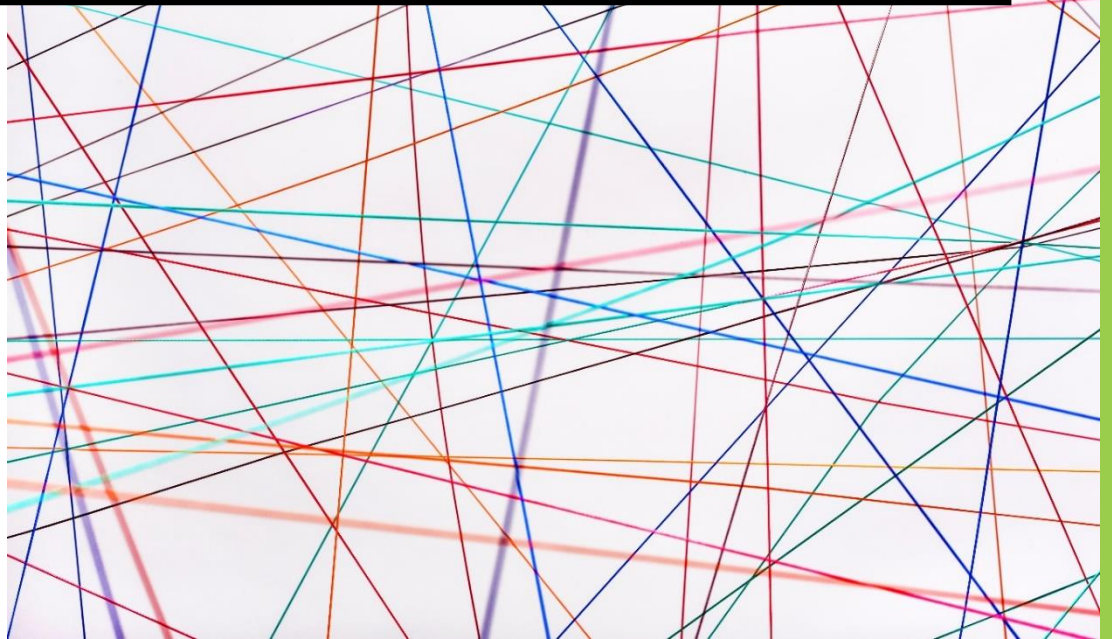


# Diversity, Equity & Inclusion in Ontario's Single Tier Municipalities



Paper Prepared By: Amrit Khaira, Intern,  
Diversity, Equity & Inclusion; Rebecca  
Haskell-Thomas, Coordinator-Diversity,  
Equity, and Inclusion; Cathy Hoffman,  
General Manager, Corporate Services/CHRO  
Municipality of Chatham-Kent  
On behalf of Regional Single Tier Human  
Resources Group  
4/21/2021

## Table of Contents

Introduction .....	2
Why Diversity, Equity & Inclusion? .....	4
Single Tier Municipalities & Diversity, Equity & Inclusion .....	6
Critical Approaches to DEI Work .....	6
Resource DEI Work .....	7
Make the Case .....	7
Set Measurable and Achievable Objectives .....	8
Manage Expectations .....	8
Ensure Leadership Support and Accountability .....	9
Leverage Existing Priorities & Plans .....	9
Develop DEI Support Systems .....	9
Monitor & Measure Success .....	10
Resources: .....	11
Celebrate Success .....	11
Initiatives to Include in a Diversity, Equity, and Inclusion Strategy .....	11
Assessment of Current State .....	11
Resources: .....	12
Build Human Resources & Organizational Development Capacity .....	12
Resources: .....	13
Develop a Supportive, Safe, & Inclusive Environment .....	13
Conclusion .....	14
Appendix A: DEI Initiatives in Ontario Single-Tier Municipalities .....	16
Appendix B: Measures of Success .....	19
Appendix C: Intersectionality Wheel Diagram .....	22
References .....	23

