



**CLIENT-SERVICE USER EQUITY SCAN &  
CULTURAL MAPPING  
EXTERNAL REPORT - FINAL**

AUGUST 9, 2022

Submitted by:

**ARISE**  
International Consulting

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## 1. Executive Summary:

Family and Children's Services of Frontenac, Lennox and Addington (FACSFLA), desired to assess and further understand how to remove barriers to providing equitable services, practices and outcomes to support all members of their community. FACSFLA aspired also to develop a more inclusive and welcoming workplace culture and environment within the agency for all board members, Employees, volunteers, students, client/service-users and stakeholders engaging with the organization.

Arise International Consulting was contracted on February 22, 2021 to support the engagement of governors, executive leadership, employees members, volunteers, students, client/service-users, as well as, community collaterals and partners to engage in the Organizational Equity Scan Process to deepen knowledge of individual, systemic and structural biases, prejudice, and stereotypes operating within their structures that can lead to disparity in service provision for marginalized and oppressed individuals and groups, and experiences of employees members based on their social identities and location.

The Equity Scan was completed over three phases, each phase representing critical actions required to achieve successful participation, implementation and reporting of the findings and recommendations. Whilst activities within each phase were independent, some elements of the work was interchangeable and overlapped as required for the effective completion of the overall project. The Cultural Mapping phase of the project occurred in phase 3 of the project with a facilitated community conversation taking place on May 4, 2022.

The Client/Service-User Equity Scan & Cultural Mapping Report (referred herein as the 'External Report') should be considered as a living document that will be viewed by those both inside and outside of the organization. It is an opportunity to talk about the strengths of the organization in relation to service provision within the FACSFLA region and communities. The report is also a present-day benchmark for the gaps and barriers to equitable service, program and practices and should serve as a roadmap for FACSFLA to work actively towards its commitment to becoming a more diverse, equitable and inclusive organization to support and work with a range of diverse populations and community stakeholders. The External Report findings will also draw identify action steps required to address any identified gaps, or areas which require concerted efforts to remove barriers existing within the organization.

The report is concluded with recommendations for organizational action planning. Overall, the final document when viewed in collaboration with the final "Internal Report" findings should be utilized to assist the organization to support and achieve their vision to have ***"Children and Youth growing up in their Families, Cultures and Communities."***

The highlighted recommendations can therefore be discussed and prioritized as next steps for the organizations, equity, diversity and inclusion work.

The Client/Service-User Equity Scan was developed to support the organizations efforts to hear from clients/services-users, as well as community partners and collaterals to assist FACSFLA in becoming a more efficient, diverse and inclusive organization that responds to the needs of all constituents within the Frontenac, Lennox & Addington Region.

Respondents were also invited to attend Listening Circles specific to their identified social location and identity/ies to further share and explore their thoughts, ideas and opinions regarding service, practice and programming offered by the agency. The survey was developed in collaboration with the Equity Scan Advisory Committee, which was specifically convened to support the Organizational Equity Scan project.

Survey Response Rate	
	Total Responses
Client/Service-Users	32

Information collected from the equity scan survey focused on gathering data and information with respect to how Client/Service-Users felt about, and visioned for equitable and inclusive supports and services for FACSFLA. A total of one hundred and seventy-five (175) surveys were completed for the entire Organizational Equity Scan, thirty-two (32) of which were completed by client/service-users.

The information presented in the External Report represents both findings from the Organizational Equity Scan for Client/Service-Users, which was opened from February 7, 2022 to March 22, 2022. A total of seven (7) Community Listening Circles were held from March 28 to April 7, 2022, which mirrored the identity groups explored in the internal equity scan process. The External Report also includes findings and details from the Cultural Mapping held virtually for community constituents and service providers. Thirty-two (32) community collaterals and partners from the social, community and health services in the Frontenac, Lennox and Addington Region joined the virtual meeting via Zoom.

The Listening Circles and Cultural Mapping included facilitated discussions to assist individuals to explore further information shared through the survey, and to deepen understanding of how individuals are experiencing working with the organization. Through questions and discussions, perceptions of the FACSFLA's service delivery, barriers and gaps for equitable social service

provision and programming was explored. Participants were also afforded the opportunity to envision what would make FACSFLA a more diverse, welcoming and inclusive agency into the future.

### **Client Service-User Equity Scan Highlights**

Thirty-three (33) questions were asked that addressed experiences with respect to working with the FACSFLA employee group, as well as, perceptions of how services and programs offered meet their cultural, social and identity needs. Questions were also asked regarding how respondents felt about the FACSFLA workplace and organizational culture related to equity, diversity, inclusion and respect.

Thirty-two (32) respondents completed the survey for Clients/Service-Users. Respondents had a one-hundred percent (100%) survey completion rate. The average time to complete the survey was eight (8) minutes and forty-five (45) seconds.

Highlight of key findings from the organizations Equity Scan focusing on the experiences of external clients/services-users are highlighted below:

- Seventy-eight percent (78%) of Client/Service-Users respondents indicate that the organization is effective in providing inclusive services to diverse communities in the region
- Whilst fifty-percent (50%) of respondents agree that printed materials, communication and office environments of FACSFLA is reflective of communities served, a large percentage (37%) neither agree or disagree
- Twenty-eight (28%) percent of respondents disagree that they see themselves represented in the organization across all levels compared to 53% of respondents who agree
- A large percentage of respondents (75%) are aware of the organizations work to support equity-seeking groups
- Sixty-six percent (66%) of respondents agree that employees are aware and understand their identity when offering services, and sixty-five percent (65%) feel staff show a commitment to equity
- Thirty-four percent (34%) seem neither agree or disagree and nineteen percent (19%) of respondents disagree that there are aware of a process to voice their concerns regarding racism, discrimination, bias and/or oppression
- Over fifty-percent (53%) of respondents neither agree or disagree that they can approach their worker with concerns regarding equity, diversity and inclusion and that it would be handled appropriately
- Whilst forty-five percent (45%) of respondents agree that the organization works to remove barriers for equity-seeking groups, a high percent also neither agrees or disagrees to this statement (39%)
- Generally, respondents reported that culture of FACSFLA is 'inclusive', 'welcoming', 'supportive', 'honest', 'open' and caring; however, concerns of 'not being good at moving

- theory to practice’, feeling of a ‘white-settler’ and ‘power-over’ mentality, ‘uncompassionate’, and ‘lacking accountability due to poor leadership/management’
- Respondents feel that FACSFLA has worked well in the area of equity, diversity and inclusion in the areas of promotional materials, reconciliation with Indigenous Peoples, creating anti-racism/anti-oppression committee and other equity-seeking committees, providing educational events and training, and hiring of an Equity Manager
  - To continue progress into the future respondents indicated that FACSFLA should ‘continue to hire leadership that reflects employees and the community; implement theory into practice; collaborate with community partners in a meaningful way such as different ethic/cultural association or coalitions’

## **THEMES FROM COMMUNITY LISTENING CIRCLES**

The following themes were identified from input through the external listening circles with client/service-users and community partners.

- 1) FACSFLA appears to be disconnected from diverse communities and service providers who work with vulnerable populations – community outreach and authentic community engagement is wanting for programs/services offered by the organization
- 2) Diverse families are experiencing discrimination, bias and judgement across social service and health systems in the region including FACSFLA
- 3) Lack of diverse professionals particularly for Black/African Canadians, Racialized and LGBTQ+ populations being serviced
- 4) Newcomers and Immigrants are struggling to integrate in the region due to stereotypes, prejudice, racism and oppression
- 5) FACSFLA not using data, including race-based data to service diverse populations
- 6) Diverse hiring is required across for LGBTQ+, Black/African Canadian and other equity seeking groups
- 7) Lack of awareness of the issues, information and communication within the region of FACSFLA’s efforts to support diverse families
- 8) Community partnership, collaboration and capacity building is lacking within FACSFLA, as well as across the Frontenac, Lennox and Addington region to support diverse children, youth and families
- 9) Lack of education, knowledge and training to serve LGBTQ+ families
- 10) Impacts of both poverty and rural experiences for diverse families and children need to be addressed
- 11) Microaggressions, lack of respect of cultural values and practices, lack of safety for diverse youth and families engaged in social systems leading to internalized oppression

## THEMES FROM CULTURAL MAPPING COMMUNITY CONVERSATION

The following themes were identified from input through the community cultural mapping conversation with community partners and stakeholders:

- 1) Western parenting practices are valued more across systems and structures causing conflict for diverse families
- 2) Lack of cultural awareness and sensitivity within social service and healthcare systems leading to increased reporting and apprehensions for diverse families
- 3) Systemic racism operating across systems in Frontenac, Lennox and Addington Region
- 4) Community collaterals are unaware of FACSFLA's work to support diverse children and families
- 5) Lack of discussion to access impacts of Social Determinants of Health for diverse families
- 6) Lack of mentorship, guidance and preventative services and supports for families in need
- 7) Inaccessibility of social service programs to diverse families – causes cited include misinformation, uninformed, lack of support for parents, services and programs not culturally relevant
- 8) Lack of diverse staffing across organizations – not reflective of the changing population demographics
- 9) Lack of data, including race-based data of who is being serviced
- 10) Inconsistent practices by staff providing services across systems

## RECOMMENDATIONS:

- Recommendation 1:** FACSFLA to develop and execute of a 'Community Capacity Building Strategy' and the hiring of a Community Engagement Specialist/Manager to build and sustain partnerships with diverse service providers, organizations and associations in Frontenac, Lennox and Addington Region
- Recommendation 2:** FACSFLA to convene community awareness campaign for diverse community stakeholders and community partners/collaborators across social service and healthcare systems to enhance relationships and collaborative partnerships within the FLA community.
- Recommendation 3:** FACSFLA to establish/review referral processes for access to supports and programs with outside service providers and organizations working with diverse communities within the Region to provide culturally relevant services and supports to diverse children, youth and families.

- Recommendation 4:** FACSFLA to consider establishing and lead a “Community Roundtable for Equitable Service Provision” in Frontenac, Lennox & Addington for better social service services and supports across systems in the Region. The Roundtable goals/outcomes should be to develop a cross-sectoral structural response to working with diverse communities from a trauma-informed, anti-oppressive and anti-racist framework. The Roundtable will ensure that community collaterals supporting FACSFLA are aware of the challenges of diverse community members, are able to raise issues and ask questions to address service disparities for vulnerable children, youth and families in the region.
- Recommendation 5:** FACSFLA to develop a coordinated and systematic approach for the implementation of the “Identity-Based Data Collection Directive” formulated by the Ministry to ensure all service provision is undertaken from an equity lens in an effort to eliminate further disparities and over-representation within the agency.
- Recommendations 6:** Leadership within FACSFLA should commit to developing an equity, diversity and inclusion matrix scorecard to measure efforts and achievements to create a culture of transparency, trust, honesty, open dialogue and communication with client/service-users with respect to provision of equitable supports and services for diverse individuals and communities.
- Recommendation 7:** Leadership within FACSFLA (including supervisors, managers, directors) to remain current with respect to the best evidence---informed practices, relevant research and processes for servicing diverse children, youth and families to effectively share and support employees, volunteers & students and board members in working to create equity for all constituents residing in the Frontenac, Lennox and Addington Region
- Recommendation 8:** FACSFLA to establish a Parent & Youth Advisory Council to support the work of the Board of Directors in working to provide family and children support and services to all constituents residing in the Frontenac, Lennox and Addington Community. Ensuring Advisory Council participants are from all social identities, and include participation from individuals who experience intersectionality of identity and live in rural parts of the region.

*An extensive thank you to members of the Equity Scan Advisory Committee - Alicia Rogerson, Amanda Campbell, Angela Woodhouse, Ayana Hutchinson, Josh Roy, Katrina Coulas, Karen Horsman, Kaitlyn Green, Kasha Kot, Leane Gallant, Lindsay O'Hara, Mélanie Hébert, Mesenwa Oliver Mweneake and Patty Theriault - for their guidance, support and patience in supporting the work to develop the surveys questions. Their tireless efforts to dialogue, debate and remain in difficult and brave dialogue on equity is commendable. Each individual shared their skills and talents, and helped to effectively communicate within the agency, and with key stakeholders the Equity Scan initiative.*

## **2. BACKGROUND & PROJECT OVERVIEW**

Family & Children's Services of Frontenac, Lennox and Addington (FACSFLA) engaged Arise International Consulting (AIC) to develop an Organizational Equity Scan (Equity Scan) to assess their work to provide equitable services, supports and programs within the region of Frontenac, Lennox and Addington. The three phased project was initiated with a review of the organizations needs and the development of an Advisory Committee to support the work of development of the Equity Scan Surveys.

The Lead Consultant, Jean Samuel met with the FACSFLA Senior Leadership Team to obtain an overview of the organization's equity work, confirm key deliverables, identify expected challenges, discuss project timelines, and review the proposed community engagement strategy from November 24, 2020 to March 24, 2021. Information and dialogue discussions for the Organizational Equity Scan were also conducted with at a full Management Group Meeting on May 8, 2021; an All Employees Meeting on, May 13, 2021, as well as the Board of Directors Meeting on June 15, 2021. The key outcome was to ensure that all agency personnel were afforded the opportunity to learn about the both the Equity Scan initiative and to provide opportunity for questions, concerns and to learn how the project would unfold, as well as expectations for each agency stakeholder who would be invited to participate.

## **3. CONTEXT**

The Organizational Equity scan was developed to support the organizations efforts to hear from Board members, Employees, Volunteers, Students, Clients/Services-users, as well as community partners and collaterals to assist them in becoming a more efficient, diverse and inclusive organization that responds to the needs of all constituents within the Frontenac, Lennox and Addington Region.

Other benefits to the organization in undergoing the equity scan process includes education of all stakeholders and the community constituents; understanding the community's perception of FACSFLA's equity competency, and justification of the need to commit to the long-term journey process to enhance the equitable practices, process and services within the organization.

