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Diversity and Tolerance in Peterborough's Creative Economy

A student, Field-based Research Project

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Background and Acknowledgments

This report started in December 2011 as a joint effort of Trent's Community Based Research Course, the GPA EDC and the PPCII. The goal was to add to Peterborough's knowledge about the community's attractiveness to the Creative Class, the group that is paid to think, by revealing Peterborough's current tolerance level. To achieve this quantitative data and community based research were combined to provide a comprehensive analysis of Peterborough's foundation and identify some potential next steps.

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1. Overview

To explore opportunities and barriers to the future prosperity of Peterborough, this report examines its current state of “tolerance”, or openness to inclusion¹. Tolerance is a critical element needed to attract and retain individuals who will enrich the economic, social and cultural growth of a community. Tolerance is a measure which appears in Richard Florida’s book *The Creative Class*, and his work is the foundation of this report. In a knowledge-based economy the Creative Class, the group that is paid to think, will become a crucial element of a thriving community. This group greatly values communities that are tolerant as it creates an environment where their creative, innovative ideas can be cultivated and they feel free to pursue a lifestyle of their choice.

This report explores the broad social and economic environment surrounding diversity in Canada and Peterborough as tolerance has been found to be considered an important component of being “Canadian”. This belief contributes to the social pressure to become more tolerant and inclusive. Also the current and predicted economic future of the country depends on welcoming immigrants and encouraging the participation of minority groups. This combination of social and economic pressure is impacting communities across the country. Peterborough, like all others, has strengths that need to be capitalized upon and gaps which need to be addressed in its current diversity structure. Throughout the report a number of themes are identified by combing the findings of the Martin Prosperity Institute and community based research. Peterborough ranking in its peer group and the assortment of community organizations and institutions reveal that the current tolerance level does support some diverse groups and there are many organizations and members working on projects and initiatives. To begin the

evolution of the community culture, Peterborough needs to actively work to facilitate the growth of community involvement in the formation of a vision and strategy. As there is no obvious solution to the challenges facing the community, unifying the community is an important start. This can be done by: creating new communication channels, increasing interactions between the community, Trent University and Fleming College, providing more opportunities for diversity training, focusing on accessibility and actively learn from other regions and organizations within the community. Peterborough has organizations and members who are eager to build the foundation, so there is an opportunity for the community to develop a unique vision and strategy for diversity that could help create a more tolerant community. If Peterborough can foster a culture of tolerance, it will provide an avenue to harness human creativity and turn it into economic value as well as social and cultural richness.

2. The Creative Class Community

Creative Class- People paid to think

Drivers of innovation

Indicators of a Creative Class community- Technology, Talent, Tolerance

Tolerance for diversity-Tolerance for new ideas- Innovation- Economic Growth

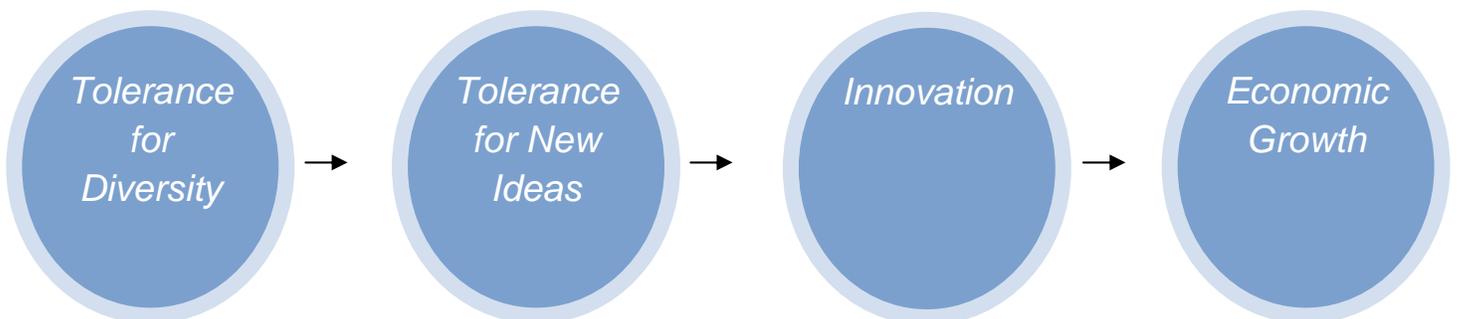
The term Creative Class is used to describe the group of people that are paid to be creative and encompasses a wide variety of jobs. The jobs are defined by the acronym TAPE: Technology, Arts and Cultures, Professionals and Educators.ⁱⁱ These types of jobs have been steadily increasing over the last century and have grown dramatically over the last couple decades.

In the current economy there are a many challenges facing communities which include: an aging population, increased competition both nationally and internationally, and a shortage of skilled workers. The presence of the Creative Class in communities has been identified as a crucial element for future economic success as they are drivers of innovation.ⁱⁱⁱ In a highly competitive market this class of worker is a dominant force behind the economic prosperity in many areas. The Creative Classes' human creativity fosters new ideas and innovation, which leads to economic value for the community as they draw in organizations and start-up new initiatives.^{iv} At the core of the Creative Class is the fact that they are attracted to particular communities that offer them meaningful work and a lifestyle that allows them to express their identities in a stimulating and open environment.^v

Florida identified the 3 T's (Talent, Technology and Tolerance), as being the main indicators of a successful Creative Class community.^{vi} Since this report looks specifically at the tolerance measure, it will be examined in detail. However all of these elements enhance and complement each other, so the relationship between tolerance and the other indicators will also be explored throughout the report.

- **Talent:** Refers to the creative capital present in the community. This is measured by the number of members of the community with a bachelor degree or higher.
- **Technology:** Is measured using the High-Tech Index and the Innovation Index. The High- Tech Index looks at the size and concentration of high-tech industries, while the Innovation Index is the patents per capita.
- **Tolerance:** This aspect refers to how open and accepting a community is to a diverse group of people. There are five measures used to gauge a community's tolerance level which will be reviewed in Section 6.

Florida emphasizes the fact that tolerance for diversity is a central theme of the Creative Class as they value diversity and openness so they can feel free to be themselves. This tolerance structure means that intellectual creativity can be nurtured in an environment that supports a diverse group of people and ideas, which in turn drives economic growth.



It is important to note that tolerance alone does not guarantee economic success. Tolerance aids in creating economic opportunities and a richness of culture. There must be job opportunities and economic potential in a community before the full impact of the tolerant culture can be realized. This concept will be a recurring theme throughout this report as Peterborough's current and future economic situation is discussed. Before delving into Peterborough's position, the broader social and economic situation surrounding diversity and tolerance will be reviewed to provide context.

3. Diversity

People are made up of many traits which combined make us unique

People in general are not absolutely tolerant or completely intolerant

Tolerant to varying degrees for different types of diversity

Highest level of tolerance- Accept both emotionally and intellectually the common humanity that ties us all together

Must find unconscious biases, learn about diversity & build relationships

In order to build a more tolerant community, one must first understand what diversity is. To broadly define diversity is to simply say it is the differences among people.^{vii} People are made up of different traits that are both observable and non-observable; these combined characteristics make each of us unique. It is important to note that the different types of diversity are not necessarily clearly divided between observable and non-observable; instead, every type has a continuum of visibility.^{viii} For example, skin colour is not a reliable determinant of ethnicity, certain behaviours many or may not be linked to cultural background and a particular way of speaking may or may not be

because of one's educational history. Some types of diversity are more observable than others, but when we divide them between the two categories it is harder to see commonalities between them, and hence the way we treat differences depends on what category the person most obviously fits into. This continuum is imperative to keep in mind when looking at diversity as "when differences between people are visible, they are particularly likely to evoke responses that are due to biases, prejudices, or stereotypes".^{ix} People have a tendency to group together with those who look and act in similar ways to them. Thus people are led to believe that people who look and act differently have less in common with them. This is a misconception because as research shows, un-observable traits, such as education and socio-economic background, are actually better indicators of similarities than observable traits.^x This seems to be due to the fact that many non-observable traits form the foundation of people's beliefs and attitudes towards the world, while observable traits tend to be more cosmetic, but bring people together as a result of oppression and discrimination by others. Therefore when thinking about diversity, it is essential to remember that the ways in which people react to differences is in part a result of society's compartmentalization and segregation of different groups based upon more observable traits and not upon shared value systems or understandings. Tolerance works to break down these barriers by focusing on building community, celebrating individuality and judging based on merit.