## Introduction

While municipalities have legislated responsibilities to protect specific groups from overt discrimination, many organizations are recognizing the more subtle ways that policies, processes, programs, and services create and/or exacerbate systemic inequities. Inequities happen when our policies, processes, and services (whether intentional or not) provide certain groups of people with opportunities or benefits while preventing others from full participation in, and the benefits of, social, economic, and political life. In response, an increasing number of municipalities are working to develop and implement diversity, equity, and inclusion (DEI) frameworks that support wellbeing in their organizations and communities. This paper summarizes:

- DEI initiatives of single-tier municipalities in Ontario,
- promising practices identified by single tier municipalities, a broader Municipal DEI Community of Practice, and available resource guides, and
- key considerations for single-tier municipalities to promote DEI within their organizations.

---

There are many definitions and ways to think of diversity, equity, and inclusion. Below, we've described what we mean by diversity, equity, and inclusion in this paper.

---

**Diversity:** At an individual level, diversity describes the unique qualities, experiences, and characteristics we all have. In our workforce, diversity refers to having a range of perspectives, experiences, talents, skills, and abilities. It can also refer to the demographic mix of people, including characteristics like ethnicity, culture, place of origin, geographic location, religion, spirituality, immigrant and newcomer status, education, income, sex, gender identity, sexual orientation, and age.



**Equality:** Everyone treated the same, regardless of needs.



**Equity:** Everyone gets what they need to achieve the same outcome.



**Justice:** Barriers are removed, everyone can participate.

**Equity:** Equity is about fairness and justice. It's achieved through identifying and understanding who has been marginalized, how and why, including looking at root causes and systemic barriers, then taking targeted actions to address current and historical inequities through policies, processes, and practices.<sup>i</sup>

Equity is not about treating everyone the same (equally). An equitable approach recognizes that we need to treat people differently to achieve the same outcome. In other words, it's about recognizing in-equities - that people have different experiences and advantages or disadvantages, based on their various social identities - and working to address the causes of those inequities. See 'a note about intersectionality' below for more detail.

**Inclusion:** In inclusive environments, everyone - not just those belonging to historically powerful identity groups – is treated fairly, valued for who they are, and have opportunities to be included in decision making. An inclusive environment provides opportunities for people connected to socially marginalized groups to participate, contribute, and be engaged at all levels of the organization and to authentically be themselves.<sup>ii</sup> Inclusive environments contrast models where all workers are expected to conform to pre-established organizational values and norms. A common pitfall organizations experience is focusing on diversity with less attention paid to inclusion. Both are critical to success.

#### **A note about intersectionality:**

Intersectionality, a term introduced by scholar and author Kimberlé Crenshaw, is an important concept when thinking about diversity, equity, and inclusion. Intersectionality recognizes that we have many overlapping dimensions to our identities. For example, knowing someone is a municipal employee doesn't allow you to fully understand who they are or their experiences. Other dimensions of our identities can include things like Indigenous status, language, immigration status, gender identity, race, culture, class, ability, age, sexual orientation, religion, spirituality, and so on. **Appendix C** provides a visual of the concept of intersectionality from the City of Ottawa and City for All Women Initiative.

Intersectionality also acknowledges that there are connected systems and structures that advantage or benefit some groups of people over others (i.e., xenophobia, sexism, racism, colonialism, homophobia, transphobia, etc.). Whether intentional or not, these systems and structures are upheld through laws, policies, organizations, institutions, and media (often called systemic oppression) which determine, for example, access to education, healthcare, opportunities for employment, and involvement with law enforcement or the criminal justice system. In our own organizations, these systems manifest in our policies, processes, and services and create patterns of social inequities that benefit some while disadvantaging others.

The overlapping dimensions of our identities and systems of advantage or disadvantage intersect and shape our lived experiences in the world. For example, a single-parent, transgender, Black woman will have different experiences compared to a married, cis-gendered, White woman. Even though both identify as women, the multiple overlapping identities each have are different and, because of the various systems of advantage or disadvantage, result in deeper levels of inequities for one compared to the other. These inequities are not a result of the dimensions of one's identity, but from the systemic inequities created by policies, procedures and services that do not incorporate to diversity, equity, and

inclusion.

