

# **EQUITY, DIVERSITY AND INCLUSION**

## **2021 PROGRESS REPORT**





The City of Mississauga's City Council and Leadership Team are fully committed to the principles of equity, diversity, and inclusion (EDI). As City Manager, I have made it a pillar of my mandate to meaningfully advance our EDI efforts as a corporation. It is no longer enough to talk about these principles, we must live them on a daily basis from the City Manager to the front line employee. This report is demonstrating that commitment by supporting change; supporting a culture of EDI learning; developing EDI related policies and governance structures; and by identifying and addressing systemic barriers.

Our City and the residents we serve are changing. As a corporation, it is our duty to adapt and change as well. Our EDI work is a journey and we continue to learn and grow along the way. Our corporation and our City will be a respectful and supportive place that fosters a culture of diversity and inclusion for all.

Sincerely,

**Paul A. Mitcham, P.Eng., MBA**

Pronouns: he, him, his

City Manager and Chief Administrative Officer

Categorized under four themes, this document provides an account of the combined and collaborative efforts of the City Manager’s Office and Human Resources on implementing the actions of the Workforce Diversity & Inclusion Strategy, Council directions and corporate priorities on equity, diversity and inclusion. These initiatives are either completed or in progress. It is followed by a brief list of anticipated actions for 2022-2023.

Theme	Description
<b>Supporting Change</b>	EDI initiatives that help raise employee awareness of the importance of EDI work and to create a desire to embed EDI considerations within the Corporation.
<b>Supporting a Culture of EDI Learning &amp; Development</b>	EDI initiatives that help increase employee and leader EDI knowledge and understanding along with outreach opportunities/ partnerships developed that target equity-deserving groups.
<b>Developing EDI Policy &amp; Governance</b>	EDI practices that offer a consistent equity lens and procedural support to corporate initiatives.
<b>Identifying and Addressing Systemic Barriers</b>	EDI initiatives that aim to restructure processes and policies with an aim to building an equitable and inclusive Corporation.

# SUPPORTING CHANGE

**EDI Asset Inventory:** A central repository of EDI innovative stories across the corporation to showcase in-house promising EDI work, create a consistent narrative on EDI and foster mutual learning. To be released by the end of 2021.

**Project Grant:** In response to Council Resolution 161 on Anti-Muslim Hate and an earlier Resolution 207 on Anti-Black Racism, the Culture Division dedicated an existing Project Grant to “Unifying Arts for Social Justice” which focusses on building community capacity on anti-racism/anti-hate. This grant is scheduled for 2022.

**EDI Data Mapping:** A process has been initiated to collate data disaggregated by race, gender, class, ability, sexual orientation, gender identity and gender expression and other markers of marginality cross-referenced by geography, immigration status, socio-economic indicators to produce consistent and comprehensive ‘evidence’ on EDI needs of City’s ‘priority’ groups. Work is currently underway and scheduled for completion in 2022.

**Corporate Dates & Events:** To develop criteria that will assist the City in determining which dates and events ought to be recognized by the Corporation and by the community in a manner that contributes to the quality and diversity of our City and workplace. To be finalized by the end of 2021.

**Review of the City Naming Processes (Streets, Places and Tangible Assets):** Responds to Council resolution 0156-2021 of June 30, 2021 asking staff to review and report back to General Committee in the fall of 2021 outlining the scope and proposed work plan for the review of street naming/renaming and the public art policy related to historic names and figures. To be completed by the end of 2021.

**EDI Consultations:** Providing ongoing consultation and advice on how to infuse EDI considerations in corporate and divisional strategies, master plans, policies, community engagement templates, by-laws, programs and services.

**EDI External Webpage:** Initiated a process to design an outward facing EDI webpage consolidating corporate EDI initiatives at the City undertaken by City Council and key divisions. The tentative timeframe to launch this new external webpage is set for Q1 2022.

# SUPPORTING A CULTURE OF EDI LEARNING & DEVELOPMENT

## **Equity Alerts:**

An 'Equity Alert' is a monthly 'learning bite' (typically two to three pages) that is posted on Inside Mississauga, the City's internal website, accessible by all employees. The topics begin at a foundational level and have grown in complexity over the year. Each alert includes supplementary resources for learning and discussion questions for individuals or teams to complete. Equity Alerts will continue into 2022.

## **Leader Skills Assessment (Action 1.3 from the Strategy):**

A Leader Skills Assessment was conducted anchored in the City's Core Competencies (Acting with Integrity, Communicating Effectively, Driving Continuous Improvement and Serving Customers) as well as the Leader Competencies (Developing Talent, Driving for Results, Working with Financial Information and Setting a Strategic Vision). A refreshed Leadership Learning Curriculum will be available in 2022.

## **The ONYX Initiative (Action 2.3 from the Strategy):**

The ONYX Initiative is a not for profit organization committed to expanding the Black talent pipeline by developing mutually-beneficial partnerships to close the systemic gap that exists in the recruitment and selection of Black college and university students. The ONYX Initiative has committed to hire three to four interns annually. This partnership will be ongoing.