One of the important concepts behind tolerance for diversity is the fact that one is not simply tolerant or intolerant. It is not a black and white situation where the population is neatly divided between the two categories^{xi}. Instead individuals,

organizations and communities are tolerant to varying degrees. In addition, one may be more tolerant to certain groups than others. The process of becoming more tolerant is also not a linear progression that occurs as a result of a single event, but instead emerges in an ongoing learning and self-awareness experience. To reach the highest level of tolerance one must be able to accept, both emotionally and intellectually, the common humanity that ties all of us together.^{xii} Therefore tolerance is more than acting politically correct and behaving in a way that aims not to be perceived by others as intolerant. Instead, true tolerance occurs by changing that way we think, react and behave towards those that are different than us by formulating opinions of people based upon similarities and merit without the influence of stereotypes, prejudices or biases.

Becoming tolerant is not a simple process as it is human nature to associate with those who are similar to you. Therefore in order to reach this level, both individuals and the group must uncover their unconscious biases and actively interact with the diverse groups. To begin this process, there must first be a willingness to learn about others as individuals. Gaining knowledge about the experiences and opinions of different people and groups will broaden one's perspective. In addition to active learning, building meaningful relationships with diverse individuals will help make the process more powerful.^{xiii} Relationships are about seeing beyond differences and finding common ground in areas such as shared beliefs, activities and social interests. A community needs to provide avenues for these relationships to be built between its members and organizations in order to become more tolerant as a whole. Specific techniques for forming these relationships will be discussed later in this report

Benefits of Tolerance for Diversity

Tolerance for diversity leads to a tolerance for new ideas

Innovate or Stagnate

Human Capital is the becoming the most important currency

Many economically successful communities in Canada are noted for being tolerant

When people feel they belong and accepted, they are more likely to stay

One of the core economic benefits which has driven much of the literature on this topic, is the idea of tolerance for diversity leads to a tolerance for new ideas. As communities have such a diverse grouping of organizations and members in it, the benefits of tolerance can transfer between the different sectors, further enhancing the effect. In a competitive market this type of innovation is crucial. For communities to survive these changes in the market they must encourage the participation of minority groups who have historically been excluded from the workforce. As Ratna Omidvar, the president of the Maytree Foundation, says “There’s a mantra: innovate or stagnate...When you inject new life experiences, new ideas and a different perspective, you come up with new solutions”.^{xiv} A side benefit of this innovative thinking is the transfer of knowledge between different sectors as people get involved in different activities. Knowledge leads to learning which in turn creates more insightful ideas. The link between tolerance and economic value is reflected in the market today as human capital has become the most important currency for industrialized countries.^{xv} This relationship is apparent as some of the most economically successful communities in Canada are noted for being tolerant.^{xvi} Among Peterborough’s comparable competitor cities, both Guelph and

Kingston stand out as being tolerant and quite economically prosperous^{xvii}. A more in-depth analysis will be done when reviewing Peterborough's position.

Another prominent benefit is when the composition of the community reflects many groups a more diverse range of people will be attracted. This occurs in part because they can see their characteristics reflected in the population.^{xviii} For instance, if there is a strong presence of gays in a tolerant community, other minority groups are more likely to be drawn and further enrich the community culture and economic situation.^{xix} The same can be said for immigrants, as they are drawn to regions that have members of their ethnicity and kinship present.^{xx} Therefore, once the culture becomes more tolerant and has a diverse member base, attracting these desirable groups will become easier. For a community, this cycle of attraction is an important element in dealing with a challenging economic situation.

In addition to many economic benefits, there is also a positive cultural and social impact. The main benefit is a potential increase in community member's quality of life and richness of experience. This emerges when looking at the central theme of a tolerant community which is appreciating the fact that as human beings we fundamentally want to belong. When people feel they belong and accepted, they are more likely stay in the community and create an identity that is not centred upon one characteristic.^{xxi} An example of this desire playing out in a community is revealed in a study that was done about lesbian women in Ithaca, a small community in New York, where 100% of the informants said they sought to live where they could be "out" about their sexual identity.^{xxii} The study goes on to say that many of these women began forming relationships based upon shared interests with a diverse group rather than

limiting their interactions to people who share their sexual orientation.^{xxiii} This theme is echoed in literature that deals with the Creative Class, organizational culture and new Canadians. All of these sources point to the fact that tolerance involves having differences respected and being integrated into the community and not assimilated or ghettoized as has been done in the past.^{xxiv}

Roots of Intolerance

Many issues deep rooted in society's systems and structures

Racism and discrimination still present- Impedes ability to become more tolerant

Unconscious Biases- Prejudices were are not aware of having that affect our actions towards certain groups

"Silo" effect- Segregation of community- Negatively impacts collaboration, knowledge gained, collective energy and change

No "cookie-cutter" approach to becoming more tolerant

There are many benefits to becoming a more tolerant community; however there are also many challenges to achieving it. Tolerance is a relatively new concept, as historically, groups that do not "fit in" with the mainstream society were ostracized and/or marginalized.^{xxv} Therefore many of the issues are deep rooted in society's systems and structures. However, with the rise of globalization, the changing market and an increased focus on human equity these systems have begun to change, though it has come slowly and after much effort. For instance same-sex marriages just became legal in Canada in 2005.^{xxvi} It is imperative to keep in mind that the racism and discrimination that has shaped our history, and is still present today, can impede our

ability to create a new, more tolerant future.¹ These experiences should not be minimized and we must acknowledge the impact these factors have upon all groups. In analyzing these systematic tools of oppression, one of the core factors that this report will focus on is unconscious or implicit biases. These are prejudices we are not aware of, that affect our actions towards certain groups.^{xxvii} This means though people and groups may consider themselves to be tolerant, they hold beliefs that favour certain groups.² Every individual, group, organization and community has them. Therefore the issue that must be addressed is how to uncover these biases and act in a way that works to treat people equally and with respect. Throughout this report, as techniques for becoming more tolerant are discussed, tools for revealing unconscious biases will emerge.

Looking specifically at communities, one of the prominent challenges which emerges is that the various organizations and individuals within it have their own objectives, preconceived beliefs and values. Though this in and of itself is not a barrier, the challenge comes from a “silo” effect, where the different sections of the community group together and interact little with other silos.^{xxviii} This segregation of a community greatly restricts collaboration between the different groups as communication channels are not optimized. This limits the knowledge that can be gained through interaction as well as greatly impacting the collective energy of the community as a whole. All of these elements combined can hold back change. In terms of becoming more tolerant, a community’s collective energy, new knowledge and collaboration are all vital aspects.

¹ For a comprehensive list of definition visit the Integration Tool Kit page 56-61
<http://ppcii.ca/pdf/Newcomer%20Integration%20Toolkit-%20August%202011.pdf>

² If you are interested in testing your Implicit Biases, Project Implicit host one of the most recognized tests.
<https://implicit.harvard.edu/implicit/demo/takeatest.html>

Furthermore there are challenges regarding time, funding and accountability.^{xxix} These issues all come into play to different extents in communities, so there is no “cookie-cutter” approach to addressing them and becoming more tolerant. Therefore specific recommendations will be developed for Peterborough in Section 7.

