EMPOWERING CHANGE

A Comprehensive Equity, Diversity and Inclusion Strategy

MISSISSAUGA

CONTENTS

LAND ACKNOWLEDGEMENT

We acknowledge the lands which constitute the present-day City of Mississauga as being part of the Treaty and Traditional Territory of the Mississaugas of the Credit First Nation, the Haudenosaunee Confederacy, the Huron-Wendat and Wyandot Nations. We recognize these peoples and their ancestors as peoples who inhabited these lands since time immemorial. The City of Mississauga is home to many global Indigenous Peoples.

As a municipality, the City of Mississauga is actively working towards reconciliation by confronting our past and our present, providing space for Indigenous Peoples within their territory, to recognize and uphold their Treaty Rights and to support Indigenous Peoples. We formally recognize the Anishinaabe origins of our name and continue to make Mississauga a safe space for all Indigenous peoples.

MESSAGE FROM THE MAYOR

Mississauga is one of the most diverse cities in the world, home to people from almost every country on Earth. We practice many faiths, we observe a variety of cultural celebrations, and most importantly, we live together in peace. These defining qualities are our great source of pride.

To build a great city like ours, it is important each and every citizen feels included and valued. We have a rich tapestry. A multitude of nationalities, religions, sexual orientations, abilities, and other defining characteristics that make Mississauga a unique place in Canada where people already feel welcome—and choose to call home.

As a City, Mississauga embraces the principles of equity, diversity and inclusion. What we have woven into our municipal fabric is what we strive to protect and perfect. Our goal has always been to foster an environment of fairness where everyone has the opportunity to succeed.

Our new Equity, Diversity, and Inclusion strategy is called *"Empowering Change"*. One title. Two simple words. But powering the sum of these words is a bold spirit of action. That spirit is our roadmap—propelling us forward over the next five years and beyond.

We are proud of our diversity. We are strengthened by our inclusive policies. We are committed to the principles of equity. I see everyday how—through actions large and small—City staff, our residents, and other valued stakeholders contribute to supporting Mississauga as an inclusive community.

This city has always aspired to lead a conversation about how to ensure we are living up to the ideals supporting our city as an example for others to follow—a thriving 'community of communities' striving to make sure everyone feels welcome.

Thank you,

Carolyn Parrish

MESSAGE FROM THE CITY MANAGER
& CHIEF ADMINISTRATIVE OFFICER

I am proud to share *Empowering Change*: A Comprehensive Equity, Diversity and Inclusion Strategy with our organization and our community. This Strategy reflects the voices, experiences and ideas of many people – employees, residents, and partners who helped shape a shared vision for a city where everyone feels respected, represented and able to thrive.

While Council's approval sets our direction, the real work begins with us. This Strategy calls on each of us to be thoughtful in our decisions, intentional in our actions and open to learning. It challenges us to look closely at how our systems, policies and everyday practices can be improved to better serve our diverse community. Most importantly, it asks us to work together to remove barriers and create workplace and community environments where people feel valued for who they are.

We know this work requires persistence. It requires us to listen with humility, reflect honestly, and move forward even when the process is uncomfortable or complex. But I am confident in the strength of our people. Across our organization, I've seen dedication, empathy and a genuine desire to make things better. These are qualities that will carry this strategy from words on a page into meaningful action.

As we continue to advance our Equity Diversity and Inclusion efforts at the City, I would like to acknowledge and thank all staff who contributed to the development of this strategy and those who will play a role in its implementation. Your leadership and commitment matter and will make a difference in every policy we review or develop, every service we improve and every interaction that we have. I am proud of all we've accomplished together and looking forward to the opportunities ahead to build a more equitable and inclusive city.

Thank you,

Geoff Wright

ACKNOWLEDGEMENTS

Empowering Change: A Comprehensive EDI Strategy is the first corporate-wide Equity Diversity and Inclusion Strategy at the City of Mississauga that spans all aspects of our municipal practices. This Strategy builds on the stable foundations that have already been laid for EDI work corporately while ensuring that corporate EDI growth is aligned to organizational performance and values of trust, quality and excellence.

We acknowledge the support and engagement of City of Mississauga employees and residents who shared their experiences, knowledge and wisdom to guide this process in a meaningful manner.

Our gratitude also goes to key members of the Leadership Team and staff, many of whom served diligently in different capacities and partnered in a variety of ways: Rob Trewartha, Lori Kelly, Maurice Swaby, Lisa Boyce-Gonsalves, Antonietta Di Salvo, Andrea McLeod, David DeForest, Tracey Martino, Christina Riley, Jaspreet Pabla, Laurel Schut, Lindsay Francini, Michelle Meggie.

The following leaders provided support by allowing key staff to participate in the development of the Strategy and for reviewing the final draft, namely, Anna Cascioli, Christina Kakaflikas, Rona O'Banion, Nadia Paladino, Jason Bevan, Stephane Malo and Maureen Cosyn Heath

A very special thank you goes to Carolyne Gogota and Alex Lo-Basso in Strategic Communications and Initiatives Division for designing the final document and Janette Campbell for making the document accessible.

However, we could not have gotten to this place without our Consultants, Diversity Institute, Toronto Metropolitan University. Their experience in EDI work with municipalities/private sector/non-governmental sector, their academic rigor, robust engagement strategies and ability to work collaboratively with City staff allowed us to chart an EDI future for the City of Mississauga that is both practical and aspirational, grounded and visionary. We would like to thank Dr. Wendy Cukier, Nancy Mitchell, Navroop Dhami, Ariadna Pauliuc, Agnes Kwiatkowski and Dr. Mohamed Elmi.

Ultimately it is the Mayor, Council and the Leadership Team at City of Mississauga who have made it possible for this Strategy to be developed in these challenging times.

EDI Team

Uzma Shakir
(Strategic Leader, Diversity and Inclusion)

Tusma Sulieman
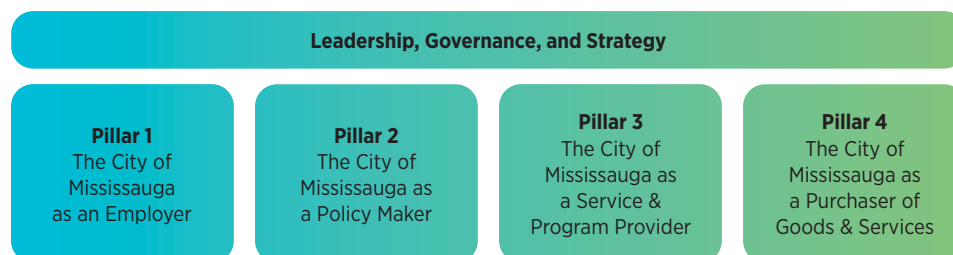(Equity Advisor, Diversity and Inclusion)

EXECUTIVE SUMMARY

As one of Canada's most multicultural cities, the City of Mississauga is committed to understanding and addressing the unique challenges and needs of diverse communities. Complementing multiculturalism, equity, diversity, and inclusion (EDI) promotes intentional goals and actions to support the communities that live, work, and play in Mississauga by breaking down barriers and addressing biases.

