Council members** will implement the Policy when they:

- Review and monitor the City's Strategic Plan.
- Review and approve recommendations related to corporate objectives, policies, programs and performance measures.
- Consider and approve recommendations regarding matters of policy and direction related to the Access and Equity Office.
- Consult with, and are advised by, the Council Advisory Committees.
- Appoint community volunteers to serve on City Agencies, Boards, Commissions and Committees that represent the community.

### **4.2 All levels of Management** will implement the Policy in accordance with the City's Corporate Vision, Mission, Strategic Plan when they

- Establish departmental goals and measures and
- Operationalize their plans.

- 4.2.1 **The Senior Management Team (SMT)** includes the City Manager, General Managers and Executive Directors. The SMT will implement the Policy when they:
- Implement the Council decisions.
  - Plan, implement and evaluate the corporate objectives.
- 4.2.2 **Departmental Management** includes the following positions: Director, Senior Director, Manager, Coordinator, Supervisor, and Team Leader. Departmental managers will implement the Policy when they plan, implement and evaluate their departmental measures and outcomes.
- 4.3 **All Staff** will include measures and outcomes derived from the Policy in the performance goals they set with their managers and supervisors.

## 5.0 The Policy's Guiding Principles and Intended Outcomes

The following principles provide guidelines to achieve the Policy outcomes:

### Principles:

- All individuals must be treated with dignity and respect.
- Governance decisions made in the interests of under-served communities enhance the outcomes of all Hamiltonians.
- All members of the City of Hamilton's communities must have equitable access to its services, programs and opportunities.
- Equity and Inclusion principles are imbedded in all City of Hamilton's education, training and professional development opportunities for all staff which is essential to creating a corporation free from racism, discrimination and harassment.
- The principles of Equity and Inclusion are embedded in the City's business processes and opportunities and in the supports that the City provides to businesses, creating a level playing field and benefiting all the City's stakeholders.
- The diversity of Hamilton's communities must be reflected in the diversity of the City's workforce.
- Hamilton's workforce diversity strengthens its competitive business edge for success both in Canada and internationally.
- Public engagement ensures that diverse communities and individuals sit at crucial decision-making tables.
- Public engagement initiatives are most effectively carried out by a highly diverse workforce.
- The City of Hamilton must be committed to finding ways to deal effectively with resistance to organizational change.
- Multi-layered, two-way communication channels are essential for effective organizational change.

- Effective socio-economic opportunities for all Hamiltonians depend on the identification and removal of systemic barriers to equitable and inclusive outcomes.
- Leadership that validates shared and individual accountability enhances the successful implementation of the Policy.

**OUTCOMES:**

**Short-Term:**

- Council makes decisions that enhance the implementation of the Equity and Inclusion Policy.
- Councillors make decisions that are informed by the advice of the Advisory Committees and lead to enhance inclusion.
- Councillors approve corporate objectives and performance measures that strengthen public engagement.
- Systemic barriers to inclusion and participation have been identified.
- A barrier-free corporate communication strategy has been established that includes the meaningful participation of representation by under-served communities.
- Procedures to address the violation of the Equity and Inclusion Policy in the workplace have been developed.
- A plan has been developed and implemented to increase Hamilton's ability to nurture and strengthen a competitive business environment within Canada and internationally.
- Agencies, Boards and Committees are reflective of community diversity.
- Staff's knowledge and skills regarding the application of equity and inclusion principles has been increased.
- System-wide training programs in applying and practicing principles of Equity and Inclusion strengthen the City's workforce capacity.
- Bias-free hiring, recruiting, selection, promotion and retention processes have been developed and implemented.
- Departmental managers make special efforts to recruit and hire members from the under-served communities in order to build a workforce that reflects the diversity of the communities served.
- Barrier-free policies, procedures and systems are approved.

**Long Term:**

- Principles of Equity, Inclusion, Diversity and Public Engagement inform City-wide policies, practices and programs.
- Public engagement partnerships that include members of under-served communities has been achieved.
- Hamilton's thriving business environment reflects the diversity of all its communities.
- Underserved communities are meaningfully included in civic opportunities.

- Equity, inclusion and diversity principles are embedded in all the City's programs and services.
- Employees' performances are reflective of the City of Hamilton's overall Equity and Inclusion objectives.
- Managers ensure the environment is inclusive, safe and welcoming to all members of staff and the diverse communities.
- Staff is reflective of the community we serve.
- The City of Hamilton is a healthy workplace free of discrimination and harassment.

## **6.0 Monitoring and Evaluation of the Policy:**

- 6.1 Senior management will monitor and report on the Policy-related outcomes in accordance with a two-year monitoring and reporting cycle.
- 6.2 The Access and Equity Office will:
- Develop and provide tools and related resources to facilitate and support managers and staff in implementing the Policy;
  - Advise and support managers and staff in monitoring and evaluating related outcomes and impacts;
  - Report to Council every two years on the Policy's implementation measured against observable indicators of organizational change.
- 6.3 The first two year implementation cycle of the Policy will include the following:
- 6.3.1 The Senior Management Team will approve a Communications Strategy for the Policy that will strengthen a system-wide understanding of the need for and relevance of the Policy.
- 6.3.2 The Access and Equity Office will develop the resources and tools needed by management and staff to facilitate planning, implementing and evaluating of programs and services related to the Policy.
- 6.3.3 On completion of the first two year cycle, the Access and Equity Office will report to Council, SMT and departmental management, staff and communities.

## **7.0 Resources to Support Implementation**

- 7.1 **The Access and Equity Office** will support management in implementing the Policy into the way the City plans, implements and evaluates programs, services and opportunities that respond to the needs of all the City's communities.

The Office encourages and supports public engagement when Council is dealing with issues that might relate to race, sex, gender, skin colour, Aboriginal/First

Nations, disability, age, marital status, socio-economic status, culture, religion, creed, language, ethnic origin, sexual orientation, immigrant status, family status, same sex partnership, and gender identification. In doing so, the Office works closely with the Council Advisory Committees and Human Resources and meets regularly with leaders, groups and organizations from the under-served communities.

- 7.2 **The Advisory Committees to Council** provide advice and recommendations to City Councillors, management and staff in order to address the specific issues and concerns facing diverse communities. They provide advice for formulating policies, key directions and decisions intended to improve the quality of life for everyone. Council recruits and/or appoints people to these Committees who reflect the diversity of the City's communities in order to enhance public engagement in the City's business.
- 7.3 **The Access and Equity Staff Committee** assists the Access and Equity Office in identifying needs, emerging issues, trends and barriers to access and equity. The Committee also advises on effective strategic directions, opportunities and challenges that relate to the Office's current and future initiatives.
- 7.4 **Assistance, Advice and Tools for the Implementation of the Policy** will be developed and or provided by the Access and Equity Office, in conjunction with appropriate staff, in areas that will include:
- Terms and Definitions intrinsic to the Policy: How to use and apply them, including the Background Glossary related to Access and Equity.
  - How to Implement Effective Public Engagement : Application of Principles; Strategies; Essential Processes; Outcomes and Benefits.
  - The Under-served Communities: Relevant background information specific to each of the underserved communities.
  - Steps to Implement the Policy: Assistance to Management.
  - Effective Responses to Needs of Under-served Communities: Including tools based on Consultations with and feedback from under-served communities.
  - Achieving Strategic Corporate Benefits: through the Policy's Implementation and short and long term impacts.
  - Integrating the Policy in Departmental Planning and Evaluation: Ensuring corporate alignment with other policies.
  - Departmental Goal Setting: That integrates the Policy-related outcomes.
  - Techniques for establishing the Policy-related performance measures, such as the Policy-based Tracking and Monitoring Mechanisms.

- Human Resources Management
  - Equity and Inclusion-Based Processes and Outcomes related to the following: Recruitment; Hiring; Selection Interviewing; Performance Management and Review
  - Strategies for Building a Diverse Team
  - Techniques for Managing Diversity-based Conflict
- Barriers Identification, Analysis and Removal/Reduction: Tools
- Effective Internal and External Communications – Strategies; Processes and Benefits



**EQUITY AND INCLUSION POLICY  
STATEMENT OF COMMITMENT  
TO MEET THE NEEDS OF THE UNDERSERVED COMMUNITIES**

Hamilton City Council, management and staff, through the Equity and Inclusion Policy, commits to meeting the needs of the City's under-served communities when meeting the needs of all its communities.