4. Diversity and Tolerance in Canada

Canada has a reputation for being tolerant

Intolerance is still very prevalent

Gap between perceived tolerance level and reality

Difficult economic situation- Shortage of skilled labour- Threatening ability to stay competitive in a knowledge-based economy

Population growth very dependent on immigrants- Government is aiming to attract and retain innovative people from abroad

Focus on integrating minority groups which have been historically been excluded

When looking at diversity and tolerance in Peterborough, it is imperative to first understand the national view towards these areas and how these opinions affect elements within the community.

The first important element is Canada’s reputation for being tolerant towards diverse groups. This opinion is widely held by many Canadian citizens and much of the international community, as was demonstrated in a survey done through a joint effort of a number of organizations, including CBC, the Environics Institute, Maytree, The Institute for Canadian Citizenship and the RBC Foundation. The survey questioned over 2,000 Canadians to gain insight into their opinions on citizenship.^{xxx} Although there were some provincial differences, overall the findings were very positive and

revealed that both native-born Canadians and new Canadians across the country have common views on Canadian citizenship. One of these values is treating men and women equally, which was deemed as very important by 95% of the respondents. Being tolerant of others was also highly valued with 82% of those surveyed ranking it as very important.^{xxx}

These findings are encouraging as they reveal that the vast majority of the population values these important attributes. However, there is an important distinction between saying you believe in these values and consciously ensuring these values are reflected in actions. Though Canadians appear to value equality and tolerance, it is important to realize that intolerance is still very prevalent and people, groups and organizations still very much have behaviour that reflects unconscious biases. Thus there appears to be a gap between the perceived tolerance in Canada and reality. This gap is expressed in many articles, reports and studies done as the barriers for minority groups are still very present. This is not to say that Canada and its people are disillusioned, but it does mean that in order for sustainable change to be made, people need to first understand the current situation.

Take the example of women equality in the workplace; many people feel that great advances have been made in Canada. To some extent this is true and women have made remarkable progress over the last number of decades. However, research shows that women have not yet broken through the glass ceiling.^{xxx} For instance, "between 1987 and 2009, the proportion of women in middle management rose by about 4 per cent. At that rate, it will take approximately 151 years before the proportion of men and women at the management level is equal".^{xxx} The inequality is also

pronounced in the Greater Toronto Area where women account for only 28% of leadership roles.^{xxxiv} The public's perception of women is in part skewed by the media coverage on women that are successful in achieving senior management appointments.^{xxxv} When people lack the facts and the full perspective on issues of inequality, they cannot formulate a truly informed opinion and thus their potential contribution to creating change is decreased.

One of the major reasons for the increased focus on the gap between Canada's perceived view on tolerance for diversity and factual reality is that the current and future economic success of the country depends upon removing the barriers for diverse groups. As mentioned before, Canada is facing a difficult economic situation which will require new economic and social approaches to be developed. One area that is particularly worrying is the shortage of skilled labour, which the Canadian Chamber of Commerce says is getting desperate and is "threatening our ability to keep up in a global, knowledge-based economy."^{xxxvi} This labour shortage is being driven by Canada's aging population, low fertility rates and a shrinking pool of skilled labour. To address this problem one of the components which has become a main priority is attracting and retaining immigrants.

The Conference Board of Canada says that "within the next decade, immigration is projected to account for 100% of net growth in the labour force. And after 2015, all net population growth in Canada is expected to come from immigrants".^{xxxvii} Currently "Canada has one of the highest per-capita rates of permanent immigration in the world-roughly 0.8%" and the government looking to increase this number by creating new programs such as the proposed plan to link immigrant entrepreneurs with private-sector

groups in order to open an immigrant stream for such entrepreneurs.^{xxxviii} Immigration Minister Jason Kenney says that "we need to proactively target a new type of immigrant entrepreneur who has the potential to build innovative companies that can compete on a global scale and create jobs for Canadians".^{xxxix} Being open to innovators from diverse backgrounds is paramount to Canada`s competitiveness as we are currently lagging behind many other developed countries in terms of innovation and productivity.^{xl} Innovators are part of the Creative Class and since this group looks for communities that are open and welcoming to diverse groups, tolerance will be paramount to attracting and retaining them.

Other focus groups for removal of barriers to entry are the older population, youth, First Nations, and the disabled.^{xli} These groups are comprised of individuals who all possess unique sets of diverse characteristics and do not strictly fall into one category, therefore becoming more tolerant to all types of diversity is a vital development for Canada if we hope to attract and retain a diverse population. If steps are taken at all levels (the federal, provincial, and municipal governments, organizations and personal levels) to become more tolerant to diversity, a tolerance for new ideas will be achieved which has the potential to become Canada`s economic and cultural advantage.

5. Peterborough and Comparable Regions

Focus on integrating minority groups which have historically been excluded

More challenges facing small regions like Peterborough than larger regions

Martin Prosperity Institutes findings Strengths: Overall ranking, Bohemian Index and

Integration Index

Martin Prosperity Institute findings Gaps: Gay/Lesbian Index, Mosaic Index and Visible Minority Index

Small regions, such as Peterborough, often face the most pronounced challenges related to the labour shortage in Canada. In difficult economic times, people especially young people, are drawn to larger cities because of job opportunities and more variety in terms of lifestyle choices. This migration, coupled with declining birth rates in the area, requires the development of tailored techniques to create economic sustainability.^{xiii}

When looking specifically at Peterborough, research done by Richard Florida and the Martin Prosperity Institute provides a unique analysis of the region's current level of tolerance. The study provides very interesting insight in its comparison of a number of small-sized regions from both Canada and the United States; Table 1 below outlines the findings. The measures used are:

- The **Gay Index** is measured by looking at the number of a community's same-sex marriages against the North American Average. Florida says that Gays can sometimes be the "Carriers of the Creative Age". There is a strong correlation between communities that have a strong Gay presence and the concentration of high-tech organizations. It is also the only tolerance indicator that is significantly correlated with the share of the Creative Class.

- The **Bohemian Index** looks at the number of artistic jobs, such as musicians, painters, actors, dancers, in a community compared to the North American average. This indicator has a strong positive relationship with regional employment, growth and community innovation.
- The **Mosaic Index** is the percentage of the population that is foreign born.
- The **Integration Index** looks at how racially mixed the community is in relation to its peer regions.^{xliii}
- The **Visible Minority Index**. This measure is not used in the overall Tolerance ranking, but is included because it is an important component.

Table 1- Martin Prosperity Institute REF 2009-BMONT-006

Tolerance Ranking	Mosaic Index	Mosaic Index Ranking	Integration Index	Integration Index Ranking	Bohemian Index	Bohemian Index Ranking	Gay and Lesbian Index	Gay and Lesbian Index Ranking	Visible Minorities	Visible Minorities Ranking
1 Kingston (CMA)	12.1%	6	0.86	5	0.93	5	1.42	1	5.6%	10
2 Guelph (CMA)	20.3%	1	0.78	12	1.23	1	1.15	2	12.6%	7
3 Peterborough (CMA)	9.3%	10	0.89	2	1.10	2	0.78	8	2.7%	15
4 Kelowna (CMA)	14.6%	3	0.86	7	1.05	3	0.74	11	5.1%	12
5 Sherbrooke (CMA)	5.5%	13	0.88	3	0.79	7	0.94	4	3.7%	13
6 Thunder Bay (CMA)	10.3%	8	0.83	11	0.67	8	0.81	7	2.7%	14
7 Barrie (CMA)	12.7%	5	0.86	6	0.95	4	0.47	16	5.7%	9
8 Trois-Rivières (CMA)	2.2%	17	0.92	1	0.51	11	1.09	3	1.6%	17
9 State College, PA	6.9%	11	0.84	9	0.39	12	0.86	5	10.1%	8
10 Brantford (CMA)	12.8%	4	0.84	10	0.81	6	0.34	17	5.4%	11
11 Greater Sudbury (CMA)	6.6%	12	0.87	4	0.55	10	0.68	14	2.1%	16
12 Dalton, GA	15.0%	2	0.64	15	0.29	13	0.83	6	19.9%	3
13 Mount Vernon, WA	10.1%	9	0.77	13	0.24	14	0.76	9	15.6%	5
14 College Station, TX	10.9%	7	0.58	16	0.58	9	0.73	13	28.1%	2
15 Bloomington-Normal, IL	4.7%	14	0.85	8	0.22	15	0.73	12	13.6%	6
16 Battle Creek, MI	3.1%	16	0.69	14	0.17	16	0.64	15	15.8%	4
17 Rocky Mount, NC	3.4%	15	0.52	17	0.16	17	0.76	10	49.4%	1