Equity: recognizes that communities experience differing barriers and disadvantages, thus support and resources should be tailored to recognize these barriers and support communities to help ensure that everyone benefits.[1]

Diversity: refers to the representation of people of different abilities, ages, ethnicities, genders, languages, races, religions, sexual orientations, and socio-economic backgrounds, among others, that exist in spaces and communities.[2]

Inclusion: means creating environments where all people feel a sense of belonging.[3]

The City partnered with the Diversity Institute (DI) from Toronto Metropolitan University (TMU) to develop the EDI Strategy to advance EDI across municipal employment, policy development (by-laws and corporate policy), programs and services, and in purchasing goods and services. To develop this Strategy, the DI reviewed leading practices across other municipalities and the City's existing documents and processes to identify strengths and opportunities. Reviews were coupled with internal engagement with City employees and leadership and external engagement with diverse communities, open to the public, to understand experiences and identify recommendations. These efforts inform the goals, actions, and accountability measures of the Strategy.

Leadership, Governance, and Strategy			
Pillar 1 The City of Mississauga as an Employer	**Pillar 2** The City of Mississauga as a Policy Maker	**Pillar 3** The City of Mississauga as a Service & Program Provider	**Pillar 4** The City of Mississauga as a Purchaser of Goods & Services

The EDI Strategy is organized under a Leadership, Governance, and Strategy overarching framework, which outlines goals and actions for all City divisions. From there, the Strategy is organized into the four pillars of municipal responsibility: City employment, policy development, services and programs, and purchasing goods and services.

- **Leadership, Governance, and Strategy Overarching Framework:** the overarching framework for the Strategy with themes and actions for all City employees and divisions to incorporate into their work.
- **Pillar 1 – The City of Mississauga as an Employer:** includes outreach, hiring, retention and workplace inclusion, advancement, and exit processes.
- **Pillar 2 – The City of Mississauga as a Policy Maker:** mitigates biases within City by-laws and corporate policies.
- **Pillar 3 – The City of Mississauga as a Service and Program Provider:** embeds EDI and universal design across City services, as well as strengthening relationships through robust community engagement.
- **Pillar 4 – The City of Mississauga as a Purchaser of Goods and Services:** promoting awareness of procurement processes and strengthening opportunities for diverse suppliers to work with the City.

ABOUT
THE
STRATEGY

The EDI Strategy highlights the City of Mississauga's commitment to equity, diversity, and inclusion (EDI) across City functions, and recognizes the benefits of supporting communities and City employees. Developing the EDI Strategy was an iterative, collaborative process between City leadership, employees, and communities. To develop the Strategy, the City engaged the Diversity Institute (DI) from Toronto Metropolitan University (TMU) to review ecosystem practices, existing City policies and processes, and to engage with City employees and communities to understand experiences and recommendations.

In order for an EDI Strategy to be successful, it must align with the organization's goals, values, and major operational strategies.

This Strategy is intended to be implemented over the next five years (2026 – 2031), recognizing that EDI is a continuous and evolving process. Some goals and actions may go beyond 2031 to ensure lasting impact. Strong EDI work has already been completed or is underway across all City departments, forming a solid foundation for the recommended actions in this Strategy. The City is committed to strengthening its current EDI efforts and implementing new ones to support and meet the needs of its growing diverse communities and employees.

DEVELOPING THE STRATEGY

In order for an EDI Strategy to be successful, it must align with the organization's goals, values, and major operational strategies. This strategy is informed by the City's priorities and plans.

The City of Mississauga's Strategic Plan

The City's Strategic Plan shapes and directs strategic decision-making for the City. The Vision Statement and the Strategic Pillars for Change, accompanying the Plan, provide structure and direction to the Plan. They are:

Vision Statement
Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario and the Credit River valley. A place where people choose to be.

Strategic Pillars for Change
Move – Developing a transit-oriented city.
Belong – Ensuring youth, older adults and new immigrants thrive.
Connect – Completing our neighbourhoods.
Prosper – Cultivating creative and innovative businesses.
Green – Living green.

Mississauga's current Strategic Plan is undergoing a refresh. Based on public response to date, as well as input from employees and leaders across the organization, many of the same principles will remain in place. In fact, Mississauga's commitment to inclusion was named a top priority for many.

In 2017, the City of Mississauga introduced its first Workforce Diversity and Inclusion Strategy. Unlike this current Strategy, it focused exclusively on the City as an employer and was guided by the following vision statement:

To create a respectful and supportive workplace that fosters a culture of diversity and inclusion, and to attract, retain, and develop a talented diverse workforce which broadly reflects the communities and citizens we serve. Our goal is to create an organization which leverages diverse talents and ways of thinking to create innovative programs and services that meet the diverse needs of our citizens.

The Strategy outlined more than 20 approved action items, with the majority successfully implemented to date.

The EDI Strategy also aligns with the City's core values and other strategic planning and policy documents. The City's core values include:

Trust – The public trust we uphold. The open and responsive manner in which the City is governed.

Quality – The quality of life we provide Mississauga tax payers. Delivering the right services that add value to our citizens' lives.

Excellence – The delivery of excellence. Mississauga will achieve excellence in public administration and deliver services in a superior way, at a reasonable cost.

To create the City's EDI Strategy, the following steps were completed:

Background Review and Ecosystem Scan

The DI conducted a review of ecosystem strategies from other municipalities and organizations that aim to strengthen and support EDI. This helps the City understand its efforts compared to other organizations and municipalities, while recognizing different contexts across municipalities and organizations.

Document Review Report

The DI reviewed various City strategies, corporate policies, and processes to understand strengths, gaps, and opportunities in current efforts related to the core practices of municipalities: employment, policies, services and programs, and purchasing goods and services.

Internal Engagement

The DI coupled insights from the Document Review with sessions with all business areas and various committees across the City to understand perspectives, experiences, and recommendations for embedding EDI within City initiatives and practices.

Community Engagement

The DI and the City worked collaboratively to develop a Community Engagement Plan centered on meeting communities where they are and encouraging perspective-sharing. The DI and the City collaborated on communication materials to promote awareness and encourage all people to participate. To understand the experiences and perspectives of diverse communities, DI facilitated engagement sessions open to the public, virtually and in-person, and in multiple languages including English, Arabic, Mandarin, and Punjabi. This also included feedback loop sessions to share back what was heard to ensure perspectives resonated with communities.

Phase 1:
- Detailed project work plan and schedule
- Understanding City processes and efforts
- Ecosystem review of practices

Phase 2:
- Document review report
- Community mapping
- Communication and engagement plan
- Engagement sessions (internal and external)

Phase 3:
- Draft EDI Strategy
- Community feedback and engagement on draft documents
- Engagement with internal staff and leadership

STRATEGY COMPONENTS

The Strategy includes an overarching Leadership, Governance, and Strategy framework that sets the tone from the top and emphasizes data collection and communication throughout all processes. It provides actions that all City divisions can take to drive systemic change. The Strategy further outlines themes, goals, actions across the four pillars of the City's jurisdiction:

- The City as an Employer
- The City as a Policy Maker
- The City as a Service and Program Provider
- The City as a Purchaser of Goods and Services

CITY ACCOUNTABILITY

The City has also developed a comprehensive data measurement framework including more detailed methods for measuring efforts to understand what is working well and what can be improved. The City commits to reporting publicly on several overarching metrics, including:

Workforce Representation: tracks the diversity of employees across divisions and roles. This helps ensure a skilled and high-performing workforce that is reflective of the people being served and can provide culturally competent services.

Leadership Diversity: tracks the inclusion of underrepresented groups in management and executive roles. This helps enhance employee engagement and drives better decision making and innovation.

Inclusion and Belonging Corporate Culture: tracks how employees feel about workplace culture. This helps drive employee engagement, retention, well-being, and performance.

