

# **EQUITY, DIVERSITY AND INCLUSION**

## **2025 PROGRESS REPORT**



**MISSISSAUGA**



**2025 has been a landmark year for Equity Diversity & Inclusion (EDI) in the City of Mississauga marked by several groundbreaking “firsts”!**

- Design and launch of the first public education campaign on racism, discrimination and hate (*One Mississauga: Embrace and Celebrate Diversity*)
- Development and launch of the first corporate EDI strategy (*Empowering Change: A Comprehensive Equity Diversity and Inclusion Strategy*)

**At the City of Mississauga EDI is not:**

- A handout
- A quota system
- A zero-sum game where somebody wins at the expense of others

## At the City of Mississauga EDI is BRAVE:

- **Belief** that EDI-focused work empowers residents and employees by providing equitable access to resources and opportunities which makes the government more democratic and accountable.
- **Recognition** that when residents and employees feel seen and heard, they are more likely to engage in community activities, fostering a sense of belonging that strengthens the city and communal ties.
- **Awareness** that industries that embrace diversity in the workplace see enhanced performance, as varied perspectives lead to more dynamic problem solving and decision-making and drive innovation and creativity.
- **Validation** knowing that tailoring the City's policies/ programs and services to meet the diverse needs of our residents and employees raises resident and employee satisfaction levels.
- **Evidence** collecting data that affirms the effectiveness of the City's EDI focused work thereby enhancing community accountability and trust in the democratic process.

## In Mississauga we focus on:

**Equity:** recognizing that different individuals or group of people face “different” barriers in society, hence, allocating resources and opportunities in a manner that allows each individual/group to access those resources/opportunities and benefit from them equitably.

**Diversity:** having a presence and representation of people who are different. This includes but is not limited to race, gender, disability, religion, sexual orientation, political affiliation, age, languages and nationalities. Mississauga is one of the most diverse cities in the world.

**Inclusion:** the state in which all groups feel recognized and receive access to programs, systems and power and are not discouraged due to their personal characteristics. Our aim is for all employees and residents to feel included in their city and workplace.

When taken together, equity, diversity, and inclusion create a level playing field and allow people to feel a sense of belonging.

We have been reporting our progress annually since 2021. Just like in previous years, this report is organized under four themes:

- **Supporting change:** Initiatives that support EDI grounded change in the Corporation
- **Supporting a culture of EDI learning & development:** Learning tools; training; presentations; consultations that build divisional knowledge and skills to understand fundamental EDI principles and concepts and apply them to different lines of business
- **Developing EDI policy and governance:** Activities that advance EDI through redesign/creation of policy, program or service
- **Identifying and addressing systemic barriers:** Tools and resources that support staff in embedding EDI in their work to recognize and reduce systemic barriers

### **The achievements for 2025 are presented as:**

- In progress  
(i.e. work that is time specific but long in duration)
- Ongoing  
(i.e. work that continues and is not limited by time)
- Completed

# SUPPORTING CHANGE

## **Launch of Empowering Change: A Comprehensive Equity Diversity and Inclusion Strategy (Completed)**

On October 29<sup>th</sup>, 2025, Council approved the City's first corporate wide EDI Strategy (Empowering Change: A Comprehensive EDI Strategy 2026-2031). The Strategy was launched publicly on December 2<sup>nd</sup>, 2025.

Empowering Change Strategy reflects City's commitment to advancing equity, diversity, inclusion and addressing barriers within processes, practices and protocols.

In partnership with the Diversity Institute (Toronto Metropolitan University), the City developed the strategy to expand its EDI efforts on four key 'pillars' of work that define any municipality: As an Employer; Policy maker; Service provider; and Purchaser of goods and services.

The deliverables of this project include the following:

- A Strategy document identifying overarching and 'pillar' related themes, goals and recommendations
- 8 overarching metrics to be reported publicly
- EDI Tools for building staff capacity: Equity Impact Assessment (EIA); Equitable Community Engagement Charter & Framework; Internal metrics for divisions to monitor their own progress

## **Implementing "First Steps" (In progress)**

The recommendations from the Black Caucus report (First Steps) to Council in 2022 are well on their way to being implemented. The report had 36 recommendations that fall within the purview of the City, accompanied by 40 initiatives. The implementation status of these initiatives is as follows (for details see Appendix I):

- Eighteen (18) initiatives are completed (no follow up required)
- Thirteen (13) have been implemented and are operational (ongoing)
- Two (2) initiatives are in progress
- Seven (7) initiatives are pending (either require further planning or awaiting initiation)

## One Mississauga: Embrace and Celebrate Our Diversity (Phase I completed)

Members of Combating Racism, Discrimination and Hatred Advisory Committee (CRDHAC) in partnership with City Staff, developed the first public education and awareness campaign on issues of racism, discrimination, hate for the City.



