



**City of Kingston  
Report to Council  
Report Number 21-026**

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**To:** Mayor and Members of Council  
**From:** Lanie Hurdle, Chief Administrative Officer  
Brad Joyce, Commissioner, Corporate Services  
**Resource Staff:** John Bolognone, City Clerk  
**Date of Meeting:** February 16, 2021  
**Subject:** Equity, Diversity and Inclusion Update and Recommendations

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**Council Strategic Plan Alignment:**

Theme: Corporate business

Goal: See above

**Executive Summary:**

In July 2020, Council approved [Report Number 20-163](#) which included recommendations for the City to advance its corporate and community work on Equity, Diversity and Inclusion. Like other communities in the province and in the country, the city of Kingston acknowledges that systemic racism and discrimination based on race, colour, ethnic origin, ancestry, religion, place of origin or related stereotypes exists. As a corporation, the City has identified where changes to processes would eliminate potential barriers for underrepresented groups within its structure and decision-making processes.

City staff are committed to making changes that will lead to better community experiences within its organization. There is no doubt that it will take some time to change an entire organization, but this report includes recommendations that will support some short-term changes, as per Report Number 20-163, while continuing to build on a number of additional initiatives.

The two main recommendations in this report support the establishment of an Equity, Diversity and Inclusion Advisory Committee and the creation of a Diversity & Inclusion Manager position reporting to the Chief Administrative Officer (CAO) to advance and support equity, diversity and inclusion work that will be implemented across all departments of the corporation. It is proposed

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that the Manager position be funded from the Working Fund Reserve for the remainder of 2021 and included as part of the operating budget starting in 2022.

This report includes proposed terms of reference, mandate and proposed membership for the Equity, Diversity and Inclusion Advisory Committee. The creation of this Committee builds on the 2019 endorsement of the Workplace Inclusion Charter ([Report Number 19-280](#)). A best practices review was undertaken. Staff partnered with KEYS Job Centre in the preparation and development of the proposed mandate. Wessam Ayad, Workplace Inclusion Coordinator at KEYS will be present at the meeting and will brief Council and answer questions with respect to this report.

The establishment of the Committee is in accordance with Section 2 of By-Law Number 2010-205, "A By-Law to Define the Mandate and Meeting Procedures for Committees Established by the Corporation of the City of Kingston", as amended which provides that Council may create a new committee in response to significant public issues or trends, where public input is deemed desirable, or where a recommendation and report has been provided by staff.

The Committee By-Law states that in creating a new committee, Council shall have regard for establishing a clearly defined mandate and terms of reference; membership and quorum requirements; committee composition; alignment with the Corporate Strategic Plan, Sustainable Kingston Plan and Departmental goals and objectives; the reporting relationship and frequency of progress reports; public and financial considerations; staff resources to be made available and the impacts on City Departments; the need for any sub-committees/working groups; and defined timeline for completion of the assigned tasks.

**Recommendation:**

**That** the By-Law attached to Report Number 21-026 as Exhibit A (A By-Law to Amend By-Law Number 2010-205, "A By-Law to Define the Mandate and Meeting Procedures for Committees Established by The Corporation of the City of Kingston", as amended) be presented to Council for all three readings to establish the Equity, Diversity and Inclusion Advisory Committee; and

**That** Council approve \$90,000 from the Working Fund Reserve to support the establishment of a Diversity and Inclusion Manager position in 2021 and that funds be incorporated in the 2022 operating budget to support this position.

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**Authorizing Signatures:**

ORIGINAL SIGNED BY COMMISSIONER

Brad Joyce, Commissioner,  
**Corporate Services**

ORIGINAL SIGNED BY CHIEF  
ADMINISTRATIVE OFFICER

Lanie Hurdle, Chief  
**Administrative Officer**

**Consultation with the following Members of the Corporate Management Team:**

Paige Agnew, Commissioner, Community Services

Peter Huigenbos, Commissioner, Business, Environment & Projects

Jim Keech, President & CEO, Utilities Kingston

Not required

Desirée Kennedy, Chief Financial Officer & City Treasurer

Sheila Kidd, Commissioner, Transportation & Public Works

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**Options/Discussion:****Background**

A number of events around the world have shed light on problems of systemic racism within communities. Furthermore, local incidents have also revealed that racism and discrimination is a problem within the city of Kingston.