Equity Impact Assessment (EIA) of New and Revised By-laws and Corporate Policies: tracks impacts and supports action to mitigate negative impacts/amplify positive impacts.

Service Delivery & Community Engagement: tracks how accessible and inclusive City services are and who accesses them. This builds trust and helps ensure enhanced and consistent services, as well as equitable outcomes.

Supplier Diversity Data: tracks the diversity of suppliers engaged with the City and reflects the commitment to inclusive economic development and a commitment to transparency regarding the businesses that the City procures from.
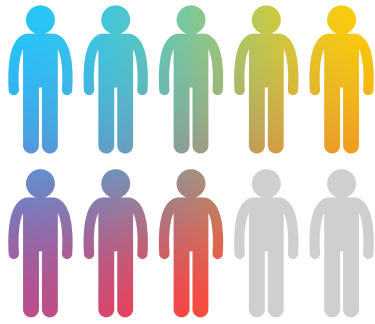
% of staff identifying as part of an Indigenous community or equity-deserving group.

% of staff agreeing: "The City is committed to equity, diversity and inclusion."
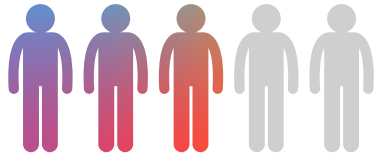
% of leaders (including: supervisors, managers, directors, commissioners, and the City Manager) who are part of Indigenous communities or equity-deserving groups.

% of new and revised by-laws and corporate policies undergoing an Equity Impact Assessment.

2:3

Level of satisfaction with programs to ensure all participants feel valued and respected.

Level of engagement and participation of individuals from diverse backgrounds in City activities.

% of procurement opportunities included in targeted outreach to diverse business communities.

Diversity among suppliers.

All individuals have a responsibility to support this Strategy and drive change:

City Council
Receive regular updates on progress and reinforce the Strategy's principles in its decision-making.

Chief Administrative Officer (CAO)
Approve an appropriate budget for Strategy implementation, provide oversight of Strategy implementation, continue to highlight the Strategy's importance, and review progress towards the actions in the Strategy.

Corporate Leadership Team
Support division managers in meeting their EDI commitments by setting measurable goals and reporting on them. Review updates on the Strategy.

Managers/Supervisors
Manage the implementation of general (see Leadership, Governance, and Strategy) and division-specific actions (see Pillars 1 to 4) actions, ensure employees receive training and can leverage corporate EDI tools, and implement standardized data collection efforts on division initiatives for reporting purposes.

City EDI Subject Matter Experts (SMEs)
Monitor the progress towards Strategy goals and actions, provide resources and guidance to support implementation, and collaborate with managers/supervisors to report on progress to leadership and Council.

All Employees across Divisions
Work with managers/supervisors to implement goals/related actions across divisions and provide updates on progress.

All Communities in the City
Promote respectful interactions between the people and communities who live, play, and work in or at the City.

OUR COMMITMENT TO EQUITY, DIVERSITY & INCLUSION

The diversity of communities who live, work, and play in Mississauga is our strength. We strive to provide inclusive, welcoming, and supportive spaces, services, programs, and opportunities for all communities and City employees. This means supporting and enhancing inclusion across all areas within the City's jurisdiction, including:

- Workplace Practices
- Policies
- Services and Programs
- The Purchasing of Goods and Services

This work requires a continuous commitment to recognize and address discrimination, barriers, and biases that prevent individuals of different abilities, ages, ethnicities, gender identities, languages, races, religions, sexual orientations, and socio-economic backgrounds, among others from fully engaging in everything the City has to offer.

...the diversity of communities who live, play, and work in or at Mississauga is our strength.

The EDI Strategy is a shared commitment to breaking down barriers and supporting an inclusive environment for all. The Strategy rests on a shared recognition that:

Equity: unlike equality that treats everyone the same, equity recognizes that communities experience differing barriers and disadvantages, thus support and resources should be tailored to recognize these barriers and support communities to help ensure that everyone benefits.[4] We strive to ensure fairness and access to opportunities for all individuals and communities that live in and work at the City of Mississauga.[5]

Diversity: refers to differences such as ability, age, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic background, among others, that exist in spaces and communities.[6] Diversity is a reality within our city and can be seen in workplaces, neighbourhoods, and communities. We live, work, and play with people of all different backgrounds, identities, and experiences, which strengthens our city.[7]

Inclusion: means creating environments where all people feel a sense of belonging.[8] We aim to ensure that employees, residents, and visitors in our city feel included.[9]

The City is also committed to supporting and upholding:

Truth and Reconciliation: refers to the efforts to understand and address the historic injustices and ongoing barriers and inequities Indigenous Peoples face as a result of generational trauma and current and past harms.[10,11] The Truth and Reconciliation Commission defines Reconciliation as *"an ongoing process of establishing and maintaining respectful relationships [that involves] repairing damaged trust by making apologies, providing individual and collective reparations, and following through with concrete actions that demonstrate real societal change."*[12] The City is advancing Reconciliation by strengthening relationships with Indigenous communities, fostering learning about Indigenous cultures, and integrating Indigenous perspectives across initiatives.

Accessibility: refers to the *"design of products, devices, services, or environments for people who experience disabilities."*[13] The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) establishes standards and requirements to ensure that all organizations proactively identify, address, and prevent all barriers for persons living with disabilities.[14]

Universal design: is a key component of accessibility, where the design of environments, products, and services are usable by all people and everyone can benefit.[15]

The City is taking steps to include EDI, accessibility, the principles of universal design, and considerations for its obligations towards Truth and Reconciliation with Indigenous communities into policies, practices and processes with several initiatives underway. Efforts are either led by the City's EDI Community of Practice following a decentralized structure or by the various City divisions with the support of EDI Subject Matter Experts (SMEs) that are driving EDI through their work. This model emphasizes that EDI is not concentrated in one office, division, or department. City staff with EDI expertise are spread across the corporation but work collaboratively to ensure the above commitments and obligations are embedded into City policies, practices, and processes.

EDI is already integrated across many City operations and the daily work of employees– it is a shared responsibility to continue to build on this work. This EDI Strategy builds on and complements existing initiatives that the City has undertaken to advance EDI, including, but not limited to:

Learning and Development:

- EDI-based learning and development tools/training.

Organizational Effectiveness:

- Publication of Equity Alerts and employee-led discussion forum Equity Café.
- Implementation of the Workforce Diversity & Inclusion Strategy.
- Established six Employee Resource Groups (ERGs) (Indigenous, MiPride, Able at Mississauga, Diverse and Multicultural, Black, Women).
- Publication of updates from the Employee Engagement and Demographics Survey (2022).

Talent Diversification, Inclusion and Enhanced Benefits:

- New partnerships with organizations representing Indigenous Peoples and equity deserving groups to attract, hire, and retain talent as part of the City's commitment to creating a diverse workforce that reflects the communities it serves.
- Reviewed and updated the City's Succession & Recruitment Plan through an EDI lens.
- Developed the Workplace Psychological Health and Safety Strategy.
- Enhanced employee benefits to better support a diverse workforce (e.g. fertility supports, gender affirmation procedures, and Indigenous healers).
- Justice, Equity, Diversity, and Inclusion (JEDI) Corporate Award.
- Ensuring all employees across the City are included and acknowledged through recognition programs.