This study provides a unique perspective as it considers many factors related to diversity which is not commonly done. When looking at Peterborough's rankings across the variants, some strengths and weaknesses are revealed. In summary, the Peterborough region was ranked third overall. The individual indicators were: Integration (2nd) and Bohemian (2nd), followed by the Gay and Lesbian Index (8th), Mosaic (10th)

and Visible Minorities (15th). From these results, several positive observations and gaps can be identified.

Positive Observations

Indicator	Observation
Overall 3rd Place Ranking	Shows that the region is competitive in terms of tolerance compared to its peer regions. This means that Peterborough's current structure has positive elements present that are contributing to this tolerance level.
2nd on Bohemian index	This high ranking is encouraging as it is a strong predictor of the region's potential high-tech base as well as population and job growth.
2nd on Integration Index	Shows that in relation to Peterborough's peer group there is a greater variety and/or concentration of racial groups.

Gaps Identified

Indicator	Observation
8th on Gay/Lesbian Index	This indicator has the strongest correlations to both Technology and Talent levels. Kinston ranked 1 st on this indicator and was also ranked 1 st in their percentage of the Creative Class and the Talent ranking. This should be an area of high priority.
10th on Mosaic Index	This score indicates that Peterborough is not as competitive as other regions in attracting immigrants. This has the potential to impact both population and economic growth.
15th on Visible Minority Index	This indicator was not included in the calculation of the overall ranking, however this does not minimize its importance, as minority groups are an important aspect of diverse community. Hence this measure highlights an area to be investigated.

When looking at the overall rankings it is interesting to note that the three regions that perform best on the Tolerance measures (Kingston, Guelph and Peterborough) all have established post-secondary institutions and appear to be more “college-towns” than the other regions.^{xliiv} The presence of these institutions and the students that attend them can play a central role in the promotion of diversity and should not be overlooked. In addition, many of these youths will be part of the Creative Class, so retaining them after graduation can be both an economic and cultural gain. This group will be discussed further in the next section.

As a note, though these findings are useful to provide insight about Peterborough and other regions, they should not be viewed as providing the “full picture” of tolerance in the area, but instead as revealing specific indicators that are present within creative environments.^{xlv} Another important aspect to consider while looking at the chart is that it only shows how Peterborough compares to regions close to its size, while in reality Peterborough must also compete with much larger cities, such as Toronto and Ottawa. These larger regions often attract the Creative Class and diverse groups because they offer a wider variety of job opportunity and amenities for many lifestyles. Peterborough and other small regions are competitive, but they also face tough competition. Also, although this report is much more in-depth than many other studies, due to the incredible complexity and social context of tolerance, it cannot capture all the elements which impact overall tolerance. Therefore, to better understand tolerance in the region, the studies and opinions of community members and organizations are invaluable as they each provide a unique view. The Martin Prosperity findings and these opinions and studies will be combined to present a more complete view on tolerance in the area.

6. View on Tolerance in Peterborough

Complex system of organizations and structures surrounding diversity

Theme- Increasing Tolerance in Peterborough

Theme- Strong Presence of Immigrant and Cultural Diversity Support Organizations

Theme- Presence of Trent University and Fleming College

The range of services and support services surrounding different types of diversity in Peterborough is an encouraging sign of the commitment that people have to tolerance. Since diversity is such a broad area, the list of organizations that deal with its many aspects is very large and the partnerships and collaborations between them are also numerous. Due to the complexity of the system, this report cannot examine all the work being done by organizations in the community. Instead the aim is to provide insight into the level of tolerance by identifying some themes in the community by looking at a number of different sources.

Theme- Increasing Tolerance in Peterborough

Strengths	Gaps
Community has become more tolerant in recent years	Becoming more tolerant out of fear of consequences (economic/legal) will not create a sustainable tolerant system
Economic pressures and legal requirements elements behind change	Other communities are feeling the same pressures and will also be changing
More focus, time and effort being placed upon diversity and tolerance	Peterborough's current structure and marketing efforts are very similar to other areas

Increasing knowledge about these areas- More reports being done and plans being created	The strategy and vision must be formed by the desires of the community, not dictated by the environment
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Strengths

In reading reports and talking to community members, one of the common observations was that Peterborough has become more tolerant in recent years, which is a promising trend and an important point to keep in mind. Tolerance is still a relatively new “hot topic” and though issues surrounding intolerance are still prevalent in the community, changes have been made, and people, groups and organizations are becoming more sensitive to the issues. The source behind this movement is not obvious and probably involves a number of factors, but two areas which have become more prominent recently, and are certainly impacting this trend, are economic pressures and the legal requirement to include diverse groups.^{xlvi} These pressures are evident in the studies and the projects being done throughout the community. This is positive as more focus, time and effort is being placed upon tolerance and diversity issues, and thus more knowledge is being created. Knowledge can help people and organizations make more informed decisions, which in turn can lead to improved tolerance and economic gains. Within the last number of years there have been many reports published and plans created to address a variety of diversity issues. These are two examples:

City Council 2011 Accessibility Plan- “The document sets out accessibility initiatives completed in 2009/2010, and initiatives planned for 2011 in the City of Peterborough.”^{xlvii} Making the city more accessible for persons with disabilities can have

a positive impact on their quality of life.³ Also, ease of accessibility is an area that heavily impacts each citizen's everyday experiences as well as their likelihood of participating in community events and activities. When services, activities and information are easily accessible, participation is more likely to increase.

Peterborough Social Planning Council 2012 “Global Age-friendly Cities: How does Peterborough compare?” This report reveals the findings of a survey that aimed to find out what citizens think Peterborough needs to do to make the region more even more age-friendly as “in 2011, CARP identified Peterborough as being age-friendly and recognized it as a community which is attractive to seniors – whether they have lived here all their lives or choose to move here due to its amenities.”^{xlviii} As the region's population is aging, being age-friendly is an imperative step in creating a sustainable economy as this group is staying in the workforce longer, are often active in volunteerism and have knowledge to pass down to the younger generations.⁴

Gaps

In the case of tolerance, becoming more tolerant out of fear of consequence (economic and/or legal) can start change, but in order to create a sustainable and tolerant system, people, groups and organizations must truly want that future. Impactful change is a result of people who are unconventional in the way that they create new systems to support their shared vision that they truly want.^{xlix}

³ To view the plan visit

http://www.peterborough.ca/City_Hall/Committees/Council_for_Persons_with_Disabilities.htm

⁴ To view this report visit http://www.pspc.on.ca/pdf/2012_feb_14_report_on_age_friendly_comm.pdf

The fact of the matter is that communities across the country are also feeling these pressures and will be making changes to become more tolerant and competitive. Peterborough's current structure appears very similar to other areas in the services offered and marketing approach. Therefore if Peterborough wants to become more tolerant and attract the Creative Class for the long term, then simply increasing tolerance within the current structure will not be enough as all other communities will be doing the same thing. This is not to say that radical, disruptive change is the answer, but it does mean that whatever strategy is used must be paired with a vision that is wanted by the community and not simply one that is dictated by the environment. A vision that is reactive based upon "what do we want to avoid" is weak and negative because, "first energy that could build something new is diverted to "preventing" something we don't want to happen. Second, negative visions carry a subtle yet unmistakable message of powerlessness: our people really don't care. They can pull together only when there is sufficient threat. Lastly, negative visions are inevitably short term. The organization (community) is motivated so long as the threat persists. Once it leaves, so does the organization's (community's) vision and energy."¹ To make a vision that is based upon "what do we want" involves taking the time and effort to re-evaluate strategies, open avenues of communication in order to have constructive dialog about the issues and being willing to develop new ways of approaching this situation. This technique will be the foundation of the recommendations.

