

<b>TO:</b>	<b>CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE OCTOBER 10, 2018</b>
<b>FROM:</b>	<b>ROSANNA WILCOX DIRECTOR, COMMUNITY AND ECONOMIC INNOVATION</b>
<b>SUBJECT:</b>	<b>COMMUNITY DIVERSITY AND INCLUSION STRATEGY (CDIS) UPDATE</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of Community Diversity and Inclusion Strategy Steering Committee, the following actions be taken:

- a) the report dated October 10, 2018, and entitled "Community Diversity and Inclusion (CDIS) Update" **BE RECEIVED** for information, and;
- b) the next steps as outlined in this report noted in a) above, **BE ENDORSED** as the process for implementing and monitoring the Community Diversity and Inclusion Strategy.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- "Workplace and Community Diversity and Inclusion Update," Corporate Services Committee, February 16, 2016
- "Community Diversity and Inclusion Strategy Update," Community and Protective Services Committee, November 15, 2016
- "Community Diversity and Inclusion (CDIS) Update", Community and Protective Services Committee, March 28, 2017
- "Community Diversity and Inclusion Strategy (CDIS)", Community and Protective Services Committee, August 1, 2017

<b>BACKGROUND</b>
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London City Council identified diversity and inclusion as priorities in the *2015-2019 Strategic Plan*, including the development of a 'Community Diversity and Inclusion Strategy' during this term of Council. In November 2016, Council approved a proposed process to develop this strategy, and directed Administration to proceed:

*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.*

In order to develop this strategy, the City of London issued a call for volunteer 'Diversity and Inclusion Champions.' 200 Londoners, reflecting a diversity of backgrounds and perspectives, stepped forward to be part of this process. As well, a volunteer Steering Committee comprised of representatives from Council's Diversity, Inclusion and Anti-Oppression Advisory Committee (DIAAC) and others selected through the open application process, provided oversight to the process.

The Community Diversity and Inclusion Strategy was presented to the Community and Protective Services Committee on August 1, 2017, and included a number of important components:

1. A **Vision**
2. A **Statement of Commitment**

3. **Five Priorities:**
  - a. Take concrete steps towards healing and reconciliation
  - b. Have zero tolerance for oppression, discrimination and ignorance
  - c. Connect and engage Londoners
  - d. Remove accessibility barriers to services, information and spaces
  - e. Remove barriers to employment
4. **Strategies**, to advance each priority
5. A section called **What We Heard** which captures additional insights received from groups and perspectives through the CDIS process
6. A **Glossary**, formerly developed by DIACC and updated through the CDIS process

On August 22, 2017, Council endorsed the Community Diversity and Inclusion Strategy and resolved the following:

- a. *the Community Diversity and Inclusion Strategy, as appended to the staff report dated August 1, 2017, BE ENDORSED in principle; it being noted that this aspirational document was developed by Londoners who share City Council's interest in a more diverse and inclusive London;*
- b. *the CDIS Steering Committee BE REQUESTED to report back to the Community and Protective Services Committee on a proposed structure to support implementation;*
- c. *the Civic Administration BE DIRECTED to report back to the Community and Protective Services Committee regarding strategies in the CDIS which refer to, or could affect, The Corporation of the City of London; and,*
- d. *a letter of thanks and acknowledgement BE PROVIDED from the Mayor, on behalf of City Council, to all Londoners who contributed to the CDIS process.*

The purpose of this report is to:

- Highlight the progress being made towards the priorities outlined in the Community Diversity and Inclusion Strategy (CDIS) thus far; and,
- Provide an overview of the next steps associated with the CDIS, including a proposed structure to support implementation, as well as an approach to the CDIS strategies that affect the City of London.

## DISCUSSION

### **Community Diversity and Inclusion Strategy: Year One Progress**

The CDIS is a community strategy that outlines 47 recommendations, both short and long term, and reflects a collective effort and interest in building a more inclusive city. Diversity and inclusion are complex, challenging, ever-changing and often highly personal topics. The CDIS does not pretend to reflect every perspective, or include every possible action that the London community could and should take to become more inclusive. Some of the strategies in the CDIS will be easier to implement than others, as some are specific initiatives while others may never be "complete" but instead will require ongoing effort from the entire community.

Following is a summary of the highlights of the progress made in the first year of implementation. To date, 74% of the strategies noted in the CDIS have been initiated. Please refer to [Appendix A](#) for further details on the progress made.

#### Priority 1 - Take concrete steps towards healing and reconciliation

##### *1.1 Establish an Indigenous relations office within the City.*

- Funding has been identified for a position focused on Indigenous relations within the City of London. Work is currently underway to define the responsibilities and functional requirements of this role.

*1.6 Work with local Indigenous peoples to develop a unified Indigenous health strategy, including consideration of Indigenous social determinants of health:*

- The Journey Together planning table of Indigenous community organizations is planning for the development and construction of an Indigenous-led Child Care and Child & Family Centre. Funding for this project comes from the Province of Ontario and the Government of Canada.
- Western University launched the Indigenous Mentorship Network Partnership of Ontario which focuses on having more Indigenous people conducting research on health and social issues affecting Indigenous peoples.
- The Community Mental Health and Addictions Strategy, endorsed by Council in December 2017, identified the need to develop an Indigenous-specific mental health and addictions strategy.

Priority 2 - Have zero tolerance for oppression, discrimination and ignorance

*2.5 Require educators, social service and health practitioners to complete training on Indigenous cultures:*

- The Southwest Ontario Aboriginal Health Access Centre provides the Ontario Indigenous Cultural Safety Program which is available to all health practitioners.
- Introduction and application of Intercultural Competency Training for the City of London was launched in 2017. All staff will be provided with training over the next several years. The component on Indigenous communities will be launched in 2018.
- In partnership with the Child and Youth Network, the Southwest Ontario Aboriginal Health Access Centre, through their Indigenous Cultural Safety Program, will lead three workshops entitled: "Getting to the Roots of Tolerance" in 2018. These workshops focus on understanding the connection between attitudes and behaviours and a greater appreciation for the ways that this can play out differently in relationships with Indigenous clientele. Research has shown that true system changes occur when there is support for change at a systemic level and individuals who are in leadership roles within organizations are participating.
- The Child and Youth Network (CYN) has purchased spots to support CYN community organizations to take the core training offered by the Ontario Indigenous Cultural Safety Program in 2018.