The City along with a number of community partners have worked on initiatives, such as the Workforce and In-Migration Strategy, in the last few years to create a more welcoming environment for the City's residents; but it is obvious that more effort and work is required to deal with the current climate within the community.

City staff also recognize that these barriers to equity also exist within the Corporation's structure and processes. In July 2020, City Council approved a number of internal and external initiatives to support change and improve equity, diversity and inclusion (EDI) within the corporation and the community:

***That** Council endorse both the proposed internal/corporate initiatives, and participation and support to external/community initiatives, to improve equity, diversity and reduce discrimination within the corporation and the community of the City of Kingston as described in Report Number 20-163.*

***That** City Council support the establishment of a City of Kingston Equity, Diversity and Inclusion Committee and that staff report back to Council with proposed terms of reference, mandate and proposed membership for such a committee; and*

***That** City Council endorse the City's participation in an Anti-Racism Community Working Group which will work on the establishment of mechanisms to research, identify and understand the scope of systemic racism and other forms of discrimination within the community and to improve outcomes for health, education, economies and criminal justice reform for racialized communities.*

This report provides an update on these initiatives and includes two (2) recommendations to advance the equity, diversity and inclusion work.

**1. Equity, Diversity and Inclusion Advisory Committee**

Staff reviewed the Workplace Inclusion Charter (Exhibit B) to ensure that the terms of reference for the Equity, Diversity and Inclusion Advisory Committee align with the commitments of the charter in creating an action plan to make the City a more inclusive workplace.

Staff have reviewed available online materials and reached out to a number of municipalities including Barrie, Burlington, Clarington, Guelph, Hamilton, London, Mississauga, Ottawa, Oshawa, Vaughan, Windsor and York to review mandates and discuss best practices including:

- accountability for results;

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- governance and oversight of equity, diversity and inclusion efforts;
- promotion of corporate-wide communication on progress;
- fostering real organizational change; and
- connecting equity, diversity and inclusion activities to a results oriented strategy.

Based on these discussions and analysis in the mandates and terms of references in comparator municipalities staff drafted the proposed terms of reference for the Equity, Diversity and Inclusion Advisory Committee as set out in Exhibit A.

### Best Practices

Below is an examination of six (6) comparator municipalities' Equity, Diversity, and Inclusion Committees.

Municipality	Makeup of Committee	Special Considerations for Appointment	Length of Term on Committee	Frequency of Meetings
<b>Burlington</b>	16 Members	5-6 members to be appointed from community organizations representing groups within the city experiencing inclusion barriers	3-years from appointment, with staggered terms.  Maximum of 2 consecutive terms.	Monthly meetings, except for the months of July and August.
<b>Clarington</b>	8 Members	2 Members to be between the ages of 16 - 24.  1 Member of Council.	4-year terms, except for 3 members of the inaugural committee who are to serve 2-year terms.	Once Monthly.
<b>London</b>	10 Voting Members  17 Non-Voting	1 member must be primarily French speaking.  Non-voting representatives come from a list of sectors.	4-year terms for voting members.  Non-voting student member's terms are 1 year.	Once Monthly.

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Municipality	Makeup of Committee	Special Considerations for Appointment	Length of Term on Committee	Frequency of Meetings
<b>Mississauga</b>	12 Members	2 Members of Council, plus Mayor ex officio 10 citizen members must cover at least one of 6 established categories.	4-year terms concurrent with Council.	Quarterly Meetings.
<b>Oshawa</b>	Minimum of 12, Maximum of 15	None, but all members must be members of the community and represent under-served and equity seeking groups.	2-year terms and may be reappointed for 2 consecutive terms.	4 - 6 Meetings per year.
<b>Windsor</b>	10 Voting Members	1 Member of Council 9 citizens 4 Alternates	4-year terms.	Quarterly Meetings.