Theme- Strong Presence of Immigration and Cultural Diversity Support Organizations

Strengths	Gaps
Immigrants are crucial to the population and economic growth of the region	“Silo” effect between organizations that deal with different areas of diversity
Focus on this area important as the Martin Prosperity findings demonstrate that is an area of weakness	Barriers to knowledge transfer and the spread of innovative ideas
Great work being done by many organizations and positive collaborations occurring- Addressing the needs of the community	Lack of a unified vision and strategy for diversity and tolerance. These help bridge differences, create collective energy and focus efforts

Strengths

Immigrant services and related organizations appear to be one of the more prominent areas in the community and in these groups, cultural diversity is addressed. This does not mean that other areas of diversity do not have prominent services in the community, but that immigration and cultural diversity come up often in research and searches in the area. As immigrants are crucial to Peterborough’s population and economic growth, this focus is well founded. Also this focus is important as the Martin Prosperity findings reveal that the region is not as competitive as others in terms of attracting and integrating immigrants as demonstrated by our ranking on the Mosaic index. In the 2011 fiscal year the New Canadian Centre, a non-profit charitable organization dedicated to supporting immigrants, refugees and other newcomers, served 357 newcomers from 67

countries, which goes to show that such services are needed and adds value to the community.^{li}

There are wonderful initiatives being done in many organizations that are working to increase tolerance in this area. Collaboration between organizations from a variety of areas is occurring in the Peterborough Partnership Council on Immigrant Integration (PPCII) which was formed in 2008 to promote, advance and support coordinated immigrant integration in the Peterborough community.^{lii} In September 2010 an Integration Strategy for 2010-2015 was created that focuses on five main themes: Capacity Building, Access to Services, Opportunities for Participation, Attraction and Retention and Research and Development. This strategy aims to:

- Improve access to and coordination of immigrant integration services
- Improve labour market outcomes for immigrants
- Strengthen local awareness and capacity to successfully integrate and retain immigrants⁵

In addition to this strategy, there is also a focus on keeping the community informed through the Newcomer Bulletin⁶, helping employers and job seekers through the Workplace Integration Centre⁷ and providing services regarding race relations through the Community Race and Relations Committee of Peterborough (CRRC) in addition to many other services. All of these organizations combined appear to address many of the needs of immigrants and people seeking information on cultural diversity.

⁵ To view the strategy visit <http://ppcii.ca/pdf/strategy.pdf>

⁶ To view the Newcomer Bulletin visit <http://www.newcomerbulletin.com/bal-files/>

⁷ To view the Workplace Integration Centre visit <http://workplaceintegration.ca/>

Gaps

The strong presence of immigration and cultural diversity services in the community addresses a cultural and economic need of the community. Also as stated before many other different types of diversity have organizations and services to support them. However, what appears to be lacking in the community is communication and collaboration between groups of organizations that deal with different types of diversity. There appears to be “silo” effect occurring where organizations with similar focuses and missions work together, but interaction with other focus groups is less evident. The community has amazing organizations working on a variety of diversity issues, but the conversation about diversity and tolerance as broad concepts seems to be lacking. Though every type of diversity comes with its own challenges and history, there are many common themes among them. When looking at literature that focuses upon ways to increase integration and tolerance for immigrants, for example, it is incredibly similar to literature surrounding gay/lesbian issues. Underneath every type of diversity is the search for common humanity. Diversity and tolerance are umbrella concepts that are embedded in every type of diversity. In order to create a community vision for these elements, knowledge, ideas and enthusiasm need to be easily transferred among community members and groups. Therefore when these diverse organizations do not interact and collaborate, the potential learning of the community as a whole is lessened because knowledge is not transferred as much as is required and the “compartmentalization of knowledge creates a false sense of confidence”.^{liii} Thus the creative and innovative ideas that could emerge as a result of this knowledge transfer are negatively impacted.

In addition, reduced collaboration inhibits the creation of a unified vision of tolerance for the community. The alignment of personal, organizational and community vision is the central component of creating significant change.^{iv} People and organizations need to have a vision they can believe in and work to make happen. A shared vision helps bridge differences, create collective energy, and focus efforts, which in turn can foster momentous change. When looking at it from an economic standpoint, aligning energies and effort saves time, money and resources as it make the entire system more effective and efficient by making the intelligence of the community greater than any single individual or organization.^{iv} In a competitive market this unity can also help Peterborough adjust to external forces and solve internal issues more quickly and more effectively, as knowledge can be transferred to the appropriate area and utilized to its potential. This concept of unity will be one of the main goals of the recommendations.

To provide perspective on the power of a vision and an overarching strategy take the examples of an organization. Within the organization there are multiple departments working to achieve their department goals. These specific goals are working towards a common mission that is communicated through the organization strategy and vision. The culture and social norms of an organization are influenced by the vision and strategy as every member of the organization is a stakeholder. The culture can impact people's behaviour and the ways in which certain situations are approached. Though a community such as Peterborough is more complex and less intertwined than an organization, the similarity lies in the fact that every individual is, either consciously or subconsciously, impacted by the culture and environment of the community. As tolerance deals with the treatment of people, every individual within the community is a

stakeholder in the overall tolerance level and can benefit from the creation and communication of a communal vision and strategy.

Organization

Overall strategy and vision

Sub Divisions- Marketing, Operations, Research and Development etc.

Strategy sets direction; Vision provides purpose. In an effective organization the strategy helps aligns the goals of a diverse range of departments, individuals and stakeholders. It proves a sense of direction which in turn generates collective energy and cooperation in efforts. Vision provides clarity to the reasons behind the strategy which fosters commitment to the goal and mission.

Diversity

Overall strategy and vision

Sub Divisions- Immigrants, LGBT, Socio-Economic etc.

Strategy sets direction; Vision provides purpose. In an effective community the strategy helps aligns the goals of a diverse range of businesses, individuals and stakeholders. It proves a sense of direction which in turn generates collective energy and cooperation in efforts. Vision provides clarity to the reasons behind the strategy which fosters commitment to the goal and mission.

Theme- Presence of Trent University and Fleming College

Strengths	Gaps
Both institutions have diverse student bases that appear to be conscious of tolerance issues	“Silo” effect- Relationship between institutions and the community is not optimized
Post-secondary institutions generators of inventions and innovative ideas	Gap between tolerance levels desired by students and reality
Collaborative projects and partnerships being built in the community	Students are less likely to stay if they feel unwelcome- Many will be part of the Creative Class- Economic and cultural loss

Strengths

As noted earlier, students are an important component of the community in terms of cultural and economic development. They are an important group as Fleming College’s and Trent University’s diverse student bases are conscious of issues surrounding tolerance as demonstrated by their groups and events. Both schools have active groups that work to promote a wide range of diversity areas from Aboriginal awareness to gay pride. Trent University is also unique in the fact that it has approximately 700 International students from over 105 countries.^{lvi} This community of students is very active hosting many events throughout the year with their main event being Cultural Outreach in March where students showcase their culture through an assortment of performances. Fleming also has a growing International student base. Students from Canada and abroad are often promoters of change so with 12,000 full and part time students at Fleming combined with 7,000 Trent students, there is a great potential for these students to contribute to tolerance in Peterborough.^{lvii}

A definite benefit of having such a large student base is the opportunity for the community and school to work in partnership. Furthermore, post-secondary institutions are traditionally generators of inventions and innovations which can greatly benefit the community, so working together is mutually beneficial.^{lviii} Currently there are a fair number of collaborative projects in the community, such as the Innovation Forum, which this year involved 109 students from Trent University and Fleming College who completed projects in the private, public and volunteer sectors.^{lix} This type of partnership is very positive as it benefits the student's learning, the organization's mission and the schools. When these groups interact, knowledge and ideas are spread which in turn can enrich the learning of all parties.