*2.9 Make community training on sexual harassment, sexual assault, safety, trans health and HIV more readily accessible:*

- Anova provides regular training on sexual harassment, sexual violence and prevention, disclosure, LGBTQ issues (including trans health), and trans inclusion.
- The Regional HIV/Aids connection provides training on HIV risks, social determinants of health for the GBMSMT2S (Gay; Bisexual; Men who have Sex with Men; Transgender; and Two-Spirit men), syndemics, and creating safe/welcoming spaces for GBMSMT2S men.
- The Middlesex London Health Unit provides training on LGBT2Q+ inclusion and about LGBT2Q+ sexual health.

*2.12 Encourage local media and community figures to promote inclusive messages and to address barriers and oppressions within London:*

- In December 2017, the London & Middlesex Local Immigration Partnership launched an anti-racism campaign called *All are Welcome Here*. Through this campaign Londoners were able to either display a lawn sign or a sticker with the hashtags #allarewelcomehere & #tousontlesbienvenusici written on it.
- In February 2018, the London & Middlesex Local Immigration Partnership launched the 1000 Acts of Welcome Campaign (#1000actsofwelcome & #1000actesdebienvenue). This campaign focuses on making sure that immigrants feel welcome, included and respected in London.

### Priority 3 - Connect and engage Londoners

*3.3 Recognize and celebrate Londoners, organizations and businesses that promote and undertake diversity, inclusion and anti-oppression activities:*

- Through the Diversity, Race Relations & Inclusivity Award, the Diversity, Inclusion, and Anti-Oppression Advisory Committee recognizes residents, businesses, and organizations who contribute to making London a welcoming and inclusive community.
- Each year the Mayor's New Year's honours list recognizes a person in the categories of Accessibility and Diversity and Race Relations.

*3.5 Increase participation of Londoners from non-dominant groups on the City of London Advisory Committees, Boards and Commissions:*

- The City of London, in partnership with Women & Politics, took part in the Federation of Canadian Municipalities (FCM) initiative, Diverse Voices for Change (DV4C). Throughout 2017 and 2018 a number of projects were undertaken in order to understand the current composition of City of London Advisory Committees, Boards and Commissions and what actions should be undertaken in order to meet London's objective: *"to increase the representation of women, particularly women from diverse backgrounds, on City of London advisory committees and the governance bodies of City of London agencies, boards and commissions."*

### Priority 4 - Remove accessibility barriers to services, information and spaces

*4.3 Ensure that all current and future transportation options are reviewed by, and easily available and accessible to, seniors, persons with disabilities, and newcomers:*

- Accessibility Advisory Committee members are part of the Transportation Advisory Committee.
- London Transit Commission has an Advisory Committee for Accessibility.
- The Age Friendly London Network Transportation Group is working on the following actions related to the accessibility of transportation:

Strategy #4: improve accessibility of public transit

- Develop a tool for neighbourhood groups and residents to conduct audits of bus stops to ensure shelters and benches are available in safe and accessible locations.
- Advocate for more bus stops closer to locations where older adults live and to places where older adults visit and gather to improve social participation and access to necessities of daily life.
- Review transit travel information systems by improving and adding on-board visual aids and audio notifications and by enhancing displays at bus stops.

Strategy #5: Improve transportation options for older adults across the city

- Research affordable transportation options to ensure older adults are able to travel to destinations across the city.
- Advocate for a review of para-transit to increase the availability and reliability of options.
- Explore the need to increase the capacity of volunteer transportation organizations.

Strategy #6: Enhance access to transportation information

- Promote existing age friendly transportation resources and make them available in multiple languages.
- Provide customer service information in multiple languages to ensure all older adults can access information.

*4.7 Encourage businesses and organizations to have non-gender specific washrooms:*

- The City of London is developing a Gender Identity and Expressions Policy which recommends for non-gendered washrooms and change rooms to be built in new City facilities and during retrofits to existing buildings. For example, the new Bostwick Community Centre, YMCA and Library is designed to include gender non-specific

washrooms and change rooms.

#### Priority 5 - Remove barriers to employment

*5.1 Implement metrics and regular opportunities to measure diversity and inclusion within the community, ensuring the workforce and local leadership are reflective of the community.*

- The City of London conducts a regular diversity census of all of its employees. The data from this census guides future initiatives within the organization.
- In early 2017, the City of London conducted its first Diversity Census of all City of London Advisory Committees, Boards of Commissions. This census provided staff with the current composition of these bodies and gaps to be addressed in the future.
- Pillar Nonprofit Network leads the DiverseCity onBoard program which “offers board matching as well as governance training to ensure that qualified candidates from visible minority and under-represented groups are not excluded from positions of decision-making, and influence”.
- London Police Service is conducting a voluntary Employee Diversity Survey to gather information on the London Police Service demographic profile. The results in comparison to the previous survey will enable London Police Service to measure progress towards better reflecting the diverse community they serve.

*5.4 Promote equity within policy, practices and strategies in businesses, non-profit, public, and labour organizations:*

- All Council Policies have been reviewed through the Gender Equity Lens. Additionally, the City of London is in the process of developing an Equity and Inclusion Lens.

*5.9 Support employers and community members in learning how to assist newcomers with their integration*

- *Choose London – Innovative, Vibrant and Global: London’s Newcomer Strategy* is a community-driven strategy, led by the City of London. This strategy identifies three strategic priorities: Enhance Awareness, Facilitate Access and Active Engagement.

#### CDIS-Wide Actions

##### *TD Employee Diversity & Inclusion Committee*

The City of London is collaborating with the TD Employee Diversity & Inclusion Committee in order to share information, resources, and community engagement opportunities related to diversity and inclusion. This includes bi-monthly meetings to share progress and discuss future opportunities for collaboration.

##### *Centre for Research on Health Equity and Social Inclusion (CHRESI) & Western University*

The City of London is working with Western University (Community Engaged Learning, Community Psychology) and CRHESI to advance various aspects of the CDIS. The following 2 projects will be undertaken during the 2018/2019 term:

*Project 1: Measuring the impact of London’s Community Diversity and Inclusion Strategy (CDIS):* This project is focused on gathering qualitative and quantitative data in order to develop an assessment tool to measure the impact of CDIS in the community.

*Project 2: Campaign modelled after Edmonton’s #MakItAwkward:* This project will see students undertake research related to social media campaigns and the methodology and impact of these as they relate to diversity and inclusion. Students will also review best practices relating to messaging and how to bring people around a common cause.