## **Ready, Willing and Able (RWA) (Action 2.3 from the Strategy):**

RWA is a not-for-profit partnership of Inclusion Canada funded by the Government of Canada designed to increase the labour force participation of people with an intellectual disability or Autism Spectrum Disorder (ASD). The City has committed to hire up to two RWA candidates for a period of four to six months in 2021. This partnership will be ongoing.

## **EDI Training For Human Resources Staff – Recruiters and Investigators:**

Staff within the Division are being trained to increase their awareness of how unconscious bias impacts our day to day interactions especially in recruitment and investigations.

**Review of EDI Learning Content (insight Learning) (Action 1.3 from the Strategy):** A comprehensive review and redesigning of all EDI learning modules available to employees through insight Learning was completed in 2021. Work is currently underway to continue to build EDI course offerings for employees for 2022.

**Mandatory Indigenous Peoples Learning:**

Although not a formal action under the Strategy, the City is supplementing its current diversity and inclusion training offered to all employees by including mandatory learning for all employees on the history of Indigenous Peoples. Work is currently underway partnering with NVision Insight Group Inc. and implementation is targeted for 2022.

**EDI Speakers:**

In 2021, City employees were invited to attend sessions with three EDI Speakers:

- Trey Anthony - is a visionary creator who uses the unique blend of comedy, theatre, motivational talk, and her own life experiences to inspire and lift up others (Leadership Conference session).
- Tanya Talaga - Ojibwe author and truth-teller. Tanya is a visionary for Canada's reconciliation journey (176 participants).
- Niigaanwewidam James Sinclair - Niigaanwewidam James Sinclair is an Anishinaabe academic and writer based in Winnipeg (245 participants).

Work is currently underway for additional EDI speakers in 2022.

**EDI Toolkits:**

Two educational toolkits were built in 2020/2021 supporting employee learning as it relates to anti-racism/anti-Black racism and the history of Indigenous Peoples. The toolkits are available for all employees through Inside Mississauga and includes tactics such as articles, books, webinars and podcasts.

# DEVELOPING POLICY & GOVERNANCE

## **The Employee Equity Advisory Committee (EEAC):**

As a precursor to several actions in the Strategy (Actions 1.5, 1.6, 1.8, 3.1) the EEAC was established jointly by Human Resources and the City Manager's Office in 2021. EEAC functions as a Community of Practice to provide advice to the City and senior leadership on building a corporate culture of shared responsibility for advancing EDI at all levels of the corporation. To date, five meetings of the EEAC have been held.

## **Paid Holiday Policy Changes:**

Effective October 1, 2021 a number of changes were made to modernize the non union Paid Holidays Policy. These changes added flexibility while at the same time recognizing the City's commitment to equity, diversity and inclusion. In addition, Council approved a new National Day for Truth and Reconciliation paid holiday for all employees starting on September 30, 2021.

## **Psychological Health & Safety Audit (Action 1.9 and 1.10 from the Strategy):**

Human Resources is currently finalizing its strategy to address our employee well-being strategy that will be shared with the City's Leadership Team early in 2022. The strategy will address both conducting a psychological health and safety management audit and implementing a Psychological Health and Safety Management System (PHSMS) Plan according to National Standards for Workplace Psychological Health and Safety.

# IDENTIFYING AND ADDRESSING SYSTEMIC BARRIERS

## **Recruitment & Succession Planning Process Reviews (Actions 2.2 and 2.4 from the Strategy):**

There are two specific actions in the Strategy that call for a review of our recruitment and promotional processes along with our succession planning process using an equity lens.

On September 24, 2021 Human Resources finalized its contract with KPMG as the successful firm to conduct these two reviews. Both reviews are expected to be completed within three - four months from the contract start date.

## **EDI Focus Groups with Mississauga Fire & Emergency Services (MFES) Employees:**

In partnership with Canadian Centre for Diversity & Inclusion, a series of confidential online Equity, Diversity and Inclusion Focus Groups will be held for MFES employees in December, 2021. These focus groups are intended to obtain the opinions on perceptions of equity, diversity and inclusion in MFES.



# WHAT'S NEXT IN 2022-2023?

The City Manager's Office and Human Resources will continue their EDI work in 2022/2023 focussing on the following key initiatives, but not limited to:

- Launch the 2022 Employee Engagement Survey that will include employee demographic questions
- Update the Workforce Diversity & Inclusion Strategy working with the EEAC
- Implementation of the Leader Learning Curriculum that will include EDI courses for leaders
- Begin the implementation of the recommendations resulting from the Recruitment and Succession Planning EDI reviews
- Implementation of the mandatory Indigenous Peoples eLearning Courses
- Review of the City's Respectful Workplace Policy
- Launch of Employee Resource Groups
- Development of an Equity Lens tool
- Research into the development of an Anti-Discrimination and Anti-Hate policy
- Establish new partnerships with outreach organizations supporting 2SLGBTQ+ and Indigenous Peoples
- Explore specialized EDI programs that focus on mentorships and internship opportunities for community members
- Launch 'Equity Cafes' for employees interested in discussing Equity Alerts in more detail