Consultations were held with community stakeholders who are not always included and who face barriers in accessing programs, services, opportunities and in participating fully in the life of the community. These groups are referred to as "under-served communities."

Each group of stakeholders identified key areas where they face barriers in accessing City services, programs and opportunities, and in participating in the life of the community. The following supporting policy statements identify the needs and deficiencies of the under-served communities to be supported in the overall Equity and Inclusion Policy.

The Equity and Inclusion Policy (henceforth called the Policy) articulates the Council's commitment to meeting the needs of the under-served communities within City services, programs and opportunities as follows:

- **Aboriginal/First Nations/Métis and Inuit Peoples** – The City of Hamilton is committed to ensuring that Council and all levels of corporate management plan, implement and evaluate strategies, policies, human resources management and other programs, opportunities and services to address the concerns of Aboriginal/ First Nations/Metis and Inuit peoples in areas that include their traditions and culture, urban living conditions, resources, jobs, communications, relevant service providers, housing and employment agencies.
- **Creed -- groups and individuals** – The City of Hamilton is committed to ensuring that Council and all levels of corporate management plan, implement and evaluate strategies, policies, human resources management and other programs, opportunities and services for the equitable treatment of these communities, groups and individuals without bias and/or discrimination based on culture, religion, language, heritage, dress, and/or ethnicity.
- **Sexual Orientation and Gender Identity<sup>1</sup>** – The City of Hamilton is committed to ensuring that Council and all levels of corporate management plan, implement and

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<sup>1</sup> (Lesbian, Gay, Bisexual, Transgender, Transsexual, Two-spirited, Queer and Questioning communities – LGBTTTQQ)

evaluate strategies, policies, human resources management and other programs, opportunities and services to address the needs of lesbian, gay, bisexual, transsexual, transgender and two-spirited persons through programs and services that create “Positive Space” within community and workplace environments so these places become supportive, respectful and safe places for LGBTTTQQ members.

- **Newcomers and New Canadians** - The City of Hamilton is committed to ensuring that Council and all levels of corporate management plan, implement and evaluate strategies, programs, opportunities and services to address the needs of newcomers, new Canadians and persons who have immigrated to and/or sought refuge in Canada, in areas that include language services, jobs and human resources-related communications, personal assistance programs, as well as in accessing relevant service providers, settlement, housing, employment agencies, professional regulating bodies and similar organizations.
- **Socio-Economic Equity & Persons Living in Poverty** - The City of Hamilton is committed to ensuring that Council and all levels of corporate management plan implement and evaluate strategies, programs and opportunities that address the socio-economic needs of persons living on low and/or fixed incomes and their further vulnerability and social exclusion because of the stigma of poverty. These communities experience barriers in accessing assistance programs - for example, for financial support, transportation, housing, health services, employment-related opportunities and recreation. These communities include older women, the working poor and the unemployed, female-led and/or lone parent families with young children, extended families and persons with disabilities.
- **Persons with Disabilities** – The City of Hamilton is committed to ensuring that Council and all levels of corporate management plan, implement and evaluate strategies and opportunities that sustain and maintain the rights of persons with disabilities and their families to barrier-free programs, services and opportunities. In so doing, the City implements the Human Rights Code and the Accessibility for Ontarians with Disabilities Act (AODA) in accordance with standards for: Customer Service (already provided); Transportation; Employment; the Built Environment; Information and Communications.
- **Racialized Peoples** – The City of Hamilton is committed to ensuring that Council and all levels of corporate management plan, implement and evaluate strategies, programs and opportunities that implement Hamilton’s Racial Equity in order to achieve equitable treatment for all without bias or discrimination on the basis of race, skin colour, culture, language, heritage, ancestry, place of origin and ethnic origin.

- **Seniors** – The City of Hamilton is committed to ensuring that the Council and all levels of corporate management plan implement and evaluate strategies, programs and services that result in equitable opportunities for all older persons' healthy aging with relevant civic, economic and social supports to assist them in continuing to lead productive lives.
- **Women** – The City of Hamilton is committed to ensuring that Council and all levels of corporate management plan, implement and evaluate strategies, programs and opportunities for all women with special focus on Aboriginal/First Nations/Métis/Inuit women, women that have low incomes, women that are raising their families alone, racialized women, newcomer and new Canadian women, LGBTTTTQQ women, older women, and women with disabilities.
- **Youth** – The City of Hamilton is committed to ensuring that Council and all levels of corporate management plan, implement and evaluate strategies, opportunities and services that address the needs and concerns of youth, with a specific focus on Aboriginal/First Nations/Metis/Inuit youth, “at risk” youth, youth with disabilities, LGBTTTTQQ youth, racialized youth, newcomer and new Canadian youth.

## Revised Racial Equity Policy<sup>1</sup>

### Racial Equity Policy Statement

In alignment with its Equity and Inclusion Policy Statement, the City of Hamilton is committed to ensuring that Council and all levels of corporate management plan, implement and evaluate strategies, programs and opportunities that implement Hamilton's Racial Equity Policy so as to achieve equitable treatment for all without bias or discrimination on the basis of race, skin colour, culture, language, heritage, ancestry, place of origin and ethnic origin.

### Racial Equity Policy's Purpose

The Racial Equity Policy aims to build and nurture a respectful and inclusive workforce and civic environment that reflects diversity, equity, inclusion, and public engagement for all the City's racialized communities in all programs, services, processes and outcomes.

### Racial Equity Policy's Key Terminology

The following key terms define the Racial Equity Policy's core elements.

**Race:** A social and political, rather than scientific, definition which is used to categorize people (e.g. by skin colour). The term is also used to refer to a group of people of common ancestry, distinguished from others by physical characteristics such as colour of skin, shape of eyes, hair texture or facial features. The term is also used to designate social categories into which societies divide people according to such characteristics.

**Racism:** is a system of implicit or explicit beliefs, erroneous assumptions and actions that may be based upon an ideology of inherent superiority of one racial or ethnic group over another and by which individuals or groups of people exercise power that abuses or disadvantages others on the basis of skin colour and racial or ethnic heritage.

**Racial Equity:** A process that acknowledges the existence of systemic racism and through deliberate strategies, policies and practices seeks actively to identify, challenge and reduce systemic racism in all its various forms wherever they exist.

**Racial Equity organizational change:** A process guided by a vision and goals in which corporate values, systems, experiences and behaviors of individuals are deliberately changed to achieve access, equity and full participation for internal and external stakeholders and communities.

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<sup>1</sup> This Policy will replace the Race Relations Policy

**Racialized Peoples:** The term refers to people of color, Aboriginal peoples, and ethnic, linguistic, religious or cultural minorities who are impacted by racism and who experience racism because of their race, skin color, ethnic background accent, culture, or religion. While these individuals and groups may have different cultures, histories, religions, family norms, life experiences and be subjected to different kinds of stereotyping, they share the common experience of racialization that is that they are subject to racism and made to feel inferior or less important because of their racial and or ethnic background.

**Systemic discrimination:** The institutionalization of discrimination through policies, procedures, practices, systems and attitudes which may appear neutral on the surface but which have exclusionary impact on particular groups, resulting in barriers to equality of opportunity for members of minority groups in society.

### **Implementation Principles and Intended Outcomes**

The following principles and intended outcomes benchmark effective approaches to implementing the Racial Equity Policy:

#### **Principles:**

- Leadership-directed, system-wide training embeds the principles of racial equity which strengthens the City's workforce capacity.
- Departmental planning and implementation of goals and measures that are consistent with the Racial Equity Policy help to strengthen Hamilton's diverse workforce.
- A two-way transparent communication strategy that includes racialized communities
- Racialized and ethno-racial communities and individuals participate in the decision-making processes that embed equity and inclusion principles in policies, practices, programs, services and opportunities.

Public engagement initiatives that include racialized communities demonstrate the values that Council and management assigns to the City's diversity.

#### **Intended Outcomes**

- Hamilton's business environment reflects the ethno-racial diversity of its communities.
- Racial equity principles built into all training programs have strengthened the City's workforce capacity for effective public engagement.
- The City's workforce reflects the ethno-racial diversity of communities it serves.
- Departmental managers and staff have built sound, trusting and sustainable partnerships with racialized communities, organizations and individuals.
- Improved engagement and meaningful participation of racialized communities in departmental planning, annual goal setting and decision making processes.

- City of Hamilton uses two way communications to engage all the stakeholders in information sharing and decision making regarding employment, resources and related opportunities.
- Establishment of accountable processes to document the progress and effective implementation of the Racial Equity Policy commitments.