##### *Community of Practice*

A Diversity, Equity and Inclusion Community of Practice was initiated by the City of London, City of Kingston, City of Cambridge and Evergreen. This involves the sharing of expertise, best practices, etc. Membership now includes 23 municipal and post-secondary institutions from across Ontario.

## Proposed Structure to Support the Implementation of CDIS

The CDIS outlines 47 strategies that will help the community achieve the following vision: *London is a diverse and inclusive community that honours, welcomes, and accepts all people; where people have the power to eliminate systemic oppressions.* Moving towards this vision will require all Londoners to come together to make change. A key factor in ensuring progress towards this vision is the establishment of an implementation body to guide the work, oversee implementation plans and ensure ongoing monitoring and evaluation of the work.

The CDIS Steering Committee recommends the following functions and structure for the CDIS implementation body:

### Implementation body functions:

Engagement	The implementation body will engage the community about what is happening and opportunities to get involved. This will include both individuals and organizations. Addressing diversity and inclusion means working with the entire community every step of the way.
Research	The implementation body will use research and data to help develop work plans and make decisions about how to implement the recommendations.
Planning	The implementation body will work with the community to prioritize the recommendations and develop work plans that outline: <ul style="list-style-type: none"> <li>- How a recommendation is being implemented;</li> <li>- Who is doing it; and,</li> <li>- When it will happen.</li> </ul> Work plans should include clear goals that hold people accountable for action.
Coordination	The implementation body is responsible for coordinating the work of all groups working on CDIS. Bringing the community together to implement the various aspects of CDIS is one of the most important functions of the implementation body.
Evaluation	The implementation body will measure the work of CDIS using both stories and statistics. The implementation body will measure the impact the recommendations are having, as well as how well the implementation body itself is working and whether any changes are required.
Reporting	Reporting to Council and the community will happen annually as a way to share stories of progress and to engage residents and organizations in opportunities to be involved. This will include a detailed report on overall progress, evaluation, and plans for the next year.

### Implementation body structure:

Membership	Participation is open to anyone who is interested in supporting and advancing the CDIS vision: <i>London is a diverse and inclusive community that honours, welcomes and accepts all people; where people have the power to eliminate systemic oppressions.</i>
Working Groups	There will be five (5) Priority Working Groups established around the priorities identified in CDIS; <ul style="list-style-type: none"> <li>i. Take concrete steps towards healing and reconciliation;</li> <li>ii. Have zero tolerance for oppression, discrimination and ignorance;</li> <li>iii. Connect and engage Londoners;</li> <li>iv. Remove accessibility barriers to services, information and spaces; and,</li> <li>v. Remove barriers to employment.</li> </ul> The Working Groups will champion and guide the implementation and monitoring of their respective CDIS priorities. Each Working Group will be supported by City of London staff.

Leadership Table	The CDIS Leadership Table will be made up of ten (10) members: a) Three (3) City of London Staff b) One chair from each of the five (5) Working Groups c) One (1) representative from the Diversity Inclusion, and Anti-Oppression Advisory Committee (DIAAC), and; d) One (1) representative from the Accessibility Advisory Committee (ACCAC).  Other resource personnel will be invited to attend meetings as required.
Term	Commitment is a minimum of two years.
Compensation	An honorarium of \$2,000 per year will be provided to the chairs of the Working Groups.

This approach recognizes the critical role of community leadership, as well as the City of London’s important role in CDIS. City staff will be part of the CDIS Leadership Table and the City will provide key support to the Leadership Table and Working Groups (administrative support, coordination of meeting agendas/spaces, support as required to working groups, assistance in preparation of annual reports, etc.). Included as [Appendix B](#) are the draft Terms of Reference for the CDIS Implementation Body.

### **CDIS Strategies That Affect the City of London**

The CDIS includes a Statement of Commitment for both the City of London and the community. Nearly all of the 47 strategies outlined in the plan touch the City of London, whether directly or indirectly. City staff will continue to assess the financial and resource implications of this work. Based on this assessment, business case(s) will be submitted for consideration to the next Multi-Year Budget process.

### **Next Steps**

The following steps will be taken with respect to the CDIS in the remainder of 2018 and into 2019:

1. The community, City of London and various partners outlined in this report will continue to actively implement the 47 recommendations of the CDIS.
2. Work will continue to define the responsibilities and functional requirements of a position focused on Indigenous relations at the City of London. Once this process is finalized, a recruitment process will be launched in 2019.
3. Pending Council approval, a recruitment process for the CDIS Implementation Body (Leadership Table and Working Groups) will be launched. It is anticipated that recruitment will be completed during the first quarter of 2019.
4. City staff will continue to monitor and assess the financial and resource implications of the work of CDIS and, based on this assessment, will submit business case(s) for consideration as part of the next Multi-Year Budget process.

## **FINANCIAL IMPACT**

The City of London position focused on Indigenous relations will be funded temporarily for two years through the Efficiency, Effectiveness and Economy Reserve. The compensation provided to the chairs of the CDIS Working Groups will be accommodated through existing budgets. At this time there are no other financial implications, noting that the financial and resource requirements of the plan will continue to be monitored and a business case(s) will be brought forward to the next Multi-Year Budget process.

## **CONCLUSION**

The CDIS is a community strategy that outlines 47 recommendations, both short and long term, and reflects a collective effort and interest in building a more inclusive city. Diversity and inclusion are complex, challenging, ever-changing and often highly personal topics. The CDIS does not

pretend to reflect every perspective, or include every possible action that the London community could and should take to become more inclusive. Some of the strategies in the CDIS will be easier to implement than others, as some are specific initiatives while others may never be “complete” but instead will require ongoing effort from the entire community.

While the past year has been focused on initiating the work of CDIS, continued efforts to implement the 47 strategies, as well as the establishment of an implementation body to guide, coordinate and monitor this work are critical next steps in moving towards our vision of London as *“a diverse and inclusive community that honours, welcomes, and accepts all people; where people have the power to eliminate systemic oppressions”* must inspire action.