Gaps

Both Trent and Fleming are involved in the community but there still appears to a “silo” effect occurring, as the current opinion expressed both by community members and students is that the interaction between the groups is not optimized. There seems to be a barrier between students and the community. Part of this issue is due to the fact that there is a distinction between the “gown and the town”. Students identify themselves as students and mainly get involved in school-related activities and may only interact with the community in a formal way through a class project. Likewise, the community does not appear to participate in school groups or projects unless a partnership has been made with the school.

This “silo” effect is furthered by the fact that many students face issues of tolerance in the community. In “Spaces of Racism 2”, a study done by the Community

Race and Relations Committee, “Peterborough public spaces were the highest reported sites of racism, with 84.9% of respondents reporting a total of 517.5 racist incidents at an average of 9.76 incidents per person”. Sexism/gender discrimination was also found to be highest in downtown locations.^{ix8} These findings are echoed in talking to many students from both Trent and Fleming, as many have experienced or witnessed intolerance they found unacceptable. People who feel discriminated against or are offended by intolerance are much less likely to engage with activities in that area. Thus there appears to be a gap between the tolerance levels many students desire and the current level in the community.

There is also the presence of stereotypes and prejudices that are held by different groups within the community. For instance, each generation holds beliefs about other generations, thus creating a generational gap which can enhance these unfair stereotypes and further resistance to integration. In addition there is also discontent expressed by students about many of the policies and practices at the schools themselves being “out of date” or “weak”.^{ixi} Some students said they felt that the schools market themselves as being tolerant, but fail to be proactive in creating a culture of tolerance.

These feelings expressed by students can have long-term consequences for the community and educational institutions as students who feel unwelcome or uncomfortable are less likely to participate in activities or remain in the area. Many of these students will become members of the Creative Class and losing them after

⁸ For the Full Spaces of Racism Report view <http://www.racerelationspeterborough.org/documents/SpacesofRacismII.pdf>

graduation is a loss for the community. These people are looking for job opportunities in a region that is diverse, and currently Peterborough does not appear to be retaining a substantial number of graduates. Out of the two dozen students asked if they would stay in the area, only one said they would consider it. Most said they wanted greater job opportunities and did not feel that the area meets their lifestyle needs. With minimal connection and interaction between the schools and community, many students are not becoming emotionally attached to the community and are also not aware of the many opportunities available. Therefore, it is not that Peterborough lacks the ability to retain students, but that the lack of integration is hampering the area's ability to do so.

Summary Analysis

Potential to become more tolerant- Need to build off strengths and address shortcomings
Need to create unity among the community

By combining the findings of the Martin Prosperity Institute and community research it is apparent that Peterborough has the potential to become more tolerant and create a structure that would support a communal vision for diversity. The community has many strengths including: a strong Bohemian presence, high integration ranking, committed organizations, post-secondary institutions and positive changes occurring. The opportunity to take a proactive stand can start with the creation an overall vision of diversity and tolerance for the community. Discussions about diversity and tolerance can increase to facilitate the transfer of knowledge around the region. Also areas such as immigration, gay/lesbian and minority groups are not as strong as comparable areas.

These areas should be a focus when developing the strategy, as immigrants and gay/lesbian groups in particular have been linked to economic prosperity and if efforts are not made to increase the tolerance and support services for them, Peterborough will not be able to reach its economic, social or cultural potential.

When looking at all these elements, the greatest area of opportunity is in creating more cohesiveness in the community structure to aid the ability of the community to become more tolerant. People and organizations in general do not seem to be fully aware of what work is being done around the community and what issues are still prevalent. This is not from a lack of interest or commitment to the issues, but out of insufficient communication channels and a lack of open discussion. As tolerance is still an emerging topic in the community this unity will take time to foster, but its creation needs to be assisted by the collective energy and focus of all members of the community.

7. Recommendations Overview

- Focus on knowledge, ideas, collaborations and relationships
- Foundation- Education, Integration and Accessibility
- Recommendation- Creation of New Communication Channels
- Recommendation- Increase Interaction between Community, Trent and Fleming
- Recommendation- Create more Opportunities for Diversity Training
- Recommendation- Focus on Accessibility
- Recommendation- Actively learn from other Regions and Organizations within the Community

The focus of these recommendations is to provide techniques for increasing the flow of knowledge and ideas while focusing on the building of relationships and collaborative projects. The goal is that by increasing these areas a community vision and strategy will emerge as the result of the input and commitment of many community members, groups and organizations. As the communal focus on tolerance is still in its infancy there is no obvious organization that can presently be identified as being responsible for the implementation of any specific change. Hence ownership for particular actions should be a point of discussion between key organizations and stakeholders. Every organization and individual has a stake in the development of tolerance so assigning roles within the new strategy should be a conscious and collective decision of the community. There are three components which will provide the foundation for the specific recommendations are: Education, Integration and Accessibility. These three elements combined aim to enhance the effectiveness of the recommendations and provide clarity to the proposed impact they can have.

Education: As the saying goes, “knowledge is power”. Gaining knowledge will help form a broader “lens” on the challenges and opportunities surrounding diversity and tolerance. Formal learning (training workshops, seminars, lectures etc.) and informal learning (discussions, events, conversations etc.) are both critical elements to individual learning, organizational learning, uncovering unconscious biases and the transfer of knowledge.

Integration: This element aims to help people become accepted members of the community by focusing on increasing participation in a wide variety of events, activities,

initiatives and projects. Increasing interaction between diverse groups is an important step in building meaningful relationships and creating collective energy.

Accessibility: Making information, services and opportunities as easy as possible to access, greatly increases the effectiveness of the other elements.

Recommendation- Creation of New Communication Channels

Vision and strategy requires the participation of many community members

Use social media to start conversations, foster interest and gain momentum

Creation of a central online location for diversity and tolerance information, discussion and updates

Establishment of a diversity committee or council

Communication channels aim to foster the generation of innovative methods to increase tolerance

Creating a vision and strategy for the community will require the input and expertise of many different individuals and groups. Creating a strategy and vision is not an easy task as there are many different opinions and goals in the community that need to be taken into consideration. The sheer complexity of the system also adds another layer of difficulty. Despite the challenges, a unified vision and strategy will be hugely beneficial in the long run as it will help articulate exactly what Peterborough wants to achieve and how it plans to get there.

The first step to doing this is to open up ways for people, groups and organizations to get involved in a discussion about their views on tolerance and diversity. There are numerous methods of starting conversations which can lead to

good discussions. One of the most convenient ways of open communication is through social media as one's network can generate interest and momentum quickly. Posting comments about diversity and tolerance could generate interesting discussions and action. Also by individuals and organizations "liking" and/or "following" a diverse range of organizations within the community one can utilize the networks of others.

It is also imperative that there be a central location for any interested party to go to if they want to learn about any aspect of diversity or tolerance. This could be a website or blog where people would be directed to find information, updates and discussions. These media channels could provide ways to inform the community about Peterborough's current strengths and gaps. For instance talking about the economic and cultural benefit of increasing tolerance and support services for the gay/lesbian community would help raise awareness about this group. People don't know what they don't know, so by presenting the research and community opinions, people would have a chance to become more informed about an area they may not have known much about.