The campaign was launched in Q1 2025 and continued for 6 months.

The aim of the campaign was to be bold, to spread a message of unity through acknowledging differential experiences, and to challenge residents to stop, look and think about the impacts of exclusion. Some relevant recorded data:

- Over a dozen tactics were employed to disseminate the message including highway billboards, bus shelter posters, social media, multicultural paid ads, digital display screens in recreation centers and Library screen savers etc.
- Approximately 11,000 unique website visits
- Over 650,000 total impressions on social media (paid and organic) and Google's digital advertising network
- Approximately 600,000 hours of digital ads
- Approximately 2600 views between April-September 2025 from media release

### **Employee Resource Groups (ERGs) (Ongoing)**

At the 2-year mark, the City now has 6 ERGs in varying stages of development:

- Indigenous ERG
- Black ERG
- Diverse and Multicultural ERG
- Able@ Mississauga ERG
- MiPride ERG
- Women's ERG

In March 2025, the Women's ERG was launched and is available for anyone who identifies as a woman. This newly added ERG is a direct result of the EDI team responding to the feedback received from multiple channels, for a sixth ERG focusing on Women's issues.

Also, in 2025 an ERG Workplan was created by the EDI Team in response to the support requested by ERG Facilitators in the 2024 survey. The Workplan included items such as:

- Planning an ERG Facilitator and Leadership Sponsor Annual Meeting (conducted for the first time in November 2025)
- Developing an ERG Facilitators e-learning module (in progress)
- Developing a Leadership Sponsor e-learning module (in progress)
- Facilitating quarterly ERG Facilitator meetings (completed)

### **Talent Acquisition – Strategic Partnerships (Ongoing)**

The Talent Acquisition team continues to establish new partnerships with equity-deserving organizations to attract, hire, and retain talent as part of the City's commitment to creating a diverse workforce that reflects the communities we serve. New partnerships in 2025 include *Costi* a community-based multicultural agency serving all immigrant communities and *Canadian Council on Rehabilitation and Work (CCRW)*, dedicated to supporting individuals with disabilities.

### **EDI Partnerships (Ongoing)**

The City is a member of the following Regional and Municipal Networks:

- Municipal EDI Community of Practice
- Countering Hate Committee (CHC), a partnership between Peel Regional Police (PRP), Safe City Mississauga and over 20 community groups
- Anti-Black Racism Systemic Discrimination Collective (ABR-SD Collective)
- Canadian Municipal Network on Anti-Racism and Gender Equity
- Fire Equity, Diversity & Inclusion Network
- Peel Community Benefits Network

### **Accessibility (Ongoing) (Facilities, Public Spaces, Transportation, Culture, Events etc.)**

Accessibility remains a foundational and ongoing EDI commitment. It is a legislated and human-rights-based responsibility that cuts across policy, capital design, service delivery, digital access, and engagement in alignment with the City's Multi-Year Accessibility Plan (see previous [EDI Progress Reports](#) for extensive description of activities).

It is to be noted that City's work on accessibility continues to be guided by Facility Accessible Design Standards; Accessibility for Ontarians with Disability Act and Design of Public Spaces Standard; Federal Accessible Design for Built Environment and the Ontario Building Code (where applicable). Also, the Ontario Human Rights Code (OHRC), especially its stipulation for City's duty to prevent discrimination and accommodate disability, drives all of City of Mississauga practices.

### **Community-of-Practice for Document Accessibility (In progress)**

A Community of Practice for Document Accessibility has been established to bring together staff who are passionate about creating digital documents that are accessible and useable by everyone. This group forms a vital part of the Accessible Document Program support system and plays a key role in advancing accessibility across the organization.

Its core responsibilities include:

- Supporting the implementation of the Accessible Document Training Program
- Ensuring ongoing compliance with Corporate Policy and Procedure - 03-02-02 - Document Standards, so that all newly published documents meet accessibility requirements
- Assisting divisions in updating legacy documents to align with current accessibility standards

Beyond these tasks, the group fosters a culture of shared responsibility and awareness around document accessibility. Its goals are to:

- Share best practices and offer guidance to staff whenever needed
- Encourage peer learning, collaboration, and regular exchange of updates to strengthen accessibility skills
- Help teams troubleshoot issues, answer questions, and identify opportunities for improvement across the organization

This community is a space for learning, supporting, and collective action—ensuring that accessible documents become the norm, not the exception.

### **Indigenous Relations (Ongoing)**

The City's National Indigenous Peoples Day event was City's most successful to date with thousands of people celebrating Indigenous culture together in Celebration Square. This event has become a landmark and point of envy amongst municipalities across Canada.

