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TO:	CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES NOVEMBER 15, 2016
FROM:	ART ZUIDEMA CITY MANAGER
SUBJECT:	COMMUNITY DIVERSITY AND INCLUSION STRATEGY UPDATE

RECOMMENDATION

That, on the recommendation of the City Manager, Civic Administration **BE DIRECTED** to proceed with developing a Community Diversity and Inclusion Strategy in accordance with the approach outlined in this report.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- "Workplace and Community Diversity and Inclusion Update," Corporate Services Committee, February 16, 2016

BACKGROUND

Diversity and inclusion remain a top priority for Londoners, City Council and Administration. Council's *2015-2019 Strategic Plan* establishes "Strengthening our Community" as an area focus for this term of Council. This includes building London as a "Diverse, inclusive and welcoming community" and a specific strategy to develop a 'Community Diversity and Inclusion Strategy.'

In February 2016, Administration presented an update on initiatives related to diversity and inclusion. On March 1, Council provided the following direction:

- d) *the following three-pronged approach identified by the City Manager BE APPROVED, which would include:*
 - i) *expedited efforts within the Human Resources Division for the implementation of the City of London's corporate plan for workplace diversity and inclusion, which would include increasing the Human Resources complement by one staff member who would be dedicated to implementation of the corporate plan, identifying opportunities, etc.;*
 - ii) *increased supports for immigrants, newcomers, international students, etc. by increasing the Community Services staff complement by one staff member who would be dedicated to this area, including oversight of the Immigration Portal; and*
 - iii) *development and implementation of a local diversity and inclusion plan through the implementation of a Steering Committee modelled after the Community Economic Roadmap, with the goal of bringing back a final report by early 2017; and*
- e) *the Civic Administration BE DIRECTED to report back within one year, and on a regular basis thereafter, with respect to metrics and results of the new initiatives.*

This report provides an update on item d(iii), the Community Diversity and Inclusion Strategy, and an overview of the process ahead. Updates on items d(i) and d(ii) will be brought forward as work proceeds



Setting the Context

In preparation for developing a Community Diversity and Inclusion Strategy (CDIS), the following steps have been taken:

- A scan of diversity and inclusion work in other communities, with a particular interest in identifying best practices;
- A review of existing activities, programs and reports related to diversity and inclusion in London; and
- Discussions with community stakeholders, including the Diversity, Inclusion and Anti-Oppression Advisory Committee (DIAAC, formerly LDRRAC).

This contextual work provided guidance to define the scope and process for developing a Strategy. A few overarching themes emerged from across all three background research sources: (1) the City of London should play a leadership role in developing CDIS, but in a way which empowers the voices of others (“the answers are not inside City Hall”) and should include extensive opportunities for community input; (2) the CDIS should build upon existing work, and not duplicate or create confusion with other related activities, programs and strategies; and (3) the CDIS should include both general strategies towards diversity and inclusion, and recognize strategies which may only apply to specific groups or perspectives.

Defining the Scope

Based on Council direction and stakeholder input, the CDIS is intended to include (noting that this is subject to confirmation from the individuals involved in developing the strategy):

1. A vision for London as a as a diverse and inclusive community – this statement, to be co-created by Londoners, will reflect a shared aspiration for the future. It needs to be clear, meaningful and specific enough to guide the work of the CDIS.
2. A statement of commitment – this statement, also to be co-created by Londoners, will include specific, direct, action-oriented affirmations about what it means to be a diverse and inclusive community. Similar commitments in other communities include things like interrupting racism, standing up against hate crimes, and other specific actions. The statement should be something the City of London, Londoners and other organizations can collectively commit themselves to in a shared interest in seeing a more diverse and inclusive London in the future.
3. Strategies – a list of specific, action-oriented items which will move London towards the CDIS vision statement and which reflect the statement of commitment. These will include general strategies to advance inclusion and diversity in London, as well as strategies to address barriers faced by specific groups.

Roles & Responsibilities

Moving towards a more diverse and inclusive London will require insight, ideas and engagement from many Londoners. To develop the CDIS, an open call for volunteer ‘Diversity and Inclusion Champions’ will be issued in late November 2016. The City of London will seek expressions of interest from people who are committed to developing the CDIS, and working together towards a more diverse and inclusive London. From this open call for volunteers, two teams will be assembled with specific roles regarding the CDIS.

- **Steering Committee:** responsible for leading the development of the Community Diversity and Inclusion Strategy

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- Includes representatives from the Diversity Inclusion and Anti-Oppression Advisory Committee + 4-5 people selected through an open call for expressions
- Meets once per month, from January to May 2017 (5 meetings)
- **Diversity & Inclusion Champions:** a larger group of champions engaged in developing the Community Diversity and Inclusion Strategy
 - Includes selected individuals who demonstrate commitment to the principles of diversity and inclusion and are willing to play a leadership role within the community
 - Participate in three half-day facilitated sessions in January, March and April (3 meetings)
 - Strongly encouraged to seek input and feedback from within respective networks throughout the process

An internal staff team will provide support for the process to develop the CDIS, and will be responsible for all logistics, materials, and other aspects of the process.

Next Steps

The process to develop the CDIS is summarized in [Appendix A: CDIS Proposed Workplan](#). The next step involves public communications regarding the CDIS, and issuing a call for volunteers to serve on the Steering Committee, and as Diversity and Inclusion Champions. This call will be issued on November 23, 2016, with a closing date of December 16, 2016.