As the focus is to increase the visibility of diversity and tolerance, it would also be beneficial for any organization that deals with diversity to get involved and have a link to this location on their website. It would be in the best interest of the organization as it would demonstrate to stakeholders their involvement in this area. Stakeholders and customers are now often looking for organizations that are socially responsible. Students in particular care about giving their support to organizations that stand for something they value and as diversity is a focus of many groups at both Trent and Fleming this demonstration of commitment would be relevant to many students. With the combined

effort and input of many members this portal of information would be a hub for new ideas, while also being a convenient and accessible way for people to find out about services, projects, events and collaborations that are occurring in the community around diversity.

Furthermore the establishment of a diversity committee or council that would bring together organizations and individuals to talk about issues, generate discussion and formulate the vision and strategy would be hugely beneficial. This would facilitate the transfer of knowledge among members, which in turn would enrich the learning of all. An important aspect to keep in mind is that this group would not be about dealing with the issues of a couple of sub-groups, but working out strategies of benefit to all. This interaction of diverse groups would also allow for new relationships and partnerships to be formed, which could lead to new collaborations and change. The collective intelligence and energy of such a group has the potential to generate ideas that any one entity could not have developed on their own. In creating media channels and a committee/council, it allows for a recognizable brand for diversity to be created. A brand is important as it would help articulate the vision of diversity and tolerance to the community as well as providing a consistent image that would be associated with these elements.

Tolerance impacts every individual, group and organization even if they are not aware of it, and as diversity becomes more critical for staying competitive and relevant, a strong communal vision and strategy will become even more paramount. By opening up communication channels and making them easy to access, the community can encourage the generation of innovative methods for increasing tolerance. In all

communications there should be a focus on non-judgmental and constructive conversations. These channels are not to lay blame on anyone for intolerance, but instead to create a “safe space” for talking about these sensitive issues. We all have unconscious biases and it does not help anyone when accusations are made, as people get defensive and resist change.

Recommendation- Increase Interaction between the Community, Trent and Fleming

Create mutually beneficial situations for both the community and students

Increase Collaboration- Formation of more projects to allow for all parties to learn and develop new, innovative ideas

Promotion of Volunteerism- Facilitates the building of relationships and an emotional connection to the community

Building off the concept of opening communication is the importance of integrating the schools with the community and the community with the schools. As retaining students is an identified gap for Peterborough, the creation of such an integration strategy would be beneficial. It would work to create mutually beneficial situations for both students and the community in which groups can learn from each while forming relationships.

Increase Collaboration

One of the areas of potential collaboration is in the formation of more projects that would allow students to get involved in the community in a manner that is beneficial for their learning and resume. The Innovation Forum, mentioned before, is an example of students getting involved in areas where they can contribute to the mission of an

organization, which gaining valuable knowledge. Organizations have expertise and experience that they can share with the students while the students get the chance to contribute in a meaningful way.

For instance, as mentioned before, the legal requirements and focus on diversity are increasing, which impacts organizations as they must comply with these laws and regulations. The human resource component of organizations needs to be up to date. In small and medium sized business however, many do not have human resource departments or specialists who can adjust the policies and practices efficiently to meet the changing requirements. Trent and Fleming both have students studying human resources, which provides a potential for collaborations between organizations and the schools, if students, with the guidance of professors, could provide material for the use of organizations. Here is a list of material that could be developed just in terms of diversity:

- Employment Equity Best Practices Fact Sheet
- Recruitment and Selection Best Practices Guidelines
- Human Resource Policy Templates
- Opportunities and Challenges in Diversity

The goal of such collaborations would be the facilitation of projects that would add value for all parties involved as well as encouraging the integration of students into the community.⁹

Promotion of Volunteerism

⁹ For recommended projects specially for business students see the Appendix

In addition to formal collaboration, another area with great potential is the promotion of volunteer opportunities within the community. Volunteering is a great way for students to gain experience and knowledge while meeting new people and building their resume. It is also beneficial for the organizations involved as they get the time and efforts of students which can help them better reach their goals. To promote volunteer opportunities the media channel discussed in the section above should be utilized to provide quick and easy access for both students and community members. The schools should also get involved in providing information to students through their internal channels. It would also be a convenient opening for community groups and organizations to interact physically with the students. Examples of potential interaction:

- Set up information booths during the introductory week activities at both schools
- Have community members help move students in
- Encourage representatives from community groups speak in classrooms which are talking about material aligned with the organizational mission
- In classes promote events and organizations that would be of interest to students
- Have the schools create and distribute material that would help students understand the organizations in the community, where they are, what they do and how they can get involved

Such endeavours are a two-way street so it is important that the schools and community work together to promote interaction and coordinate marketing efforts. Students need to be able to find information easily so they can get involved in an area they are interested in. Both students and community organizations can learn from each other and thus knowledge can be transferred between the groups involved both in a

formal and informal manner. In the promotion of volunteerism is also the promotion of building of networks and relationships that can enrich the experience of all parties involved. For students, building relationships to people and organizations can help in the creation of an emotional connection to the area, which can aid in retaining students after graduation.

It would also be mutually beneficial for community and the students to get involved in each other's activities. This can occur by volunteering at events which would not only help in the event running, but also increase integration among diverse groups. Furthermore if the schools and the community make a conscious effort to advertise their events in a wide range of areas, events may be able to attract a wider, more diverse audience. Going to events is also a great way to see what is going on in a different area of the community. For instance if Trent and the Trent International Student Association (TISA) were to actively promote Cultural Outreach in the community by selling tickets downtown in person, advertising in the local paper, approaching local businesses, they may be able to attract new community members to see the show. It would also be important for the community to take an interest and attend this event as it is supporting the students and they can gain an awareness of different cultures. If the schools and community make an effort to support each other's events and promotions through volunteerism or attending, the opportunities for interaction and learning for all increase considerably.

Recommendation- Create more Opportunities for Diversity Training

Promote the learning of diversity and tolerance in a safe environment

Help reveal unconscious biases and provide tools from becoming more tolerant

Communal development of training material- Supports vision and strategy

Provide initiatives

Linked with the idea of opening communication channels and promoting collaboration is the concept of providing accessible, affordable and informative diversity training. Such training would provide a way for people and organizations to learn about diversity in a safe environment while also interacting with members of other organizations. As stated before, diversity is a sensitive topic that is greatly impacted by unconscious biases. In a training session activities and facilitated discussion can help educate people about the situation in general and make them more aware about their views on diversity. The goal of such sessions would be to provide tools and resources for people and organizations to utilize in becoming more tolerant.

The Community Race and Relations Committee has a Racism training session that could be the foundation for other material to address diversity in general as well as other sub-categories (ex. gay/lesbian, socio-economic). The material should be developed and promoted by a variety of organizations as the topics discussed impact many groups. Designing training material could be one of the agenda topics of the diversity council/committee and the media channels. By providing courses that are created and marketed by a collaboration of community members, the brand for diversity and tolerance could be further promoted within the community. This brand would also add legitimacy to the training as it would be the result of a unified group instead of a lone organization.

When creating the material it may be useful to design sessions that are tailored to certain audiences. For instance a workshop may focus on uncovering unconscious biases, should be presented differently for youths and business leaders. The material must be relevant to the group's goals. Also, in designing the courses it is important to acknowledge that though people and organizations may be interested in learning about these topics, providing incentives will increase participation levels. One way to do so is by providing a certificate upon completion. This would appeal to individuals as it would be a great addition to their resume and for organizations it would be a way to convey their awareness of diversity to their stakeholders.

In the long run it may also be beneficial to create different levels of certification so that people and organizations who are committed to become more tolerant can demonstrate this through their levels. As well, ongoing training sessions and workshops would help sustain conversation regarding diversity and as the community becomes more tolerant the material can be adjusted accordingly. It is very important that training material not only be educating its participants, but also fostering further innovative ideas.