# DEVELOPING POLICY & GOVERNANCE

## **New Equitable Community Engagement Framework (In progress)**

Working on the premise that in a diverse city like Mississauga, for engagement to be meaningful, it must be rooted in equity, a new Equitable Engagement Framework is being developed. This framework also supports the recent Council approved *Empowering Change: A Comprehensive Equity Diversity and Inclusion Strategy*. This new Framework will enable the City to deliver more equitable, inclusive and impactful engagement experiences with measurable outcomes.

## **Equitable Engagement Policy (In progress)**

Equitable Engagement Policy is being developed to support the new Equitable Engagement Framework mentioned above and will help deliver more consistent participant experiences across City departments. Implementing this change will be managed intentionally to ensure understanding and acceptance.

## **Combating Racism Discrimination And Hatred Advisory Committee (CRDHAC) (In progress)**

Working Group of CRDHAC, in partnership with Strategic Communications and Initiatives Division, developed City's first public awareness and advocacy campaign, *One Mississauga: Embrace and Celebrate Diversity*.

EDI Team continues to provide support to the CRDHAC. To meet the workplan items of the Committee, various staff teams made presentations to the Committee in 2025:

- Update on One Mississauga campaign metrics
- Update on Empowering Change: A Comprehensive EDI Strategy
- Training and Compliance regarding City of Mississauga's progress on Accessibility for Ontarians with Disability Act
- Human Resources Initiatives on EDI

### Policy Interventions (Ongoing)

As part of City commitment to EDI, it is mandatory to conduct EDI review of all major revisions or new policies. Some examples of diverse policies undergoing EDI reviews in 2025 are:

Providing Reference Information	Collection of outstanding Property Taxes
Procuring Performers for Public Event	Medium Value Acquisition
Community Grants	Bereavement Leave
Supply and sale of Healthy Food and Beverages in City Facilities	Safety Eyewear and Face Protection
Employment Status	Equitable Engagement
Safety Footwear	Accessible Procurement

### Employee Equity Advisory Committee (EEAC) (Ongoing)

As a permanent EDI governance and accountability mechanism made up of employees from across the organization, the EEAC continues to function in an operational capacity. 2025 accomplishments of the EEAC are as follows:

- EEAC was consulted in the development of the first corporate wide comprehensive EDI strategy
- Space Planning consulted with the EEAC members regarding the return to office hybrid work model
- All new and continuing EEAC members went through an orientation session
- The final strategy Empowering Change: A Comprehensive EDI Strategy was presented to the EEAC
- EEAC members were given an update on the evolution of Employee Resource Groups including the 2024 ERG facilitator survey results

### Centralized Recruitment Accommodation Process (Ongoing)

Through the data collection of the Candidate Experience Survey, we heard directly from candidates that accommodation processes during recruitment were inconsistent and at times confusing. It led to the creation of the *Centralized Recruitment Accommodation process*. This process ensures all requests are handled confidentially, with a single point of contact and standardized procedures leading to greater candidate experience.

### Workplace Psychological Health and Safety Strategy (Ongoing)

This corporate-wide strategy aims to further advance psychological health and safety in the workplace. Key accomplishments in 2025:

- Launched Mental Health Awareness e-learning modules for all employees
- Developed 'Supporting Employee Health and Recovery' e-learning for Leaders
- Integration of foundational elements of Psychological Health & Safety (PHS) into the Leadership Fundamentals program

- A new report was prepared from the results of the Employee Engagement Survey related to understanding psychosocial factors impacting employee's psychological health at work
- Procurement and new vendor launch organization wide for the Employee Family and Assistance (EFAP) program
- Redesign of the EFAP intranet site for ease of access to tools, resources and supports
- Participation in departmental Health and Wellness Fairs to raise awareness of proactive health and well-being resources and supports
- Supported the relaunch of the Transit Peer Support Team, recruitment and training
- Mental Health and well-being support and ergonomic assessments for Hybrid Work and Return to the Office
- Mental Health promotion activities and campaigns – Your Mental Health Matters, CMHA Mental Health Week, Transit – Ready Let's Talk, employee and leader EFAP orientations, employee wellness sessions, updated intranet resources
- Launched Quiet/Wellness Room awareness campaign
- Continued the implementation of recommendations from KPMG review of Respectful Workplace and Workplace Violence Policies

### **Corporate Document Standards Policy (In progress)**

A comprehensive Corporate Policy and Procedure – 03-02-02 – Document Standards has been developed to establish clear roles and responsibilities for the creation and validation of new documents across the organization. This policy ensures that all newly produced documents will:

- Comply with accessibility requirements, meeting at minimum WCAG 2.0 Level AA or PDF/UA standards
- Maintain consistent layout, formatting, and branding aligned with corporate guidelines
- Reflect the City's official writing style
- Use plain, inclusive language to support clarity and equity

This policy promotes a unified approach to document creation, reinforcing accessibility, professionalism, and inclusivity throughout all organizational communications.