The FACSFLA Equity Scan will help to:

- Learn what are the strengths of the organizations in relation to Equity, Diversity & Inclusion
- Learn what gaps and barriers are present
- Learn how to make required changes gathered from the equity scan to work well with all stakeholders including children, youth and families served

Researchers in the area of social service delivery have known for years that disparities and disproportionalities exist in service delivery for marginalized and oppressed people, particularly for those that belong to the Indigenous and African descent communities. Recent work and focus have begun to look more closely at how services, programs, policies, practices and procedures can be adjusted in social service delivery to ensure that all individuals accessing supports and programming, including Mental Health and Development Support Services, can be provided in ways that meets the needs of diverse children, youth and families.

In 2016, the estimated population in Kingston, Frontenac, and Lennox & Addington (KFL&A) region was 204,116. In 2006 the population within the Province of Ontario grew overall by 5%, whilst the racialized population grew by between 2006 and 2016 by 42% and the Indigenous population increased by 54%. (Source: Statistics Canada, Census of Canada, 2006, 2016.) Much of the population growth within the region is in large part due to immigration and migration amongst these groups. With this population movement and growth there is a resulting increase in religious, cultural and linguistic diversity with the communities serviced by FACSFLA.

Undertaking a thorough Organizational Equity Scan requires that agency leaders make a firm commitment to determine whether their workplace environment is free of systemic barriers and is welcoming and inclusive for all employee members and community stakeholders. The Equity Scan therefore, is an organizational commitment to 'fact finding' to determine whether children and families of diverse and all backgrounds who require supports from family and children services offered by FACSFLA, are serviced fairly and equitably.

## **4. THE EQUITY SCAN**

### **The Surveys**

The Equity Scan Surveys were created by the consultant with input from the established fourteen-member Equity Scan Advisory Committee. Members of the Advisory Committee were selected from across the FACSFLA organization. The first meeting of the committee was held on September 24, 2021 via Zoom with subsequent bi-weekly meetings scheduled until all surveys were completed.

Bi-weekly meetings were also held with the Advisory Committee to keep them informed of the process to ensure members were fully aware and able to communicate to agency stakeholders, should they be approached to answer questions themselves about the survey, the process and timelines.

Five (5) surveys were developed for Organizational Equity scan in consultation with the Equity Scan Advisory Committee. It was very helpful for the Project Lead and the Equity Scan Advisory Committee members to become familiar with the online surveys before beginning this process to support awareness and engagement for survey completion. However, to preserve confidentiality and privacy for all survey respondents, at the time of the launch of all online surveys in February 2022, no FACSFLA employee was allowed access to survey responses, or to the Equity Scan database. All survey responses are housed offsite at the offices of Arise International Consulting.

### **Administering the Client/Service-User Survey**

The stakeholder engagement is an important part of an Organizational Equity Scan process as it affords the opportunity for sharing of individual and collective experiences of those who are invited to participate. The Equity Scan was also conceptualized as both a process and a set of tools. The intended outcomes of the equity scan are to achieve the following:

- An understanding of the strengths, gaps and areas where development is needed within the organization, across the Frontenac, Lennox and Addition Region and community partners
- A set of results that will assist the organization to identify training and other development needs to address gaps and issues
- A foundation for recommendations and action planning that will guide the work of the organization during of their equity, diversity and inclusion change process

An external webpage was developed with the support of the Communication Specialist, to support information sharing and access of surveys for internal and external stakeholders and was launched on February 14, 2022.

The external survey for Clients/Service-Users was made up of thirty-three (33) questions in total, which respondents required eight (8) minutes and forty-five (45) seconds to complete on average. This survey was also completely voluntary and respondents could select from one of five (5) responses – Strongly Agree, Agree, Neither agree nor disagree, Disagree or Strongly disagree. Respondents could also choose to skip any question without halting the survey, and could also exit the survey at any time. The Client/Service-User survey had at 100% completion rate.

The survey questions were designed to highlight the experiences of survey respondents, and their experiences working and being serviced by FACSFLA. For the Client/Service-User participant survey, efforts were made to ensure that individuals who hold marginalized

identities would also feel comfortable sharing their experiences in accessing and receiving supports and services from FACSFLA. The survey questions also centered on learning clients/service-users thoughts and feelings with respect to process and practices of the organization, and whether they met their individual cultural needs.

An information flyer was created and distributed by FACSFLA's Equity Scan Advisory Committee to share information across the region about the upcoming Listening Circles (see Attachment C). The organization's Communication Specialist was also engaged to create and post information about the organization's Equity Scan via social media sites (Facebook, Twitter, Instagram, etc.) and through emails to encourage employees to share information with those community partners where relationships and connections were already formed.

### **Analyzing & Retaining of Data**

Preparation and analysis of the data was completed in three stages: data vetting, data entry, and data analysis.

Data vetting and recording are important steps to ensure the data collected through the equity scan is able to be analyzed. Data vetting involved reviewing answers received in the Equity Scan questions and ensuring that the information provided was sufficiently accurate. For example, if someone wrote in a response to a question that fit into another area of the Equity Scan, it was removed and re-entered into the correct area of the survey.

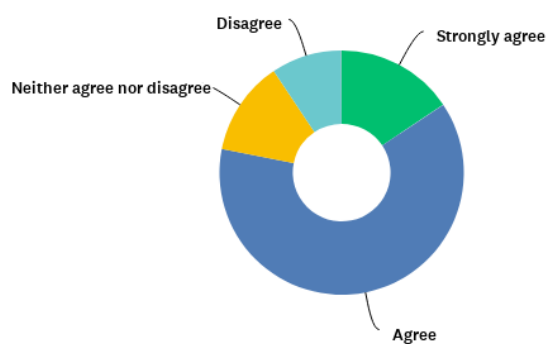
Privacy is a very important part of any Equity Scan process. Therefore, to ensure complete confidentiality no client/service-user identifiable data information was utilized in the analysis.

The Client/Service-User Survey and analysis are representative of a one-time assessment of the organization's work with diverse stakeholders within the Frontenac, Lennox and Addington Region communities. The database will be retained by Arise International Consulting for one year following the completion of this report. At the end of the one-year period, the data will be deleted.

Survey Response Rate	
	Total Responses
Client/Service-Users	32

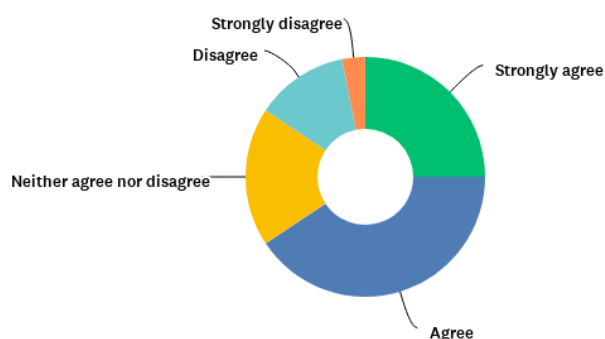
## 5. SURVEY DATA

Q1: FACSFLA's reflects a commitment to providing inclusive services to Frontenac, Lennox and Addington's diverse communities.



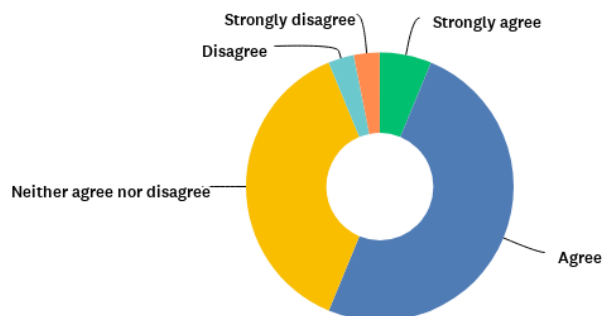
ANSWER CHOICES	RESPONSES	
Strongly agree	15.63%	5
Agree	62.50%	20
Neither agree nor disagree	12.50%	4
Disagree	9.38%	3
Strongly disagree	0.00%	0
TOTAL		32

Q2: As a client/service user, I have a good understanding of what equity, diversity, and inclusion means in relation to the organization.



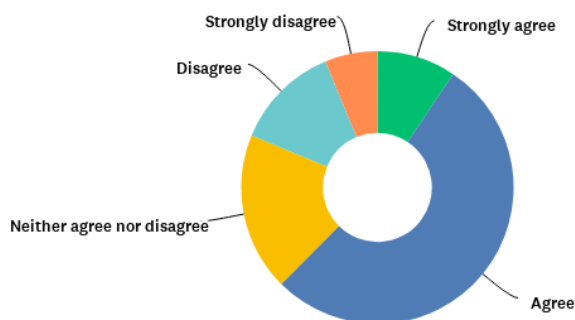
ANSWER CHOICES	RESPONSES	
Strongly agree	25.00%	8
Agree	40.63%	13
Neither agree nor disagree	18.75%	6
Disagree	12.50%	4
Strongly disagree	3.13%	1
TOTAL		32

Q3: FACSFLA's printed materials social media, communications to the public, and office environment reflect the communities served.



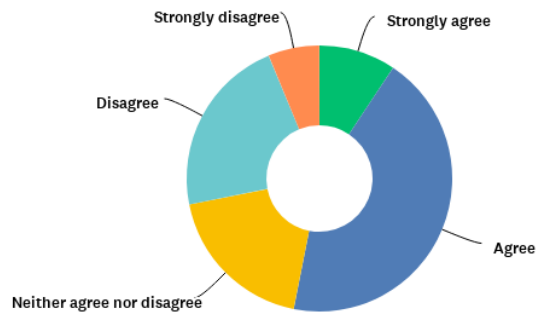
ANSWER CHOICES	RESPONSES	
Strongly agree	6.25%	2
Agree	50.00%	16
Neither agree nor disagree	37.50%	12
Disagree	3.13%	1
Strongly disagree	3.13%	1
TOTAL		32

Q4: Employees across the agency (Board, Management, Employees, Volunteers and Students) are representative of diverse identities of the communities served.



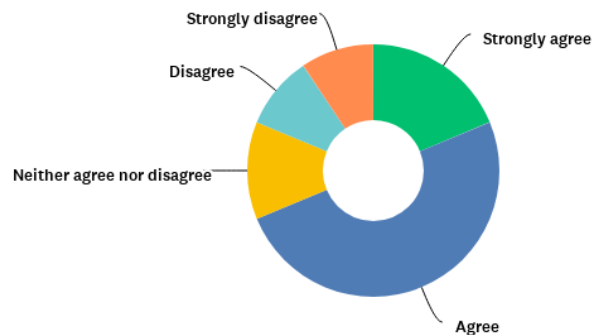
ANSWER CHOICES	RESPONSES	
Strongly agree	9.38%	3
Agree	53.13%	17
Neither agree nor disagree	18.75%	6
Disagree	12.50%	4
Strongly disagree	6.25%	2
TOTAL		32

Q5: I see myself reflected/represented at all levels across the organization.



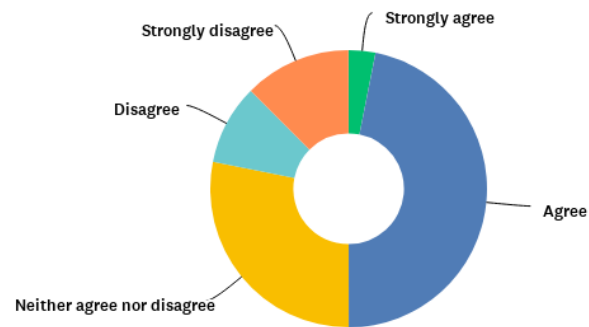
ANSWER CHOICES	RESPONSES	
Strongly agree	9.38%	3
Agree	43.75%	14
Neither agree nor disagree	18.75%	6
Disagree	21.88%	7
Strongly disagree	6.25%	2
TOTAL		32

Q6: FACSFLA encourages and supports difficult conversations about racism, exclusion, discrimination to address inequities in services.



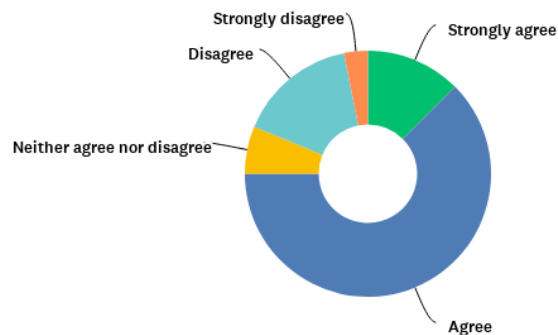
ANSWER CHOICES	RESPONSES	
Strongly agree	18.75%	6
Agree	50.00%	16
Neither agree nor disagree	12.50%	4
Disagree	9.38%	3
Strongly disagree	9.38%	3
TOTAL		32

Q7: Employees act consistently to ensure equity, diversity and inclusion is upheld across the organization.



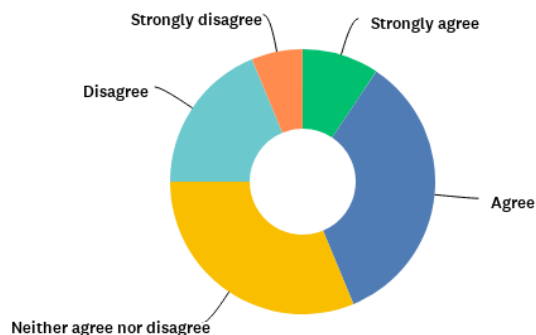
ANSWER CHOICES	RESPONSES	
Strongly agree	3.13%	1
Agree	46.88%	15
Neither agree nor disagree	28.13%	9
Disagree	9.38%	3
Strongly disagree	12.50%	4
TOTAL		32

Q8: I am aware of FACSFLA's work to improve equity, diversity and inclusion for racialized, LGBTQ2S+ and other equity-seeking groups.