### **Resources to Support Implementation**

**The Access and Equity Office** ensures that equity and access will be key considerations in the way the City plans, implements and evaluates programs and services that address the needs of racialized peoples.

**The Committee Against Racism** will, consistent with its mandate, “advise, advocate and consult on relevant issues in the community of Hamilton relating to racism and its consequences and Racial Equity strategies its benefits.”

# **EQUITY AND INCLUSION POLICY**

## **EQUITY BENCHMARKS WITH GUIDING PRINCIPLES AND PROPOSED SOLUTIONS**

### **ADVISORY COMMITTEES' CONSULTATION REPORT: EQUITY RELATED ISSUES IDENTIFIED BY ADVISORY COMMITTEES**

Updated March 2010

## **Equity Benchmarks with Guiding Principles and Proposed Solutions** **Report**

### **Purpose of this Report**

This report is based on consultations held by the Access and Equity Office in 2008 with the following Advisory Committees to the Mayor and Council: the Seniors Advisory Committee; the LGBTQ Committee; the Status of Women Committee; the Immigrants and Refugee Committee; the Committee Against Racism; and the Accessibility Committee for Persons with Disabilities.

The report is intended to provide management with relevant community-based feedback about the effectiveness and impact of the City's programs and services on communities and especially on the under-served communities' represented by the Advisory Committees.

### **The Advisory Committees**

The Advisory Committees are comprised of individuals who are selected / appointed to link the communities that they represent into City operations. In effect, they play an advocacy role on behalf of these diverse groups and communities who have a right to receive a broad variety of City services and programs.

The Advisory Committee members are usually well connected and work closely with City staff and City officials with whom they meet on a regular basis. Because of these connections, they are able to create and maintain networks of information and communication that help the City to develop and reinforce effective two-way relationships with a variety of people who live in Hamilton.

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***Based on Advisory Committees' Consultation***

***Anne-Marie Stewart and Maureen Brown***

***March 11, 2010***



Consultants working with the Access and Equity Office facilitated consultations and documented the issues and situations discussed.

### **Consultation Discussions and Questions**

The consultants used the following questions to guide the facilitated discussions:

- 1) *To what extent does the City reflect the presence and needs of the community you represent?*
- 2) *What are 1 or 2 most important changes needed to better reflect the needs of your community?*
- 3) *What would success look like if the City were to be fully equitable and inclusive?*

### **Background**

The City of Hamilton is committed to Vision 2020 – and to becoming an environmentally conscious, strong and caring municipality that gives opportunity and support to all its diverse communities and their members. According to the 2001 Census statistics, approximately 25% of Hamilton's population comes from outside Canada.

As the City's demographic differences continue to grow, the Access and Equity Office continues to guide and support the efforts of Hamilton's Council, its corporate management and employees in equitably serving the needs of all its communities. The Access and Equity Office observes this strategic commitment in order to help managers and their staff enhance their understanding of the various ways in which Hamilton's diverse communities can help to direct the City's business. By demonstrating how it values the diversity of its communities and its workforce, the City will leverage greater employee satisfaction and workforce productivity.

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*Based on Advisory Committees' Consultation*

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*March 11, 2010*

The Equity and Inclusion Policy is directed towards the City of Hamilton's most important resource, its people. It aims to capitalize on the diversity within the social capital within the City's workforce and its communities. The Equity and Inclusion Policy will include principles and intended outcomes as benchmarks for its effective implementation.

The City of Hamilton is committed to ensuring that Council and all levels of corporate management embed the value of Equity into the way that the City does business. The City of Hamilton also commits to serving the needs of the following under-served communities:

- Aboriginal / First Nations / Metis and Inuit peoples
- LGBTQ Communities
- Non Christian faith communities and non-faith groups and individuals
- Newcomers and new Canadians
- Persons living in poverty
- Persons with disabilities
- Racialized peoples
- Seniors
- Women
- Youth

## EQUITY BENCHMARKS WITH GUIDING PRINCIPLES, INTENDED OUTCOMES AND COMMUNITY-BASED PROPOSED SOLUTIONS

<p><b>Equity Benchmark:</b> <i>Hamilton creates and fosters an organizational culture of Equity, inclusion, diversity and community engagement.</i></p> <p><b>Guiding principles:</b></p> <ul style="list-style-type: none"> <li>• <i>Effective community engagement processes build resilient relationships within all communities.</i></li> <li>• <i>Departmental staff meetings that facilitate discussion and decision-making about equity, inclusion, diversity and community engagement help improve services to all communities.</i></li> </ul>		
Intended Outcomes	Community-based feedback on potential negative considerations and/or systemic barriers	Community-based Proposed Solutions
City environments are safe places for members of diverse communities	<p>Lack of a feeling of safety is the greatest challenge</p> <p>Need for “an overhaul of service attitudes” because “how City employees perceive people will affect the way they them”</p>	<p><b><u>Practices that are explicitly respectful of cultural differences system-wide</u></b></p> <ul style="list-style-type: none"> <li>• City management across all departments should undertake management and staff-based initiatives that result in showing explicitly that the City is open to, and respectful of, different types of cultural influences and habits, especially in dress, language and behaviour.</li> </ul>
City environments reflect the acceptance of differences and explicitly place a value on socio-economic diversity	There seems to be little recognition of the line that immigrants straddle as they try to function and raise their children as Canadians, while at the same time seeking to extract and preserve “modified” values from their home countries. What they achieve often looks different than traditional “Canadian” culture/value/attitudes.	
	Some women (especially those marginalized by poverty, abuse and lack of power) do not feel comfortable enough to express their needs to City employees because they “fear repercussions that will result in having their needs ignored”.	
	Individuals whose language skills and accents are not Canadian believe that these differences result in reducing respect and	

*Based on Advisory Committees’ Consultation*  
*Anne-Marie Stewart and Maureen Brown*  
*March 11, 2010*

	credibility in service provision.	
<b>Intended outcomes</b>	<b>Community-based feedback on potential negative considerations and/or systemic barriers</b>	<b><u>Community-based Proposed Solutions</u></b>
	<p>There is a perception that the Seniors Centres seem to be mainly accessible to white, middleclass groups of seniors.</p> <p>There are seniors who feel they have to fight tooth and nail for resources to which they feel they should have equitable access.</p> <p>These seniors also believe that the City takes action only when seniors groups have the resources to agree/decide to pay part of cost of certain services.</p>	<p><b><u>Seniors; practices based on the model: “Aging in Cities”</u></b></p> <ul style="list-style-type: none"> <li>• Andrew Quinn has published a 2008 research study on healthy aging. City leaders and managers should increase staff awareness and understanding of the issues and implications dealt with in Quinn’s book related to “aging in cities”.</li> <li>• City leaders and managers should embrace the concept of ‘aging in place’ and initiate plans to deliberately encourage and support seniors communities according to this model.</li> </ul>
	Some new Canadians and more recent immigrants sense that many City managers and employees have an attitude of: “you have to meet us on our terms; we were here first so we make the rules and you will come when we are open to you serving you; you have to speak in our language in order to get City services”.	<p><b><u>Multilingual communications practices</u></b></p> <ul style="list-style-type: none"> <li>• Departmental management should provide more signage at City Hall in many different languages.</li> <li>• In all the City’s departments, managers should set departmental goals that will result in building a customer service culture that stresses the importance of service provision that validates and respects different languages and accents.</li> <li>• City management needs to improve the policing of designated parking usage. (By-law officers).</li> </ul>
	Some City employees demonstrate negative and stereotypical staff attitudes towards some groups (e.g. persons with mental disabilities).	<p><b><u>Multicultural practices that enhance City-managed environments</u></b></p> <p>City leadership should set system-wide goals to create an community-based and workplace environment that is ‘warmer’ and more comfortable—especially for socio-economically marginalized women.</p>

**Equity Benchmark: Corporate management ensures the planning, implementation and evaluation of employment practices that nurture and support equity, inclusion, diversity and community engagement**

**Guiding principles:**

- **Corporate strategy that is driven by community issues helps to build a strong and competitive corporate business edge.**
- **Leadership-directed, system-wide training to achieve diversity-related outcomes strengthens the City's workforce capacity.**
- **All communities benefit from strategies that meet the needs of the under-served communities.**