It is important to acknowledge that because of the unique ways each of the dimensions of our identities intersect, there is an incredible amount of diversity and experiences both within our organizations and communities. For example, we cannot assume that one person's experiences of being racialized are representative of all racialized people. There are many diverse experiences even within racialized communities.

Intersectionality helps us understand the complex web in which social identities, systemic oppression, and social inequities can exist. Thinking of inequities as a web can help us remember that all forms of oppression are mutually reinforcing – we cannot attend to one form of oppression without acknowledging how it is connected to others.

Municipalities can make visible and untangle the web of systemic oppressions in our policies, procedures, and services by adopting an intersectional perspective when applying a DEI lens into municipal business.

**There is no such thing as a single-issue struggle because we do not live single-issue lives.**

**Audre Lorde**



### Why Diversity, Equity & Inclusion?

While many of us see our organizations as impartial and fair, research suggests that our existing systems and structures have resulted in under-representation and inequities for specific groups of people. Municipal decision-making, policies, processes, and services can contribute to unequal access to opportunities, resources, employment, and other '[social determinants](#)' that support health and wellbeing at an individual and community level. Among most at-risk of being excluded are people who identify as or who are:

- Indigenous, including First Nations, Inuit, and Métis
- In non-Christian faith-based groups

- 2SLGBTQ+
- Immigrants or newcomers
- Living with disabilities
- Living in poverty
- Racialized
- Women
- Francophones
- Older adults
- Youth<sup>iii</sup>

Municipalities have legislated duties to protect specific groups from discrimination, prevent direct or indirect exclusion, and/or preference of a specific group of people.

Municipalities have legislated duties to protect specific groups (including those listed above) from discrimination, to prevent direct or indirect exclusion, and/or preference of a specific group of people. These legislated duties can be found in the following:

- Ontario Human Rights Code
- Ontario Human Rights Code – Policy on Ableism and Discrimination based on Disability
- Ontario Occupational Health and Safety Act
- Accessibility for Ontarians with Disabilities Act (AODA)
- Canadian Human Rights Act
- Canadian Charter of Rights and Freedoms

In addition, several policies and agreements set out requirements, recommendations, and frameworks for Indigenous-Municipal governance, land use, and relationships, including:

- Treaties
- United Nations Declaration on the Rights of Indigenous Peoples
- Report of the Royal Commission on Aboriginal Peoples
- Truth & Reconciliation Calls to Action
- National Inquiry into Missing and Murdered Indigenous Women and Girls Calls for Justice

Many organizations also have their own anti-discrimination and respectful workplace policies that aim to prevent discrimination or harassment and promote welcoming workplaces and services.

As employers, ensuring the municipal workforce is representative of the community provides equitable and inclusive opportunities for all. Research shows that diversity, equity, and inclusion in the workforce benefit organizational performance on multiple levels, including:

- Increased talent pool and ability to overcome skills gaps
- Increased innovation, creativity, and diverse thought
- Increased employee satisfaction
- Reduced employee turnover
- Increased team performance
- Increased decision-making quality
- Reduced biases.<sup>iv</sup>

Supporting diversity, equity, and inclusion increases efficiency in, and customer satisfaction with, municipal services.

Diversity, equity, and inclusion in municipal policies and programs has been shown to increase efficiency in, and customer satisfaction with, municipal services. At a community level, equitable programs and policies have been shown to contribute to:

- increased social capital, engagement, feelings of belonging & safety
- decreased health care and social service costs
- increased economic productivity
- increased growth and tax revenue
- better understanding and empathy for decisions made by the Municipality.<sup>v</sup>

### Single Tier Municipalities & Diversity, Equity & Inclusion

While most single tier municipalities understand the importance of diversity, equity, and inclusion, municipalities are at various points in taking action to promote an inclusive and equitable organization and/or community. The table in **Appendix A** outlines some of the initiatives related to diversity, equity & inclusion in regional single-tier municipalities.