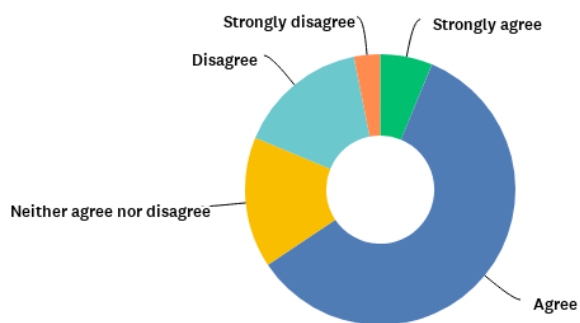
ANSWER CHOICES	RESPONSES	
Strongly agree	12.50%	4
Agree	62.50%	20
Neither agree nor disagree	6.25%	2
Disagree	15.63%	5
Strongly disagree	3.13%	1
TOTAL		32

Q9: Employees take into consideration all areas of my identity when planning and recommending services and programs.



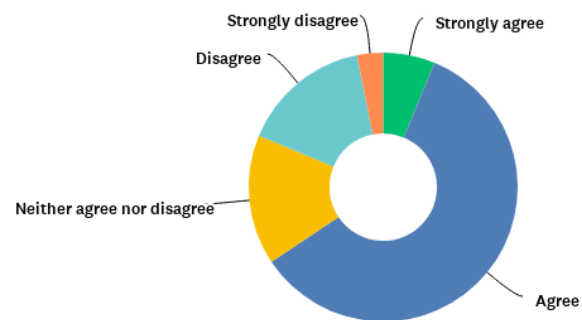
ANSWER CHOICES	RESPONSES	
Strongly agree	9.38%	3
Agree	34.38%	11
Neither agree nor disagree	31.25%	10
Disagree	18.75%	6
Strongly disagree	6.25%	2
TOTAL		32

Q10: Employees at FACSFLA are aware of and understand the importance of identity when offering services.



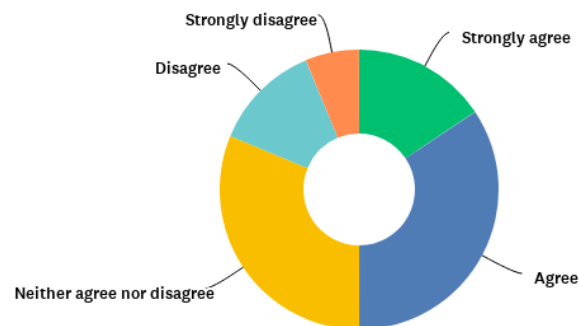
ANSWER CHOICES	RESPONSES	
Strongly agree	6.25%	2
Agree	59.38%	19
Neither agree nor disagree	15.63%	5
Disagree	15.63%	5
Strongly disagree	3.13%	1
TOTAL		32

Q11: Employees show a commitment to equity, equity and inclusion at FACSFLA.



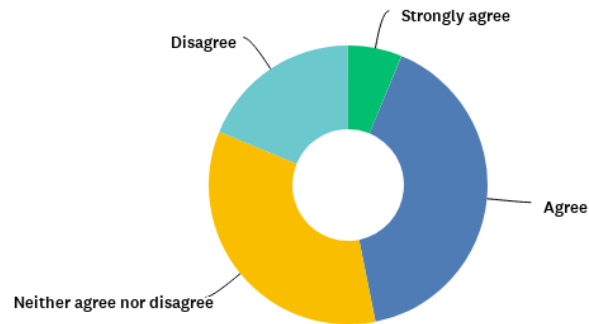
ANSWER CHOICES	RESPONSES	
Strongly agree	6.25%	2
Agree	59.38%	19
Neither agree nor disagree	15.63%	5
Disagree	15.63%	5
Strongly disagree	3.13%	1
TOTAL		32

Q12: I am informed about the organizations work and progress to build a more diverse, equitable and inclusive organization.



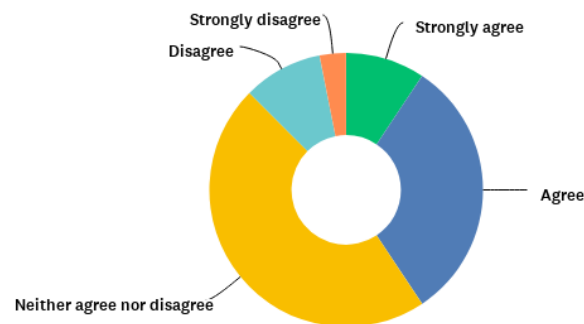
ANSWER CHOICES	RESPONSES	
Strongly agree	15.63%	5
Agree	34.38%	11
Neither agree nor disagree	31.25%	10
Disagree	12.50%	4
Strongly disagree	6.25%	2
TOTAL		32

Q13: FACSFLA has a process in place for me to voice my concerns with regards to racism, discrimination, bias, and/or oppression.



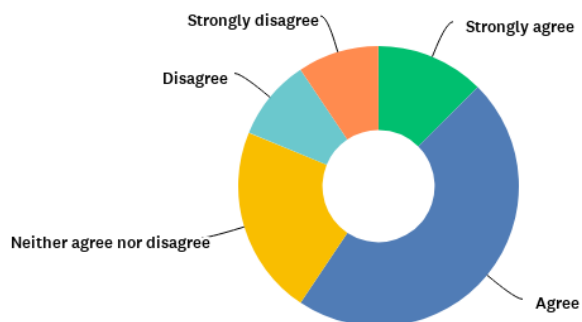
ANSWER CHOICES	RESPONSES	
Strongly agree	6.25%	2
Agree	40.63%	13
Neither agree nor disagree	34.38%	11
Disagree	18.75%	6
Strongly disagree	0.00%	0
TOTAL		32

Q14: My worker and I can have discussions about topics related to my identity.



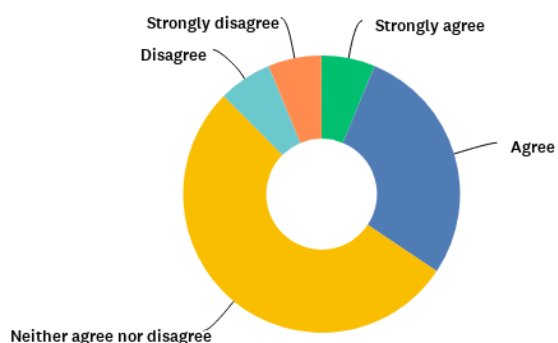
ANSWER CHOICES	RESPONSES	
Strongly agree	9.38%	3
Agree	31.25%	10
Neither agree nor disagree	46.88%	15
Disagree	9.38%	3
Strongly disagree	3.13%	1
TOTAL		32

Q15: If I raise a concern about racism, discrimination, bias, and/or oppression at FACSFLA, I feel confident I will be taken seriously.



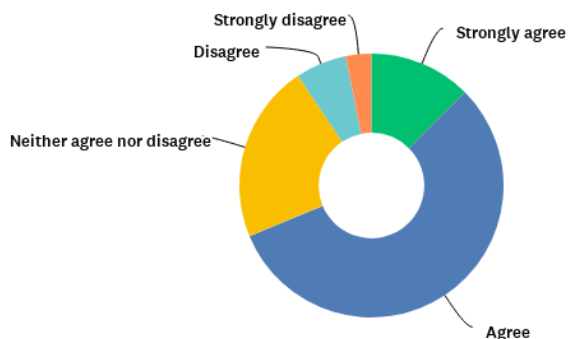
ANSWER CHOICES	RESPONSES	
Strongly agree	12.50%	4
Agree	46.88%	15
Neither agree nor disagree	21.88%	7
Disagree	9.38%	3
Strongly disagree	9.38%	3
TOTAL		32

Q16: I can approach my worker about any concern I may have regarding equity, diversity and inclusion matters, and they will handle it appropriately.



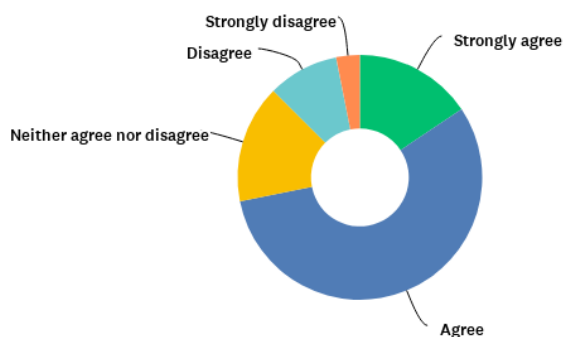
ANSWER CHOICES	RESPONSES	
Strongly agree	6.25%	2
Agree	28.13%	9
Neither agree nor disagree	53.13%	17
Disagree	6.25%	2
Strongly disagree	6.25%	2
TOTAL		32

Q17: I believe FACSFLA will act in response to incidents of racism, discrimination, bias, and/or oppression.



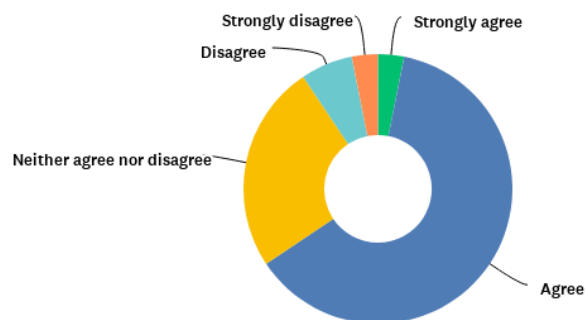
ANSWER CHOICES	RESPONSES	
Strongly agree	12.50%	4
Agree	56.25%	18
Neither agree nor disagree	21.88%	7
Disagree	6.25%	2
Strongly disagree	3.13%	1
TOTAL		32

Q18: FACSFLA collaborates with diverse community partners and organizations to ensure culturally appropriate services are provided.



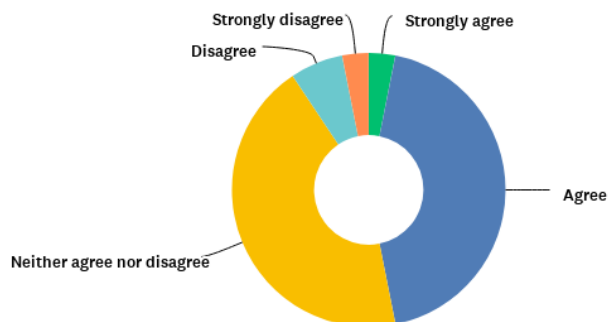
ANSWER CHOICES	RESPONSES	
Strongly agree	15.63%	5
Agree	56.25%	18
Neither agree nor disagree	15.63%	5
Disagree	9.38%	3
Strongly disagree	3.13%	1
TOTAL		32

Q19: FACSFLA works with equity seeking clients/service users and communities to ensure services, supports and programs meet their needs.



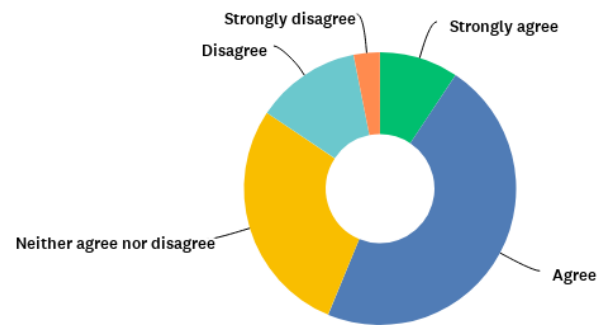
ANSWER CHOICES	RESPONSES	
Strongly agree	3.13%	1
Agree	62.50%	20
Neither agree nor disagree	25.00%	8
Disagree	6.25%	2
Strongly disagree	3.13%	1
TOTAL		32

Q20: FACSFLA ensures that I can access culturally relevant services.



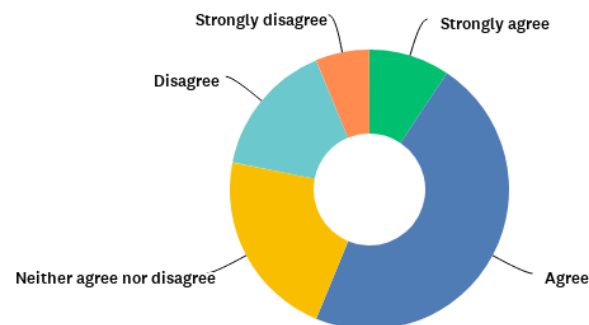
ANSWER CHOICES	RESPONSES	
Strongly agree	3.13%	1
Agree	43.75%	14
Neither agree nor disagree	43.75%	14
Disagree	6.25%	2
Strongly disagree	3.13%	1
TOTAL		32

Q21: The organization supports employees to use the expertise of community leaders, natural healers, elders and other cultural brokers in service delivery.



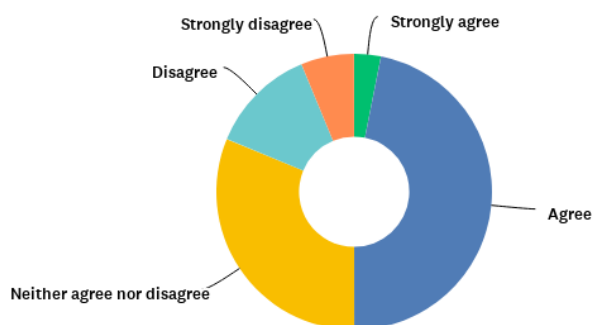
ANSWER CHOICES	RESPONSES	
Strongly agree	9.38%	3
Agree	46.88%	15
Neither agree nor disagree	28.13%	9
Disagree	12.50%	4
Strongly disagree	3.13%	1
TOTAL		32

Q22: FACSFLA has consults with culturally diverse communities to help guide its services and practices.



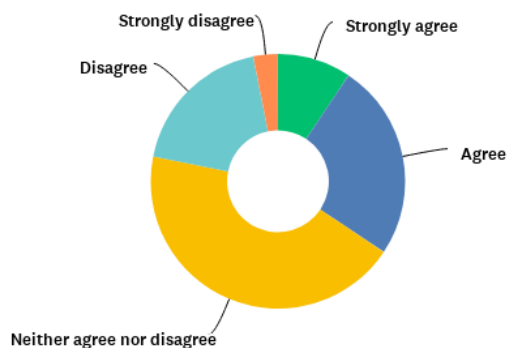
ANSWER CHOICES	RESPONSES	
Strongly agree	9.38%	3
Agree	46.88%	15
Neither agree nor disagree	21.88%	7
Disagree	15.63%	5
Strongly disagree	6.25%	2
TOTAL		32

Q23: FACSFLA engages culturally diverse employees, volunteers and community partners in developing outreach strategies.