<b>PREPARED BY:</b>	<b>RECOMMENDED BY:</b>
<b>KINGA KOLTUN COORDINATOR, GOVERNMENT AND EXTERNAL RELATIONS</b>	<b>ROSANNA WILCOX DIRECTOR, COMMUNITY &amp; ECONOMIC INNOVATION</b>

- c. Accessibility Advisory Committee  
Diversity, Inclusion and Anti-Oppression Advisory Committee  
Senior Management Team



## APPENDIX A

### Community Diversity and Inclusion Strategy (CDIS): Year One Progress

#### Priority 1 - Take concrete steps towards healing and reconciliation

##### Strategies

1. Establish an Indigenous relations office within the City.
2. Work with local Indigenous peoples to establish a *Truth and Reconciliation Commission – Calls to Action* (TRC) accountability and implementation body and plan.
3. Create a community pledge to encourage everyone to take action towards the recommendations of the *Truth and Reconciliation Commission – Calls to Action* (TRC).
4. Develop an audit and evaluation process to measure the progress towards the *Truth and Reconciliation Commission – Calls to Action* (TRC) recommendations.
5. Ensure Indigenous peoples lead the change process within our community.
6. Work with local Indigenous peoples to develop a unified Indigenous health strategy, including consideration of Indigenous social determinants of health.
7. Forge partnership agreements between the City and three neighbouring communities (Chippewas of the Thames First Nation, Munsee Delaware Nation, and Oneida Nation of the Thames).
8. Provide opportunities for on-reserve economic development through strategic and innovative partnerships with the City and the private sector.

##### Progress Made

- Funding has been identified for a position focused on Indigenous relations within the City of London. Work is currently underway to define the responsibilities and functional requirements of this role.
- The City of London has endorsed actions in three calls to action under the TRC report (#57, #77, and #82). These actions are in the process of implementation. Council has also further directed staff to explore opportunities for additional action on Calls to Action under the TRC report. The following actions have been undertaken:

##### #57 Professional Development and Training for Public Servants

- The City of London launched Intercultural Competency Training, which includes training pertaining to Indigenous communities.

##### #77 National Centre for Truth and Reconciliation

- The London Public Library led the collection of records from local institutions relating to the residential school system, in collaboration with local First Nations communities and organizations. All relevant records have now been forwarded to the National Centre for Truth and Reconciliation.

##### #82 Commemoration

- The City's Culture Office and the London Arts Council are co-leading the development a monument in London, through the City of London's Public Art Program.
  - The London Arts Council has been working to establish a base of Indigenous artists. Meetings are ongoing between the London Arts Council, City Administration, and Indigenous representatives.
  - This year's City of London Community Arts Investment Program (CAIP) 'Artist in Residence' program includes an Indigenous artist, Erik Mandawe. Erik is working with the London Arts Council and the Culture Office to develop the Truth and Reconciliation Monument.
- The Journey Together planning table of Indigenous community organizations is planning for the development and construction of an Indigenous-led Child Care and Child & Family Centre. Funding for this project comes from the Province of Ontario and the Government of Canada.
  - Western University launched the Indigenous Mentorship Network Partnership of Ontario which focuses on having more Indigenous people doing research on health and social issues affecting Indigenous peoples.

- The Community Mental Health and Addictions Strategy, endorsed by Council in December 2017, identified the need to develop an Indigenous-specific mental health and addictions strategy.

## **Priority 2 - Have zero tolerance for oppression, discrimination and ignorance.**

### Strategies

1. Address one's own privilege and bias by learning, sharing, and recognizing the lived experiences, cultures and histories of Londoners.
2. Acknowledge and combat the existence of anti-black racism, Islamophobia, sexism, racism, anti-Semitism, ageism, xenophobia, homophobia, transphobia, gender-based and other forms of discrimination in our community.
3. Recognize a common language around oppression and discrimination (see glossary of terms).
4. Know the *Canadian Charter of Rights and Freedoms* and the *Ontario Human Rights Code*.
5. Require educators, social service and health practitioners to complete training on Indigenous cultures.
6. Encourage everyone to undertake de-colonization, anti-racism, anti-oppression, cultural safety, accessibility, and diversity training in order to understand those around them.
7. Build cultural awareness among children and youth through schools, community groups, parent councils, and other community engagement activities.
8. Ensure that children starting at primary level receive anti-oppression education including learning how to recognize their own privilege and bias and how to build relationships with those around them.
9. Make community training on sexual harassment, sexual assault, safety, trans health and HIV more readily accessible.
10. Promote a culture within the London Police Service where all groups are safe and protected, and not targeted based on any of the enumerated terms in the *Ontario Human Rights Code*.
11. Ensure the London Police Service invests in and provides ongoing training to police officers and employees to better understand and protect the communities they serve.
12. Encourage local media and community figures to promote inclusive messages and to address barriers and oppression within London.
13. Implement a social media campaign modelled after #MakeItAwkward.
14. Encourage local businesses and organizations to share knowledge, resources, and information to address oppression, discrimination and ignorance.

### Progress Made

- A glossary of terms was developed through the consultation process for the Community Diversity and Inclusion Strategy. The glossary is meant to serve as a tool for the community and a way to create common understanding around diversity and inclusion terminologies.
- The City of London *It Starts with Me* employee training provides an overview of the *Canadian Charter of Rights and Freedoms* and the *Ontario Human Rights Code*. This is mandatory training for all of City employees.
- The Southwest Ontario Aboriginal Health Access Centre provides the Ontario Indigenous Cultural Safety Program which is available to all health practitioners.
- Introduction and application of Intercultural Competency Training for the City of London was launched in 2017. All staff will be provided with training over the next several years. The component on Indigenous communities will be launched in 2018.
- In partnership with the Child and Youth Network, the Southwest Ontario Aboriginal Health Access Centre, through their Indigenous Cultural Safety Program, will lead three workshops entitled: "Getting to the Roots of Tolerance" in 2018. These workshops focus on understanding the connection between attitudes and behaviours and a greater appreciation for the ways that this can play out differently in relationships with Indigenous clientele. Research has shown that true system changes occur when there is support for change at a systemic level and individuals who are in leadership roles within organizations are participating.
- The Child and Youth Network (CYN) has purchased spots to support CYN community organizations to take the core training offered by the Ontario Indigenous Cultural Safety Program in 2018.