Recommendation- Focus on Accessibility

Information, updates and opportunities need to be easy to find and get to

Public Transportation- Increase run frequency and routes to make the region easier to access for many individuals

Establishment of a Bike Rental System- Would provide an affordable, accessible and eco-friendly method of transportation and would encourage integration

For all of the above recommendations to be utilized to their full potential it is imperative that they be easy to access for all groups. Information, updates and opportunities need to be easy to find and get to. In addition to the media channel discussed before, there are also a number of physical channels which can be further developed to improve integration within the community.

Public Transportation

In Peterborough one of the main sources of public transportation is the bus system. Though the service has positive characteristics, it has been identified as needing improvement from a number of groups including students and the older generation.^{lxii} The city buses in particular have been noted as not running as often as desired and the runs not as extensive as they could be. Public transportation has the potential to make getting around the city easier. It is affordable and relatively eco-friendly and could be made to be even more accessible by making them easier to use for persons with disabilities as well as the elderly. Many students also rely on transit and by increasing the times the buses run and their routes it would encourage students to go to other areas of the community. These elements would also make it easier for community members of all groups to get to work, events and activities. By making transit more appealing for all groups, informal interaction is made easier which can help in increasing the visibility of diverse groups.

Establishment of Bike Rental System

Another method of transportation which would increase activity within the community would be the establishment of bike rentals. Peterborough has the Trans Canada bike

trail and other paths which are ideal for bike riding, but the community currently does not have any infrastructure to fully utilize these facilities. Biking is an activity that would appeal to the Creative Class as they enjoy physical activity and the outdoors.^{lxiii} If the right system was implemented it could also be affordable in addition to being eco-friendly. These elements would appeal to students and community members who are interested in these areas. The establishment of a bike system would also make it easier for interested parties to travel around the city, get to events and socialize with others. People would have the opportunity to interact with more people at the bike stations and around the community. Increased interaction can lead to relationship building and discovering new opportunities. One system that would be beneficial to research is Bixi Bikes in Toronto, Ottawa, Montreal and Vancouver. A number of its key features are:

- Usage fees encourage frequent utilization for short periods of time
- Subscribe or acquire a 24-hour or 72-hour access to use the service. Take out a bike as many times as you want. Trips of 30 minutes or less have no additional fees; usage fees apply for longer trips¹⁰

By focusing on accessible, affordable and eco-friendly transportation routes as a long-term investment, Peterborough will be better able to increase participation in events and activities around the community which will support and encourage the interaction of diverse groups.

¹⁰ For more information on Bixi Bikes visit <https://toronto.bixi.com/>

Recommendation- Actively learn from other Regions and Organizations within the Community

Be informed about research and policies being created across the country to learn from them and adjust the strategy accordingly

Utilize the resources and knowledge present in the community to make more informed decisions

Develop a community “web” to provide a comprehensive list and description of all organizations in the community which are involved in diversity

There is no “cookie-cutter” approach to creating a vision and strategy for diversity and tolerance as they need to be tailored for Peterborough’s “economic and demographic requirements, cultural heritage and stakeholder interests”.^{lxiv} Since tolerance and diversity are emerging topics, and will continue to become more prominent, it is important to take advantage of research being done, policies being implemented and organizations being created around the community. If Peterborough wants to make a strong vision and strategy, incorporating elements from variety of sources would improve the overall result. For example the Conference Board of Canada in their 2009 report on Immigrant-Friendly Communities provides four community case studies that outline their strategies and goals.¹¹ As many of the recommendations for immigration can be adapted for diversity in general such case studies could provide valuable insight. The same can be said for reports of other sub-categories; every resource has potential knowledge and for insight to be gained.

Furthermore, it is imperative to utilize the knowledge and resources that currently exist in the community. As mentioned before there are many organizations working on

¹¹ For access to this study visit <http://www.conferenceboard.ca/e-library/abstract.aspx?did=3229>.

wonderful initiatives and reports which should be promoted around the community. Taking the time to read these studies and be informed about happenings occurring throughout the community can encourage involvement and learning. These many organizations and passionate individuals are a huge strength for the community and in creating a collective vision having conversations with informed individuals will make the experience much more meaningful and productive.

Therefore, make these reports, studies and endeavours easier to find and understand, a website or document that provides a “web” of the community by outlining all organizations involved in diversity. This creation could provide summaries of the different organizations as well as providing links to them. This website/document will be immensely useful in providing a sense of the complex system and allowing for people to more easily access the wealth of information that currently exists. When people, groups and organizations are informed they are better able to make decisions that will benefit all stakeholders. By making knowledge more accessible learning becomes easier and diverse groups will be able to better create a more tolerant environment as they have a more through understand the different perspectives. Being informed and tolerant can lead to the generation of new and innovative ideas that would contribute to the economic and cultural prosperity of Peterborough.

8. Concluding Thoughts

As we look to the future of diversity and tolerance in our society, all the evidence is pointing to the fact that handling diversity in a tolerant and inclusive manner will be of paramount importance. Our country and communities are becoming more diverse, and people are becoming increasingly sensitive to tolerance and its role in creating equal

treatment for everyone. The Creative Class in particular are driving the movement towards more tolerance as they actively seek to live in regions that embrace a diverse range of people. Throughout the country there are social, cultural and economic shifts that are working to make intolerance socially unacceptable. Thus tolerance is no longer a choice; it is a requirement for those that want to stay relevant and prosperous. Thus how Peterborough chooses to handle diversity is a choice that must be made consciously and collectively. Also every individual has the opportunity to take ownership for their own tolerance level by actively learning and challenging their unconscious biases. This insight can transfer from person to person and thus to groups, organizations and the community as a whole.

Since as all sources are indicating tolerance will continue to increase in importance, there is an opening for Peterborough to take a proactive approach to the situation and work to create a future that is desired by the community's stakeholders. Peterborough appears to have many positive features currently present as demonstrated by the region's strong position compared to its peer group and the composition of organizations and institutions. Thus the community has the resources in place to begin the evolution of the community tolerance level as committed and active members from a variety of sectors can be brought together, educated and utilized so the community can create a region that thrives on diversity.

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10. Appendix

Proposed projects for business students

- Create a survey that would gather insight into community member's opinions, concerns and hopes for the future in terms of diversity and tolerance. It would help provide a foundation for the strategy and vision.
- Through the Community Based Research course, Strategic Management and/or Management Through Legacy project create groups that would work with a variety of organizations. For example the Workplace Development Board is currently trying to increase funding. This would be a great opportunity for students to get first-hand experience while helping the community.
- Build upon the Immigrant-Owned Business map (Newcomer Bulletin, Vol. 1) to create a more complete picture of the composition of businesses and business owners. This data can help create a bench mark for the Economic Development strategy for attracting the Creative Class.
- Put a group together that would ask business owners and ask what types of support and information they would like in terms of diversity and tolerance. The group could help facilitate future projects that would be tailored to the needs of the community.

ⁱ Kevin Stolarick, Innovation Forum Keynote Speech, April 4th, 2012

ⁱⁱ Martin Prosperity Institute, 2009.

ⁱⁱⁱ Florida, 2002 and Martin Prosperity Institute, 2009. REF. 2009-BMONT-006

^{iv} Florida, 2002 and Berger & Kalisz, 2011.

^v Florida, 2002.

^{vi} Florida, 2002.

^{vii} Newcomer Integration ToolKit, 2010.

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- ^{ix} Martins & Milliten, 1996.
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- ^{xiv} Downie, 2010
- ^{xv} Downie, 2010
- ^{xvi} Martin Prosperity Institute, 2009. REF. 2009-BMONT-006
- ^{xvii} Martin Prosperity Institute, 2009. REF. 2009-BMONT-006
- ^{xviii} Kukushkin, 2009.
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