### **Indigenous Relations (Ongoing)**

Mississauga's biggest achievement is in the continued work on building relationships with the Nations and communities who hold Treaty and Traditional territory within the City. Over the past year City has partnered with the Nations to address concerns related to the protection and preservation of ancestors and archaeological remnants of the Credit Mission Village during the Women's CPKC Open tournament in August 2025. This work was innovative and involved putting Indigenous perspectives front and centre, allowing them to be decision makers on how their ancestors and heritage are protected.

# SUPPORTING A CULTURE OF EDI LEARNING & DEVELOPMENT

## **Equity Talks (Ongoing)**

Equity Talks, as a successor to Equity Alerts, completed its second year. Under the theme 'A frontline perspective', it provided a forum for employees across the corporation to share how they understand and incorporate an equity perspective on their work. This year, we gained insights from employees in: Sustainable Procurement, Public Art, Human Resources, 311, Museums, Environment, and Communications to name a few.

## **EDI Learning (Ongoing)**

### **Menopause Panel Discussion with LUME Women's Health Network**

This was a recorded webinar that took place in March 2025 in honor of International Women's Day. It was an intro to a Menopause panel discussion with various medical professionals from Lume Women's Health Network.

### **Wellness Toolkit for Women Across All Gender Spectrums**

This toolkit was created and introduced to employees in March 2025 to align with International Women's Day. It is a comprehensive wellness resource toolkit to ensure employees have the tools they need to thrive. This toolkit offers resources intended to support women's health and highlight the ways the City can support employees.

### **Truth & Reconciliation Panel Discussion**

This recorded webinar provides an overview of what Truth & Reconciliation means and the progress we have made at the City. The panel consists of City employees and Indigenous members of the community. This panel discussion was promoted in June 2025 for National Indigenous Heritage Month as well as September 2025 for Day of National Truth & Reconciliation.

### **Equity Café**

Facilitated by EDI minded leaders, Equity Cafés provide an opportunity to connect diverse employee voices from various divisions to further their learning process by meeting virtually monthly to collectively unpack information outlined in Equity Alerts and its successor Equity Talks. The program was completed in March of 2025.

### **EDI Speakers (Ongoing)**

2025 Speakers included:

- Anthony Lue discussed 'How It Can All Change in the Blink of an Eye' as part of our Black History Month programming in February 2025.
- Pride at Work Canada's Misha Goforth discussed 'Trans Non-binary Inclusion in the Workplace' in June of 2025 as part of our Pride Month Programming

### **EDI Lens: Consultations & Presentations (Ongoing)**

EDI Team engaged in presentations, focused discussions and offered critical advice to various divisional staff/teams on how to integrate EDI considerations into key corporate strategies, initiatives and programs, for example:

- Core Competencies
- Culture Services Selection Guidelines, rubric, standard operating procedures
- Cycling Master Plan Update
- Foreign credentials evaluation
- Bus signage report
- Responding to protests near places of worship
- Review of Nuisance By-Law near places of worship
- Strategic Plan refresh
- Community Engagement Community of Practice
- Healthy City Strategy
- Single Use Washrooms
- Emerging Leader Program

### **Countering Hate in our Communities Training (Ongoing)**

EDI Team and Safe City Mississauga delivered Countering Hate in our Communities training to following groups:

- Human Resources Divisional LT
- Enforcement Divisional LT
- Internal Audit
- Cooksville Library staff
- Courtyney Park Library staff

**Recruitment Consultations (Ongoing)**

The Talent Acquisition continues to support hiring managers with applying an EDI lens to the varying stages of recruitment this includes reviewing and revising job postings, development of sourcing strategies that support expanding outreach to equity deserving groups and reviewing screening/interview questions to identify barriers to candidates.

**EDI Hiring Manager Supplementary session (Ongoing)**

To further develop the learning from the EDI Hiring Manager Certification Module the Talent Acquisition team offers tailored sessions to provide hiring managers with additional skills to effectively navigate the recruitment process with an EDI lens. By engaging in interactive discussions and analyzing real-life case studies, participants delve into the impact of unconscious biases, best practices in EDI recruitment, and various equitable recruitment initiatives offered by City.

**Accessible Document Training Program (In progress)**

The Accessible Document Training Program equips support staff with the skills to create inclusive, user-friendly documents from the start. Using accessible Microsoft templates, participants learn how to build documents that meet accessibility standards and convert them into compliant PDFs.

Key components of the program include:

- Accessible documents toolkit featuring accessible document design principles, step-by-step instructions on how to create accessible documents and check them for compliance
- E-learning module to compliment the toolkit
- Practical guidance on applying consistent writing styles and using plain, inclusive language

This initiative empowers staff to produce documents that are not only professional but also accessible to all users.

**Indigenous Learning (Ongoing)**

The City further strengthened its Indigenous Relations work through a continued series of education to City staff, including participation in the Truth and Reconciliation Panel Discussion, and education sessions with teams from across the City.