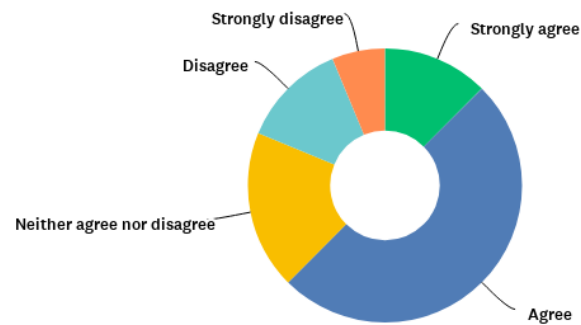
ANSWER CHOICES	RESPONSES	
Strongly agree	3.13%	1
Agree	46.88%	15
Neither agree nor disagree	31.25%	10
Disagree	12.50%	4
Strongly disagree	6.25%	2
TOTAL		32

Q24. FACSFLA reports progress related to equity, diversity and inclusion to the community.



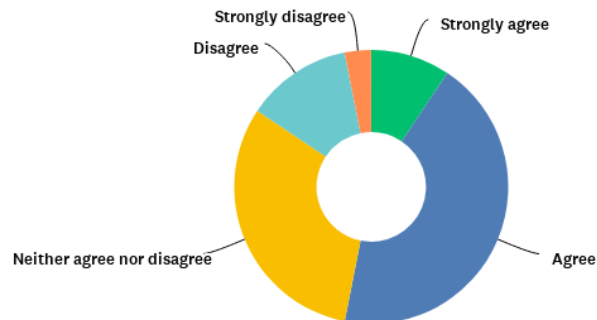
ANSWER CHOICES	RESPONSES	
Strongly agree	9.38%	3
Agree	25.00%	8
Neither agree nor disagree	43.75%	14
Disagree	18.75%	6
Strongly disagree	3.13%	1
TOTAL		32

Q25. FACSFLA shows that a commitment to diversity, equity and inclusion is important through its actions.



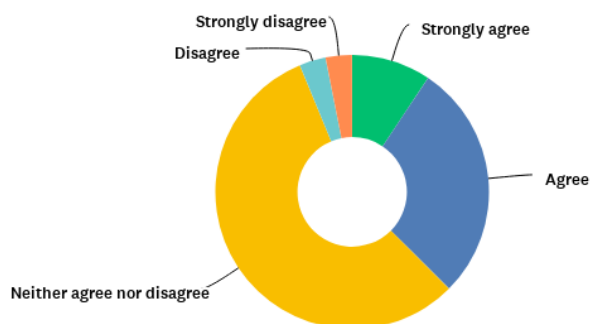
ANSWER CHOICES	RESPONSES	
Strongly agree	12.50%	4
Agree	50.00%	16
Neither agree nor disagree	18.75%	6
Disagree	12.50%	4
Strongly disagree	6.25%	2
TOTAL		32

Q26. The organization is involved in advocacy for programs and services that impact culturally diverse members in the community.



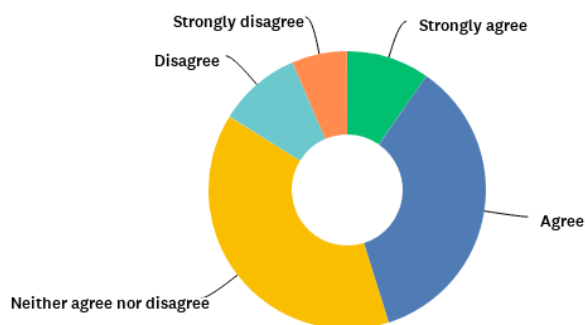
ANSWER CHOICES	RESPONSES	
Strongly agree	9.38%	3
Agree	43.75%	14
Neither agree nor disagree	31.25%	10
Disagree	12.50%	4
Strongly disagree	3.13%	1
TOTAL		32

Q27. FACSFLA uses client/service user evaluations to gather information about the overall satisfaction of programs and services.



ANSWER CHOICES	RESPONSES	
Strongly agree	9.38%	3
Agree	28.13%	9
Neither agree nor disagree	56.25%	18
Disagree	3.13%	1
Strongly disagree	3.13%	1
TOTAL		32

Q28. The organization works to address barriers that equity-seeking clients/service users have in accessing supports and services.



ANSWER CHOICES	RESPONSES	
Strongly agree	9.68%	3
Agree	35.48%	11
Neither agree nor disagree	38.71%	12
Disagree	9.68%	3
Strongly disagree	6.45%	2
TOTAL		31

**Note:** All written comments are reported verbatim as shared by respondents in the online Client/Service-User Equity Scan Survey. Edits were made only to protect identity and ensure confidentiality. No edits have been made to the words, grammar, phrases or language used. Where words were spelt incorrectly, corrections were made.

Q29. What three to five words would you use to describe the culture of FACSFLA?

Client/Service-user  
19 Respondents

- I don't know
- Becoming more inclusive
- Support; Caring; Non-judgement
- Committed to excellence
- Journey; Openness; Committed
- Inclusive; Diverse; Welcoming
- Very good... they are there to listen
- White-settler; more educated versus client; power-over differences; fails to provide child development/parenting skills training; cancelled Parent Aide program years ago
- Inclusive; Striving; Welcoming
- Not there at all
- Good at theory but struggles to put into practice
- Reactive
- Respectful; Stressful; Flexible
- Biased; Uncompassionate; Lack of support
- Honest; Open; Thoughtful
- Connected; Progressive, Inclusive, Challenging; Empathic
- Caring; Supportive; Sensitive
- White; Female; Middle class
- Toxic positivity; Lacks accountability of impact of poor leadership/management; Broken; Hurting

Q30. What has FACSFLA done well to promote equity, diversity and inclusion?

Client/Service-user  
20 Respondents

- Promotional materials
- Involved everyone in the process
- The organization has taken several steps to promote reconciliation with Indigenous communities
- Talking about it and teaching people what it means
- Promotion, Social Media
- Being open about the past to help carve out the future
- Getting information out
- Lots of books or places that we can find the information children need

- Not seeing it; targets 60s Scoop Survivors (my friend)
- Creating the Anti-racism/Anti-oppression group
- I'm not sure I've never been included in things that are of my cultural background
- Hiring Equity Manager who is engaged and knowledgeable; engaging Employees; braving discomfort; conversations with Kewaywin Circle
- Committees
- Unknown
- Visible social media campaigns
- Activities around Black History Month
- Working together with other services
- Community events; educational events training
- I don't see enough men; this is an all women organization; doesn't say much for equity
- It is more visible via committees, signs, etc., and being talked about

Q31. What would make FACSFLA more equitable, diverse and inclusive?

Client/Service-user  
17 Respondents

- Act out your questions
- Keep providing information and listening
- It seems that not all Employees demonstrate the inclusivity and non-bias in decision-making related to families
- All workers training
- Already doing everything that can be done
- Just being there
- Consider low barrier parenting skills training
- N/A
- Showing more support to the Black community and acknowledging the youth they had in their care
- Continue to hire leadership that reflects employees and the community; implement theory into practice; collaborate with community partners in a meaningful way such as different ethnic/cultural association or coalitions
- Incorporate more inclusive practices
- Train their employees the importance of equality
- Work to reduce the size of the organization
- Ensuring that there are culturally appropriate services for people
- Case conferencing with other services in the community
- Don't know
- Less focus on performance management and optics, and real addressing of issues, barriers and wrongs done

Q32. How could FACSFLA ensure all children, youth and families feel heard?

Client/Service-user  
17 Respondents

- Ask in more languages and more media, this survey is not enough
- Provide a platform where they can voice their opinion
- Families need an alternate method or process to feel heard, particularly with respect to their worker
- Listen to all kids and families
- Listening
- I think children are being heard now
- Ask them for feedback; Use a 'Comment Drop Box' to gather Community Needs and Ideas (assessment) for future programming; Environmental Scans; Not everyone has internet
- Promote feedback like this
- By asking peoples backgrounds and not assuming
- Incorporate aged out youth and current youth in care in planning so that their ideas are implemented
- Training Employees continuously on topics related to this subject
- Follow-up with clients, ensuring they have met their needs and satisfied with the service they provided
- Historically, FACS is a paternalistic organization; "they know how to raise kids"" acknowledge that clients are often doing their best but live within systematic, oppressive boundaries
- Suggestions boxes, hearing from them directly about how to best support them
- Involving other agencies
- They are doing it
- Better community relations and partners; frontline workers building rapport with other frontline community partners and service-users

Q33. What would you suggest to improve the equity, diversity and inclusion efforts of FACSFLA?

Client/Service-user  
15 Respondents

- Achieve greater consistency among frontline employees in applying practices that reflect the above
- More tough conversations about this and education
- How can you involve other community agencies to be part of your journey?
- I believe they do a great job now
- Offer free transit tokens and meals at programming; train key stakeholders in high-risk communities to help support Peer Parents

- Have more feedback from minorities in our community and make that information available to all employees
- Making sure all cultural backgrounds and identities feel heard and acknowledged
- Employees that do not participate in agency vision and goals to be engaged in a meaningful way during performance management
- Directly addressing biases, outdated practices and occasions when there is lack of support; specific trainings on how to avoid a toxic workplace and how to be more welcoming
- Follow-up with clients, families with an evaluation or survey in regards to the service received, and review to assess proper support has been given, which would show areas that needed to be improved
- Narrow the scope of the organization; taking on too much; partner with other agencies that align with your mandate
- Just more diversity in hiring and hearing from more perspectives
- Staying connected to the other agencies and working collaboratively
- Nothing
- HR needs to be a separate, safe and secure avenue for people to reach out; compliant process needs to be external and not internal and biased

## 6. KEY FINDINGS

There are many socio-economic pressures on vulnerable and marginalized children, youth and families, particularly those who identify as Black/African Descent, Racialized-Non-Black, LGBTQ+, People with Disabilities, Religious/Faith-based People, etc. Many social services organizations in the Frontenac, Lennox and Addington Region are just beginning to explore the ways in which the identity of those they service can cause them to experience systemic and structural oppression and exclusion when working with social service organizations like FACSFLA.

Cross correlation of data is used to determine whether there is a relationship between two time series within a data set. Whilst there are key findings reported below through the analysis of data submitted through the Client/Service-User Equity Scan Survey, it should be noted that the demographic identity of the responding client/service-user was not collected or recorded as part of any of the asked survey questions. Hence, no cross-correlation analysis has been completed with respect to which specific identity group/s provided agreement responses versus disagreement responses.

This is significant to note to understand that perceptive analysis and recommendations were developed in conjunction with the results garnered through the analysis of data and information collected through the Listening Circles and Community Cultural Mapping processes.

There has been extensive research showing the difficulties experienced by marginalized individuals and communities lead to them requiring social supports and services. Research also indicates the disparaging impacts of that the Social Determinants of Health (SDOH), and the ways in which vulnerable families are often in need of social and health services due to their experiences of marginality and oppression based on them belonging to identities which experience exclusion and oppression within Canadian society (Braveman and Gruskin, 2003).

The Canadian Mental Health Association (CMHA), has identified three key components for equity – Social Inclusion, Freedom from Discrimination and Access to Economic Resources. As such, it is easy to conclude that there is a correlation between equity and social service supports, and that in turn matters in family and children services, particularly for marginalized groups who are more likely to experience adverse impacts of the SDOH, including access to community supports and services. These children, youth and families are unfortunately also often experiencing being pushed to the margins when attempting to access and maintain social services and supports for their families.

The results analyzed are divided in that there are some clients/service-users who do not feel the organization works to address issues of barriers to equity, diversity and inclusion (39%), whilst a large number of respondents feel that the services provided by FACSFLA is meeting all their specific cultural needs and requirements (78%). Client/Service-users also reported that they are unaware that FACSFLA provides diverse supports and services that are accessible and available to their communities when needed.