Strategic EDI Initiatives:

- Implementation of the Black Caucus Report recommendations (First Steps: A Community Driven Report on Making Mississauga More Equitable for Black Communities).
- Developed a corporate Equitable Community Engagement Framework that establishes a coordinated approach to engagement.
- Initiation of a new commemoration and recognition (Asset Naming) process for the City based on EDI principles.
- Developed the Employee Equity Advisory Committee (EEAC), a permanent EDI governance and accountability mechanism made up of employees from across the organization.
- Formation of the Combating Racism Discrimination and Hatred Advisory Committee (CRDHAC) to empower City leaders and community members to advise on strategies to fight racism, discrimination, and hatred.

- Enhanced staff capacity through development of key resources, such as: the EDI Dashboard (disaggregated Census Data); Equity Talks (employee blogs on EDI on the frontlines); Equity Lens Tool (under development); and subject matter consultation/advice and expertise.
- Embedded an EDI review into the policy development process as documented in Corporate Policy and Procedure (03-02-04 — Corporate Policies and Procedures Program).
- Membership in several regional and municipal networks (EDI practitioners; community partners committed to addressing systemic discrimination; municipalities committed to Gender based anti-racist practices etc.).

Indigenous Relations:

- Consistently working towards fulfilling our commitment to Truth and Reconciliation.
- Developing the City's first Reconciliation Plan.

Accessibility:

- Continue to meet and exceed compliance with the Accessibility for Ontarians with Disabilities Act (AODA).
- Continue to make all City documents and communications accessible and inclusive.

- Improved accessibility of City facilities, services and public spaces through targeted renovations that remove existing built environment barriers.
- Ensure all front-facing services and operations are accessible to everyone.
- Developed the City's Multi-Year Accessibility Plan.

Services and Programs

- Developed inclusive youth programs, such as *Sauga At Play*, that support youth development and provide volunteer and employment opportunities.
- Improved access to programs, recreation, and sports for youth and older adults through low cost and no cost options.
- Reduced barriers to wellness for older adults through the *65+ Fit Membership*, where residents over the age of 65 can register for a free fitness membership.
- Reduced transportation fees by providing free fares for older adults and children.

Other key EDI initiatives supported by the EDI CoP:

- Developed the Sustainable Procurement Policy.
- Integrated the City's diversity into re-defining City of Mississauga's cultural identity through museums, arts, sports, recreation, public infrastructure, and libraries.

THE BENEFITS OF EQUITY, DIVERSITY, AND INCLUSION

Mississauga is one of Canada's most diverse cities and promoting EDI has direct benefits for those who live, play, work, and visit. When everyone has equitable access to opportunities and resources, it can strengthen a sense of belonging and engagement in the workplace and community life.

At the organizational level, EDI enhances decision-making and innovation by incorporating diverse perspectives into daily operations and service delivery. While separate from commitments to Truth and Reconciliation, the EDI Strategy upholds Indigenous Peoples as rights holders and supports related responsibilities. When we embrace the diversity in our city and workplace and help ensure that everyone has access to, and is included within services, spaces, and opportunities, we are better positioned to:

- Ensure the City continues to meet or exceed required legal obligations that prohibit discrimination and support communities including the Ontario Human Rights Code, Accessibility For Ontarians with Disabilities Act, and others.

- Attract the best and brightest talent and ensure that the City is a great place to work.
- Provide the right internal programs, policies, benefits and compensation to keep City employees engaged and retained.
- Develop and deliver services that meet diverse community needs.
- Promote the city as a place for business growth, entrepreneurship, and innovation.
- Develop innovative strategies and solutions for all City functions.
- Assess and mitigate various types of risk including legal, reputational, governance, human resource, and service-focused.

As we move forward into an increasingly connected and diverse future, embedding EDI will not only help ensure everyone thrives, but also contribute to building a more just and equitable society.
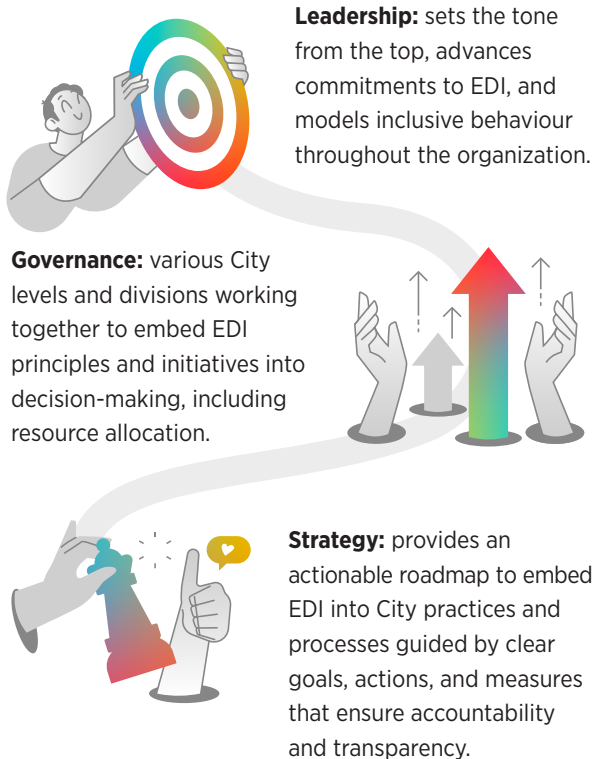
EQUITY, DIVERSITY, & INCLUSION STRATEGY

LEADERSHIP, GOVERNANCE, STRATEGY

Leadership, Governance, and Strategy form the overarching framework that supports the City's EDI Strategy and its four pillars – the City as an Employer, Policy Maker, Service and Program Provider, and Purchaser of Goods and Services.

This foundation rests on a shared understanding that:

Leadership: sets the tone from the top, advances commitments to EDI, and models inclusive behaviour throughout the organization.

Governance: various City levels and divisions working together to embed EDI principles and initiatives into decision-making, including resource allocation.

Strategy: provides an actionable roadmap to embed EDI into City practices and processes guided by clear goals, actions, and measures that ensure accountability and transparency.

These measures include establishing robust data collection methods to monitor and evaluate the progress and impact of goals and actions and make necessary adjustments for continuous improvement. The goals and actions within this overarching framework support the goals, metrics, and actions of all four Pillars of the Strategy.

All corporate plans, processes, and strategies aim to mitigate barriers and biases...

Empower a Culture of Equity, Diversity, Inclusion, and Awareness

All corporate plans, processes, and strategies aim to mitigate barriers and biases and incorporate the needs of Indigenous Peoples and equity-deserving groups, while ensuring efforts are openly and continuously communicated.

Recommended Actions Spanning All City Efforts:

1. **Review and update internal and external strategies, plans, and processes to embed inclusion and accessibility within them and mitigate negative impacts and unintended consequences:**

- Embed principles of Universal Design and inclusive language within strategies, plans, and processes.
- Incorporate considerations of Truth and Reconciliation across City efforts.
- Leverage internal and external data and continue to engage employees and communities to develop processes where appropriate.

2. **Expand internal communications to ensure employees have greater access to, and awareness of, the City's EDI efforts and requirements:**

- Support leaders in providing regular updates on efforts through various channels (e.g. meetings, newsletters, email blasts, intranet, etc.) and embed updates within key employee points of contact (e.g. signing in to work, lunchroom bulletin boards, common spaces, lunchrooms, etc.) to broaden reach to part-time, and/or casual employees.
- Consider developing a standardized corporate approach to all communication/documentation that is grounded in principles of accessibility, cultural sensitivity, and inclusion.