Intended Outcomes	Community-based feedback on potential negative considerations and/or systemic barriers	Community-based Proposed Solutions
<b>The Human Resources Department and departmental management include diversity competencies for the recruitment of new employees and for evaluating staff performance</b>	There is a very low workforce turnover rate – in fact it is less than 3%. As a result there is significantly low recruitment among new employee pools.	<p><b><u>Diversity Training</u></b></p> <ul style="list-style-type: none"> <li>• System-wide training to implement the Equity Policy should emphasize putting employees into other peoples' shoes – the training should include a focus on changing typical attitudes towards the LGBT groups and individuals.</li> <li>• Training must be ongoing to keep up with what little staff turnover occurs.</li> </ul>
<b>Leadership implements system – wide training for management and staff in Diversity Management</b>	<p>Although the Human Resources Department has provided training to all staff on the Human Rights Code, this training only reviews the Code as a context for the Harassment Policy. There is not enough time given on <u>how to accommodate</u>.</p> <p>Quite often some managers say that providing all-staff training has financial barriers as there are few resources for staff to be replaced while others on training.</p>	<p><b><u>Guidelines and Criteria for Diversity Training</u></b></p> <ul style="list-style-type: none"> <li>• Ensure that training addresses staff resistance to change as they see change as "difficult", "complicated".</li> <li>• Institute a corporation-wide training plan for the different kinds of training that are requested and/or should be carried out: AODA; LGBT; Accommodation, etc.</li> <li>• Investigate and assess different ways of delivering training to make it more cost-efficient than pulling people off the job for so many half-days</li> </ul>

Intended Outcomes	Community-based feedback on potential negative considerations and/or systemic barriers	<u>Community-based Proposed Solutions</u>
<b>The Human Resources Department and departmental managers ensure that the City's recruitment and hiring practices are in compliance with the City's commitment to equal employment.</b>	There is a strong perception that although the City states that it is "an equal opportunity employer", this commitment is not generally practiced.	<u><b>Hiring Advertisement Practices</b></u> <ul style="list-style-type: none"> <li>Human Resources and departmental managers should insert an "invitation line" at the bottom of advertisements that seek applications from specific groups. For example, line should say <i>"The City of Hamilton particularly encourages applications from...."</i></li> <li>Human Resources and departmental managers should publish job advertisements that specifically encourage applications from people with disabilities, e.g.: <i>"The City of Hamilton actively participates in strategies to receive and accept applications from persons with disabilities...."</i></li> <li>Human resources and departmental managers should include language in the job advertisements that re-assures applicants from the underserved communities that there will be follow-through to receiving and considering their applications.</li> </ul>
<b>Departmental managers make arrangements for providing "Positive Space" to accommodate the needs of LGBTQ groups.</b>	Some individuals, groups and communities from the LGBTQ communities believe that they are treated differently. They do not believe that the City leadership and departmental management are making any explicit efforts to remedy this.	<ul style="list-style-type: none"> <li><u><b>LGBTQ Positive Space Policy:</b></u> "This policy will safeguard my work-related environment as a space where I can work, live, have fun and be accepted for who I am."</li> <li><u><b>Developing the Positive Space Policy:</b></u> The designated space need not be perfect but it must feature specific steps and provisions such as: acceptance; attitudes; language; individuals knowing how homophobia affects LGBT persons. Positive Space results in lowering barriers to access. It could begin with 'family' or gender neutral washrooms for Transit and City Hall.</li> </ul>

Intended Outcomes	Community-based feedback on potential negative considerations and/or systemic barriers	<u>Community-based Proposed Solutions</u>
<p><b>The Human Resources Department and departmental managers ensures that the City's recruitment and hiring practices are in compliance with the City's commitment to equal employment.</b></p>	<p>Some Advisory Council members believe that new talents are being wasted because the City is not employing new immigrant resources. Many people want to participate in society but they remain sceptical of political ploys, rather than real action.</p> <p>Committee members are tired of talking about these needs – they have been doing so for years.</p> <p>The Summer Program System currently allows for departments to do their own hiring. Through this system, there are approximately 600 students hired per year with little turnover among those hired. The City is missing opportunities to provide many more different students – and especially those from the underserved communities -- with access to information about how the City works and to the available jobs that are available each summer.</p> <p>It was reported that some departmental managers say that they feel "pressed" by HR to hire students from previous years.</p> <p>Advertising for Summer Program recruitment is typically done by the internet and departments are able to hire students from outside of City.</p> <p>Electronic screening tool seen as a barrier because it is complex</p>	<p><b><u>Diversity Management Practices</u></b></p> <p><u>Hiring</u></p> <ul style="list-style-type: none"> <li>Human Resources should stipulate that all departmental hiring committees represent the needs of the underserved communities.</li> <li>Human Resources should stipulate that the make-up of all City interview panels should include a member of the Accessibility Committee.</li> <li>Human Resources and departmental managers should implement recommendations from <u>HR Matters</u> – which is the project and report related to Hamilton's Talent Plan that was produced through a not-for profit, community-based, umbrella initiative.</li> <li>Human Resources and departmental managers implement targeted hiring especially for people from racialized and Black communities.</li> <li>Human Resources should initiate an formal assessment of the reasons why more racialized people are not being promoted at Transit.</li> <li>The Access and Equity Office should develop and provide to the Human Resources Department and all departmental managers a simple tool on Guidelines For Implementing Hiring Processes that are consistent with the Equity Policy.</li> <li>Human Resources should require departmental management to ensure that job design specs attract a wide range of applicants.</li> </ul>

	<p>and not easy to navigate. Based on applicant's ability to fill in.</p>	<p><b><u>Recommended Human Resources Development Practices to be undertaken by the Human Resources Department and City leadership</u></b></p> <ul style="list-style-type: none"> <li>• Create Job Shadow programs.</li> <li>• Sponsor student placement programs in partnership with the relevant Advisory Committee.</li> <li>• Create a Mentorship Program.</li> <li>• Create a Youth Summer Employment Program (as the Hamilton Police Services has done). This will help to build confidence and instil hope, especially among Black youth.</li> <li>• Undertake communication initiatives directed towards business partners (e.g. Chamber of Commerce) specifying that new immigrants are capable of high performance.</li> <li>• Undertake community engagement partnership to link business partners with individuals in the new Canadian communities who will be high performing employees.</li> <li>• Create a Succession Planning Strategy to place more women in senior leadership positions.</li> <li>• Since the libraries are a first point of contact for 90% of newcomers, ensure signage, program information, instructions, etc. that are multicultural and multi-lingual. (SISO settlement agency has staff on site in some libraries to assist in navigating the system. Maybe City can partner with SISO in community outreach through the libraries.</li> <li>• Help to strengthen community leadership capacity by setting up public service programs like Junior Achievers.</li> </ul>
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**Equity Benchmark: *Hamilton's enlightened leadership promotes and supports the value of equity with outcomes of inclusion, diversity, and community engagement.***

**Guiding principles:**

- ***Council members that come from and /or represent the interests of the under-served communities enhance the Council's capacity to address the interests of all its communities.***
- ***Council members govern in the interests of all Hamilton's communities when they meet the needs of the under-served communities.***
- ***Senior management's development of an annual plan to remove systemic barriers enhances socio-economic opportunities for all communities.***

Intended outcomes	Community-based feedback on potential negative considerations and/or systemic barriers	Community-based Proposed Solutions
<b>The City's leadership demonstrates attitudes and practices behaviour that values a variety of backgrounds, orientations, skills and experience</b>	<p>Some Committee members said they feel that City politicians are in a "war" stance relative to immigrants.</p> <p>The present approach seems to say: "We" are going to do this for "you" -- "You" should refer to communities that include all the whole community—including immigrants, refugees; racialized people.</p> <p>Some Committee members said that they felt that the City pays lip service to diversity, with little action on race-related issues</p> <p>Some Committee members felt that there was an informal "Nepotism Policy" that some people are finding ways around it.</p>	<p><b><u>Organizational Champions are important because:</u></b></p> <ul style="list-style-type: none"> <li>• Champions create a sense of safety for those who do not feel that the City environment is safe.</li> <li>• City Councillors should be seen as role models for Diversity management and should be held accountable for this.</li> <li>• City Councillors should make greater efforts to attend community events</li> <li>• City Council members should continue to make the following commendable efforts in the following:               <ul style="list-style-type: none"> <li>-- Council representation on the Advisory Committee at each meeting (demonstrates commitment)</li> <li>-- Help in advocating for LGBT-positive community centre</li> <li>-- the promotion of the Day Against Homophobia</li> <li>-- the willing use of the correct LGBTQ terminology after correction</li> <li>--attendance at events, even though they were not covered by media or sponsored by the City</li> </ul> </li> </ul>