In reviewing the mandates of committees in other municipalities and online resources, the following trends with respect to best practices were observed and have been built into the recommended mandate of the City of Kingston Equity, Diversity and Inclusion Advisory Committee including

- Reviewing recruitment, selection, training and promotion process through an Equity, Diversity and Inclusion lens;
- Championing the assessment of the inclusivity in the workplace culture;
- Reviewing the Canadian Human Right Commission Maturity Model;
- Assessing the methods in which municipal services promote and model Equity, Diversity and Inclusion;
- Assessing whether the municipal services and programs offered contribute to more equitable access to resources and benefits for underrepresented groups in the community;

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- Assessing the methods in which municipal services promote and model Equity, Diversity and Inclusion;
- Promote services and program design models that ensure a full diversity of people can participate and benefit with dignity;
- Advising and offering recommendations on planning models that consider long-term needs of residents from equity seeking groups;
- Developing a tracking mechanism to evaluate Equity, Diversity and Inclusion metrics achievement; and
- Reviewing Equity, Diversity and Inclusion practices in other municipalities and organizations to monitor trends and changes in best practices.

## **2. Diversity & Inclusion Manager**

A number of urban municipalities and institutions, such as universities and colleges, in Ontario have established positions to lead equity, diversity and inclusion initiatives. It is important to ensure that there is a dedicated resource to help lead change and liaise with the community. Without a clear lead as well as dedicated time and focus, initiatives can fall behind and not progress fast enough to implement sustainable change.

Staff have reviewed municipalities such as Ottawa, London, Oshawa, Vaughan, Calgary and York Region that all have similar positions. This new position would report to the office of the CAO to ensure that the work is happening across the Corporation.

Although the full scope and job description has not yet been established, the position would support the newly established Equity, Diversity and Inclusion Advisory Committee, develop plans and objectives to advance the corporation's work on equity, diversity and inclusion as well as act as a key point of contact for the community. City staff also understands that the recruitment process would need to be different from the typical process and engage members of the community for support and expertise. These details would be finalized following Council approval of Working Fund Reserve to initiate this position in 2021.

## **3. Review of internal policies and procedures**

City staff retained Dr. Anita Jack-Davies to complete a review through a diversity and inclusion lens of the City's human resources policies and procedures. This work has been completed and has been reviewed by management internally. Work has begun to update existing corporate policies and procedures and to create new ones to align with equity, diversity and inclusion best practices. Mandatory training on human rights, unconscious bias, anti-oppression and decolonization in the workplace is also being developed and arranged. More will be shared with Council and a workplan for implementation will be developed, ideally with the support and leadership provided through the Diversity & Inclusion Manager. It is anticipated that this information would be provided to Council in the second half of 2021.

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#### 4. Anti-Racism Community Working Group

On July 7, 2020 the City Council endorsed the City's participation in the establishment of an Anti-Racism Community Working Group to be led by the Kingston Immigration Partnership (KIP). The founding Working Group members consists of five people: Wendy Vuyk (Kingston Community Health Centres); Madeline Nerenberg (KEYS Job Centre), Wessam Ayad (KEYS Job Centre), Muhammed Sani (KIP), JC Kenny (City of Kingston). The committee recognizes and acknowledges the following statement:

- Kingston is not oblivious to longstanding and a growing incidence of racial profiling, increase in hate crimes and disturbing manifestations of white supremacy. A virtual town hall was held in the city which further highlighted the experiences of racism and discrimination of members of our community. There have also been incidents at various local businesses and social media comments revealing that racism and discrimination remains a current problem within the Kingston community.

Given the above background, the Working Group's mandate is guided by a number of activities, including: to identify and support the implementation of measures and mechanisms to address systemic and overt racism, advance strategies to confront, challenge racism in its various forms, while also fostering greater inclusion of all residents (particularly Black, Indigenous and people of colour communities BIPOC); alongside institutional stakeholders.

This Working Group is a new and important endeavour for the Kingston community, founding Working Group members have been focused on creating and solidifying the Terms of Reference, recently completing this task. The Working Group is poised to put a call out to the community for interested individuals to express an interest to participate.

According to the Terms of Reference, members of the Anti-Racism Community Working Group will consist of representatives coming from a broad range of stakeholders within Kingston. Attention will be given ensuring representation based on the lived experiences of Black, Indigenous, and People of Colour (BIPOC) community members. Efforts will be made to recruit members who have ties to:

- Ethno-cultural groups
- Settlement agencies
- Institutions of higher learning
- School boards
- Indigenous communities
- Unions
- Faith-based organizations
- Engaged community members
- Expert researchers and practitioners
- Youth organizations



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The initial term of the Working Group will be two years. At that time the terms of reference will be reviewed. The Working Group is expected to meet up to three to four times per year. Two Working Group members will be selected to be convenors for the Working Group meetings.