3. **Expand external communication initiatives to ensure communities have greater access to, and awareness of, the City's EDI efforts:**

- Update existing website information to ensure that information on program availability, supports, and accessibility features are clearly communicated (e.g. transportation and parking information, building accessibility features, etc.).
- Leverage the Multilingual Strategy to continue to regularly review communication channels used by diverse communities (e.g. social media, email marketing, radio stations, newspapers and print, billboards, direct mail, schools, webinars, etc.) and leverage digital channels (e.g. mobile apps, QR codes, text messaging, social media platforms, and email newsletters, etc.).
- Leverage community organizations, libraries, and partners to share information (e.g. newcomer centres, older adult residences, food banks, schools, places of worship, local businesses, etc.).
- Translate messaging and content into multiple languages, where applicable.

4. **Standardize communication practices by creating criteria and guidelines for all business areas to follow:**

- Continue to embed and expand accessibility features throughout messaging (e.g. alt-text, high colour construct, text resize, descriptive headings, captions and transcripts for multimedia, etc).

5. **As the use of artificial intelligence (AI) expands, promote transparency and openness around AI technologies, including its risks, limitations, and embedded biases to ensure the responsible use of AI across the City.**

Develop Robust Data Collection Frameworks to Understand Needs and Evaluate Efforts

Initiatives across the City should be measured to understand progress and gaps. This requires a standardized process for collecting representation and experience data across functions, developing key performance indicators, measuring progress, and actioning findings.

Recommended Actions:

1. **Communicate the purpose of data collection and data privacy mechanisms, including how data is collected, stored, and used as well as ensure data is collected at appropriate stages of initiatives.**

2. **Introduce a self-identification mechanism leveraging the City's Human Resources Information System (HRIS) or related system.**

3. **Continue to leverage data collected through employee engagement surveys, exit interviews, and community surveys to understand employee and community perspectives.**

4. **Compare data against the broader ecosystem to identify leading practices and implement innovative practices.**

5. **Implement a comprehensive review (collecting and leveraging data) across select employment processes, including:**

- Expanding the talent pool of applicants across key City positions and in leadership.
- Employee experiences and perspectives, leveraging the candidate experience survey.
- Leveraging feedback from completion of employee training, satisfaction, and enhanced learning from training.

6. **Create processes to collect and leverage data (where appropriate) to support effective by-laws and corporate policies, including:**

- Evaluation of demographic data and assessment of the possible impacts on identifiable groups (employees and/or communities) when developing a new or revised by-law or corporate policy.
- Evaluation of the actual impacts of a by-law or corporate policy on identifiable groups (employees and/or communities) post-implementation.
- Evaluation of the extent to which the purpose of a by-law or corporate policy is achieved post-implementation.

7. **Create processes to collect and leverage data across service and program efforts, including:**

- Representation among service users.
- Satisfaction with services, barriers to usage, and suggestions for improvement.
- Identify program and service participation gaps.

8. **Create processes to collect and leverage data across purchasing decisions, including:**

- Supplier diversity by tracking majority ownership and/or membership to supplier diversity programs.
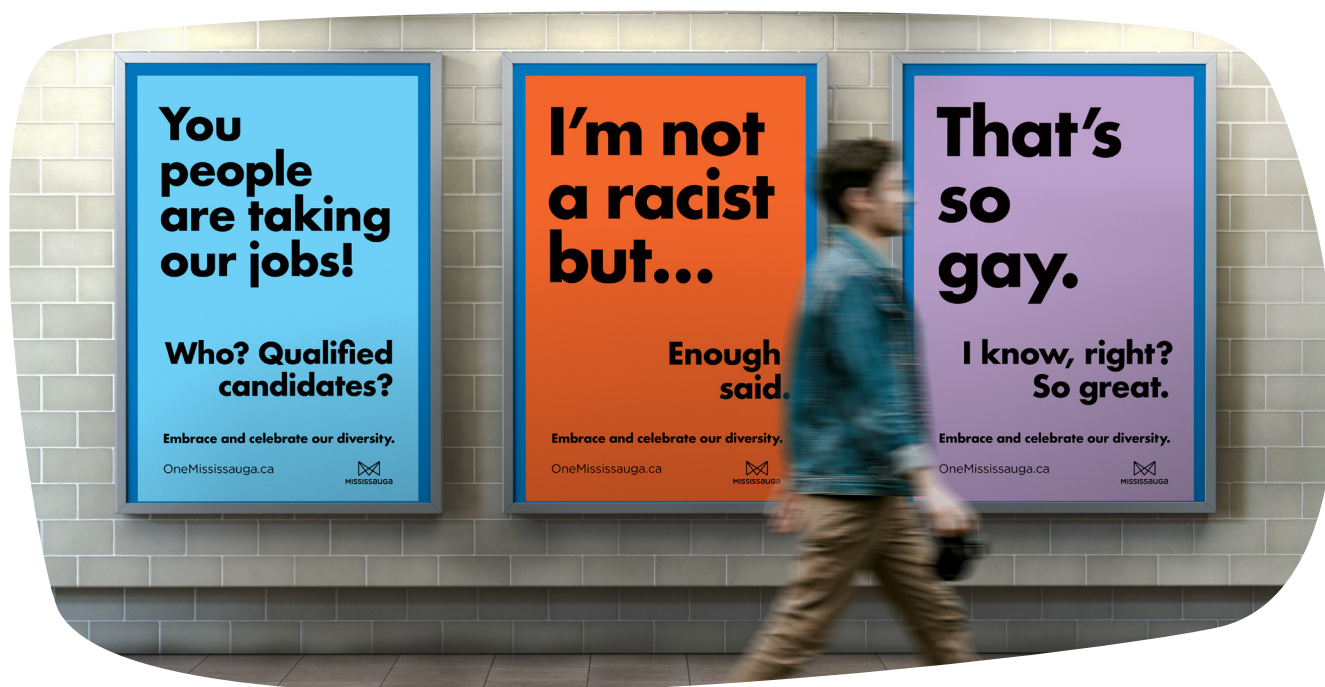- Feedback on experiences and satisfaction from bidders and suppliers.

PILLAR 1 – THE CITY OF MISSISSAUGA AS AN EMPLOYER

Theme 1: Attracting, Recruiting, and Hiring Diverse Talent to Strengthen a Diverse Workforce

Goals:

Expand and enhance efforts to review and mitigate barriers and biases within the workplace.

Recommended Actions:

1. **Continue to examine the entire employee journey (hiring, onboarding, advancement, retention, professional development, and exit) for representation, barriers, and inclusion.**

2. **Expand the use of multiple channels to share employment opportunities broadly and better reach Indigenous Peoples and equity-deserving groups.**

- Continue to engage in career events, fairs, and networking sessions; leverage relationships with community organizations to share opportunities; share opportunities with community resource centres, non-governmental organizations (NGOs), local businesses; newcomer and youth groups; and leverage the City's committees (e.g. Combating Racism, Discrimination and Hatred Advisory Committee), employee networks (ERGs/EEAC), and partnerships.
- Create career development opportunities to help part-time, youth, and/or student employees transition into full-time roles and continue to develop tailored pathway programs to attract diverse youth and students.
- Continue to engage community organizations that provide newcomers tailored employment support (e.g. to help bridge skills gaps) to share opportunities.