Intended outcomes	Community-based feedback on potential negative considerations and/or systemic barriers	<u>Community-based Proposed Solutions</u>
<p><b>City leadership is responsive to the needs of the underserved communities</b></p>	<p>Council membership does not reflect city demographics.</p> <p>Individuals that belong to the immigrant and refugee communities feel detached from the City's leadership.</p> <p>Some Committee members said that there was a "tremendous sense of urgency" to take action before City loses more talent to other countries, such as Australia; to Regions such as Peel with more flexible rules. (Example, paperwork to set up businesses extremely difficult, especially when investment from outside of Canada.)</p> <p>"Engaging with non-mainstream (residents) is not front and centre at the City. Only some on Council get it. The others are in an ivory tower".</p> <p>The City will be considered inclusive when we "see all levels of women in politics and appropriate programs in place. City Hall will be a place where we feel welcome and where we can learn about services in our communities".</p> <p>There have been several important fundraisers at which City has been absent.</p>	<p><b><u>Need for an Ombudsman</u></b></p> <ul style="list-style-type: none"> <li>• Create an 'Ombudsman' position where community individuals that face service barriers can appeal and receive speedy resolution. City of Toronto has recently established an Ombudsman – Hamilton should do the same.</li> </ul> <p><b><u>Need for the Equity Policy</u></b></p> <ul style="list-style-type: none"> <li>• Council should clearly articulate its vision for Equity and Inclusion and how it will be implemented.</li> </ul> <p><b><u>Youth Leadership</u></b></p> <ul style="list-style-type: none"> <li>• Establish a Youth Leadership Institute to groom promising racialized youth as leaders...potentially City leaders.</li> </ul> <p><b><u>Practices that demonstrate Council Leadership in Diversity</u></b></p> <ul style="list-style-type: none"> <li>• The Council should, through the Equity Policy, require that the leadership develop a Communications Strategy that engages all the diversity of its stakeholder communities.</li> <li>• Leaders should make more effort to attend community events</li> <li>• Councillors should attend citizenship ceremonies...sends important welcome message.</li> <li>• City leadership should be more visible at important community events.</li> </ul>

Intended outcomes	Community-based feedback on potential negative considerations and/or systemic barriers	<u>Community-based Proposed Solutions</u>
<p><b>The City leadership and departmental management attracts and welcomes immigrants that want to invest financial resources in the City</b></p>	<p>Committee members said that some new immigrants with investment money reported that they find the red tape at City Hall very difficult to navigate. Some have left for other GTA municipalities. They said that “Hamilton has been spectacularly unsuccessful at attracting business class immigrants”. They believe that Hamilton seems to be more interested in big business.</p> <p>Some said that “City Hall is business unfriendly”.</p> <p>There were some reports that immigrants who feel excluded from City opportunities, especially employment, return to countries of origin. They then return to Canada at 65 to claim benefits they did not have opportunities to pay into. There is a high economic cost to the country and a strain on Canada’s Health system.</p> <p>There were other reports that some immigrants return to their country of origin to live but send their children to Canada to take advantage of subsidized university fees.</p>	<p><b><u>Strategies to Encourage Positive Financial Investments in the City</u></b></p> <ul style="list-style-type: none"> <li>• City leadership should accelerate a review of the City’s strategies to attract more business-class immigrants to the City.</li> <li>• City leadership should consider reducing service fees for licences, permits, etc.</li> <li>• Alternately, the City should charge a single fee—one-stop-shop—like Mississauga. While initially the City may lose some revenues, these would be recouped through more international investors coming to the City. City would compete better against, e.g. Mississauga.</li> <li>• City leadership needs to involve diverse communities more closely with City committees and related initiatives to encourage immigrants to stay in Hamilton.</li> <li>• City practices need to distinguish between skilled worker vs. investing immigrants; skilled vs. unskilled refugees; etc.</li> <li>• The leadership needs to step up their initiatives to reach diverse communities, recognising that outreach efforts take concentrated effort...that are not always easily forthcoming.</li> </ul>

**Equity Benchmark: *Policies, opportunities and projects for community engagement build equity and inclusion.***

**Guiding principles:**

- ***Effective community engagement processes build resilient relationships within all communities.***
- ***Annual departmental goal-setting that includes meeting the needs of under-served communities results in serving the interests of all communities.***

Intended outcomes	Community-based feedback on potential negative considerations and/or systemic barriers	Community-based Proposed Solutions
<p><b>Management approaches and skills that meet the needs of diverse communities are effectively implemented by skilled employees with targeted communication to the underserved communities</b></p>	<p>Some individuals felt that there is no apparent consideration for services to meet the needs of the estimated 50,000 LGBTQ residents in Hamilton.</p> <p>Many individuals said that it was difficult for some communities (e.g. people who are seniors and/or transgendered individuals) to participate in regular programming, although, generally speaking, they would prefer to do so because these individuals do not want to receive segregated programming. BUT there are some individuals, (for example LGBTQ teens) who want opportunities to socialize with others like themselves.</p> <p>Although there are no identified areas of LGBTQ concentration, Dundas, Locke St and Waterdown might constitute appropriate sites for LGBTQ-specific activities because many people from these communities live there.</p> <p>Relevant issues are: (a) lack of programs and (b) service providers' attitudes. Gays 'sense' poor treatment in service even when it is not overt</p>	<p><b><u>Practices that will Enable Managers to embed Diversity in their Goals</u></b></p> <ul style="list-style-type: none"> <li>• Senior management should assess all the departmental budgets and for their negative / positive impacts on women and all the other underserved groups.</li> <li>• The Access and Equity Office should design a tool similar to the City of Toronto's "Equity Lens" for the use of departmental management. The tool would enable managers to consciously keep equity and diversity issues, along with employees and communities who belong to the underserved communities at the forefront of their decision-making and actions.</li> <li>• Senior management should apply the above tool to all communications undertaken across the organization; for example, to briefing notes; communications-related images and pictures, etc.</li> <li>• The Access and Equity Office should provide departmental managers and staff with a "Language and Terms Checklist" to use in staff meeting discussions related to implementing the Equity Policy.</li> <li>• Management should refer to the existing "best practice" of Ontario Works – their leadership holds meetings with community agencies on how to improve services.</li> </ul>

***Based on Advisory Committees' Consultation***

***Anne-Marie Stewart and Maureen Brown***

***March 11, 2010***

		<ul style="list-style-type: none"> <li>Senior management should design and produce a Diversity Report Card that will evaluate the impact of practices and programs on the diverse employees and communities, with a special focus on racialized people.</li> </ul>
<p><b>Management approaches and skills that meet the needs of diverse communities are effectively implemented by skilled employees with targeted communication to members of the underserved communities</b></p>	<p>Hamilton's LGBT Community is not as 'mature' as Toronto's – therefore they need practices that are more specific to their needs.</p> <p>It is very difficult to reach the LGBTQ community...even their specific agencies have challenges because of LGBT reluctance to self-identify.</p>	<p><b><u>Practices that will Enable Managers to Embed Diversity in their goals</u></b></p> <ul style="list-style-type: none"> <li>Acquire and use for employee training the video that is being created by AIDS Network to identify trans-friendly washrooms across the City where transgendered persons might feel comfortable</li> <li>Find and develop partnerships with community agencies and organizations that can help to access LGBT community.</li> <li>Provide guidelines to Communications Staff across the City about ways to portray gays in publicity materials, such as different kinds of families; 2 women linking arms; using language of 'spouse' in inclusive fashion</li> <li>Communicate AODA benefits through success stories; positive results</li> <li>Advertise through mosques; religious schools</li> <li>Medical Director of Health should play a more public role in speaking out on women's health issues....will serve as inspiration for women to see a woman in this role</li> <li>Adopt more diverse communication tools...some women cannot afford internet</li> <li>Design Equity Lens to help leaders consciously keep diverse audience issues top of mind in decision-making. Apply lens to everything—briefing notes; communications department's pictures. Include language checklist in the lens</li> </ul> <p><b><u>Funding</u></b></p> <ul style="list-style-type: none"> <li>Fund Youth Advisory Committee through Community Services. Make deliberate effort to invite community members to social events...</li> </ul>