# IDENTIFYING AND ADDRESSING SYSTEMIC BARRIERS

## **Employee Engagement and Demographic Survey 2025 (Completed)**

Successfully administered the 2025 Employee Engagement and Demographic Survey that included questions regarding job and team satisfaction, career growth and development, direct manager, psychosocial and demographic factors.

## **2SLGBTQ+ Inclusion Engagement (In progress)**

The City engaged a consultant to help identify systemic barriers that may be impacting the experiences of belonging for our 2SLGBTQ+ employees, and their ability to feel safe to be their authentic selves in the workplace. The consultation commenced in September 2025.

## **Behavioral Assessment Tool Review (Ongoing)**

The Talent Acquisition team has undergone a fulsome review of current behavioral assessment tools used in the recruitment process and is actively exploring new tools that will mitigate bias and further EDI into the recruitment process.

## **Equitable Internship Initiative (Ongoing)**

The Equitable Internship Initiative creates talent pipelines for individuals from equity-deserving groups to: gain opportunities to practical work experience, develop a vast network of mentorship and coaching.

## **Inclusive Executive Recruitment (Ongoing)**

The Talent Acquisition team completed a procurement to include an EDI focused executive recruitment firm to the existing roster. *BES Executive Search Firm* brings expertise in EDI recruitment practices, with a strong focus on building diverse candidate pipelines and supporting organizations in removing systemic barriers to leadership opportunities. This partnership marks an important step forward in advancing the City's EDI objectives of *diversifying our leadership team*.

**Facilities Accessible Design Standard (FADS) (Ongoing)**

FADS is a broad corporate standard applied across City facilities and is undergoing updates intended to exceed legislated minimum accessibility requirements. This helps to position FADS as a proactive, city-wide accessibility tool rather than being tied to any single initiative.

**Legacy Document Accessibility Initiative (Ongoing)**

Legacy PDF documents published on mississauga.ca are being reviewed to remove outdated content and convert relevant information into accessible formats. This process will ensure that all retained materials meet current accessibility standards and remain useful, inclusive, and easy to navigate for all users.

**National Elder's Gathering (In progress)**

Staff were honoured to represent the City at the National Elder's Gathering in Edmonton this fall. The next Elder's gathering will be bringing Elder's from around the world and will be hosted in Mississauga in 2027.

# WHAT'S NEXT IN 2026?

## **EDI Tools**

- Finalize development of EDI tools:
  - Equity Impact Assessment
  - Internal Divisional metrics to support EDI Strategy implementation

## **Empowering Change: A Comprehensive EDI Strategy**

- Develop a communication plan
- Develop a five-year workplan to implement the Strategy

## **New Equitable Engagement Framework**

- Finalize corporate Equitable Engagement Policy
- Develop Standard Operating Procedure to support the Policy
- Launch centralized Resource Hub on engagement

## **One Mississauga Campaign**

- Develop the final creative for Phase II
- Launch Phase II
- Develop a workplan for Phase III

## **2SLGBTQ+ Consultation**

- Actions to address recommendations from consultation

## **Employee Engagement and Demographics Survey**

- Actions to address results of the survey

**Talent Acquisition**

- Advance equity within the interview process by strengthening accessibility, consistency, and inclusion across all stages of selection:
  - Improving pre-interview communication about accommodation
  - Embedding inclusive language and pronoun practices in candidate touchpoints
  - Adding interview questions that assess inclusive leadership and anti-bias capabilities
  - Exploring alternative assessment methods beyond traditional oral interviews
  - Offering refresher training to reinforce equitable interviewing practices
  - Supporting hiring managers in delivering clear, competencybased feedback
  - Continuing to encourage diverse interview panels while avoiding tokenism

**Employee Resource Groups (ERGs):**

- An action plan is to be implemented to better support the development of ERGs according to their stated needs
- Launch an ERG Facilitator e-learning module and Leadership Sponsor e-learning module

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

- Develop an EEAC engagement guide for staff

**Elder's gathering:**

- Preparation for the prestigious Elders Gathering that will be hosted in Mississauga in 2027

# APPENDIX I

First Steps Report Recommendations  
– Implementation Tracker

# APPENDIX I

## CORPORATE BUSINESS SERVICES

Recommendation	Action and/or Initiative	Status
City should offer the Black Caucus Alliance office space free of charge - Interim solution.	<ul style="list-style-type: none"> <li>Provide an estimated costs to provide city-owned space for a 5yr period.</li> </ul>	Completed
Conduct a feasibility study to lease City property to the Black Caucus Alliance for one dollar annually for a hundred years (Bussel House).	<ul style="list-style-type: none"> <li>Analysis completed to use space allocation benefits within the CGRP program.</li> </ul>	Implemented & Operational