- Continue to review job application processes to mitigate barriers, including:
  - Continuously look to improve the candidate experience in the recruitment process to enhance a positive candidate recruitment experience.
  - Review job skills, competencies, and experience requirements to ensure alignment with position needs and communicate pay, flexible work arrangements (e.g. hybrid work), and the City's commitment to EDI within postings.
  - Consider establishing a point of contact for unsuccessful external candidates post-interview stage to receive updates and feedback (upon request).

3. **Continue to review selection processes to mitigate barriers, including:**

- Ensure members of selection committees are diverse and continue to provide EDI and anti-bias related training to selection committees.
- Ensure requirements and interview questions align with the competencies of the role.
- Ensure unsuccessful internal candidates can request feedback in the post-interview stage.

4. **Enhance the EDI statement in job postings by identifying Indigenous Peoples and equity deserving groups to encourage candidates from those communities to apply.**

5. **Support new employees from the outset through the onboarding processes by introducing responsibilities, processes, teams, available resources, training, etc.**

6. **Continue to ensure frontline employees receive inclusive customer service training and standardized information on services.**

Theme 2: Supporting Career Development and the Advancement of Employees

Goals:

1. **Support employees from Indigenous communities and equity-deserving groups through advancement opportunities, Leadership Pathway Program (LPP) and mentorship and coaching programs.**

2. **Enhance transparency in the career development and promotion process to provide equitable opportunities for employees from Indigenous communities and equity-deserving groups.**

Recommended Actions:

1. **Monitor diversity among LPP applicants and participants to review whether the program reflects the City's diverse communities.**

2. **Strengthen communication and transparency of information pertaining to the LPP:**

- Clarify criteria and expectations.
- Increase updates on LPP call-outs (e.g. application dates, resources, and information sessions).
- Provide interview material resources ahead of time.
- Continue to collect feedback from different sources at various stages

(e.g. applicants, candidates, selection committees, managers/leaders, etc.).
- Strengthen feedback loops with applicants.
- Share program successes.

3. **Develop additional career advancement resources:**

- Enhance preparatory interview workshops to include a focus on supporting candidates applying for leadership positions.
- Expand the appointment of representatives (beyond the organizational effectiveness consultants in HR) that can answer candidate questions and provide support for all LPP competitions.

4. **Develop a formal mentorship program for employees that intentionally includes Indigenous Peoples and equity-deserving groups.**

5. **Expand and communicate career development opportunities for all employees (e.g. succession planning, skills development, etc.).**

- Provide seasonal, intern, and part-time employees with training opportunities to support their transition into other roles with the City.

6. Reinforce policy language by ensuring that leaders clearly inform impacted teams when positions are filled without a job competition, including providing a better rationale of the "business needs" behind the appointment.

Theme 3: Promoting Workplace Inclusion and Employee Supports

Goals:

Enhance workplace inclusion, employee support and knowledge, safety supports, and employee feedback mechanisms.

Recommended Actions:

1. **Monitor the need for a retention Strategy to motivate and retain employees from Indigenous communities and equity-deserving groups.**

2. **Expand measures that foster a workplace culture where employees feel comfortable sharing feedback and concerns.**

- Communicate the various feedback mechanisms and processes available to employees across multiple channels (e.g. employee portal, onboarding, etc.).
- Strengthen communication around the informal and formal complaints process and provide more comprehensive guidance to leaders on how to support employees navigating the process.

EMPOWERING CHANGE

3. Support for employees:

- Enhance employee awareness of employment processes and reduce silos across divisions to strengthen resource-sharing among employees, including creating virtual spaces for sharing information and establishing regular cross-division meetings to encourage collaboration and resource sharing among departments and teams.
- Continue to embed inclusion within employee team building and event planning (e.g. food at events, being mindful of religious considerations, cultural considerations, the types of events celebrated, timing of events, accessibility, etc.).
- Continue evolving benefits, rewards and recognition programs to better reflect the diverse needs, identities, and lived experiences of all employees.
- Continue to build internal capacity for leaders to foster inclusive teams (e.g. sharing growth opportunities with employees, and knowledge on accessibility and accommodations).

4. Expand safety and de-escalation measures to better support frontline employees.

- Strengthen processes for reporting incidents and regularly communicate processes with employees.
- Continue to address physical safety concerns by enhancing resources for employees (e.g. de-escalation information, processes to support employees, physical barriers where needed, installing panic buttons, and security personnel, etc.).

5. Evaluate the role and mandate of the Employee Equity Advisory Committee (EEAC) and Employee Resource Groups (ERGs):

- Ensure mandates are clear and increase engagement between ERGs and leadership to enhance advocacy and drive change.
- Explore increasing funding to support the internal and community outreach work of ERGs.
  - Strengthen feedback loops between ERG leaders and leadership to encourage open dialogue and discuss progress on efforts.
- Strengthen support to help ERGs attract and engage new members.
  - Increase leadership endorsement of ERGs, including sharing opportunities and highlighting the work of ERGs with teams.
  - Continue to promote ERGs as an employee benefit during information sessions, hiring, and onboarding to boost visibility and engagement.

6. Continue to enhance EDI-related training for leadership and employees:

- Develop training on leveraging EDI tools/resources for corporate leadership and managers to enhance understanding and applicability to division work.
- Continue to involve employees, community experts, and other relevant parties (e.g. Combating Racism Discrimination and Hatred Advisory Committee) in the development of training and resources to ensure they address the needs of diverse employees.
- Continue to promote and actively communicate EDI training and resources offered by the City to all employees using various channels.
- Ensure all employees complete job-required foundational EDI training (unconscious bias, microaggressions, cultural sensitivity, etc.) linked to the City's Core Competency – Working with diverse populations.
- Continue to support training for leaders on leadership, navigating respectful conversations, employee support, etc.
- Continue to regularly conduct exit interviews with employees (including full-time, part-time, and seasonal employees).

7. Implement the recommendations from the planned engagement exercise with the City's 2SLGBTQI+ employees.

PILLAR 2 – THE CITY OF MISSISSAUGA AS A POLICY MAKER

Theme 1: Applying an EDI lens to the development of City by-laws

Public policy in Mississauga is reflected in the City's by-laws. City Council sets public policy by considering

recommendations in staff reports, communications from committees and Council Members, and input from the community. Council ratifies its decisions by enacting confirmation by-law. Some, but not all, of Council's decisions are formalized through more specific by-laws— such as those regulating parking, animal control, or noise.

Goals:

1. **Ensure an EDI lens is used to assess by-laws to minimize barriers, biases and unintended consequences.**

2. **Strengthen community awareness of how by-laws are enacted, including how to effectively influence public policy.**

Recommended Actions:

1. **Develop an Equity Impact Assessment tool (i.e. key steps and questions for mitigating bias during development) and apply it to support by-law development and review.**

2. **Where applicable, require all reports and communications from City employees to Council and Committees of Council to include an Equity Impact Assessment, sharing any known or possible impacts to communities and identifying recommended mitigating measures.**

- Review for intended and unintended outcomes using the upcoming equity tool.
- Where appropriate, existing templates can be amended to support this requirement.

- Leverage data available from the EDI Dashboard and the Employee Engagement and Demographic Survey to provide Council with relevant information.