Highlight of key findings from the organizations Equity Scan focusing on the experiences of external clients/services-users are highlighted below:

- Seventy-eight percent (78%) of Client/Service-Users respondents indicate that the organization is effective in providing inclusive services to diverse communities in the region
- Whilst a fifty-percent (50%) of respondents agree that printed materials, communication and office environments of FACSFLA is reflective of communities served, a large percentage (37%) neither agree or disagree
- Twenty-eight (28%) percent of respondents disagree that they see themselves represented in the organization across all levels compared to 53% of respondents who agree
- A large percentage of respondents (75%) are aware of the organizations work to support equity-seeking groups
- Sixty-six percent (66%) of respondents agree that employees are aware and understand their identity when offering services, and sixty-five percent (65%) feel staff show a commitment to equity

- Thirty-four percent (34%) seem neither agree or disagree and nineteen percent (19%) of respondents disagree that there are ware of process voice their concerns regarding racism, discrimination, bias and/or oppression
- Over fifty-percent (53%) of respondents neither agree or disagree that they can approach their work with concerns regarding equity, diversity and inclusion and that it would be handled appropriately
- Whilst forty-five percent (45%) of respondents agree that the organization works to remove barriers for equity-seeking groups, a high percent also neither agrees or disagrees to this statement (39%)
- Generally, respondents reported that culture of FACSFLA is 'inclusive', 'welcoming', 'supportive', 'honest', 'open' and caring; however, concerns of 'not being good at moving theory to practice', 'white-settler', 'power-over', 'uncompassionate', and 'lacking accountability due to poor leadership/management'
- Respondents feel that FACSFLA has worked well in the area of equity diversity and inclusion in the areas of promotional materials, reconciliation with Indigenous Peoples, creating anti-racism/anti-oppression committee and other committees, educational events and training, and hiring of Equity Manager
- To continue progress into the future respondents indicated that FACSFLA should 'continue to hire leadership that reflects employees and the community; implement theory into practice; collaborate with community partners in a meaningful way such as different ethic/cultural association or coalitions'
- Workers lack of understanding of the root causes of issues for diverse client/service-users underlined by their experiences at the individual, societal and structural systemic
- Missing the ecological realities (social determinants of health and oppressive ideologies), of experiences of families as a central focus to the work of family and children service professionals and practitioners
- FACSFLA is making progress in the area of equitable service and practice for diverse children, youth and families based on survey findings, however consultative community dialogue through Listening Circles also reveal that agency can be oppressive and lacks cultural sensitivity towards vulnerable children, youth and families because of ignorance, lack of understanding of the experiences of discrimination and oppression, including racism and heterosexism/homophobia.
- Voice of children and youth from racialized and vulnerable communities are not fully heard within the FACSFLA.
- FACSFLA should look more intensively and contextually at issues facing Black/African Canadian, Racialized, and LGBTQ+ children, youth and families.
- Social and healthcare systems in general are discriminatory towards diverse and vulnerable populations and are in need immediate diversification of staffing to meet the needs of the changing demographic community of the Frontenac, Lennox and Addington Region.
- Client/service-Users do not feel that employees at FACSFLA understand the need for equitable practices but a high degree neither agree or disagree on the awareness of staff

- Some of the present practices at FACSFLA are ignoring or misinterpreting families' cultural needs--specific strengths, and discrimination, stereotyping and oppression are factor that contributing to how children, youth and families are served and underserved by the agency.
- There are lack of community supports and connections to provide early intervention programs and services to diverse populations to deal with and address issues and concerns before they are overwhelming problems for families that are then reported to FACSFLA
- Community-based organizations have expertise and resources that are not being utilized to assist in servicing diverse children, youth and families.
- There is a great need for more community capacity building and appropriate servicing and programming to meet the needs of the diverse communities in Frontenac, Lennox and Addington Region.
- Community members and stakeholders in the Black/African Canadian, LGBTQ+, People with Disabilities and Advocates for Disabilities, and Impoverished communities want more transparency and information about services offered by FACSFLA that meet the needs of diverse communities; they also would like to be engaged in providing these services to the community versus FACSFLA developing special programs/supports.
- Diverse individuals and communities want FACSFLA to consult and engage them in more in the organizations operations

## **7. COMMUNITY LISTENING CIRCLES**

Seven (7) Listening Circles were held for community stakeholders, including clients/service-users following the same identity-based groupings used with Employees and Management for the Internal Equity Scan. Listening Circle participants were invited to register to attend the circles utilizing an Eventbrite Registration process to elaborate and share their experiences and insights of working with the organization, and/or being serviced by FACSFLA. Attending participants were also asked to share any recommendations and strategies to remove institutional and structural barriers within the agency, as well as, suggest how to engage to ensure diverse and all children, youth and families received welcoming and appropriate programming and supports to improve mental health services for people living with the Frontenac, Lennox and Addington Region communities.

A total of thirteen (13) community stakeholders registered to attending the Community Listening Circles through Eventbrite, with a total nine (9) individuals participating at the scheduled Circle sessions from March 28 to April 7, 2022.

Community Listening Circles sessions were convened for 90 minutes for each of the following groups:

COMMUNITY LISTENING CIRCLES		
Group	Date	Time
<b>Black/African Canadian</b>	March 28	7:00 p.m. – 8:30 p.m.
<b>Racialized Non-Black</b>	March 29	7:00 p.m. – 8:30 p.m.
<b>Lesbian, Gay, Bisexual, Transgender, Queer. Two-Spirit, Gender Non-conforming</b>	March 30	7:00 p.m. – 8:30 p.m.
<b>Disabilities</b>	March 31	7:00 p.m. – 8:30 p.m.
<b>Religious/Faith-based</b>	April 4	7:00 p.m. – 8:30 p.m.
<b>Females Not Listed</b>	April 6	7:00 p.m. – 8:30 p.m.
<b>Males Not Listed</b>	April 7	7:00 p.m. – 8:30 p.m.

The full agenda can be viewed under Attachment D.

The facilitators' role at the consultation was threefold:

- to ensure that all client/service-users input was heard and feedback was accurately recorded;
- to progress through the outlined agenda, adhering as much as possible to proposed timelines;
- to ensure that the identified goals and objectives for the consultation meetings were achieved.

It is worth noting that each consultation meeting required unique adjustments with respect to the timing of the outlined agenda to ensure that the needs of the group were adequately met. This meant that the length of time spent on each item varied across the consultations whilst still meeting the overall goals and objectives for the session.

## **8. Community Listening Circle Highlights of Discussions:**

It should be noted that People with Disabilities, Religious/Faith-Based, Females Not Listed in Any other Group and Males Not Listed in Any other Group, did not attend to participate in a facilitated listening circle discussion. As such, no input has been recorded from these four groups for feedback and analysis.

**Note:** All written comments are reported verbatim from the voice of respondents as shared in the virtual Listen Circle. Edits were made only to protect identity and ensure confidentiality. No edits been made to the words, grammar, phrases or language used. Where words were spelt incorrectly, corrections were made.

### **BLACK/AFRICAN CANADIAN**

#### **Service Delivery:**

- COVID-19 pandemic is causing parents to lose jobs
- Children staying at home for school and no calls being received from educators about children missing school
- Experiences of poverty and children not having access to computers
- Workers who come to service at the daycare are not from the Black/African Canadian community; childcare center also services the military community and there are few (3 to 5) Black children attending
- If educators/teachers are not informed of Black culture and values, there is prejudgement about Black/African Canadian students
- Language barriers for Black and African descent people; Francophone services at the agency is low and even more marginalized for those who are Francophone and Black
- Kingston is a designated Francophone community but agency doesn't ensure all services are provided in French
- Black youth don't know who to talk to in the community about racism and who is available for them
- Difficulty hiring bilingual employees within the community for social services; hospitals should have bilingual employees but they don't – people who speak French and are Black do move to the community because it's smaller and easier to integrate but they still have difficulty being hired
- Immigrant families who are Black/African Canadian often struggle to survive in the area; Kingston is still very White and difficult for parents to integrate
- Losing of cultural identity because they don't fit into White parts of the community
- Confused psychologically for some of the students who try to assimilate
- Easy for Black/African Canadian parents to be judged

- Parents having to work out of the area to support families resulting in younger youth/children assisting with family chores/tasks like cooking and cleaning, etc.; this is culturally what happens and then it's looked down upon in western society

#### Visioning & Recommendations:

- Need more community engagement with Black/African Canadian clients and service-users
- Hiring workers who look like the clients they are servicing and hiring of workers that are familiar with Child & Family Services systems
- More information for newcomers on discipline and 'rights of the children' as they are usually not familiar with child welfare laws that causes tension of what is acceptable here in Canada
- Schools need to understand what 'extended families' mean and look like in Black/African Canadian communities
- Stop changing child/children's names – what's in a name, they mean something in the Black community
- Housing is very expensive in the Frontenac/Lennox/Addington region – more job creation and opportunities for Black families
- What efforts is the Region making to make the communities more inclusive –particularly for bilingual people in Black community?
- Only know of two Black Managers/Social Workers working at the FACSFLA agency
- Hard to find Black/African Canadian professionals working in the Region and it's even harder to find each other for support
- Lack of ability to get experience at the leadership levels
- Few Black professionals like psychologists, healthcare professionals, educators – would need to travel to Ottawa or Greater Toronto Area to access culturally appropriate services
- Not enough use or promotion of organizations providing services and supports for Black/African Canadian people; there is the Kingston Immigration Partnership and another multicultural organization who organizes a monthly – but it's not widely known or promoted in the area
- There is concern in the community of the experiences of Black/African descent young adults who get pulled over frequently by police – general worry of anti-Black racism within the community
- Personal story of sibling who being accused of breaking into his own office whilst entering his own workplace
- I live in a predominately White neighbourhood and I am constantly being watched and scrutinized – my neighbour called the City when I planted vegetables in a planter outside my home; this made me stay indoors for a long while fearing that they would call the police or someone else; makes me very uncomfortable and unhappy, and makes me 'morph out of my Blackness to live comfortably. My brothers left town to be able to live freely as Black men!

- Students always being held to higher standards than White counterparts in schools
- Lack of hiring of Black Resource Workers and Foster Parents – what is the agency doing about this?

## **RACIALIZED NON-BLACK**

### **Service Delivery**

- Frontenac, Lennox & Addington region is just embracing diversity within the past five (5) years
- The history of Kingston City is created on the backs of immigrant workers (limestone workers) but they've been pushed to the margins of the City
- Most of the racialized community still resides in the North part of Kingston in the poorer areas
- Poverty is systemic, and it is not a coincidence that people in these parts of the city are poor and raised in generational poverty
- Not respecting the different cultural groups as knowing the best for themselves and if they don't use North American parenting, then it is not good parenting
- People say you can be the religion you like but if it is not mainstream (Christian/Judeo) then it is not really accepted or respected
- Politicians in the region are not representative of the full population, country and city
- Most of the social systems operating today were created by White males and create more harm than solve problems
- What I am seeing and hearing more and more with increase in migration is a mixing of cultures and people but the systems like child and family services are very slow to catch up to that
- It's not a proud thing to say you're from a racialized/different culture because it's not respected
- Racialized people are not doing well in the community, particularly young people – increased school suspensions, tough love and zero tolerance when what they need is more understanding and guidance due to stress of racism in the community
- Racism is taking a toll on all the systems and they must address it
- Microaggressions in the all systems and it's not being discussed or trained about – i.e. if a student wears a hat its automatic that they are being disrespectful – racialized students are challenged on this all the time in schools with no regards to the fact that racialized communities historically are used to wearing head coverings on their head
- Unconsciously, they begin to assimilate away from their cultures so not as to experience any racism – they lose their cultures
- Not a lot of racialized professionals working in social service systems in the region
- When there is a racialized individual in the system you are pushed to a place of not being you
- Canada is always accepting newcomers but not embracing fully their ethnic values and cultures

- FACSFLA should look at population demographics and the populations that are growing in the region and start to ask what will be needed to support these families, and start planning to receive and service new families
- Child protection should not just be activated when things are going wrong in racialized families – it should be more proactive

#### Visioning & Recommendations:

- Need to think about language barriers, financial barriers, inability to attend parent-teacher interviews due to lack of resources, poverty, etc.; attend their homes and not expect them to come to you
- Respect family dynamics and not pit children against their parents – stop telling the children that if they get spanked they should tell someone without educating parents on Canadian laws
- Need to have community dialogues with racialized families more versus punishing them and being punitive when new parents are not aware or don't know
- Understand culture norms and practices – Canadian girls/women's roles and rights are very different from some racialized freedoms and practices – understand culture nuances and roles
- Senior leadership at FACSFLA needs to look at their team – very White – need to introduce other perspectives to better understand issues – is there room for other racialized bodies?
- Unionized environments of social services – can equity be truly done when many of the unions are struggling with racism themselves
- Performance appraisals – are they being used effectively to address inequity in systems
- Need to dismantle the current child welfare system that 'they' have established that benefits them and their children
- Even with the 'tokenism of diversity', it is still a very colonial systems – need to take it apart and start from the beginning – need to dismantle the physical representation of what the system is, i.e. slowly wind down what they do, connect the community and give funds to community resources and then have FACSFLA work as a partner with these organizations similar to the thought of defunding the police
- Need to take resources being used to hire case workers and funnel it into the diverse community service providers and ethnic partners and organizations
- The data isn't proving that 'they' [FACSFLA] are doing good work so why is there not enough humility to say the Family & Children's Services is not working as it is currently designed; they get a lot of resources in comparison to other organizations that are doing great work with limited/under-funding – be humble to name what 'they' are doing wrong
- Need to work to address these issues in all social service systems like education, police, healthcare, etc.
- Hire diverse people across the organization – not so many White people

- Pick top approaches that you want to see changed – support and partner with diverse community partners in an anti-oppressive/anti-racist way
- Be cautious about some of the quick tokenistic approaches that do not create real systemic changes, i.e. Indigenous Circle Program; good time to be ‘hiring for diversity’; few preventative programs/services; sending kids to identity camps without real connections to their communities
- Lack of ‘trauma-informed’ responsive approaches to working with marginalized communities
- Rural racialized experiences need to be centered as important and understood; big region and racialized children are often moved into rural spaces being the only child in their schools and often only child with different religion/faith that can’t be practiced exposing them to more microaggressions; I counsel and see too many racialized children/youth who feel unsafe in their own body and self-loath their identities/culture
- Racialized mental health is also not spoken about enough – which often stems from the racism they experience in community and systems
- Social media has also causing decline in ally space for racialized experiences; community speaking out and saying that racialized people ‘don’t belong’ or ‘not wanted’ in the Frontenac, Lennox & Addington communities

## **LGBTQ+**

### **Service Delivery**

- Lack of knowledge and education within the general community by parents, caregivers and loved ones of the terms, language and terminology that identify the LGBTQ+ community
- Need to dispel myths associated with people in the gay community
- Lack of resources at FACSFLA to support workers working with LGBTQ+ families
- Seeing an increase in youth who identity as Trans in the Region but lack of supports and resources to service them; this also noted by health professionals in the area who are speaking about the lack of medical and health professionals who understand and are knowledge in effectively supporting members of the Trans community
- Gender Clinic in the community recently lost their nurse and social working and struggle to replace them – resulting in putting a pause on referrals due to lack of staffing;
- Many organizations in the community have same issue of lack of competent Employees who are trained or willing to service LGBTQ+ people
- Did see FACSFLA at the community pride event, which is progress but still not enough
- There are resources within the region but they are dispersed and often not connected making it harder to source supports and help
- Not enough marketing and resources seem to come and then go due to lack of funding
- Workshops are good but then what happens to move to everyday practice is often lacking
- Systems to not connect in support of the families and children to relieve stressors