- The London Cross Cultural Learner Centre provides Cultural Diversity Training. More information can be found at: <http://lclcl.org/index.php/cultural-diversity-training>.
- LUSO Community Services offers training to individuals, groups and organizations that addresses the issues of racism, bullying, hate, bias activity and discrimination.
- Centre Communautaire Régional de London (CCRL) offers cultural competency training to newcomers in French.
- The City of London, PRISM members and staff delivered a LGBT+ Inclusive Customer Service Seminar aimed at helping to ensure staff interactions with the public are inclusive of the LGBT+ community. The seminar used London specific and practical examples on a variety of topics, including: (1) LGBT+ terminology; (2) the importance of pronouns; (3) distinguishing between gender identity, gender expressions, sexual orientation, and sex assigned at birth; (4) collecting and recording data; (5) do's and don'ts for inclusive language; and, (6) creating an inclusive physical space.
- London & Middlesex Local Immigration Partnership's *Welcoming All Voices* materials in school boards are aimed at providing cultural awareness around the needs and experiences of newcomers. These materials are also available in French.
- Various community organizations including the London Cross Cultural Learner Centre, LUSO Community Services, South London Neighbourhood Resource Centre, and Centre communautaire régional de London provide schools with settlement workers to help newcomer youth with their settlement needs.
- Anova provides regular training on sexual harassment, sexual violence and prevention, disclosure, LGBTQ issues (including trans health), and trans inclusion.
- The Regional HIV/Aids connection provides training on HIV risks, social determinants of health for the GBMSMT2S (Gay; Bisexual; Men who have Sex with Men; Transgender; and Two-Spirit men), syndemics, and creating safe/welcoming spaces for GBMSMT2S men.
- The Middlesex London Health Unit provides training on LGBT2Q+ inclusion and about LGBT2Q+ sexual health. More information regarding training can be found at: <https://www.healthunit.com/lgbtq-training>
- Revised processes and officer training were implemented to address the newly legislated *Collection of Identify Information in Certain Circumstances* (O.Reg. 58/16), sometimes referred to as 'carding' or 'street checks' (2016/2017). An interim progress report was made publicly available in February 2018. More information can be found at: <http://calendar.londonpolice.ca/Meetings/Index?StartDate=02/01/2018>
- A Public Needs Survey was conducted in 2017 to determine residents' concerns and to measure satisfaction levels. Some of the questions were related to London Police Service's working relationship with the diverse community they serve. The complete survey and results are available at <https://www.londonpolice.ca/en/about/Public-Needs-Survey.aspx>
- A Community/London Police Service Collaboration and Partnership Working Group was formed with the goal of strengthening police relationships with the London community (2016).
- The London Police Service Diversity Officer attends a large variety of functions, events, meetings, etc., in the community and as a result makes direct or indirect contact with a considerable number of individual residents in attendance. The Diversity Officer uses these opportunities, as well as social media, to perform outreach.
- The London Police Service Diversity Officer and other officers attend various events that take place throughout the year in London and surrounding area. These include: Black History Month, Solidarity Day, the London Pride parade, Eid, Raksha Bandhan and Canadian Citizenship ceremonies.
- In December 2017, the London & Middlesex Local Immigration Partnership launched an anti-racism campaign called *All are Welcome Here*. Through this campaign Londoners were able to either display a lawn sign or a sticker with the hashtags #allarewelcomehere

& #tousontlesbienvenusici written on it. More information about the campaign can be found at: <https://www.1000actsofwelcome.ca/en/all-are-welcome-here/>

- In February 2018, the London & Middlesex Local Immigration Partnership launched the *1000 Acts of Welcome* Campaign (#1000actsofwelcome & #1000actesdebienvenue) This campaign focuses on making sure that immigrants feel welcome, included and respected in London. More information can be found at: <https://www.1000actsofwelcome.ca/en/submit-an-act-1>
- Western University offers training for staff and students on the topics of anti-oppression, anti-racism, cultural competence, AODA, and customized accessibility training based on needs. Harassment and discrimination training based on the enumerated terms in the *Ontario Human Rights Code* is also available.
- Western University provides its staff and students with sexual assault reporting and sexual harassment training and has previously invited the 519 to provide training on Trans Inclusion.
- King's University College provides its students with various training opportunities on topics such as the Kairos Blanket Exercise, LGBTQ+, sexual violence and intervention, cultural awareness, and mental health.

### **Priority 3 - Connect and engage Londoners**

#### Strategies

1. Promote events and opportunities for Londoners to collaborate, share, and access information.
2. Encourage and facilitate dialogue between all levels of government and organizations around common goals of inclusion, particularly groups that stand to gain by supporting one another.
3. Recognize and celebrate Londoners, organizations and businesses that promote and undertake diversity, inclusion, and anti-oppression activities.
4. Establish long-range plans to grow diversity activities, including grants and recognition programs.
5. Increase participation of Londoners from non-dominant groups on the City of London Advisory Committees, Boards and Commissions.
6. Ensure the City of London and other organizations understand and model best practices for inclusive engagement.

#### Progress Made

- A number of community groups and initiatives provide Londoners with a platform to collaborate, share information and have open dialogue around the topic of inclusion. This includes the Age Friendly London Network, Networking for Inclusive Community, NeighbourGood London website, Tourism London events calendar, London & Middlesex Local Immigration Partnership, as well as [informationlondon.ca](http://informationlondon.ca)
- Through the Diversity, Race Relations & Inclusivity Award, the Diversity, Inclusion, and Anti-Oppression Advisory Committee recognizes residents, businesses, and organizations who contribute to making London a welcoming and inclusive community. More information can be found at: <http://www.london.ca/city-hall/awards-recognition/Pages/Diversity-Race-Relations-and-Inclusivity-Award.aspx>
- The Mayor's New Year's honours list recognizes a person in the category of Accessibility and Diversity and Race Relations. More information can be found at: <http://www.london.ca/city-hall/mayors-office/Pages/Mayors-Honour-List.aspx>
- The London Community Grants Program consists of two municipal granting streams. (1) The Multi-Year Grant Stream (\$2.3M) for local not-for-profit organizations is to support programs and services that advance the strategic areas of focus in Council's Strategic Plan. The next round of applications for this stream opens in March 2019 for the funding period of 2020 to 2023. (2) The Innovation and Capital Annual Grant Stream (\$495,453 in 2019) for local not-for-profit organizations is to support innovation and building capital projects. Details about criteria and eligibility can be found at: <http://www.london.ca/city-hall/funding-grants/community-funding/Pages/London-Community-Grants-Program.aspx>
- In 2018, the City of London launched the Neighbourhood Small Events Fund. This annual Fund provides a one-time grant of up to \$500 per year to community/neighbourhood

groups. Funds are available January 1<sup>st</sup> of each year until the funds are exhausted. London-based grassroots neighbourhood or community groups holding an event on public property, which is accessible, open to the public, and free of charge can apply for up to \$500 to assist with event expenses. For more information go to: <http://www.london.ca/city-hall/funding-grants/community-funding/Pages/Neighbourhood-Small-Events-Fund.aspx>

- The City of London, in partnership with Women & Politics, took part in the Federation of Canadian Municipalities (FCM) initiative, Diverse Voices for Change (DV4C). Throughout 2017 and 2018 a number of projects were undertaken in order to understand the current composition of City of London Advisory Committees, Boards and Commissions and what actions should be undertaken in order to meet London's objective: *"to increase the representation of women, particularly women from diverse backgrounds, on City of London advisory committees and the governance bodies of City of London agencies, boards and commissions."*
- The City of London has Community Meeting Guidelines and a Community Engagement Policy in place in order to ensure all community engagement processes carried out by the City are accessible and inclusive.