## ECONOMIC DEVELOPMENT DIVISION (EDD)

Recommendation	Action and/or Initiative	Status
EDD to connect Black local Business and talent to wider innovation ecosystem.	<ul style="list-style-type: none"> <li>Leverage existing communication channels to engage and collaborate with organizations that focus on delivering programs and services to black entrepreneurs.</li> <li>Build relationships with and engage agencies including but not limited to the Black Caucus Alliance (BCA), Black Entrepreneur Alliance (BEA), Nobellum and Black Founders Network (BFN).</li> </ul>	Completed
Targeted Inclusion and Invitation of Black female entrepreneurs to access and participate in all the City's business programs.	<ul style="list-style-type: none"> <li>Hosted the Pathways to Success event featuring the BEA, BCA, Nobellum and FACE highlighting the supports available.</li> <li>In its 4<sup>th</sup> year, the Equity &amp; Diversity Collaborative is a consortium of companies dedicated to driving gender equity and diversity.</li> <li>EmpowHer Program launched in 2024 and is now running it's second cohort with a focus on women led businesses, targeting under-served and newcomer communities.</li> <li>Partnership with BEA has led to FedDev funding the StepUp program receiving \$60K over 3 years to create additional supports for black entrepreneurs with scaling businesses.</li> </ul>	Completed
Connect Black businesses to the greater financial ecosystems by hosting targeted events on an ongoing basis for Black entrepreneurs to meet and engage with decision-makers within organizations.	<ul style="list-style-type: none"> <li>The City established a networking community for procurement partners and interested parties.</li> <li>Delivered reverse pitch sessions with investors, VCs and angel communities, including those that specifically support black led businesses.</li> </ul>	Completed
Establish Business Accelerator Programs.	<ul style="list-style-type: none"> <li>The Step-Up Program is now in its 4th cohort and priority is given to businesses owned or led by individuals from underrepresented communities.</li> <li>Partnership with BEA has led to FedDev funding the StepUp program receiving \$60K over 3 years to create additional support for black entrepreneurs with scaling businesses.</li> </ul>	Completed

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continued

<p>Co-design and develop targeted strategies to include more local Black businesses in the competitive diverse supply chain.</p>	<ul style="list-style-type: none"> <li>Subscribed to the Canadian Council for Indigenous Businesses, Buy Social Canada and Women Business Enterprise's diverse supplier directories.</li> <li>Planning is underway to subscribe to additional registers of certified diverse businesses and to host more supplier events.</li> <li>Working closely with procurement to diversify City strategies and drive access for local companies to engage as suppliers.</li> <li>Procurement and Economic Development Hosted "Doing Business with the City" webinars to provide information on the City's procurement process and how to be informed of opportunities.</li> </ul>	<p>Implemented &amp; Operational</p>
<p>Host a City-wide hackathon for local Black innovators (an event included as a part of the 2024 celebration).</p>	<ul style="list-style-type: none"> <li>Pivoted to annually host the Sauga Pitch competition in partnership with UTM and Sheridan College, which offer diverse entrepreneurs from across the City the opportunity to apply and be selected to pitch for 15k.</li> <li>This year hosted StartUp Canada as the final stop on the Canadian Tour hosting more than 1000 entrepreneurs in Mississauga (LAC), a multi-year agreement is in the works.</li> </ul>	<p>Completed</p>
<p>Create a local Black business identification campaign that would attract Black entrepreneurs to register their businesses with the Operation Black Box database.</p>	<ul style="list-style-type: none"> <li>As part of the StepUp program funding we are driving additional engagement for black entrepreneurs through our partnership with the BEA.</li> <li>Ongoing partnerships with Nobellum, the Black Entrepreneur Alliance and FACE, have increased overall awareness to the community.</li> </ul>	<p>Implemented &amp; Operational</p>
<p>Establish a Black Community Data acquisition campaign.</p>	<ul style="list-style-type: none"> <li>To be implemented in partnership with the Black Caucus Alliance.</li> </ul>	<p>Pending</p>
<p>Black Business Inclusion in the COVID-19 strategic Economic Recovery Framework as part of the City's wider Recovery Plan.</p>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<p>Pending</p>
<p>Conduct cultural and trade missions within the international Black diaspora (Caribbean and Africa) to strengthen cultural and economic ties with local businesses.</p>	<ul style="list-style-type: none"> <li>Attendance at Afro-Caribbean events to raise awareness and network within trade commissioners and partners, ex: AfroCan Event 2025.</li> </ul>	<p>In Progress</p>