- Increase number of children and youth identifying as LGBTQ+ and lack of teacher education and training to effectively support them leading to unsafe environments in systems
- Child and Family workers need more conversational knowledge, awareness and training to work with LGBTQ+ youth – when they have affirming people supporting them, it leads to preventative care and assistance
- Region is spread out, outside of Kingston it become difficult to service the population – many of the programs/services are in the downtown core
- When calls come into FACSFLA to report concerns between parents and children who are LGBTQ+, intake workers need to be fully trained to be more culturally competent and not let bias enter their decision-making
- Frontline Employees also need more training – I called FACSFLA about a gender non-confirming youth I was working with and the worker did not know how to use gender non-conforming/neutral terms;
- There is free training available from Rainbow Health Ontario and other learning for as low as \$10.00 per person and they work with Social Service Employees and medical professionals
- Pride flag flying at FACSFLA but it sets up for a negative interaction for clients-service users when workers do not have the knowledge and skills to be positive and equitable
- Understanding the needs of community is huge – they do not have the information to better support the community; i.e., what kinds of questions should I not be asking, what is an invasive question to ask, what are the proper terminology to use

#### Visioning & Recommendations:

- Missed opportunity to develop community partnerships – approached FACSFLA two years ago to fully train Employees for free on LGBTQ2S Positive Space but they did not take up the offer to partner to bring the initiative and learning to their agency
- Need to focus on community capacity building to support LGBTQ+ children, youth and families
- Need to see service providers and groups already established in the community/ies working with LGBTQ+ families receive resources to support children in care versus FACSFLA trying to develop their Employees to do this work – should remain in the community as partner collaboratives
- Need training, education and development – confidence, Allyship and eagerness are not enough
- Hiring more individuals from the LGBTQ+ community versus from the dominant groups
- If FACSFLA is truly a positive space, the community would come to you – need to look at who are attracting with your current policies, practices; if you are not attracting LGBTQ+ people to the organization, need to ask what are you doing wrong. Not asking directly if new hires are LGBTQ+ but what is your experience working/serving the LGBTQ+ community/people

- Need to ask LGBTQ+ children, youth and families directly what they need and not always using surveys; i.e., what has your experience been working with FACSFLA
- What could we do differently; posting things on the public website that are positive space and LGBTQ+ friendly; having workers ask for feedback directly about services in the community
- Learning together across systems and institutions (school board, children's mental health) to drive a new wave of social workers, educators, etc.
- Utilize an intersectional approach to ensure racialized/disabled communities are included in solutions to address LGBTQ+ concerns/issues

## **DISABILITIES**

No input recorded; 1 registered respondent did not sign into Zoom.

## **RELIGIOUS/FAITH-BASED**

No input recorded; 2 registered respondents did not sign into Zoom.

## **FEMALES NOT LISTED IN ANY OTHER GROUP**

No input recorded; 1 registered respondent did not sign into Zoom.

## **MALES NOT LISTED IN ANY OTHER GROUP**

No input recorded; 1 registered respondent did not sign into Zoom

# **9. CULTURAL MAPPING PROCESS**

The Cultural Mapping Process was held virtually via Zoom on May 4, 2022. Thirty-two (32) community leaders, service providers, social and healthcare service staff attended the community conversation from 10:00 a.m. to 12:00 p.m.

The objective of a cultural mapping process is to assist community collaterals to explore how cultural resources can support a spectrum of community services and priorities related to equity, diversity and inclusion to support all members of a community. The mapping process also affords opportunity for community stakeholders to view community issues and key characteristics, which may create barriers to full inclusion and participation of individuals residing in a community.

The outcomes of a cultural mapping process will assist communities to come together to consider ways to address social exclusion, assists participants involved to broaden their role/function to build deeper structural approaches to address disparities in service, and lack of access to services and programs for marginalized families. The process also helps to offset the

lack of awareness, understanding, influence and recognition for the provision of culturally appropriate services within the Frontenac, Lennox and Addington Region.

The cultural mapping process engaged organizations and stakeholders working in the region to support inclusive consultations, identify cultural resources (or lack thereof), review decision-making processes and engage in critical thinking as community partners on how to integrate culturally appropriate and relevant services and practices to support diverse populations working with FACSFLA.

Participants attending the Cultural Mapping were divided into four (4) breakout rooms and assigned questions to support their community conversations. Participants were also instructed to brainstorm in their groups and envision how FACSFLA could work to support diverse populations effectively, which was then shared collectively in the larger group.

Diverse Community Stakeholder Engagement Invitation List can be seen on Attachment H

The full Cultural Mapping Agenda can be view by reviewing Attachment G

### **Highlights from Cultural Mapping**

**Service to Racialized Children, Youth & Families** (Black/African-Canadian, Asian, South-Asian, etc.)

- The way newcomer family's parent may be seen as neglectful or not in line with how people "typically" parent in Canada
- When White caregivers or families with privilege parent in a "laissez faire" style it is seen as acceptable or trendy; the same parenting behaviours are seen as neglectful by non-white families
- Caregivers are perceived and responded to in a different way when they are wearing clothing that reflects their religious and/or cultural beliefs vs when it is removed
- FACSFLA tends to step in when there is a cultural norm that is different from "mainstream"
- Supervision standards/expectations amongst newcomer families may be different. There are assumptions and expectations that families can come here and adjust to "our" rules immediately. When that does not happen, the police are often called.
- Pregnant women don't want to identify as Indigenous at the hospital out of fear that a birth alert may be put in place
- Reports made to FACSFLA due to lack of understanding about dietary needs/restrictions/safety issues around food
- Middle class bias - assumption that room sharing, etc. is not a good thing
- Talking about race is still an uncomfortable conversation for many
- Multiple systemic barriers in place that do not allow for equity. These things lead to increased reports to FACSFLA and likely lead to increased apprehensions of racialized children
- Discomfort among people about why they are making a call to FACSFLA. Difficult to acknowledge racism is at play and that self-reflection may be needed

- Certain interpretations of children's behaviour is different based on skin colour. Racialized families have expressed that school structures are not designed for them
- Racialized families' reactions to questions may be seen as aggressive, defensive, uncooperative; these are likely normal reactions to have when being confronted with the fear of losing your child. When White families react the same way, they are seen as advocates
- There is fear and misinformation about FACSFLA, especially in families where English is not the first language.
- Agencies have a responsibility to inform the families that information is available and accessible about their roles and the ways that they currently try to support families.
- Misinformation prevents families from accessing support when they need it from a prevention/early intervention standpoint
- "Racialized people don't live in the countryside", this is an assumption and if we don't ask the questions we don't know. This impacts the services in our rural communities

### **Service to LGBTQ+ Children, Youth & Families**

- KCHC has a trans support service and the issues intersect on all levels. Can create family conflict.
- Increase in DV and family conflict. Uncharted territory for us.
- Difficult to find employees to work in this area because of the family conflict.
- Absence in support for Parents.
- How do we reduce the stigma as it is so challenging? This leads to homelessness due to conflict in the family. We now will have increase homelessness requiring FACSFLA services.
- This is not one dimensional but multi-dimensional.
- Families are saying why are our systems siloed and not working together.
- We need visual representation and resources for youth to turn to.
- Peer support.
- We need people with understanding.
- Underlying causes need deeper understanding
- AMHS – we have the Fuse Group and we know of families who don't know how to navigate the systems. They just want a sense of community. There is so much more they need
- Maltby – Training for service providers is needed. We do have specialized services, but this is information that everyone needs
- SLYA – more work can be done in the Education System as Employees could be better trained.
- Youth Need to belong somewhere.
- These families are connected with Churches and trying to navigate
- YD – the cost for an officer to attend a call is approximately \$900; Families will call 911 for parent teen conflict. In the City of Kingston – what is the cost for taking kids into care
- AMHS – Kingston has one of the highest populations of LGBTQ youth population in Ontario (%). The Fuse group could be more active in Rural if there was more resources...can an agency take this on. Napanee? Sharbot Lake? Transportation is a barrier.

- KCHC – waitlists are too long with not enough resources. Our sexual and trans health clinics wait lists are too long.
- What is the social cost for not attending schools? More research is needed.
- What does a young person who lives in Cloyne do when they are isolated with very little resources? Move to Kingston for support and may end up on the street.
- SLYA - Youth are connected with their churches and are being told not to come back...no sense of belonging.
- Are there churches that are accepting of LGBTQ2+? Their faith is very important to them. Looking to the bible for some answers.
- Same sex partnerships are not looked at fondly - this can be seen as a sin - I'm hidden within my own church
- Important to keep in mind the various religious representations in our community (City of Kingston)
- Grandmother Brant-Sacred fire held monthly at Confederation park - we have fire keepers present keeping the fire going 24 hours; All are welcome and it's a great place to find belonging
- Conversion therapy being banded
- Help us understand what you (FACSFLA) have accomplished to date as this needs to be celebrated and communicated to your community partners
- Begin to help the community understand your organizational structure; as a service provider, I am not fully aware of your services/teams/initiatives.
- Being more aware of who is doing what within the community would be beneficial
- More closer connections to the BIPOC community (Kewaywin Circle as an example) or a list of current BIPOC initiatives/tables/committees.
- FACSFLA could continue to lead by example and open up opportunities for your partners to engage with you (as you've done today)
- As I continue to learn and better understand equity, diversity, inclusion, anti-racism/anti-oppression, I am discovering how little self-awareness I have had about my unconscious bias and microaggressions. It has been both eye opening and overwhelming but it has challenged me to do better.

### **Service to Impoverished Children, Youth & Families**

- Lack of affordable housing -- families at emergency shelters fall into this category.
- When families come to shelter, we see malnutrition and lack of healthy meals -- this is due to families not being able to afford healthy food. High cost of housing and food is making this worse.
- Neglect of basic needs is how families come to the attention of FACSFLA -- starts before they come to us. Lack of proper clothing and social activities.
- Need culturally appropriate food for many families.

- Kingston is not very diverse. If language or literacy or other issues (e.g., inability to find communities with shared values) adds to stress but makes it difficult to navigate the few services available.
- Things that go along with poverty, i.e., the Social Determinants of Health and history of trauma, can see intergenerational impact. This can lead to neglect or other forms of maltreatment which leads to relationship with FACSFLA.
- How vast the layers are for children; from a mental health perspective, neglect, intergenerational trauma.
- Also lack of work and child care and absent parents. Hard to find longer-term affordable therapy.
- Many families are struggling financially so see lack of access to food and clothing. See this leading to household dysfunction.
- Mentorship, lots of conversations re: trauma and who they have around for nurturing relationships - Work with FACSFLA to provide mentorships.
- Access to services - transportation is an issue.
- In terms of language, is information available and accessible? Families with concerns that we would reach out to FACSFLA, families not attending appointments. But what are the barriers?
- In terms of language and communication with families, those challenged financially -- try to find ways to communicate (e.g., length of meeting, confirmation of appointment), what works? Texting? Phone calls? Need to find the best way to communicate. This can be challenge as well.
- How culturally inaccessible are our systems and programs? Hard to be aware of how hard that is; requires intense reflection on how racially biased our systems are.
- Populations are over represented in those we serve but under-represented in our employees
- Services are inadequate, so what is it like when you start layering on more diverse layers.
- Not all organizations know who they are serving and who they are missing. Need to reach out to other partners who are serving those families and/or communities.
- Do people feel welcome and see themselves as they walk through the door.
- QUESTION FOR ALL – Are you working with FACSFLA re: supports to diverse communities for poverty group.
- Observationally, at FACSFLA had food at entrance that families could access if they wanted to. Made it accessible and available for families on-site.
- Case managers have provided taxi chits and vouchers for food or diapers. Do so on a case by case basis.
- Put in a lot of effort in trying to move forward in addressing these challenges. They have a large legacy to overcome.
- Woefully under-resourced to provide services -- as a system but FACSFLA too. Amount of funding is not always adequate to provide additional assistance to families where those services are fee for service.
- We don't know what we don't know.

- A lot of cultures don't believe in therapy, so this can be another cultural barrier. As we don't work with those, how do we begin to increase our understanding.
- Mentorship is also not generalizable across cultures.
- Is race-based information collected routinely? Are these questions routinely asked and are they culturally appropriate?
- Policies and principles trickling down into practice can also be a challenge; need processes and infrastructures for this to happen.
- Sometimes see inconsistencies in approach by FACSFLA front-line workers. Get different responses by different workers on same issues so sometimes a deterrent to call.
- Feels like extra work to follow-up, and feels like a conflict and not collaborative approach - Employees will not engage; everyone is under stress and exhaustion so need to find extra ways to work together.
- When service providers get questioned on what they are seeing, makes it difficult to engage with FACSFLA because takes a lot of energy and feels like we need to convince FACSFLA that families need help.
- Sometimes see a lesser response from FACSFLA than we were expecting; expect this is due to a lack of resources.

### **Service to People with Disabilities**

- Challenges for folks with disability/ies-
- Technology
- Financial
- Getting ministry funding
- Connecting to the agency
- Language barriers
- Family feeling uncomfortable in accessing resources
- Lack of discussion and lack of knowledge which impacts access to services
- mistrust
- difficulty finding translators (which is also very costly)
- Major communication barrier
- Clients have a hard time articulating the needs for their family - they know the child needs help but not sure what that help is.
- Making sure that any assessment is understandable for all involved
- Meeting the family, child/person where they are at
- Having open communication
- Initiating contact with a family - being cognizant of many different forms of communication
- Enabling successful communication with clients

## **Additional Community Stakeholders Suggested from Cultural Mapping to be added to Diverse Community Stakeholders Listing – Attachment H**

Healthy Babies Healthy Children  
Immigrant Services of Kingston  
Public libraries  
All School Boards  
City of Kingston  
YMCA  
Child Care Centres  
Publicly funded dental programs  
Early Expressions (Preschool Speech and Language)  
Infant Hearing Program  
Metis HBHC program  
Lily's Place  
Kingston Community Health Center  
Addictions and Mental Health  
St. Lawrence Youth Association  
Grandmother Brant  
Esther

## 9. RECOMMENDATIONS FOR TRANSFORMATIVE CHANGE AT FACSFLA

Recommendations acknowledge the continued importance of the ‘Transformational Change’ that the Family & Children’s Services of Frontenac, Lennox and Addington needs to fully embrace to work more effectively to achieve better outcomes for diverse children, youth and families they work with. It is clear from the Equity Scan findings that entire organization, as well as community partners and collaterals will need to deepen their efforts to better understand the impacts of individual, societal and systemic-structural oppression– racism, including anti-Black racism, heterosexism – including homophobia and transphobia, ableism, as well as classism and impoverishment to better serve the individuals in the Region.