**Existing Policy/By-Law:**

By-Law Number 2010-205 "A By-Law to Define the Mandate and Meeting Procedures for Committees Established by the Corporation of the City of Kingston", as amended

**Notice Provisions:**

None

**Accessibility Considerations:**

The Equity, Diversity and Inclusion Advisory Committee will work collaboratively with the Municipal Accessibility Advisory Committee in the creation of an action plan to address the current and future needs of employees with disabilities.

**Financial Considerations:**

This report recommends that \$90,000 be funded from the Working Fund Reserve to support the establishment of a Diversity & Inclusion Manager position in 2021 with funds to be incorporated in the 2022 operating budget to support this position.

**Contacts:**

Lanie Hurdle, Chief Administrative Officer 613-546-4291 extension 1231

John Bolognone, City Clerk 613-546-4291 extension 1247

**Other City of Kingston Staff Consulted:**

Janet Jaynes, Deputy City Clerk

JC Kenny, Director, Communications & Customer Experience

Ruth Noordegraaf, Director, Housing & Social Services

Cheryl Hitchen, Social Policy and Strategic Community Development Manager

**Exhibits Attached:**

Exhibit A A By-Law to Amend By-Law Number 2010-205 "A By-Law to Define the Mandate and Meeting Procedures for Committees Established by the Corporation of the City of Kingston", as amended (Establish the Equity, Diversity and Inclusion Advisory Committee)

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Exhibit B Workplace Inclusion Charter

**By-Law Number 2021-XX**

**A By-Law to Amend By-Law Number 2010-205 “A By-Law to Define the Mandate and Meeting Procedures for Committees Established by the Corporation of the City of Kingston, as amended” (Mandate of the Equity, Diversity and Inclusion Advisory Committee)**

**Passed:** [Meeting Date]

The Council of the Corporation of the City of Kingston hereby enacts as follows:

1. By-Law Number 2010-205, “A By-Law to Define the Mandate and Meeting Procedures for Committees Established by the Corporation of the City of Kingston”, as amended, is hereby further amended as follows:
  - 1.1. The following shall be inserted as Schedule B-17, Equity, Diversity and Inclusion Advisory Committee Mandate:

**Schedule B-17 - Advisory Committees**

**Committee Name:** Equity, Diversity and Inclusion Advisory Committee

**Reporting To:** Council

**Composition (as appointed by Council):**

Two (2) members of Council; and

Up to five (5) community members who are a part of a population that faces systemic barriers to employment as noted in the Workplace Inclusion Charter, including, but not limited to:

- i. Indigenous communities, including First Nations, Metis and Inuit
- ii. newcomers (recent immigrants and refugees)
- iii. racialized community members
- iv. persons with disabilities
- v. linguistic minorities
- vi. women
- vii. youth
- viii. people from LGBTQ2S+ communities; and

Up to four (4) community members who represent organizations or groups, including but not limited to, the following sectors:

- i. Multi-cultural services/Ethno cultural groups
- ii. Youth
- iii. Justice and legal services
- iv. Newcomers settlement agencies
- v. Gender-based groups
- vi. LGBTQ2S+ groups

- vii. Faith based organizations
- viii. Indigenous community groups
- ix. Persons with disabilities groups/agencies
- x. Social justice groups

**Term of Appointment:** staggered terms of 1, 2 or 3 years

**Mandate/Terms of Reference:**

The overall goal of the Equity, Diversity and Inclusion Advisory Committee is to provide guidance to staff and Council of the City of Kingston in the development of policies, initiatives and programs aimed at reducing barriers in the workplace at the City of Kingston and fostering diversity and inclusion in all areas of the organization, both internal and external. The work of the Committee is guided by the Vision and Principles in the Workplace Inclusion Charter which aims to create and promote safe spaces for marginalized populations.