#### **Priority 4 - Remove accessibility barriers to services, information and spaces**

##### Strategies

1. Create awareness about the accessibility services available in the community, and encourage organizations to better promote the accessibility supports they offer.
2. Promote the local welcome and assessment centres for newcomers.
3. Ensure that all current and future transportation options are reviewed by, and easily available and accessible to; seniors, persons with disabilities, and newcomers.
4. Include persons with disabilities in policy development, consultations, and implementation processes in order to address different accessibility perspectives.
5. Promote and encourage developers to implement the City of London's *Facility Accessibility Design Standards* (FADS), and other progressive accessibility standards.
6. Encourage the development of an assistive technology information resource to assist Londoners in learning more about the different types of technologies.
7. Encourage businesses and organizations to have non-gender specific washrooms.
8. Ensure the safety of the community by developing comprehensive and adaptable emergency and safety procedures, and conduct regular safety audits throughout the community.
9. Provide accommodations for religious and cultural practices.
10. Establish awards for architects and/or other professional if they build or innovate an inclusive design.

##### Progress Made

- The City of London Accessibility Advisory Committee has developed the Financial Resources for Person with Disabilities Guide. This guide serves as a resource for persons with disabilities looking for supports and resources available in London. The guide can be accessed at: [http://www.london.ca/city-hall/accessibility/Documents/Financial%20Resources%20Guide%20\(2017\)%20-%20PDF%20Version.pdf](http://www.london.ca/city-hall/accessibility/Documents/Financial%20Resources%20Guide%20(2017)%20-%20PDF%20Version.pdf)
- Within London there are various direct services geared to newcomers arriving to London. This includes: (1) London Cross Cultural Learner Centre; (2) South London Neighbourhood Resource Centre; (3) Centre communautaire régional de London; (4) Collège Boréal; (5) LUSO Community Services; and, (6) the YMCA. Currently it is the role of the London & Middlesex Local Immigration Partnership and Le Réseau de soutien à l'immigration to create awareness of all services available.
- The City of London Accessibility Advisory Committee members are part of the Transportation Advisory Committee.
- London Transit Commission has an Advisory Committee for Accessibility.
- The Age Friendly London Network Transportation Group is working on the following actions related to accessibility of transportation:

Strategy #4: improve accessibility of public transit

- Develop a tool for neighbourhood groups and residents to conduct audits of bus stops to ensure shelter and benches are available in safe and accessible



locations.

- Advocate for more bus stops closer to locations where older adults live and to places where older adults visit and gather to improve social participation and access to necessities of daily life.
- Review transit travel information systems by improving and adding on-board visual aids and audio notifications and by enhancing displays at bus stops.

Strategy #5: Improve transportation options for older adults across the city

- Research affordable transportation options to ensure older adults are able to travel to destinations across the city.
- Advocate for a review of para-transit to increase the availability and reliability of options.
- Explore the need to increase the capacity of volunteer transportation.

Strategy #6: Enhance access to transportation information

- Promote existing age friendly transportation resources and make them available in multiple languages.
- Provide customer service information in multiple languages to ensure all older adults can access information.

- The Facility Accessibility Design Standards (FADS) were created and adopted by the City of London. There are approximately 80 municipalities and organizations in Canada and abroad that have adopted FADS.
- The City of London is developing a Gender Identity and Expressions Policy which recommends for non-gendered washrooms and change rooms to be built in new City facilities and during retrofits to existing buildings. For example, the new Bostwick Community Centre, YMCA and Library is designed to include gender non-specific washrooms and change rooms.
- The City of London supports residents and neighbourhood groups in fostering safe neighbourhoods. One of the tools is the Neighbourhood Safety Audit. This Audit is designed to support residents to identify the safety concerns in their neighbourhood and develop a plan of action to increase safety for all. The Neighbourhood Safety Audit comes with staff support and some equipment. For more information, visit: <http://www.london.ca/residents/neighbourhoods/NeighbourGood-London/Pages/Safety-Audit.aspx>
- City of London Community Safety and Crime Prevention Advisory Committee organizes the Community Safety and Crime Prevention Week to promote safety within the community.
- The City of London has an Emergency Management Program in place. This program is facilitated by a multi-agency committee and is responsible for effectively responding to emergencies within London. As part of this program individuals who directly deal with emergencies can take part in the Emergency Management Training. More information can be found at: <http://www.london.ca/residents/Emergency-Information/Emergency-Preparedness/Pages/LondonProgram.aspx>
- The City of London has policies in place which provide accommodations for religious and cultural practices. This includes the Time off for Religious Observance Administrative Policy. More information can be found at: [http://www.london.ca/city-hall/employment/employer-of-choice/Documents/Religious\\_Observances.pdf](http://www.london.ca/city-hall/employment/employer-of-choice/Documents/Religious_Observances.pdf)

## **Priority 5 - Remove barriers to employment**

### Strategies

1. Implement metrics and regular opportunities to measure diversity and inclusion within the community, ensuring the workforce and local leadership are reflective of the community.
2. Know the *Accessibility for Ontarians with Disabilities Act* and Integrated Accessibility Standards Regulation (under AODA).
3. Identify and remove barriers in the recruitment process, including; identifying accommodations in job advertisements, and ensuring transparent hiring and evaluation practices.
4. Promote equity within policy, practices and strategies in businesses, non-profit, public and labour organizations.
5. Ensure that all health and safety standards in the workplace are inclusive.
6. Support the professional development of individuals who are underrepresented in the

workforce and leadership.

7. Promote and encourage mentorship, co-op, apprenticeship and internship programs happening within the City and the community.
8. Advocate to local businesses and organizations to recognize the sanctioned knowledge of Indigenous Elders and Healers, and to recognize foreign credentials and work experience.
9. Support employers and community members in learning how to assist newcomers with their integration.