3. **Continue to ensure by-laws are accessible, including in both formatting and design.**

4. **Ensure all new and amended by-laws outline their purpose, goals and intended impacts, identifying specific communities, where applicable.**

5. **Expand communications leveraging existing channels to increase awareness of engagement opportunities and resulting by-laws (e.g. by leveraging community partnerships, social media, email lists, etc.).**

Theme 2: Applying an EDI lens to the development of Corporate Policies and Procedures

Corporate Policies and Procedures (policies) provide a framework of values, strategic direction, guiding principles, and standards or rules that guide the operational decisions and actions of City employees at all levels across all departments. Corporate policies that provide guidance on operational matters, such as administrative and financial practices, procurement of goods and services, and the management of human resources (i.e. corporate policies that are primarily inward-facing) are approved by the City's Leadership Team. Corporate policies that directly affect local communities and/or businesses, such as those that establish service standards, fees, or payment terms are approved by City Council.

Goals:

1. **Ensure an EDI lens is used to assess all corporate policies to minimize barriers, biases, and unintended consequences.**

2. **Increase community engagement prior to rolling out new or revised corporate policies that directly impact local communities and/or businesses.**

Recommended Actions:

1. **Continue to use the Policy Style Guide to ensure corporate policies are clear, accessible, and free from jargon/internal organizational terminology.**

2. **Continue to require the mandatory review (from an EDI perspective) of all new or revised corporate policies by the Strategic Leader, Diversity and Inclusion (or their designated representative).**

3. **Require an Equity Impact Assessment (i.e. key steps and questions for mitigating bias during development) for all new or revised corporate policies that directly impact local communities and/or businesses, setting out any known or likely impacts to communities and identifying recommended mitigating measures, where applicable.**

   - Provide the equity impact assessment to both the Leadership Team (as part of the LT approval package) and to Council (as part of the associated Corporate Report).
   - Include intended and unintended outcomes.

PILLAR 3 – THE CITY OF MISSISSAUGA AS A SERVICE AND PROGRAM PROVIDER

Theme 1: Developing and Delivering Inclusive Programs and Supporting Community Safety

Goal:

1. **Enhance City services and programs to meet the needs of diverse communities and strengthen community engagement to inform services.**

Recommended Actions:

1. **Review the service design and delivery process to mitigate barriers and biases:**

   - Continue to gather feedback and engage with diverse employees, communities, and community partners/service providers throughout the service and program lifecycle to understand needs and barriers to access (e.g. timing, location, costs, etc.).

   - Review fees and provide tailored financial support and subsidies for all communities where needed.
   - Improve registration by leveraging digital platforms and expanding telephone support services (e.g. longer hours, more representatives, etc.) to strengthen availability and access to live customer service representatives.
   - Explore opportunities for more public City spaces (e.g. libraries, communities centres, etc.) to support in-person program and service registration.
     - Engage youth and students to support registration processes, increasing community support and job opportunities.

2. **Enhance accessibility across services:**

   - Continue to ensure standardized employee knowledge on accessibility tools and supports available for communities.
   - Provide multilingual and real-time chat supports.
   - Continue engagement with the Accessibility Advisory Committee to review City programs and services for accessibility (e.g. accessible infrastructure, inclusive design of spaces and washrooms, braille usage, lighting, ramps, clear signage, etc.), where possible.
   - Continue to review City buildings for physical accessibility (including gender neutral washrooms) and prioritize accessibility during building/public spaces design and retrofit.

3. **Enhance support for community events (e.g. awareness of processes, space rental costs, etc.).**

4. **Continue tailored supports that address different considerations for Indigenous Peoples and equity-deserving groups:**

   - **Women:** enhance availability of women-only programs, such as swimming and gym spaces.
   - **Indigenous Peoples:** showcase the stories and histories of Indigenous Peoples in public spaces.
   - **The 2SLGBTQI+ community:** promote welcoming spaces that reinforce allyship.
   - **Youth:** subsidized/low-cost program options for children and youth, digital safety training for youth (e.g. how to handle misinformation, hate, extremism), as well as safe and culturally affirming spaces and programs for diverse youth.
   - **Newcomers:** increase programs and classes that teach English, technology and computer skills, resume building, employment networking opportunities, as well as programs and resources to support mental health and wellbeing.

- **Persons living with disabilities:** enhance inclusive program design considerations, enhance training programs for employees to better support users with diverse needs, develop additional programs tailored for youth with disabilities as well as sensory-friendly recreational activities.
- **Older adults:** workshops on how to navigate and access various increase workshops on navigating and accessing resources, computer and technology literacy training, programs to connect older adults with youth for mutual learning as well as expand social networks (e.g. activities, hobbies, book clubs, etc.) to combat isolation.

5. **Enhance community safety in services and City spaces:**

- Continue to action the Black Caucus First Steps Report recommendations to enhance community safety and security on City properties.
- Improve safety across bus shelters, trails, walking paths, and parks (e.g. lighting fencing around parks, etc.).
- Implement safety buttons across the City to alert emergency services.
- Increase community safety campaigns and targeted outreach focused on the 2SLGBTQI+ community, newcomer and immigrant communities, women, and older adults and engage with communities in the development of these initiatives (e.g. One Mississauga).
- Implement regular campaigns to educate communities on hate and discrimination and ensure they are developed in collaboration with the communities they intend to represent, and publicly share which groups were consulted.

6. **Enhance diverse celebrations, events, and festivals throughout the City, including business showcases, cultural celebrations, storytelling events to share Indigenous stories, newcomer experiences, and histories of diverse communities, among others.**

Theme 1.2: Division Specific Recommendations

MiWay

- Enhance affordability, connectedness, reliability, and availability of transit services to improve accessibility and strengthen safety for all residents.
- Enhance safety in transit infrastructure (e.g. lighting of bus shelters, multilingual information on route changes, etc.).

Library Services

- Expand the use of library spaces to provide additional support and services for growing newcomer communities as well as families with neurodivergent children.
- Continue to embed universal design principles across library offerings.
- Continue to support access to library resources for diverse individuals by enabling registration for a library card using a non-permanent address and ensuring physical library cards continue to avoid distinguishing users.

Parks

- Review available green spaces across areas in the City to ensure equal access and availability to local transportation.
- Review parks for universal design and accessibility.
- Continue to incorporate the history of diverse communities and art/designs that reflect the City's diversity within urban design planning.

Recreation

- Review recreational services and programs to mitigate barriers and biases (e.g. cost, timing, location, accessibility features, etc.) and ensure tailored supports are in place to enhance ease of use and access for all communities (see tailored supports for Indigenous Peoples and equity-deserving groups above).
- Continue to develop tailored programs and services that support the needs of Indigenous Peoples and equity-deserving groups (e.g. classes for women, youth, seniors, etc.).

Fire Services

- Continue and expand Public Fire Safety Education programming for Indigenous communities and equity-deserving groups.

Other

- Ensure the City invests in supports that can improve access to affordable housing, internet access, shelters, childcare, and after-school programing.
- Review and adjust the timing and speed of sidewalk light changes at larger intersections to ensure safer crossings for persons with disabilities, children, and older adults.
- Shorten the wait time and reduce the cost of rental space permits as well as use plain language on websites to explain how to apply for permits.

Theme 2: Supporting Diverse Businesses in Navigating City Processes

Goal:

Greater resources and supports are available to diverse businesses and entrepreneurs to help them navigate processes.