The mandate of the Equity, Diversity and Inclusion Advisory Committee is an advisory one. The Committee will:

- a) With the support of the Workplace Inclusion Charter team, assess the City's current employment practices and determine needs;
- b) Conduct focus groups with representatives from underrepresented communities to collect data on access to City services
- c) invite input by a broader representation of community members who faces systemic barriers and others with relevant experience, including subject matter experts;
- d) review and consider current institutional practices, programs and projects through an equity, diversity and inclusion lens to identify barriers and opportunities for improvement
- e) review inclusion-related documents from other public agencies;
- f) review best practices from other municipalities;
- g) provide advice on best practices regarding facilitation of more inclusive-culturally competent service provision for underrepresented groups
- h) provide advice with respect to the development, maintenance and refinement of policies and practices that facilitate an inclusive and equitable work environment;
- i) identify both training and action-oriented opportunities for staff and Council with aims to foster cultural awareness and sensitivity and to create and promote more diverse, Inclusive and safe spaces for marginalized populations;
- j) Identify short, medium and long-term recommendations for Council's consideration.
- k) develop an annual action plan to meet the mandate of the Committee; and
- l) actively foster greater inclusion of under-represented groups and populations within Kingston.

The Equity, Diversity and Inclusion Advisory Committee shall meet bi-monthly. Additional meetings may be called by the Chair as necessary.

**Working Groups**

Council may authorize creation of temporary “ad-hoc” working groups on certain specific subject matters related to duties as approved by Council in association with other municipal committees, other organizations and members of the public. Ad-hoc working group terms shall be created to align with the completion of requested advice. Standing working groups shall not be established.

**Annual Report:**

The Kingston Equity, Diversity and Inclusion Advisory Committee must submit an Annual Report to Council on or before June 30 of each year with respect to the matters outlined in Section 2.5 of the Committee By-law.

2. This By-Law shall come into force and take effect on the date of its passing.

Given First and Second Readings Meeting date (Month day, year)

Given Third Reading and Passed Meeting date (Month day, year)

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**John Bolognone**  
City Clerk

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**Bryan Paterson**  
Mayor

# Workplace Inclusion Charter

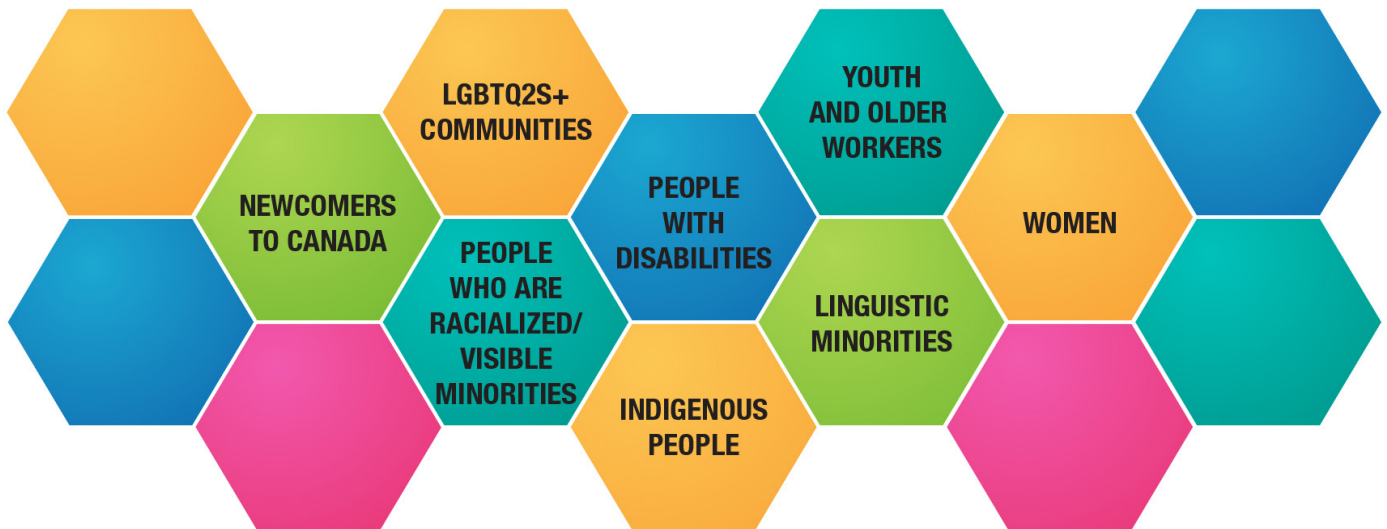
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# Introduction

The Kingston labour market loses an average of 400 workers each year. The percentage of the working age population continues to decline and is expected to drop by almost 10% over the next decade. Kingston needs to attract, deploy, and retain talent from underutilized communities.