Intended outcomes	Community-based feedback on potential negative considerations and/or systemic barriers	<u>Community-based Proposed Solutions</u>
<b>Management approaches and skills that meet the needs of diverse communities are effectively implemented by skilled employees with targeted communication to members of the underserved communities</b>	<p>New immigrants often don't know how and where to access City services. While there is information on the City's website, many new immigrants do not have internet access and/or are not computer savvy.</p> <p>Many Advisory Committee members reported that funding is still going to mainly to traditional groups with a long history in Hamilton while new groups are not applying.</p>	<p><b><u>Communications-related Practices that will support and guide all City staff</u></b></p> <ul style="list-style-type: none"> <li>• Access and Equity Office should provide information on the "value added" in hiring immigrants/racialized people.</li> <li>• Access and Equity Office should provide guidelines for planning and implementing communications to staff and to the general public.</li> <li>• Access and Equity Office should provide support and guidance to those who communicate on the provision of services to seniors so that they recognize that there is not a monolithic multicultural seniors' community.</li> <li>• City communications will usually teach those highly educated immigrants who can also speak English. But there are other immigrants who are not highly educated even in their own language. Therefore, brochures that contain the languages of various immigrant groups will not necessarily reach the second group of immigrants. It will be necessary to use graphics as well as writing for communication materials.</li> </ul>
<b>Corporate policies that respond to needs of all the diverse communities</b>	<p>"We experience exclusion not because of our disabilities, but because of the City's failure to be inclusive of all its citizens."</p> <p>Some Advisory Committee members felt that the traditional mainstream communities have perceptions that they are 'taking over'. All they want is to feel included, respected, understood. They are not seeking confrontation.</p>	<p><b><u>Contract Compliance Recommendation</u></b></p> <ul style="list-style-type: none"> <li>• Council should establish City-based contract compliance policy for contractors and suppliers</li> </ul> <p><b><u>Discriminatory Practices; Recommendation to establish formal sanctions</u></b></p> <ul style="list-style-type: none"> <li>• The City should ensure that there are negative consequences for people who fail to accommodate the needs of persons with disabilities.</li> <li>• The City should audit departments for compliance with AODA legislation.</li> <li>• The City should refer to the Americans with Disabilities Act and its implementation strategies for good practice models</li> </ul>

*Based on Advisory Committees' Consultation  
Anne-Marie Stewart and Maureen Brown  
March 11, 2010*

		<p><b><u>Recommendations for Equity Policy Criteria</u></b></p> <ul style="list-style-type: none"> <li>• Measures that reflect the complexities of women's lives</li> <li>• Measures that Identify impact of globalization on today's demographic shifts to Canada</li> </ul>
	<p>The Equity Policy Framework may not need to break LGBTQ into aspects covered by the Code (lesbian, gay, transgender) and those that are not.</p> <p>Generally, Committee members felt that the City could keep the distinctions together, but managers needs to the issues that could land the City before the Human Rights Commission and those requirements for which the City is accountable This should be included in the City's Code of Behaviour.</p>	<p><b><u>Recommendations for Creating the Equity Framework</u></b></p> <ul style="list-style-type: none"> <li>• City management should ensure that proposed accommodation solutions "make sense"</li> <li>• Access and Equity Office should provide tools that clearly define responsibilities.</li> <li>• Access and Equity Office should keep language consistent (e.g. definition of a underserved community)</li> <li>• Access and Equity Office tools should include what the City is already doing with reference to the underserved communities</li> </ul>
<p><b>Partnership relationships endorse the needs of diverse communities</b></p>		<p><b><u>Effective Partnerships:</u></b></p> <ul style="list-style-type: none"> <li>• City should use its influence to push for diversification of school curriculum to reflect population</li> <li>• Diversify day camps and After-school Programs so all children get exposure to multiculturalism and racialized children see themselves reflected in different settings and within different programs.</li> </ul>

**Equity Benchmark:** *Departmental goals for community engagement stress the mutual benefits of equity and inclusion*

**Guiding principles:**

- *Community engagement strategies are most effectively achieved when implemented by a highly diverse workforce.*
- *Annual departmental goal-setting that includes meeting the needs of under-served communities results in serving the interests of all communities.*
- *Departmental staff meetings that facilitate discussion and decision-making about equity, inclusion, diversity and community engagement help improve services to all communities.*

Intended Outcomes	Community-based feedback on potential negative considerations and/or systemic barriers	Community-based Proposed Solutions
There is representation of the diverse and underserved communities on Boards, Commissions and volunteer committees.	<p>Seniors would volunteer more if</p> <p>(a) there was more funding for accessible transportation to meetings</p> <p>(b) the Seniors Advisory Committee membership was more diverse. There are very few men on the Committee.</p> <p>Racialized seniors have low volunteer participation rates. Many care for grandchildren during the days, but could volunteer in activities while kids are at school so long as they are home for pick up.</p> <p>Accessible transportation would be helpful here.</p>	<p><b><u>Recommendations for Council - related Communications / Information</u></b></p> <ul style="list-style-type: none"> <li>• Departmental management should send more direct information to community agencies etc. about what Boards/committees do so as to encourage wider participation.</li> <li>• Senior management need to review materials available in places such as libraries and community centres to make sure that they are in languages or show graphics that reflect diversity of population.</li> </ul> <p><b><u>Representation of Diversity on Council and Committees</u></b></p> <ul style="list-style-type: none"> <li>• In order to increase representation of persons with disabilities on agencies /boards /committees, senior management should undertake a review of their practices in order to assess whether they are enabling potential applicants to voluntarily disclose that they have a disability.</li> </ul> <p><b><u>Opportunities for the involvement of community members</u></b></p> <ul style="list-style-type: none"> <li>• Seniors can play a stronger role in monitoring neighbourhoods and liaising with elected officials.</li> <li>• “Women can contribute more than they do now through volunteering. They manage households and can help the City to plan better. Greater</li> </ul>

***Based on Advisory Committees' Consultation***

***Anne-Marie Stewart and Maureen Brown***

***March 11, 2010***



		<p>inclusion of women would attend to the social economy better.”</p> <ul style="list-style-type: none"> <li>• Departmental management should time meetings to fit schedules of women with school-aged children.</li> <li>• City communications should profile successful women (staff or leaders) from different backgrounds.</li> </ul>
<p><b>Management approaches and programs that meet the needs of seniors communities are effectively implemented</b></p>	<p>Need to access multicultural seniors who afraid to go out. They may be more willing to go if with friends, peers. Maybe through a ‘buddy-type program.</p> <p>Sackville Seniors Centre seems to be ‘reserved’ for the privileged from traditional populations— seems to get more information than others.</p> <p>Many recreational facilities and pools still not ramped.</p> <p>There are concerns about how the City implements Bill 140 (Long-Term Care Act) as it applies to subsidized rental apartments. Currently if a senior has a broken hip, for instance, s/he cannot return to their apartment after hospital</p> <p>Another concern under Bill 140: Apparently the person gets another option if they are not independently mobile, but currently units designated accessible are not necessarily so. The senior with the fall, for example, may be now using a wheelchair in the seniors’ apartment but</p>	<p><b><u>Seniors: Practices that will increase their involvement</u></b></p> <ul style="list-style-type: none"> <li>• Undertake a review of the information that goes to all City seniors’ centres and community centres to ensure that it meets their needs.</li> <li>• Ensure that training is provided for staff on how to accommodate the needs of seniors and people with disabilities in public events, such as allowing enough time for people to speak; ensuring that microphones are available; adjusting font sizes to meet their needs.</li> <li>• Educate leaders on big picture of “Age-Friendly Cities”</li> <li>• More seniors would volunteer if transportation accessible. Allow seniors to ride free on post-rush-hour busses.</li> <li>• Take into account that seniors issues intersect with disability issues</li> <li>• Designate spaces where multicultural seniors can do tai chi.</li> <li>• Earmark ESL \$ for multi-cultural seniors and/or assist them in accessing existing services.</li> <li>• Designate City Recreation staff person to oversee needs of multicultural seniors, who are often uncomfortable in the traditional settings of recreation programs. May be, for example, reluctant to change into swimsuits for aquatic activities.</li> <li>• City can help traffic information between racialized seniors and traditional seniors so that each can attend specialized events such as Carousel.</li> <li>• For some seniors cost of participating in recreation activities prohibitive: bus passes+ activity fees+ centre membership fee.</li> </ul>