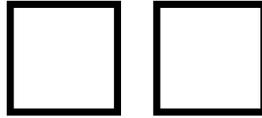
CONCLUSION

Diversity and inclusion remain a top priority for Londoners, City Council and Administration. Too many Londoners continue to experience exclusion, oppression and discrimination in their daily lives. This is not acceptable and London can do better. The Community Diversity and Inclusion Strategy marks an opportunity for a broader discussion and commitment to shared action to make London the “Diverse, inclusive and welcoming community” it can and should be.

Regular updates will be provided to City Council as this work proceeds.

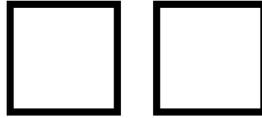
PREPARED BY:	RECOMMENDED BY:
KATE GRAHAM DIRECTOR, COMMUNITY & ECONOMIC INNOVATION	ART ZUIDEMA CITY MANAGER

cc. Diversity, Inclusion and Anti-Oppression Advisory Committee
Senior Leadership Team



Appendix A
CDIS | Proposed Workplan

November 2016	<ul style="list-style-type: none"> • Communicate to public about CDIS (November 23) • Issue call for volunteers (November 23)
December 2016	<ul style="list-style-type: none"> • Call for volunteers closes (December 16) • Select Steering Committee & Champions (by December 23)
January 2017	<ul style="list-style-type: none"> • First Steering Committee meeting – share information from environmental scan and stakeholder conversations; confirm process; prepare for first Champions meeting • First Champions meeting – co-develop a draft vision and statement of commitment; provide training for Champions on conducting broader engagement within own networks • Community Engagement Round #1 begins – Champions test vision and statement of commitment with Londoners for input and feedback, and seeking specific strategies for inclusion in the CDIS
February 2017	<ul style="list-style-type: none"> • Community Engagement Round #1 concludes – Champions submit feedback from discussions • Second Steering Committee meeting – review feedback from Champions’ conversations in community about vision and statement of commitment; review submitted draft strategies; plan for second Champions meeting
March 2017	<ul style="list-style-type: none"> • Second Champions meeting – review feedback and approve a vision and statement of commitment; review proposed strategies and brainstorm additional strategies • Third Steering Committee meeting – review proposed strategies from Champions discussion; develop a draft list of strategies for further engagement • Community Engagement Round #2 begins – Champions seek input and feedback on draft list of strategies (both general and perspective-specific)
April 2017	<ul style="list-style-type: none"> • Community Engagement Round #2 concludes – Champions submit feedback from discussions • Fourth Steering Committee meeting – review feedback from engagement process; develop draft CDIS • Third Champions meeting – present draft CDIS (including vision, statement of commitment and strategies) for final revisions and endorsement from group; discuss ways to engage Londoners in implementing the CDIS
May 2017	<ul style="list-style-type: none"> • Fifth Steering Committee meeting – prepare communications and engagement tools, based on input from Champions discussion • Present CDIS to City Council for endorsement (May 29)



**REVISED Appendix A
CDIS | Adjusted Workplan**

Note: at the November 15, 2016 Community and Protective Services Committee meeting, the Committee requested a revised workplan which would see the Community Diversity and Inclusion Strategy (CDIS) completed by the end of March 2017, instead of the proposed May 2017 timeframe. The chronology below envisions a final CDIS presented to the Community and Protective Services Committee on March 28, 2017. It would then go to Council on April 4, 2017.

November 2016	<ul style="list-style-type: none"> • Report to City Council • Issue call for volunteers (November 23)
December 2016	<ul style="list-style-type: none"> • Call for volunteers closes (December 16) • Select Steering Committee & Champions (by December 23)
January 2017	<ul style="list-style-type: none"> • First Steering Committee meeting – share information from environmental scan and stakeholder conversations; confirm process; prepare for first Champions meeting • First Champions meeting – co-develop a draft vision and statement of commitment; provide training for Champions on conducting broader engagement within own networks, gather ideas for the strategy logo • Community Engagement Round #1 begins – Champions test vision and statement of commitment with Londoners for input and feedback • Community Engagement Round #1 concludes – Champions submit feedback from discussions (January 30)
February 2017	<ul style="list-style-type: none"> • Second Steering Committee meeting – review feedback from Champions’ conversations in community about vision and statement of commitment; review submitted draft strategies; plan for second Champions meeting • Second Champions meeting – review feedback and approve a vision and statement of commitment; review proposed strategies and brainstorm additional strategies • Community Engagement Round #2 begins – Champions seek input and feedback on draft list of strategies and the report design (both general and perspective-specific) • Community Engagement Round #2 concludes – Champions submit feedback from discussions (February 25)
March 2017	<ul style="list-style-type: none"> • Third Steering Committee meeting – review draft report, prepare communications and engagement tools, based on input from Champions discussion • Third Champions meeting – present draft CDIS (including vision, statement of commitment and strategies) for final revisions and endorsement from group; discuss ways to engage Londoners in implementing the CDIS • Fourth Steering Committee meeting – review final report. • Present CDIS to Community and Protective Services Committee (March 28)
April 2017	<ul style="list-style-type: none"> • Present CDIS to City Council for endorsement (April 4)