A 2017 City of Kingston survey found that a majority of Kingston residents (88%) feel our community is enriched by having a diverse and inclusive population. These results are in line with significant evidence that demonstrates the benefits of diversity in the workplace. Nonetheless, members of marginalized communities continue to face racism and discrimination as evidenced by a 2019 KEYS Job Centre study on immigrant recruitment and retention in Kingston:

- 7 out of 10 survey participants reported witnessing racism and discrimination in the community.
- Nearly 50% of newcomers have experienced racial or cultural discrimination at work.

Kingston's **Inclusion Charter** aims to create and promote safe spaces for marginalized populations including:

- newcomers
- marginalized populations including newcomers,
- people who are racialized/visible minorities,
- people with disabilities,
- Indigenous people,
- linguistic minorities (i.e. Francophones),
- women,
- youth,
- older workers, and
- people from LGBTQ2S+ communities.

By collaborating with local employers and supporting inclusion initiatives, the Charter will contribute toward building equitable and prosperous workplaces.

In 2018, recent immigrants to Canada experienced nearly twice the unemployment (9.4%) of the general population (5.8%). At over 12%, both youth and Indigenous people have double the unemployment rates of the general population and people with disabilities face a 35% unemployment rate. By incorporating inclusive practices into the workplace, Kingston businesses will be well-positioned to attract and retain highly skilled, underutilized talent.

The purpose of the Charter is to promote employment practices and provide strategies that will improve inclusion, diversity, and equity in the workplace. The following definitions clarify the Charter's areas of focus and intended impact on participating workplaces:

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**Diversity** is the presence of a wide range of human qualities and attributes, both visible and invisible, within a group, organization, or society.

**Equity** is a condition or a state of fair, inclusive, and respectful treatment that recognizes and acknowledges the accommodation of differing needs and expectations. Equity acknowledges that equal treatment does not always yield equal results.

**Inclusion** is what happens when diversity and equity meet. It involves creating an environment where people have both the feeling and reality of belonging and are able to grow and develop their potential. It is a situation where disadvantaged communities and designated group members share power and decision making at all levels in projects, programs, and institutions.

## The Inclusion Advantage

*Diversity is a fact. Inclusion is a mindset.*

Inclusive practices in diverse workplaces go beyond ethics – they present significant business advantages and opportunities for organizations that are willing to embrace them. Comprehensive research published by Forbes, Deloitte, Catalyst, and McKinsey among others all points to the same conclusion: diverse and inclusive businesses perform better. Here are just a few of the benefits associated with a diverse workforce:

### The relationship between diversity and workplace performance is proven

The statistically significant correlation between a diverse leadership team and financial outperformance demonstrated by McKinsey & Company, in 2015, three years ago continues to hold true on an updated, enlarged and global data set.

### Reinvigorate productivity and innovation

Diverse organizations are able to problem-solve from a broader perspective and make better, more informed decisions yielding higher net income growth when compared to homogenous workplaces.

### Tap into new markets

Diverse employees bring a wide variety of backgrounds, levels of knowledge, skill sets, and expertise to their workplaces. Incorporating inclusion into hiring practices will help identify such

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assets and in turn, allow organizations to serve a broader clientele. Research published in the Harvard Business Review states that diverse companies are 70% more likely to report that they have captured a new market.

## Attract high-level talent

Businesses that are able to recognize and use the skills and talents of a truly diverse workforce have a distinct advantage in a global economy.

## Retain expertise

In a competitive labour market, workplace retention strategies are essential to success. Employees do not stay when they feel disconnected or unwelcome. Staff turnover is costly in terms of recruitment and training. It also leads to an unsettled team environment and fractured supplier and customer relations. Implementing inclusive policies promotes employee retention, team consistency, and morale.

## Boost employee morale and improve wellness

An inclusive workplace inspires diverse employees and makes them feel valued. This builds loyalty, supports teamwork, and promotes a sense of belonging. Practicing inclusion also improves the overall wellbeing of employees, contributing to increased productivity and fewer sick days.

## Build the reputation of your company and your city

An open commitment to inclusion and diversity has significant reputational advantages for individual organizations. Join a growing number of local employers who strive to build Kingston's reputation as an inclusive and appealing place to live, work, play, learn, and do business.