	<p>the space may not be so designed.</p> <p>Continued concerns about snow removal/pile up on seniors' ability to navigate sidewalks and streets.</p>	<p><b><u>Seniors; successful City initiatives to date</u></b></p> <ul style="list-style-type: none"> <li>• In some cases there are longer times for lights to change -- but this is still a bone of contention since some lights have not been changed.</li> <li>• In many places ramps have been installed.</li> <li>• In some cases, there has been retro-fitted built environment. [Seniors had complaints about this but again, real issue could be that things are not happening fast enough to suit them. Housing rep on internal Access Committee says close to half of subsidized apartments retro-fitted.]</li> <li>• The City is "listening" on issue of snow removal; and, discussions on public transit accommodations are "ongoing".</li> <li>• The Community Garden has raised beds. (Some complaints that there are only 2 beds, but apparently raised beds are not the norm and it was the City Planner who brought up the idea after researching European models.)</li> <li>•</li> </ul>
<p><b>Management approaches and programs that meet the needs of all immigrants and refugees are addressed</b></p>	<p>Lack of measures to provide information services in different languages reinforces a sense of "disempowerment" and affects sense of "wellness and belonging".</p> <p>City over-relies on electronic tools ...disadvantage for persons of low socio-economic status, seniors, and some persons with disabilities. This year, for example, the Recreation Dept. had no hard copy if its Program Book.</p> <p>Racialized immigrants complain of preferential treatment that is practised in subsidized housing</p>	<p><b><u>Immigrants and Refugees; Practices that will increase community engagement</u></b></p> <ul style="list-style-type: none"> <li>• Senior management needs to review the policy of English only recording for providing information. This results in "gatekeeper" access to the City's services.</li> <li>• Senior management should aim towards providing information in the five most prevalent non-English languages in order to direct listeners to other recordings where they can get specific answers in those languages.</li> <li>• Senior management should create a specific department, e.g. Lingua Hamilton, to serve as a centralized service for all departments.</li> <li>• Departmental management should maintain a record of volunteers who could be contacted for translation.</li> </ul>

	<p>e.g. responding to getting repairs done.</p> <p>Immigrants/refugees are forced to look to other sources of services (including paid services) when they feel excluded in City services.</p> <p>Quite often at community functions, representation from the City is the only major player not present.</p> <p>The City's advertising outlets are too narrow...exclude many Aboriginals, racialized people.</p> <p>The web site is practically inaccessible because it is too complicated (management reports that there are budget constraints for fixing this).</p>	<ul style="list-style-type: none"> <li>• Departmental management should link this information to the Call Centre or revamp the Centre's current structure to include it. [Note: City departments currently subscribe to the ATT language line, which provides 140 language translations. After identifying language being spoken, service provider calls the line—for an extra fee the service will identify what language resident is using—and puts the resident on the phone. Many people don't know of this service, or managers are not advertising its availability to staff. Could be a financial issue. Recommendation for a centralized service might be questioned in light of ATT line.]</li> </ul> <p><b><u>Communications with immigrants and Refugees: Practices that will enhance effectiveness</u></b></p> <ul style="list-style-type: none"> <li>• The City should set up a Diversity Bulletin Board on its intranet where different departments can post their best practices in working with diverse employees and clients.</li> <li>• The City should champion an annual process for highlighting and honouring the most effective practice in serving diverse communities.</li> <li>• Departmental managers should make more use of advertising/sending out notices in community media.</li> <li>• Senior management should require all departments to contribute to the development of a Diversity Media List for the benefit of all departments.</li> <li>• Departmental management should pay attention to the fact that immigrant communities need and benefit from a two-way communication approach.</li> <li>• Departmental management should put information about the City's policies, grants requirements and other expectations in community newspapers. This should include information about extended</li> </ul>
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		<p>services like applying for OSAP, housing, etc.</p> <ul style="list-style-type: none"> <li>• Senior management need to ensure that the City's website provides a gateway to the community for information about when external agencies/levels of government etc. are holding hearings, consultations, information sessions, etc.</li> <li>• Senior management should profile successful immigrants in a publication called Faces of Hamilton. This will give hope that they too can thrive here.</li> <li>• The Access and Equity Office should provide management tools and guidelines for communicating with diverse audiences, especially from the underserved communities.</li> <li>• City management should place City-related information in the section in the Hamilton Spectator called "At Your Service". It is to be found at the bottom of some pages in different languages telling reader where to go for further information. Make this notice larger and in more languages.</li> <li>•</li> </ul>
<p><b>Senior management implements system-wide customer service specifically for persons with disabilities</b></p>		<p><b><u>Persons with disabilities: Guidelines for Improving customer service training</u></b></p> <ul style="list-style-type: none"> <li>• Educate customer service staff on serving persons with disabilities.</li> <li>• Educate transit drivers, e.g. to allow more time for persons with disabilities to find seats</li> <li>• Train staff to ask, if they don't understand how to serve an individual; increase comfort levels with disabilities</li> <li>• Move away from "medical model"—trying to fix the PWD—to "environmentally social" model of regarding disabilities as natural part of environment.</li> <li>• Focus on behaviour: attitude change will follow. (Policy → behaviour → attitudes)</li> <li>• Create a Lunch 'n' Learn series featuring disability organizations</li> </ul>

		<p>speaking on specific disability areas in 5 possible categories:  <u>Purpose</u> to provide specific information that will help in providing accommodation. Must be ongoing and integrated into regular training and begin with management: Physical; Sense (hearing/sight/speech); Mental; Cognitive (incl. acquired brain injury; learning disabilities; developmental disabilities); Chronic (e.g. diabetes); General.</p> <ul style="list-style-type: none"> <li>• Create training situations where people can experience a taste of what it is like to be a person with disabilities</li> <li>• Reward staff for good customer service. Ask public to vote on Service of the Month, with opportunity to say why that customer service was so great</li> <li>• A suggested process for communicating AODA Framework: Legislation → Consequences → how it relates to City's Mission. Make it personal (e.g. include vignettes of success stories); stick with the positive; embed City values; set stage with leaders to reduce fears.</li> </ul> <p><b><u>DARTS (Disability and Aged Regional Transportation) as a Best Practice</u></b></p> <ul style="list-style-type: none"> <li>• Special transit (DARTS) serves 11,000 people per year, 75% seniors. Current Practices at DARTS: <ul style="list-style-type: none"> <li>• semi-annual newsletter mailed. Section for comments/feedback</li> <li>• use large fonts</li> <li>• use human instead of voicemail response at Customer Service</li> <li>• use satellite offices to buy tickets, receive coupons, etc. Also, bus drivers sell tickets.</li> <li>• <u>Good Practice</u>: City uses <i>Volunpay</i> system for persons with disabilities</li> </ul> </li> </ul>
City based "best practices" that meet	City-funded Alternatives for Youth®Counselling service seen as successful, but situated downtown...suburban youth have to travel far	<p><b><u>Women; City Best Practices</u></b></p> <ul style="list-style-type: none"> <li>• Women Alive Health Education Program. (good practice)</li> </ul>

<b>the needs of women</b>		<ul style="list-style-type: none"><li>• Partnership between City's Public Health Dep't; YWCA and Healthy Living Hamilton. Successfully attracts diverse women for past six years. Could be model for other service delivery.</li></ul>
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# **EQUITY AND INCLUSION POLICY**

## **BEST PRACTICES REVIEW REPORT**

### **SUMMARY REPORT**

#### **Introduction**

The Best Practices Review Report was one of the first deliverables required for the development of the Equity and Inclusion Policy (henceforth called the Policy). This report was based on “best practices” research and it was completed and submitted by the consultants in draft form in August 2008. It documented research findings and published literature based on a broad variety of “best practices” that benchmark strategies and practices for outcomes related to Equity, Inclusion, Diversity, and Community Engagement. Regrettably, there was more information based on American than on Canadian sources. Nevertheless, the “best practices” research established a focus on municipal and corporate management.

The Access and Equity Office sent the Draft Best Practices Review Report out to selected departmental managers for the following reasons:

- To provide them with information and perspectives on various organizational initiatives and practices related to Equity, Inclusion, Diversity and Community Engagement,
- To enable them to share and discuss these issues with each other and with their staff,
- To elicit from them constructive feedback about how the report might be changed and/or improved,
- To seek any other ideas that could be incorporated into the Policy development project.

During the initial developmental phases of the Policy, research, related information, and analysis resulted in the Draft Best Practices Review Report. The Draft Best Practices Report was sent to selected managers for their review and feedback. All this work was incorporated into framing and developing the Draft Equity and Inclusion Policy along with all the related documents and deliverables required.