# APPENDIX I

continued

## SECURITY SERVICES, ENFORCEMENT (formerly Facility and Property Management)

Recommendation	Action and/or Initiative	Status
Ensure that residents and visitors of the Black communities feel safe and welcome on all the City of Mississauga properties.	<ul style="list-style-type: none"> <li>Diversity &amp; Inclusion (D&amp;I) insight courses are embedded as mandatory components of standard onboarding for applicable staff.</li> <li>Enforcement regularly assesses its training requirements to identify gaps and opportunities, incorporating additional equity-focused courses and trainings, where appropriate and aligned with operational needs.</li> </ul>	Completed
Review corporate security's incident reports starting from the previous five years and on an ongoing basis to uncover whether or not Black individuals have been overrepresented in those reports.	<ul style="list-style-type: none"> <li>Data related to perceived complexion/race of individuals whom Security Services interacted was initially collected and could have supported such analysis. However, following consultation with Legal Services, this practice was discontinued due to concerns regarding subjectivity, data accuracy and potential privacy implications.</li> <li>Incident reports in which race is a factor may be escalated to Supervisors and Managers on a case-by-case basis and addressed as appropriate.</li> </ul>	Implemented & Operational
Develop KPI's to measure the progress of the City's Corporate Security in relation to the treatment of Black individuals on City properties.	<ul style="list-style-type: none"> <li>This action requires additional resourcing as well as careful consideration of how this information is interpreted to ensure accuracy and consistency.</li> <li>The City continues to work to determine what tools and supports are needed to ensure sustainable implementation of this action.</li> </ul>	Pending

## HUMAN RESOURCES

Recommendation	Action and/or Initiative	Status
Promote the City's job opportunities to individuals from Black communities. These activities should include the development of targeted recruitment strategies.	<ul style="list-style-type: none"> <li>The City has established ongoing strategic partnerships to broaden their recruitment outreach to Black talent including formal enrollment in job boards such as; BIPOC jobs, Black Business and Professionals Association Community Outreach Canada, and Diversity Job Boards.</li> <li>The City has fully integrated the ONYX initiative as a part of their talent pipeline, and routinely develops targeted internships for ONYX scholars.</li> <li>The City has incorporated hosting job fairs and information sessions with Black community-serving agencies into their annual recruitment and outreach activities.</li> <li>The City will continue to work with Black Caucus Alliance (BCA) as part of their recruitment and outreach activities.</li> </ul>	Completed
Create Next Generation Mentorship Program.	<ul style="list-style-type: none"> <li>The Emerging leaders program is now available.</li> <li>The City has developed a formal mentorship program for employees that will launch in 2026.</li> </ul>	In Progress
Monitor and Track KPI to measure the progress of its recruitment and talent management processes.	<ul style="list-style-type: none"> <li>Baselined 2022 Employee Engagement &amp; Demographic Survey results to measure changes in 2025 survey results.</li> </ul>	Implemented & Operational
	<ul style="list-style-type: none"> <li>Applicant demographic tracking in Fire and Emergency Services.</li> </ul>	Completed
	<ul style="list-style-type: none"> <li>Applicant demographic tracking in selected leadership roles.</li> </ul>	Completed

# APPENDIX I

continued

## LEGISLATIVE SERVICES

Recommendation	Action and/or Initiative	Status
Create targeted political awareness and inclusion. PSAs that would invite Mississauga's Black residents to participate in the Committee of Council, groups, and boards.	<ul style="list-style-type: none"> <li>The City continues to develop targeted marketing during the beginning and midpoint of the Council term.</li> <li>The City continues to broaden their outreach strategies and tactics to ensure greater social media presence of opportunities.</li> </ul>	Implemented & Operational
Merit-based recruitment of BCA Committee of Council representative.	<ul style="list-style-type: none"> <li>Redesigned the citizen appointments webpage to provide more information about committees, opportunities, criteria/qualification etc.</li> <li>The City conducts ongoing reviews of the recruitment process from an EDI lens.</li> </ul>	Implemented & Operational
Offer civics training workshops that include an Introduction to Robert's Rules and Carver Board Governance Model; Delegation at the City and how to join local riding associations.	<ul style="list-style-type: none"> <li>Host a civics training session at City Hall open to the community.</li> </ul>	Pending

## LIBRARY

Recommendation	Action and/or Initiative	Status
Develop targeted/inclusive programming at the Library.	<ul style="list-style-type: none"> <li>Prioritized programming and opportunities as appropriate informed by community perspectives.</li> <li>Developed tactics to ensure marketing/communications are reflective of diverse populations.</li> </ul>	Implemented & Operational

## PROCUREMENT SERVICES

Recommendation	Action and/or Initiative	Status
Collaboration with the City to develop its' Supplier Diversity Program.	<ul style="list-style-type: none"> <li>Considerations incorporated within the Sustainable Procurement Policy.</li> <li>Procurement and Economic Development Hosted "Doing Business with the City" webinars to provide information on the City's procurement process and how to be informed of opportunities.</li> </ul>	Completed