Recommended Actions:

1. **Enhance communication/awareness on centralized supports (e.g. programs, services, tools, resources, grants, etc.) available for businesses in the City.**

2. **Expand resources and services (e.g. grants, how to grow, retain talent, investors, cash flow, etc.).**

   - Increase support for upscaling businesses to support growth (e.g. hiring and recruitment, mentorships and funding opportunities).
   - Expand existing Economic Development Division (Invest Mississauga) programs in terms of content and format for Indigenous Peoples and equity-deserving groups and small and medium size enterprises to have better access and support.
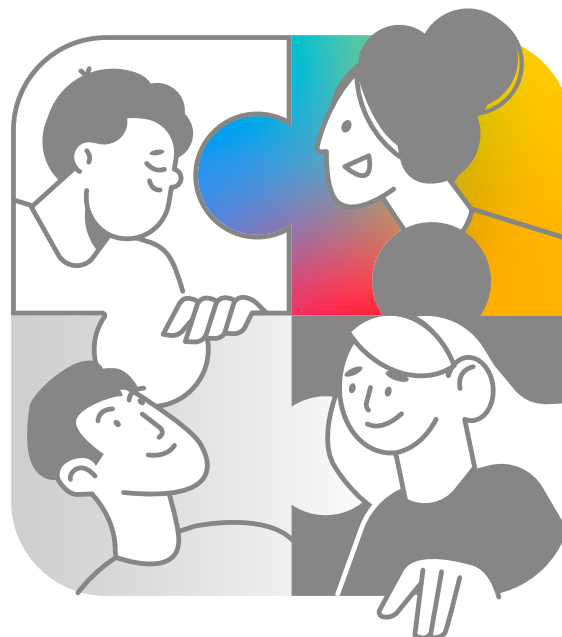
3. **Increase networking opportunities for entrepreneurs to expand their networks and access to supports and resources.**

   - Establish a local entrepreneurship group for diverse/small business owners to share information and resources and provide additional guidance and support.

4. **Provide discounted support to businesses owned by Indigenous Peoples and equity-deserving groups (e.g. new business support, space rentals for meetings and to conduct business, etc.).**

5. **Enhance available support to help navigate application processes for grants and funding.**

6. **Expand IDEA grant criteria and eligibility requirements to ensure greater access for diverse businesses and entrepreneurs.**

7. **Allocate funding for tailored grants that support entrepreneurs and businesses owned and/or operated by diverse individuals.**

Theme 3: Relationship Building and Community Engagement

Goals:

Strengthened relationships with communities and organizations

Recommended Actions:

1. **Review existing partnerships to identify gaps and continue expanding partnerships with organizations that are led by/represent**

Indigenous Peoples and equity-deserving groups to support City services, employment, etc.

2. **Ensure engagement sessions are accessible, inclusive, and support the needs of the communities involved (e.g. offering virtual and in-person formats, using interactive approaches and leveraging technology, providing language support, dietary considerations, timing and location, etc.).**

3. **Strengthen community awareness and knowledge on municipal processes (e.g. by-law enforcement, 311 services, complaints/feedback process, etc.) through communications, diversifying channels, and using clear language.**

4. **Strengthen the City's awareness of community organization offerings to better share available resources broadly with communities.**

5. **Continue to ensure leaders (e.g. Mayor, Councillors, City Manager and Commissioners, division directors, senior managers, etc.) organize and participate in events and outreach efforts with diverse communities.**

- Host "Meet your Councillor Day" events for communities and businesses.
- Enhance leadership presence at community-hosted events, festivals, and celebrations.

PILLAR 4 – THE CITY OF MISSISSAUGA AS A PURCHASER OF GOODS AND SERVICES

Theme 1: Enhance Awareness of City Procurement Processes and Create Opportunities for Diverse Suppliers to Work with the City

Goal:
Greater awareness of procurement opportunities for diverse suppliers to compete for and be awarded procurement opportunities with the City.

Recommended Actions (in compliance with MFIPPA):

1. **Ensure employees leverage the existing supplier lists, a centralized resource of diverse-owned businesses that employees can consult, specifically for low value and medium value acquisitions, and ensure the existing supplier lists are updated regularly.**

- Require employees to invite a minimum of one diverse supplier to submit a quote for medium

acquisition bids, where practical, and encourage the same process for low acquisition bids.

- Leverage the *Sustainable Procurement Guide for Low Value Acquisitions* to support employees in supplier outreach and selection for low value acquisition bids.
- Continue to track information on lists used for medium value acquisition invites and report on medium value bid invitations and successful contracts to understand where opportunities to diversify procurement exist.
- Track the diversity of suppliers applying for unsolicited bids.
  - Leverage this information to add into a City-owned diversity supplier list in the future.

2. **Collect demographic data in the procurement application for the high value acquisition process to understand gaps in procurement.**

- Update the *Sustainability Leadership Questionnaire* to include questions on whether a supplier belongs to a supplier diversity council and/or is owned/operated by diverse suppliers.
- Continue to report on successful high value bids publicly and expand reporting information to include demographic diversity data.

3. **Continue to ensure that language in procurement opportunities is aligned with the low, medium, and high-value acquisition thresholds.**

- Continue to review the technical criteria requirements and risk management standards (e.g. financial requirements, annual revenue, extensive project experience, etc.) to match the scale of the project.
- For bids with community engagement components, include technical requirements for how bidders will engage local and/or diverse organizations and evaluate accordingly.
- Re-evaluate the weight of sustainability criteria in evaluated procurements to align with the City's sustainability goals.

4. **Allocate funding to increase the City's membership and participation on supplier diversity councils.**

- Associations and councils for the City to consider joining include, but are not limited to: Canadian Aboriginal and Minority Business Council, Women Business Enterprises Canada Council (WBE Canada), Canada's 2SLGBTQI+ Chamber of Commerce (CGLCC), Inclusive Workplace and Supply Council of Canada.
- Continue membership with the Peel Community

Benefits Network, Canadian Indigenous Business Council, and Buy Social.

5. **Engage with suppliers through events, trade shows, etc. for awareness raising and sharing opportunities.**

6. **Work with the Economic Development Division (Invest Mississauga) to share information and learning opportunities on City procurement with diverse and local suppliers (e.g. holding *"Doing business with the City"* sessions, etc.).**

7. **Where possible, include accessibility considerations (e.g. design, criteria, features, etc.) within procurements (e.g. equipment, supplies, facilities, etc.).**

CONCLUSION

The EDI Strategy was developed to support the City of Mississauga to better serve the diverse communities that live, work, and play in the city. The Strategy advances the City's commitments to equity, diversity, and inclusion by setting out goals and actions that will better support diverse communities and individuals and remove barriers to access across various City processes.

The Strategy sets forth key performance indicators (KPIs) as a way to monitor and measure progress towards specific EDI goals, including:

- Workforce Representation.
- Leadership Diversity.
- Fostering a Climate of Inclusion and Belonging.
- Equity Impact Assessment (EIA) of New and Revised By-laws and Corporate Policies.
- Service Delivery & Community Engagement.
- Inclusive Vendor Outreach.

The Strategy will be implemented over the next five years (2026-2031), with some goals requiring action beyond this timeframe. This Strategy is part of broader City initiatives aimed to support growing diverse communities and individuals in the city.

ENDNOTES

1 Modified from: City of Mississauga. (2025, August 1). Equity, Diversity and Inclusion 2024 Progress Report.
https://www.mississauga.ca/wp-content/uploads/2023/06/01113141/EDI-2024-Progress-Report-FINALAccessible.pdf.

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The Diversity Institute undertakes research on diversity in the workplace to improve practices in organizations. We work with organizations to develop customized strategies, programming, and resources to promote new, interdisciplinary knowledge and practice about diversity with respect to gender, race/ethnicity, Indigenous Peoples, abilities, and sexual orientation. Using an ecological model of change, our action-oriented, evidence-based approach drives social innovation across sectors.

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