- Recommendation 1:** FACSFLA to develop and execution of a ‘Community Capacity Building Strategy’ and the hiring of a Community Engagement Specialist/Manager to build and sustain partnerships with diverse service providers, organizations and associations in Frontenac, Lennox and Addington Region.
- Recommendation 2:** FACSFLA to convene community awareness campaign for diverse community stakeholders and community partners/collaborators across social service and healthcare systems to enhance relationships and collaborative partnerships within the FLA community.
- Recommendation 3:** FACSFLA to establish a referral process for access to supports and programs with outside service providers and organizations working with diverse communities within the Region to provide culturally relevant services and supports to diverse children, youth and families.
- Recommendation 4:** FACSFLA consider establishing and lead a “Community Roundtable for Equitable Service Provision” in Frontenac, Lennox & Addington for better social service services and supports across systems the Region. The Roundtable goal/outcomes will be to develop a cross-sectoral structural response to working with diverse communities from a trauma-informed, anti-oppressive and anti-racist framework. The Roundtable will ensure that community collaterals supporting FACSFLA are aware of the challenges of diverse community members, are able to raise issues and ask questions to address service disparities for vulnerable children, youth and families in the region.
- Recommendation 5:** FACSFLA develop a coordinated and systematic approach for the implementation of the Identity-Based Data Collection Directive formulated by the Ministry to ensure all service provision is undertaken from an equity lens in an effort to eliminate further disparities and over-representation within the agency.

- Recommendations 6:** Leadership within FACSFLA should commit developing an equity, diversity and inclusion matrix scorecard to measure efforts and achievements to create a culture of trust, honesty, openness, consultation and transparency with client/service-users with respect to provision of equitable supports and services for diverse individuals and families.
- Recommendation 7:** Leadership with FACSFLA (including supervisors, managers, directors) to remain current with respect to the best evidence---informed practices, relevant research and processes for servicing diverse children, youth and families to effectively share and support employees, volunteers & students and board members in working to create equity for all constituents residing in the Frontenac, Lennox and Addington Region
- Recommendation 8:** FACSFLA to establish a Parent & Youth Advisory Council to support the work of the Board of Directors in working to provide family and children support and services to all constituents residing in the Frontenac, Lennox and Addington Community. Ensuring Advisory Council participants are from all social identities, and include participation from individuals who experience intersectionality of identity and live in rural parts of the region.

An extensive thank you to members of the Equity Scan Advisory Committee - Alicia Rogerson, Amanda Campbell, Angela Woodhouse, Ayana Hutchinson, Josh Roy, Katrina Coulas, Karen Horsman, Kaitlyn Green, Kash Kot, Leane Gallant, Lindsay O'Hara, Mélanie Hébert, Mesenwa Oliver Mweneake and Patty Theriault - for their guidance, support and patience in supporting the work to develop the surveys questions. Their tireless efforts to dialogue, debate and remain in difficult and brave dialogue on equity is commendable. Each individual shared their skills and talents, and helped to effectively communicate within the agency, and with key stakeholders the Equity Scan initiative.

## 10. CONCLUSION

Through the Equity Scan process which engaged Black/African Canadian, Racialized, LGBTQ+ and Impoverished individuals living in the Frontenac, Lennox and Addington Region through the administered Client/Service-User Survey respondents feedback suggests that they are 'relatively happy' with the level of service and attention that is offered to the provision of service for diverse children youth and families. It is noted that the survey results did not undergo a cross-correlation analysis to assess which demographic identity groups reported agreeable versus disagreeable responses to the surveyed questions.

As such, although the survey analysis did not reveal wide or glaring gaps and barriers to service from those who completed the online survey tool, the feedback and response garnered through the Community Listening Circles highlighted key concerns with respect to systemic issues, stereotyping, discrimination (racism, anti-Black racism, homophobia, transphobia and heterosexism in particular), which will require deeper efforts and action to alleviate some concerns with respect to the current level of service provision and programming, and lack of cultural sensitivity and awareness being practiced within FACSFLA.

The aforementioned concerns raised during the Listening Circles were also echoed during the Cultural Mapping community conversations. Community partners and collaterals suggest that the services provided by FACSFLA do not always meet the cultural needs of diverse families and children, which they deemed to be lacking in understanding, compassion and empathy for specific identity-seeking group. Community partners and collaterals working with and within the Frontenac, Lennox and Addington Region also shared that employees have exhibited insensitive and discriminatory behaviours, that are racist and heterosexist/trans and homophobic in nature, and found members of the organization to unaware of the impacts of anti-Black racism, heterosexism/homophobia on children and families because of oppressive values and beliefs and ideologies operating not only at FACSFLA but within other social and healthcare systems required to support families who come into contact with the agency.

Client/Service-User feedback, along with collection and analysis of demographic service and program data are critical tools that FACSFLA must utilize routinely to evaluate and deepen their work of the organization to address inequitable service provision to diverse individuals and communities living in the region. It is hoped that this External Report becomes a part of an action-oriented development plan to overcome individual and systemic-structural inequity and oppression for effective family and children services for all communities residing within Frontenac, Lennox and Addington.

It is worth highlighting that FACSFLA's journey for equity began many years ago, and some important initiatives and work has already been started and completed prior to the onset of the

Organizational Equity Scan process. What is important to note is that although work continues in the agency in the area of equity, diversity and inclusion, there are many both within the organization and externally, who cite that the family and children's services provision of supports and programs in the region is not working for diverse children, youth and families – resulting in disproportional admission to care rates for diverse children and youth, and disparate service outcomes that leaves families feeling further objectified and marginalized. Hence, deeper efforts must be undertaken to work with diverse communities to address their concerns, to produce more inclusive experiences when working with FACSFLA.

The eight (8) listed recommendations provided are to be utilized as benchmarks to push the organization further to actualize and implement real change from the work of other social services and supports who are not centering equity in their efforts to provide family and child services. The recommendations are also to be considered to augment the larger provincial initiatives to address equity in child welfare and family services in the Province of Ontario. This will mean training, as well as services and programming may potentially be shared learning across systems in the region to ensure structures and programs for vulnerable families are streamlined in the understanding of the issues of oppression and inequity from the same lens.

## **ATTACHMENT A - Advisory Committee Members**

Alicia Rogerson – Director of Services

Amanda Campbell – Senior Administrative Assistant

Angela Woodhouse – Manager, Family Connections 1

Ayana Hutchinson – General Counsel

Josh Roy – Family Services Manager

Katrina Coulas – Enhanced Support Services Worker

Karen Horsman – Communication Specialist (No longer at FACSFLA)

Kaitlyn Green – Kinship Services Worker

Kasha Kot – Manager, Quality Assurance

Leane Gallant – Quality Assurance Data Integrity Clerk

Lindsay O’Hara – Foster Care Resources Recruitment Worker

Mélanie Hébert – Enhanced Support Service Worker

Mesenwa Oliver Mweneake – Manager, Equity Diversity & Inclusion and Transformation Lead

Patty Theriault – Operations Administrative Assistant

Jean Samuel, Lead Consultant – Arise International Consulting

## ATTACHMENT B – COMMUNITY LISTENING CIRCLES INVITATION LETTER

Dear Community Partners,

As part Family & Children's Services of Frontenac, Lennox & Addington (FACSFLA) Equity Scan efforts, we would like to invite you to take part in our Community Listening Circles that will begin on March 28<sup>th</sup>, 2022.

The Listening Circles will last no longer than one and a half hours and will provide an opportunity for you, our stakeholder to learn more about the change process being undertaken to build a more equitable and inclusion culture within FACSFLA, and for the provision of services to the diverse communities with the Region. In particular, we would like to know:

- Whether the programs and services offered through FACSFLA meets the needs of marginalized and vulnerable children and families
- How we can ensure that the voices of communities we serve are centered to ensure our future is one that is built on ensuring equity for all.
- 

If you would like to take part in the Community Listening Circles you are invited to register your participation [here](#).

Your views will be used to help us deepen our work to work effectively with all staff, and client/service-users we work with. Your views and opinions are also important to us and will impact our organization's priorities for not only diversity, equity and inclusion but for the future work of the organization.

More background information about FACSFLAS Equity Scan process can be found on our website [here](#). We also invite you to share our Client/Service-User Equity Survey available online through the following link [here](#) to individuals you work with who may have received services and support from FACSFLA.

Please do not hesitate to contact Msenwa Mweneake, Project Lead by e-mailing [Msenwa.mweneake@facsfla.ca](mailto:Msenwa.mweneake@facsfla.ca) should you have any questions or concerns.

We look forward to your participating in this very important initiative.

Yours sincerely,

Sonia Gentile

Executive Director, FACSFLA

Norma Jean Barrrrett

Board Chair

## ATTACHMENT C – Community Listening Circles Flyer

# EQUITY SCAN

## UPCOMING LISTENING CIRCLES



Visit the Equity Scan website to register your attendance at a Listening Circle and have your voice heard:

<https://facsfla.org/equity/>

COMMUNITY LISTENING CIRCLES		
Group	Date	Time
Black/African Canadian	March 28	6:00 p.m. – 7:30 p.m.
Racialized Non-Black	March 29	6:00 p.m. – 7:30 p.m.
2SLGBTQ+	March 30	6:00 p.m. – 7:30 p.m.
Disabled	March 31	6:00 p.m. – 7:30 p.m.
Religious/Faith-Based	April 4	6:00 p.m. – 7:30 p.m.
Females Not Listed Above	April 6	6:00 p.m. – 7:30 p.m.
Males Not Listed Above	April 7	6:00 p.m. – 7:30 p.m.

FACSFLA wants to hear from you.

### Who Should Join?

Service providers, healthcare professionals, advocates, educators, social workers, parents, and anyone who has experienced services and programs offered by FACSFLA.

### What is the Process?

After a brief overview of the Equity Scan process, you will share your knowledge, ideas, and thoughts about experiences working with specific identity groups and changes required.



## ATTACHMENT D – COMMUNITY LISTENING CIRCLES AGENDA

7:00 p.m.	Welcoming & Setting the Stage
7:10 p.m.	What we do know about Mental Health Services
7:15 p.m.	Collaborative Listening, Sharing and Learning – SERVICE DELIVERY & PRACTICE
8:00 p.m.	Collaborative Listening, Sharing and Learning – VISIONING FOR THE FUTURE
8:20 p.m.	Debrief
8:30 p.m.	Close

### SERVICE DELIVERY

- ▶ What are the challenges that **[IDENTITY GROUP]** children, youth and families are facing in the Frontenac, Lennox and Addington (FLA) communities that may cause them to require Family & Children Services? Think of their social, economic, religious, cultural, racial, political experiences in the region.
- ▶ Do you see or hear anything that tells you, or makes you feel that **[IDENTITY GROUP]** children, youth and families are experiencing differently experiences and outcomes by FACSFLA or within the FLA Region?
- ▶ What is important for FACSFLA to consider to successfully implement services and supports to be culturally safe and culturally relevant to meet the needs of **[IDENTITY GROUP]** children, youth and families?

### VISIONING FOR THE FUTURE

- ▶ What are some of the challenges FACSFLA may need to consider in providing equitable supports, programs and services for **[IDENTITY GROUP]** children, youth and families?
- ▶ Is there anything not mentioned that you would like the organization to consider in providing supports/services that would meet the needs of **[IDENTITY GROUP]** People?
- ▶ Do you have any other comments relating to you or your experiences, or diverse needs that FACSFLA should be aware of?

## ATTACHMENT E – Cultural Mapping Communication

Dear Community Partners,

As part Family & Children's Services of Frontenac, Lennox & Addington (FACSFLA) Equity Scan efforts, we would like to invite you to take part in our Community Listening Circles that will begin on March 28<sup>th</sup>, 2022.

The Listening Circles will last no longer than one and a half hours and will provide an opportunity for you, our stakeholder to learn more about the change process being undertaken to build a more equitable and inclusion culture within FACSFLA, and for the provision of services to the diverse communities with the Region. In particular, we would like to know:

- Whether the programs and services offered through FACSFLA meets the needs of marginalized and vulnerable children and families
- How we can ensure that the voices of communities we serve are centered to ensure our future is one that is built on ensuring equity for all.

If you would like to take part in the Community Listening Circles you are invited to register your participation [here](#).

Your views will be used to help us deepen our work to work effectively with all staff, and client/service-users we work with. Your views and opinions are also important to us and will impact our organization's priorities for not only diversity, equity and inclusion but for the future work of the organization.

More background information about FACSFLAS Equity Scan process can be found on our website [here](#). We also invite you to share our Client/Service-User Equity Survey available online through the following link [here](#) to individuals you work with who may have received services and support from FACSFLA.

Please do not hesitate to contact Msenwa Mweneake, Project Lead by e-mailing [Msenwa.mweneake@facsfla.ca](mailto:Msenwa.mweneake@facsfla.ca) should you have any questions or concerns.