# APPENDIX I

continued

## RECREATION

Recommendation	Action and/or Initiative	Status
Establish a Black Caucus Alliance arm's-length non-profit with a new name that can perform the necessary activities that this report calls for.	<p>The BCA is currently enrolled as a developing group in the Community Group Registry Program (CGRP), which affords several benefits, including:</p> <ul style="list-style-type: none"> <li>• Discounts on renting space at community centres and other City facilities, significantly easing the financial burden of organizing events and activities.</li> <li>• Permission to place promotional mobile signs next to City roads, offering a great opportunity to enhance their visibility and reach within the community.</li> <li>• Access to community grants and funding, providing essential financial support to help them grow and sustain their activities.</li> </ul>	Implemented & Operational
Access to the City of Mississauga Funds/Community Grants.	<ul style="list-style-type: none"> <li>• The City offers grants to eligible nonprofit community groups through various programs, including the Community Grant Program and the Small Projects Matching Grant. These grants are designed to support programs and services that help keep our residents active, healthy, and engaged in the community.</li> </ul>	Implemented & Operational
Develop targeted/inclusive programming in Recreation.	<ul style="list-style-type: none"> <li>• The City continues to develop vibrant programming, featuring youth-led initiatives from our YECs (Youth Engagement Coordinators) through free after-school programs, such as Black History trivia events and curated playlists.</li> <li>• Additional City-wide programming includes but, not limited to: <ul style="list-style-type: none"> <li>• Caribbean inspired dances offerings (e.g. Soca, Carnival Spice and Massai Jumping Dance).</li> <li>• The 'A History Exposed: The Enslavement of Black People in Canada' exhibit at the Adamson Estate curated by Dr. Afua Cooper.</li> <li>• Black History Month tours at Benares and Bradley, and virtual programs for older adults.</li> <li>• <i>Swim to Survive</i> aquatics program that is offered at no costs through community organizations serving Black residents in Malton.</li> </ul> </li> <li>• In 2026, the City plans to further strengthen inclusive programming by collaborating with the Black community on workshops and exhibitions.</li> </ul>	Implemented & Operational

## STRATEGIC COMMUNICATIONS & INITIATIVES

Recommendation	Action and/or Initiative	Status
Lead and oversee the implementation of the recommendations outlined in the report.	<ul style="list-style-type: none"> <li>• Develop Project Charter, Implementation Road Map and Status Reporting.</li> </ul>	Completed
Plan and Host Recurring Black History Month Events in partnership with BCA.	<ul style="list-style-type: none"> <li>• Strategic Communications continues to lead the planning and coordination of Black History Month initiatives in collaboration with the BCA, the Mayor's Office, and City divisions including the Black Excellence Awards.</li> <li>• Additionally, the City partners with BCA to raise the Pan-African flag for Black History Month and Emancipation Day.</li> </ul>	Implemented & Operational

# APPENDIX I

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Design, Promote and Host the United Nations' International Decade for Peoples of African Descent Event.	<ul style="list-style-type: none"> <li>Plan and Host events and activities to mark the concluding year/ extension of the United Nations' International Decade for Peoples of African Descent</li> </ul>	Pending
City of Mississauga develop and host an online video series explaining and clearly illustrating the various responsibilities and roles of the various levels of government.	<ul style="list-style-type: none"> <li>TBD</li> </ul>	Pending
Create and launch "resources" awareness campaigns along with inclusion strategies designed to promote and connect Black communities to the City and the Regional services, programs, and grants they offer.	<ul style="list-style-type: none"> <li>Included in the initiatives executed or planned by relevant City Divisions.</li> </ul>	Implemented & Operational
Host an Equity, Diversity, and Inclusion Summit (EDIS).	<ul style="list-style-type: none"> <li>TBD</li> </ul>	Pending
Mayor and Council work with the Black Caucus Alliance to continue to encourage the province of Ontario to legally advance more of Justice Tulloch's recommendations on policing.	<ul style="list-style-type: none"> <li>Actioned as stated.</li> </ul>	Completed
Mayor and Council work with the Black Caucus Alliance, the Peel Regional Police, and other community leaders to encourage the province of Ontario to address the legal and financial barriers to enable community agencies to respond to mental health crisis calls where a police presence is not required.	<ul style="list-style-type: none"> <li>Actioned as stated.</li> </ul>	Completed
The Mayor and Council work with the Black Caucus Alliance to continue to urge the Province of Ontario to appoint Black representation on the Peel Regional Police Service Board.	<ul style="list-style-type: none"> <li>Black Representation now confirmed in Peel Regional Police Service Board.</li> </ul>	Completed
Black Caucus Alliance and the City work together to introduce Black communities to local political structures and officials.	<ul style="list-style-type: none"> <li>Introduce members of the Black Caucus Alliance to respective elected officials or other leadership contacts, when requested.</li> <li>Work to seek reduced or fee waiver for representative(s) to attend MBOT's meet and greet elected official events.</li> <li>Commit to reserving two seats for business representatives from the Black community to attend the Mayor's annual State of the City Address hosted by MBOT.</li> </ul>	Completed