# The Inclusion Charter

In April 2017, the City of Kingston endorsed a Workforce & In-migration Strategy for the community. A key priority identified in the strategy is the advancement of diversity and inclusion in the workplace. To implement the priority, a group of dedicated community members formed the Inclusive Workplaces working group. The Inclusion Charter is the result of their work. It aims to guide local businesses in creating and upholding inclusive workplaces. The Charter is designed for businesses and organizations of all sizes and at all stages of advancing diversity, equity and inclusion.

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By signing the Charter Declaration, organizations are taking the first step toward becoming more inclusive. All signatories commit to developing and implementing an action plan.

The action plan can focus on any population facing barriers – newcomers, people who are racialized/visible minorities, people with disabilities, Indigenous peoples, linguistic minorities, women, youth, older workers and people from LGBTQ2S+ communities can all benefit from inclusive practices. These groups are the focus of inclusion strategies because they continue to experience systemic barriers to employment, high rates of unemployment and underemployment, and disproportionate representation in low-pay and low-status jobs. We recognize that there are other populations not listed here who experience regular discrimination and would benefit from equitable and inclusive practices in the workplace. Furthermore, we acknowledge that there is intersectionality among these populations and that often people cannot be confined to one category.

This Inclusion Charter is an opportunity for Kingston employers to embrace the future. It sets out a forward-looking vision for Kingston that actively supports a healthy, vibrant, and sustainable community in which all residents are respected and supported. Having the best talent requires tapping into the entire talent pool.

## The Process

Each organization has its unique inclusion needs and challenges. The process outlined here is the blueprint for organizations that endorse the Charter. We encourage you to set an achievable goal for your workplace and go for it. Depending on your focus, we may be able to help you with the tools and resources to implement your individual strategy (See Workplace Intercultural Inclusion Strategy for more information).

### ENDORSE

- Show your organization's commitment by signing the Declaration.
- Commit to one year of actively working on your individual action plan.

### ASSESSMENT AND GOAL-SETTING

- Assess your organization's current practices, determine needs, and develop an inclusion work plan with goals and metrics that are specific and achievable. A project staff may be able to help you set goals and develop an action plan.

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## IMPLEMENT

- Tell the World! Announce your organization's participation internally and externally.
- Set up meetings with senior leaders to ensure their ongoing buy-in and communicate your commitment to all employees.
- Make use of project staff as well as the resources available through our website to carry out your action plan.
- Commit to on-going assessment and evaluation to ensure you are reaching your goals.

## CELEBRATE

- The City of Kingston will recognize the efforts of local organizations to improve inclusion, diversity, and equity in our community. Organizations that sign the declaration and can demonstrate progress to the Inclusive Workplaces working group will be celebrated as inclusion champions through press releases and a certificate.

## EVALUATE

- Complete a questionnaire about your organization's experience with the Charter program.
- Share your feedback on the tools you implemented and how well they worked for your organization.
- Consider committing to a new goal for the coming year.

## The Next Step

Once your organization decides to endorse the Inclusion Charter, please connect with us by email at [inclusion@keys.ca](mailto:inclusion@keys.ca). The Inclusion Charter project team will work with your organization to design a unique action plan, set achievable goals, and recommend resources that will help you succeed on your inclusion journey. The research mentioned in this document as well as other resources are available online at: <https://possiblemadehere.org/inclusion-charter/>.

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# Declaration

## VISION

We envision Kingston to be a place where:

- Residents feel respected, valued, and supported to participate, succeed, and stay in the workplace and the community.
- Employers celebrate diversity, encourage intercultural understanding, uphold worker rights, and support colleague development.
- Employers are leaders in creating a welcoming and inclusive community.

## PRINCIPLES

We uphold that:

- Diversity contributes to the strength and prosperity of our organizations and our community.
- Equity is fundamental to successful inclusion.
- Everybody deserves a safe and respectful work environment.
- Employers play an important role in facilitating successful inclusion for Kingston residents.
- Inclusive, diverse and equitable workplaces benefit all.

## ENDORSEMENT

On behalf of \_\_\_\_\_, I/we the undersigned endorse the vision and principles of the Inclusion Charter. I/we commit to the development and implementation of an action plan for the organization that demonstrates this commitment over the course of one year.

SIGNED & DATED

x

x

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