#### Progress Made

- The City of London conducts a regular diversity census of all of its employees. The data from this census guides future initiatives within the City of London.
- In early 2017, the City of London conducted its first Diversity Census of all City of London Advisory Committees, Boards of Commissions. This census provided staff with the current composition of these bodies and which gaps needs to be addressed in the future.
- Pillar Nonprofit Network leads the DiverseCity onBoard program which “offers board matching as well as governance training to ensure that qualified candidates from visible minority and under-represented groups are not excluded from positions of decision-making, and influence”. More information can be found at: <http://www.pillarnonprofit.ca/diversecity-onboard-program>
- London Police Service is conducting a voluntary Employee Diversity Survey to gather information on the London Police Service demographic profile. The results in comparison to the previous survey will enable London Police Service to measure progress towards better reflecting the diverse community they serve.
- As part of City of London employee training all employees are required to learn about the AODA and its components.
- The City of London has an *Integrated Accessibility Standards Policy* in place, as well as a Council Policy on accessibility.
- The City of London’s [Integrated Accessibility Standards Policy](#) outlines the accommodations available as part of the recruitment process at the City of London (i.e. interviews, job postings, testing, etc.). This may include alternate formats or communication supports
- All job postings within the City of London have been updated to include a disclaimer regarding accommodations “*The City of London is also committed to providing accommodations for people with disabilities. If you require an accommodation, we will work with you to meet your needs. Accommodation may be provided in all parts of the hiring process.*”
- The City of London has reviewed its Council Policies through the Gender Equity Lens, and is currently developing an Equity and Inclusion Lens.
- The City of London is currently in the process of reviewing the health and safety standards and procedures to ensure they are inclusive of all.
- The City of London has a number of employee resource groups in place which are aimed at supporting the professional development of the City’s employees. This includes: U5, PRISM, UP!, and ABC. More information can be found at: <http://www.london.ca/city-hall/employment/our-organization/Pages/Inclusive-Workplace.aspx>
- The City of London has an internship program in place. This program offers two types of paid internships focused on new immigrants, foreign trained professionals, persons with disabilities and recent post-secondary graduates. More information can be found at: <http://www.london.ca/city-hall/employment/employment-types/Pages/Internships.aspx>
- Immploy programs have a significant impact on the labour market integration of newcomers within London. They provide both the employers and immigrant workers with the connections and resources needed for successful labour market integration. More information can be found at: <http://www.immploy.ca/about-lmiec/mandate-and-structure/>
- Immploy Mentorship Program brings together immigrant talent with volunteer mentors from regional companies. Staff work with volunteer mentors to match them with

immigrants who work in their field. More information can be found at: <http://www.immploy.ca/mentorship-programs/>

- Through their Job Match program Immploy provides employers with access to qualified immigrant talent. More information can be found at: <http://www.immploy.ca/tools-and-resources/recruitment-and-hiring/job-match-network/>
- WIL Employment Connections matches employers with candidates for 8-week volunteer work experience placements. More information can be found at: <http://www.wil.ca/immigrants-newcomers/volunteer-work-placements/>
- Access Centre for Regulated Employment assists foreign trained individuals with seeking licensure or employment in Ontario's regulated field. The Access Centre for Regulated Employment can also assist businesses by facilitating document evaluations for employment candidates. More information can be found at: <http://accesscentre.ca/>
- Networking for Inclusive Community has delivered a panel discussion on the topic of foreign credential recognition. More information can be found at: <http://www.nicconnections.ca/workshop-listings>
- Networking for Inclusive Community delivers a number of workshops which address the topic of newcomer integration within the community. More information can be found at: <http://www.nicconnections.ca/workshop-listings>
- The London Cross Cultural Learner Centre provides Cultural Diversity Training, which can assist community members and employers with the tools to better understand and respect differences and how to search for common ground in avoiding conflict. More information can be found at: <http://lcclc.org/index.php/cultural-diversity-training>
- *Choose London – Innovative, Vibrant and Global: London's Newcomer Strategy* is a community-driven strategy, led by the City of London. This strategy identifies three strategic priorities: Enhance Awareness, Facilitate Access and Active Engagement. More information can be found at: <https://www.london.ca/About-London/Pages/City-of-London-Newcomer-Strategy-.aspx>



## APPENDIX B

### Community Diversity and Inclusion Strategy Draft Terms of Reference

#### 1. Mandate

To implement and monitor the progress of the Community Diversity and Inclusion Strategy (CDIS).

#### 2. Structure of the CDIS Implementation Body

Participation is open to anyone who is interested in supporting and advancing the CDIS vision: *London is a diverse and inclusive community that honours, welcomes and accepts all people; where people have the power to eliminate systemic oppressions.*

There will be five (5) **Working Groups** established around the priorities identified in CDIS:

- a) Take concrete steps towards healing and reconciliation;
- b) Have zero tolerance for oppression, discrimination and ignorance;
- c) Connect and engage Londoners;
- d) Remove accessibility barriers to services, information and spaces; and,
- e) Remove barriers to employment.

The Working Groups will champion and guide the implementation and monitoring of their respective CDIS priorities. Each Working Group will be supported by City of London staff.

The **CDIS Leadership Table** will be made up of ten (10) members:

- a) Three (3) City of London Staff:
- b) One chair from each of the five (5) Working Groups
- c) One (1) representative from the Diversity Inclusion, and Anti-Oppression Advisory Committee (DIAAC), and;
- d) One (1) representative from the Accessibility Advisory Committee (ACCAC).

Other resource personnel will be invited to attend meetings as required.

Please refer to [Figure 1](#) for a visual representation of the CDIS Leadership Table and Working Groups.

#### 3. Structure of the Working Groups

The purpose of the Working Groups is to allow smaller groups of the Leadership Table to focus on the implementation of their respective priorities. This allows sufficient attention to be paid to the individual strategies and action steps without one topic dominating the agenda of every meeting.

Membership of the Working Groups will be comprised of individuals or organizations with expertise or a commitment to the strategies identified in the CDIS priorities.

Members are able to join more than one Working Group.

#### 4. Chairs

One (1) community member will be selected as a chair for each of the five (5) Working Groups and one (1) City of London staff will act as backbone support.

Chairs will be chosen based on the individual's expertise on the subject matter and the individual's ability to support the implementation of the given priority.

The meetings of the Leadership Table will be facilitated by a City of London staff member and one community member.