The Summary Report that follows highlights key points of the Draft Best Practices Review Report in the following terms:

- Practices Reviewed
- Analysis
- Recommended Strategic Directions
- Relevance of Lessons Learned

## **Summary Report**

### **1. Practices Reviewed: Instituting a Diversity Agenda**

***Guiding Principle: Organizational equity and inclusion help to create a competitive business edge.***

There is often a rich diversity of stakeholder interests that are attracted to an organization's products. This diversity demands that the organization build and nurture an inclusive culture that reflects the demographics of its clients, customers and communities of interest.

***Guiding Principle: Products and outcomes that are strategically planned will attract diverse clients and customers.***

Effective organizational leadership organizes its business strategically around a vision and mission that values and promotes internal equity, inclusion and community engagement. At the same time, the leadership ensures that the organization's public agenda stresses the mutual benefits that it shares with its external communities of interests.

#### **1.1 Analysis**

Those organizations that successfully develop and implement a Diversity Agenda and a related Diversity Action Plan always look towards a strong organizational vision that drives strategies embedded with the value of Equity. In addition, these organizations always make a broad commitment to inclusion and community engagement. These elements are intrinsic to the success of their Diversity Agenda.

There are other organizations in which the senior executive leadership establishes a Diversity Agenda as a top organisational priority. In this context, these leaders prioritize a Diversity Policy (in some cases, strategic directions may be designated) that is linked to foundational organizational policy. As a result, all organizational policies, programs, services and opportunities are designed to achieve diversity related outcomes.

This leadership emphasis on the Diversity Agenda as a "top-down /bottom up" cross cutting strategy results in organizational outcomes that build a strong corporate competitive edge for the organization. It also creates a more diverse and resilient workforce and results in the longer-term development of an equitable and inclusive organizational culture.

#### **1.2 Recommended Strategic Directions**

- Establish an "Office of Diversity" that leads and supports the development and implementation of a Diversity Management Policy.



- Prioritize the development and implementation of a top down / bottom up, cross-cutting Diversity Agenda.
- Link the Diversity Management Strategic Plan to the organization's Vision and to its foundational policy.
- Incorporate core learning elements that result in building effective diversity management skills and competencies into all leadership and management training programs.

### **1.3      *Relevance of Lessons Learned***

- By making an explicit policy commitment to Equity and Inclusion that also focuses on Diversity and Community Engagement, the City of Hamilton will build an effective and culturally competent workforce that demonstrably reflects the experience, skills and abilities of the members of its diverse communities
- When it implements a sustainable corporate strategy related to the Equity and Inclusion Policy, the City of Hamilton will enhance its competitive edge through the delivery of products and services that attract a rich diversity of stakeholders – as employees, customers, clients and community partners.
- For its successful implementation, Hamilton's Equity and Inclusion Policy must be fully endorsed by the Council and the Senior Management Team.
- The City of Hamilton will achieve positive improvements in its organisational environment and culture by linking its organisational vision, mission and departmental goals to its commitment to the organizational value of Equity and to processes and outcomes related to inclusion, diversity and community engagement.
- The City of Hamilton's organizational performance will be enhanced when management accountability measures are linked to the Equity and Inclusion Policy's Guiding Principles and Intended Outcomes.

## **2.      *Practices Reviewed: Creating Equitable and Inclusive Employment Policies and Practices***

***Guiding Principle: Organizational equity and Inclusion policies and practices enhance the quality of products and results.***

By promoting and building a workforce and workplace culture that values, attracts, retains and includes aspects of diversity, an organization effectively retains quality employees and increases customer loyalty. For a municipality, this strategy also translates into the effective delivery of essential services to communities with diverse needs and especially to racialized communities.

***Guiding Principle: Workforce training and improved capacities build successful diversity management.***

Effective organizations provide staff development and training programs that build competencies, skills and interpersonal behaviours related to implementing transparent and fair system-wide policies and practices that remove the barriers that impede diversity and inclusion.

## **2.1 Analysis**

Those organizations that deliberately value and recruit diverse employees with the experience, skills and competencies needed for effective organizational performance are successful in developing and retaining a significantly high quality workforce capacity. These organizations are also able to build workplace cultures that elicit a high degree of employee loyalty.

Those municipalities that employ this diversity-related strategy are able to undertake effective community engagement programs. They also successfully deliver programs and services that meet diverse needs, especially to racialized communities.

Organizations that achieve a high degree of success provide system-wide training to build effective employee skills, competencies and interpersonal behaviours that enable them to implement transparent and fair policies and practices. These organizations also prioritise barriers removal programs that build diversity and inclusion.

## **2.2 Recommended Strategic Directions**

- Implement human resources programs that recruit and hire diverse employees with relevant skills and competencies for effective organizational performance.
- Establish organizational culture benchmarks that measure outcomes and impacts related to equity, inclusion, diversity and community engagement programs and services.
- Develop management reporting systems with management accountabilities for directing and supporting employees' succession planning and upward mobility.
- Streamline human resources processes that develop and maintain the organization's "diversity pool".

- Carry out a “Diversity Audit” to provide candid assessments of the workplace climate and culture.
- Develop an “Organizational Intranet” and an “Employee Feedback Hotline”.

### **2.3     *Relevance of Lessons Learned***

- By deliberately valuing and recruiting diverse employees with the experience, skills and competencies needed for the relevant jobs, the City of Hamilton will successfully develop and retain a high performing workforce.
- Like other municipalities that have implemented policies similar to the Equity and Inclusion Policy, the City of Hamilton will successfully deliver essential services to communities with diverse needs and especially to racialized communities.
- Other Canadian municipalities – for example, the City of Toronto, the City of Ottawa and the City of Edmonton – that have policies similar to the Equity and Inclusion Policy have undertaken effective community engagement programs with specific focus on racialized communities.
- The City of Hamilton should continue to deliver its system-wide Anti-Racism Training Program and incorporate a similar approach to delivering system-wide training related to benchmarked needs in the areas of diversity and community engagement.
- City of Hamilton’s senior management should implement a structured approach to the removal of systemic barriers in programs and services that impede the inclusion of under-served communities to access all the City’s programs, opportunities and services.

### **3.        *Best Practice: Leadership Commitment to Diversity and Community Engagement in Municipal Functions and Services***

***Guiding Principle: Employee diversity is the key to successful community engagement.***

Municipalities seeking to distinguish themselves as leaders are engaging, recruiting, retaining and promoting employees from across all segments of society. They place a specific focus on nurturing and growing effective leadership that is diverse. They are committed to developing and maintaining policies and practices that support and promote equity and inclusion at all times.

***Guiding Principle: Organizational leadership commitment to diversity is essential.***

Municipalities that are most recognized and respected within diverse communities are directed and led by a commitment to a vision, mission and business standards that are based on the values inherent in human rights, community engagement, inclusion and participation.

### **3.1        *Analysis***

Those Canadian municipalities that recruit, retain and promote employees representative of Canadian diversity have established significant leadership profiles. These municipalities make specific efforts to encourage and support the career opportunities that are available to members of their diverse communities.

Leading Canadian municipalities have made a specific commitment to developing and maintaining effective policies and practices that support and promote diversity and inclusion at all times.

Canadian communities that are highly diverse recognize and respect their municipal leadership for their efforts to establish a vision, mission and business standards that reflect the value of Equity, inclusion and community engagement and to achieve outcome related to inclusion and community engagement.

### **3.2        *Recommended Strategic Directions***

- Implement a management tool – such as the “Equity Lens” (City of Toronto) – to facilitate the removal of systemic barriers in programs and services.
- Establish a separate unit that supports and encourages management in creating and implementing processes and outcomes related to inclusion, and civic engagement.
- Place a departmental priority on implementing partnerships with community-based organisations in order to help to improve access, equity and human rights efforts.
- Recognise, celebrate and advocate for the presence and voice of diverse communities by commemorating important events that reflect community diversity.
- Increase community access and the representation of diversity in municipal agencies and boards.
- Ensure the development and dissemination of information in multiple language material by taking into account various ethno racial backgrounds and ethnic media.

### **3.3        *Lessons Learned***

- The City of Hamilton will augment its resources for the use of Council members, city management and staff for implementing the Equity and Inclusion Policy by developing a tool similar to the Equity Lens used by the City of Toronto.
- The Access and Equity Office should continue to promote the essential role it plays in formulating resources and tools for community engagement and workforce inclusion programs and services.
- The Access and Equity Office will play a key role in encouraging and supporting management's community engagement initiatives with dedicated resources and tools.
- The Access and Equity Office should use the Equity and Inclusion Policy to create a practical framework that will support the Senior Management Team's strategic vision and goals.