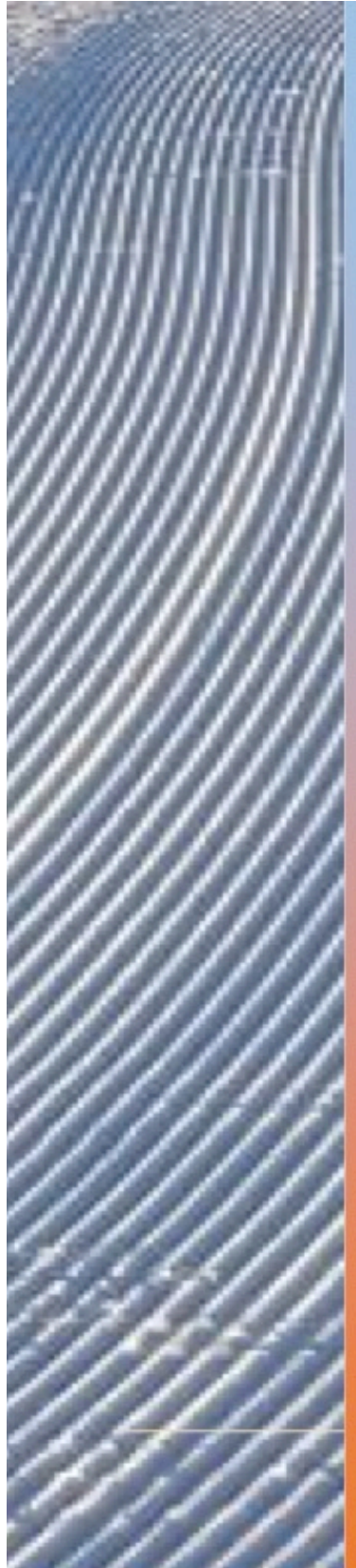
We look forward to your participating in this very important initiative.

Yours sincerely,

Sonia Gentile  
Executive Director, FACSFLA

Norma Jean Barrett  
Board Chair

## ATTACHMENT F – Cultural Mapping Flyer



### FACSFLA Community Conversation

## Cultural Mapping for Service to Diverse Communities

We want to gather with our community partners to:

- o Hear the views and ideas of a wide range of stakeholders and service providers on how to effectively support diverse constituents residing in the Frontenac, Lennox and Addington region;
- o Gather information from across the region of the cultural resources and supports available within the communities to support diverse children, youth, and families;
- o Strengthen and build partnerships and anti-oppressive collaborations with cultural groups, associations, and services providers for better service to vulnerable and marginalized populations;
- o Deepen cross-sectoral community collaborations to support the explicit development of goals for working with diverse communities who intersect with FACSFLA; and
- o Support FACSFLA to achieve their organizational goals in the areas of diversity, equity, and inclusion.

May 4, 2022  
10:00am-12:00pm  
Join Zoom Meeting

<https://us02web.zoom.us/j/87671477445?pwd=WTZGTEFwanZjNU91bUxKRHhPNjhNUT09>

Meeting ID: 876 7147 7445  
Passcode: 056364

Questions or comments? Please contact Msenwa Mweneake.  
Telephone: 613-545-3227 Email: [msenwa.mweneake@facsfla.ca](mailto:msenwa.mweneake@facsfla.ca)

## ATTACHMENT G – CULTURAL MAPPING FOR DIVERSE COMMUNITIES

### AGENDA

10:00 a.m.	Welcoming & Setting the Context
10:15 a.m.	Collaborative Listening, Sharing and Learning – THE ISSUES FOR DIVERSE CHILDREN, YOUTH & FAMILIES
10:45 a.m.	Debrief/Feedback
11:15 a.m.	Collaborative Listening, Sharing and Learning – VISIONING FOR CULTURAL SUPPORTS AND SERVICES FOR DIVERSE FAMILIES
11:45 a.m.	Debrief
12:00 p.m.	Close

### THE ISSUES

**Room 1:** What are some of the challenges in the Frontenac, Lennox and Addington region for diverse children and families who identify as Racialized (Black/African-Canadian, Asian, South-Asian, etc. that may cause them to be brought to the attention of FACSFLA? Think of social, economic, religious, cultural, racial, political levels.

**Room 2:** What are some of the challenges in the Frontenac, Lennox and Addington region for diverse children and families who identify as LGBTQ2S+ that may cause them to be brought to the attention of FACSFLA? Think of this at the social, economic, religious, cultural, racial, political levels.

**Room 3:** What are some of the challenges in the Frontenac, Lennox and Addington region for diverse children and families who experience financial challenges of poverty that may cause them to be brought to the attention of FACSFLA? Think of this at the social, economic, religious, cultural, racial, political levels.

**Room 4:** What are some of the challenges in the Frontenac, Lennox and Addington region for diverse children and families who identify as having a disability/ies (visible and invisible). that may cause them to be brought to the attention of FACSFLA? Think of this at the social, economic, religious, cultural, racial, political levels.

**All Rooms:** What, if any, are your opinions and experiences of working with FACSFLAs, particularly in providing supports to the diverse community you have been assigned? Please highlight your thoughts/opinions on whether FACFLAs services and supports meet the cultural needs of your assigned identity group

## **VISIONING FOR CULTURALLY RELEVANT SUPPORTS & SERVICES**

- What suggestions do you have for the successful provision of service and supports for diverse children, youth families within the Frontenac, Lennox and Addington (FLA) Region?
- What is missing within the FLA Region to support better services for diverse - families who come into contact with FACSFLA?
- What is missing that would support deepening of cross-sectorial collaboration and partnerships in FLA Region with service providers/organizations to support diverse families?
- Thinking about what FACSFLA and community agencies/ organizations can do to ensure equitable and culturally relevant supports and services for diverse children and families in the FLA region – what would your most important recommendation be?
- How are you thinking differently as a result of this community conversation to culturally map provisions of service and supports for diverse families? Do you have any further thoughts and ideas that we have not yet discussed?

## **ATTACHMENT H – Diverse Community Organizations & Service Providers – Frontenac, Lennox & Addington**

### **Community Partners - Cultural Mapping 2021**

Addiction and Mental Health Services – KFLA (includes THRIVE)  
Afro-Caribe Community Foundation of Kingston  
Achievement St. Lawrence  
ACFOMI  
ADHD Parent Support Group/Parents for Children’s Mental Health  
Black Community –  
Early ON (through City of Kingston)  
Big Brothers Big sisters KFLA  
Boys & Girls Club of Kingston & Area  
Canadian Mental Health Association (not sure they are still open)  
Career Edge  
Catholic School Board  
Centre Cultural Frontenac  
Community Living Kingston and District  
Community Centres – City of Kingston, Napanee, Frontenac and Lennox and Addington Counties.  
City of Kingston (key tables/initiatives: poverty, homelessness, community safety, and equity)  
Dawn House  
Domestic Violence – DVAC and KFAVCC (all member agencies)  
Elizabeth Fry  
French Catholic District School Board – Mon Avenir  
French public school board  
Hospitals – Kingston Health Sciences  
HARS  
H’ART Studio  
Hwy 15 - Indigenous Food Sovereignty Garden  
Immigrant Services  
Indigenous community –MOU with Mohawks Bay of Quinte  
Interval House Kingston  
Interval House Napanee  
John Howard Society  
Keys  
Kingston Community Health Centres (KCHC) – Include Indigenous programming, Indigenous Health Council, key contact Kathy Brant, Pathways to Education, Better Beginnings, Early ON  
Kingston Community Foundation  
Kingston Health Sciences Centre (HDH, KGH, Kids Inclusive)  
Kingston Immigration Partners  
Kingston Indigenous Languages Nest  
Kingston Youth Shelter  
Land O’Lakes Community Services  
Learning Disabilities Association of Kingston  
LGBTQ2S+ community

LARC  
Limestone District School Board (key partner Katarowkwi Learning Centre “KLC”)  
Loving Spoonful  
Maltby Centre  
Métis Nation of Ontario  
Military Family Resource Centre  
Muslim Community – Islamic Centre of Kingston  
Napanee Hospital  
Northern Frontenac Community Services -Sharbot Lake  
Ongwanada Crescent Community Services  
Ontario Education Championship Team  
One Roof (Home Base Housing)  
Partner in Mission Food Bank  
Prince Edward County Lennox and Addington Social Services (PELASS)  
Kingston Police and OPP , Military Police  
KFLA Public Health  
Queen’s University  
Resolve  
The Salvation Army  
Southern Frontenac Community Services – Sydenham  
Special Olympics  
Sexual Assault Centre Kingston  
St Lawrence College  
Street Health  
St. Vincent de Paul Society  
Tipi Moza  
YMCA  
Youth Diversion  
Y2K – Kingston Youth Strategy

## ATTACHMENT I – FAQ FOR EXTERNAL WEBPAGE

### FREQUENTLY ASKED QUESTIONS

#### **Why are we doing an Equity Scan?**

This self-assessment will help us gather information to assist FACSFLA in responding to the needs of all staff, support inclusive working environments, and collect the quantitative data needed for program and policy development. The information collected will also help establish how our organizational structure can be adjusted to better support strategic initiatives to improve service to children, youth and families in our communities.

#### **Why should I participate in the Equity Environmental Scan?**

By filling out the self-assessment you are providing feedback to help FACSFLA understand our employees' views and to assist in identifying key priorities.

#### **How often will I be required to complete this Equity Environmental Scan?**

No more than annually. This year, FACSFLA is conducting a local self-assessment to help them along in their Equity, Diversity and Inclusion action plans. FACSFLA will keep open communication about the progress of this self-assessment.

#### **Who is eligible to complete the Equity Environmental Scan?**

The self-assessment includes board members, all staff, volunteers and service users.

#### **How can this information make a difference? Can you give me some examples?**

Data helps to give a clearer picture of an organization and its changing needs.

Here are two examples:

- i. **Prioritize diversity, equity and inclusion:** Gathering information on the status of diversity and inclusion within your organization is an opportunity to highlight the work that has already been done and to prioritize plans where improvements are needed.

- ii. **Improved Service Delivery:** The self-assessment provides a snapshot of an organization. The data will inform policies and programs that directly impact the communities we serve.

### **How will you protect my privacy?**

The Equity Environmental Scan is both confidential and anonymous. Confidentiality means that individual data is kept secret, and no raw data pertaining to a single individual is ever disclosed. Anonymity means the participants are not identified by name, and any data that could identify a participant is suppressed.

***IMPORTANT: We guarantee the Equity Environmental Scan is both confidential and anonymous.***

### **Is the real reason for the Equity Environmental Scan to create quotas and targets?**

While representation is one important indicator of diversity and inclusivity, it is not the only measure. This Equity Environmental Scan will help us understand the trends, gaps or barriers staff with diverse identities face in our organization. It will also help us begin identifying gaps in our services and practices that require transformation.

### **Is the Equity Environmental Scan mandatory?**

No. Completing the self-assessment is voluntary. However, the self-assessment is a critical tool in establishing a benchmark for diversity, equity and inclusion. The more respondents there are to the equity environmental scan, the more accurate and complete our agency “snapshot” will be.

### **Isn't it against the law to ask these questions?**

No. Asking these questions is not against the Ontario Human Rights Code or Privacy legislation. In fact, under the following three conditions, the Equity Environmental Scan process is actually recommended by both the Canadian and Ontario Human Rights Commissions:

- Information gathered is used for equity reporting and program development.
- Participation is voluntary; and
- The results are confidential.

This Equity Scan fulfills all three criteria.

**If you can't tell who filled out the Equity Environmental Scan, what is the benefit of the results?**

A self-assessment aims to identify general trends. It does not focus on individual results. Identifying personal information is not necessary to achieve an accurate “snapshot” of the key issues, and this point of view is shared by the professional consultants involved in conducting the self-assessment. Not only that, but in the interest of fostering a mutual relationship of trust, it is our priority to respect your right to privacy.

**I don't feel comfortable answering a specific question, what do I do?**

We encourage you to answer as many questions as possible because each one contains important information that will help provide a more complete picture. However, if you are uncomfortable, you can skip a question and move on. This will not “spoil” your self-assessment.

**What if I have additional questions about the Equity Environment Scan?**

Contact: Msenwa Oliver Mweneake, sending us an email at:  
equityscan@facsfla.ca

## **ATTACHMENT J – SOCIAL MEDIA COMMUNICATION**

Suggested social media posts to support FACSFLA equity scan for community partners

### **Post #1**

#### **Twitter**

We are pleased to take part in @facsfla inaugural equity scan. This comprehensive survey is helping the agency transform the work they do and improve outcomes for the diverse families, children, and youth they serve. Find out more here:

\*ygk #equity #diversity

#### **Facebook**

As a community partner that engages with @facsfla, we are pleased to participate in the agency's inaugural equity scan. They are looking to transform the work they do with a specific goal – to improve outcomes for diverse families, children, and youth. You can find out more about this important survey here:

#### **Instagram**

As a community partner that engages with @facsfla, we are pleased to participate in the agency's inaugural equity scan. They are looking to transform the work they do with a specific goal – to improve outcomes for diverse families, children, and youth. FACSFLA is asking all community members that engage with the agency to participate. Check out their website for more details.

#equity #diversity #inclusion #childrensaidssocieties #helpingkids #childprotection #ygk  
#kingstonontario #communitypartners #greaternapanee #lennoxandaddington

### **Post #2**

#### **Twitter**

When a community partner asks, "How can we do things differently?", we felt it was important to answer with the hope of contributing to the learning. @facsfa has launched its inaugural equity scan with the goal of transforming the work they do. Find out more:

#ygk #equity #diversity

## **Facebook**

When a community partner asks, “How can we do things differently?”, we felt it was important to answer with the hope of contributing to the learning. @facsfa has launched its inaugural equity scan with the goal of transforming the work they do helping families and children in KFL&A. We encourage others to help the agency shape a new path forward by completing the survey. You can find out more here:

## **Instagram**

When a community partner asks, “How can we do things differently?”, we felt it was important to answer with the hope of contributing to the learning. @facsfa has launched its inaugural equity scan with the goal of transforming the work they do helping families and children in KFL&A. We encourage others to help the agency shape a new path forward by completing the survey. Check out the FACSFLA website for more details.

#equity #diversity #inclusion #childrensaidssocieties #helpingkids #childprotection #ygk  
#kingstonontario #communitypartners #greaternapanee #lennoxandaddington