#### 5. Selection Process

An Expression of Interest will be open to all Londoners and candidates will participate in a selection process. All applications will be reviewed and candidates will be asked for an interview. Applications can be submitted at any time throughout the year.

The representatives from Diversity Inclusion, and Anti-Oppression Advisory Committee (DIAAC) and the Accessibility Advisory Committee (ACCAC) will be selected by members of the given committee.

## **6. Working Group Member – Qualifications**

- a) Be result-oriented individuals who are able to inform the direction and implementation of CDIS;
- b) Willing to advocate on behalf of CDIS;
- c) Commits to serve a two year term;
- d) Has experience working with groups and/or issues addressed through a given priority;
- e) Has demonstrated basic knowledge of CDIS, and;
- f) Has established strong networks within the community.

## **7. Term**

Commitment is a minimum of two years.

## **8. General Roles & Responsibilities**

- a) Provide relevant knowledge and expertise to assist in the implementation of CDIS;
- b) Champion the vision of CDIS;
- c) Promote community awareness of CDIS;
- d) Strengthen partnerships within the community, and;
- e) Facilitate connections to other networks, organizations and agencies that need to be engaged in the implementation.

## **9. Working Group Members Roles and Responsibilities**

- a) Identify opportunities for collaboration with other Working Groups;
- b) Devise the implementation process for the strategies in their respective priority;
- c) Contribute to the discussion according to their experiences and expertise;
- d) Focus on deliverables within assigned timeframes;
- e) Consult with the community on the issues related to the respective priority, and;
- f) Promote Working Group leadership through transparent processes.

## **10. Working Group Chairs Roles & Responsibilities**

- a) Coordinate Working Group meetings and work with the support staff to prepare meeting agendas;
- b) Facilitate discussion ensuring CDIS implementation is occurring;
- c) Develop annual work plans and regular status updates for their respective priorities;
- d) Ensure that the rules of conduct and confidentiality are upheld;
- e) Maintain ongoing communications with the City of London support staff, and;
- f) Report to the CDIS Leadership Table during the quarterly meetings.

## **11. CDIS Leadership Table Roles & Responsibilities**

- a) Ensure that regular meetings are held;
- b) Review work plans and reports from Working Groups and provides endorsement and direction;
- c) Focus on deliverables within assigned timeframes;
- d) Communicate with the Working Groups on a regular basis to ensure connectivity; and,
- e) Provide assessment and collaboration for the implementation process.

## **12. CDIS Leadership Table Co-Chairs Roles and Responsibilities**

- a) Preside over all special and general meetings of the CDIS Leadership Table;
- b) Collaborate with the support staff to prepare all meeting agendas;
- c) Ensure that the rules of conduct and confidentiality are upheld;
- d) Facilitate all meetings;
- e) Advocate on behalf of CDIS;
- f) Prepare recommendations for the CDIS Leadership Table consideration, and;
- g) Enhance relationships with community groups and agencies.

### **13. City of London Roles & Responsibilities**

- a) Provide space for the meetings of the Leadership Table and Working Groups as required;
- b) Co-facilitate meetings of the Leadership Table;
- c) Prepare agendas for the meetings of the Leadership Table, in consultation with the co-chairs;
- d) Provide support to the individual Working Groups, and;
- e) Assist the Leadership Table in preparation of all reports.

### **14. Reporting**

The Leadership Table will be responsible for delivering content for the annual progress reports of the Community Diversity and Inclusion Strategy.

The annual report will serve as a way of measuring the overall success and progress of CDIS. The annual reports will be written by the City support staff with content to be approved by all members.

The CDIS Champions and the broader community will be engaged through regular communications as well as the annual reports.

### **15. Meetings & Attendance**

The CDIS Leadership Table will meet on quarterly basis. Members are expected to attend all meetings.

Each Working Group will be responsible for arranging meetings with all members. Members will also be responsible to meet within their respective networks and the community in order to monitor the progress and implementation of the strategy, as well as to promote the work.

Any member absent from two (2) consecutive meetings will be deemed to have resigned unless they are absent for health reasons or have previously notified the Leadership Table of their absence.

In the case where the individual plans to continue to be a member they may recommend a substitute for the duration of their absence.

All meeting schedules will be sent in advance. All meetings will be held at City Hall.

All meeting agendas will be developed by City of London staff in consultation with the Leadership Table co-chairs and Working Group chairs.

Meeting frequency, length, and location may be adjusted if deemed necessary to align with project timelines and objectives.

### **16. Recording of Meetings**

Minutes of all meetings will be taken by the City of London support staff. All minutes will be sent to all members within a week following the meeting. Minutes will be considered draft until approved by the co-chairs.

### **17. Decision Making**

The Leadership Table and Working Groups will follow a group consensus decision-making model. If a decision cannot be reached through a consensus and reasonable amount of discussion then the co-chairs will have the authority to move the decision to a vote.

Any documents, reports, media or tools produced by the Working Groups will be brought to the Leadership Table for official approval before distribution to the broader community.

### **18. Confidentiality and Conflict of Interest**

All members must disclose any conflict of interest prior to starting discussion on a given topic or matter. All members shall respect confidentiality of any discussion.

## 19. Eligible Expenses and Supports

- a) All members will be provided with either free parking in the Civic Square Parking Garage or with two bus tickets when attending a meeting at City Hall.
- b) Meals and refreshments will be provided.
- c) Child minding may be arranged when deemed as necessary.
- d) Accommodations, alternate formats and communication supports are available, upon request.

## 20. Honorarium

An honorarium of \$2,000 per year will be provided to the chairs of the Working Groups.

## 21. Conduct

When carrying out their responsibilities the members are expected to: (Adopted from: *General Policy for Advisory Committees*)

- a) abide by the provisions of the Ontario Human Rights Code, City of London policies and any other applicable related statutes and, in doing so, shall treat every person, including other committee members, corporate employees, individuals providing services on a contract for service, students on placements, and the public, with dignity, understanding and respect for the right to equality and the right to an environment that is safe and free from harassment and discrimination;
- b) act in the best interest of The Corporation of the City of London;
- c) seek to advance the common good of the community which they serve, and;
- d) truly, faithfully and impartially exercise their duties to the best of their knowledge and ability.

## 22. Review Schedule

The CDIS Implementation Body Terms of Reference will be reviewed every two (2) or as required, in order to ensure it reflects the needs and requirements of the CDIS.

Figure 1