### Critical Approaches to DEI Work

Through conversations with the Regional Single-Tier Human Resources Group, it became very clear that the way DEI work is approached is just as critical to the success of the DEI strategy as the initiatives themselves. There are several step-by-step guides available to support the process of developing a Municipal DEI strategy<sup>vi</sup>. Through our review of these guides, conversations with representatives from single-tier municipalities, and review of promising practices, we've identified several considerations that are integral to DEI initiatives and that should be incorporated into or considered when developing a framework.

---

## Resource DEI Work

---

DEI and Human Resource professionals in single tier municipalities agree that DEI work needs adequate, dedicated resources. While it's important to consider what specific actions municipalities can take to advance DEI in their workforce, workplace, services, and community, it is equally important to consider the resources needed to support these, including human resources and a budget.

It's important to know your workplace culture and organization and to think strategically about where any dedicated DEI staff or resources should be housed to have the most impact. Several municipalities noted that having DEI staff within Human Resource (HR) Departments can come with challenges as HR is not always seen as objective, neutral or impartial, especially in a unionized

**“Many people believe that equity and inclusion initiatives are expensive and take too much time. While you do need to consider the added costs... the costs of NOT doing the work is often overlooked.”**

**- City for All Women Initiative, 2015**

environment. Some indicated that they found it more effective to house DEI staff within Community Services, where there is knowledge and support from other staff and where DEI can sometimes gain more traction. Some communities leveraged the existing knowledge related to DEI in Community Services by seconding Community Services staff to support DEI work at the corporate level.

The specific staffing numbers, composition, and budget depends on the unique context of the municipality and how DEI work is structured. In single-tier municipalities, DEI initiatives are often funded through multiple budgets. In terms of staffing, organizations that had one person responsible for DEI initiatives noted that it can be difficult to do all the work alone and to be asked to be an expert in all areas DEI encompasses. Others noted that DEI practitioners can act as a resource to connect people to learning opportunities and can build capacity in others who can help support DEI work (see Support Structure section below).

---

## Make the Case

---

Being able to clearly articulate why DEI is important to the organization and connect it to local goals and priorities is critical to the success of a DEI strategy. In fact, consultations with DEI specialists from across the Country facilitated by the Canadian Center for Diversity and Inclusion found it imperative that every leader, manager, and employee understand and articulate why diversity and inclusion are important to the organization.<sup>vii</sup> The business case should align with the organization's key strategic goals (see Leverage Existing Priorities and



Plans section below). Demonstrating the current state and gathering baseline data can also support efforts to make the case for DEI work.

---

### Set Measurable and Achievable Objectives

---

In the context of limited resources and with a wide range of initiatives that can be done to further DEI, having a manageable and realistic scope is imperative. Defining measurable and achievable strategic objectives supports municipalities to identify and prioritize specific actions to achieve them. Defining who is responsible for carrying out the actions, adhering to the framework, and achieving the objectives identified will help keep DEI strategy work on-track. Objectives should be realistic and reflective of the current context, timeframe, and resources available to do the work.<sup>viii</sup>

---

### Manage Expectations

---

There is a lot of DEI work to be done to support various equity deserving groups. It is important, then, to have a shared understanding of the scope of work and have clear mechanisms of communication to manage the expectations of stakeholder groups (Council, community, employees) about the scope, what is feasible, and achievable. For example, what does the municipality plan to prioritize and why? And what role will the municipality play in community DEI work? (i.e., leader, supporter, etc.)

Strategies and plans also need to allow for staff to respond to a rapidly changing landscape. While DEI practitioners may develop and implement comprehensive plans and strategies to further DEI generally, they also need to leverage movements and political will when issues related to DEI emerge. The Black Lives Matter movement, for example, put anti-Black racism in the spotlight and has



led many municipalities to move the needle on anti-racism work. In the meantime, some communities may feel that other equity-deserving groups are left behind. Consideration needs to be given to how to balance the work and expectations about what can be achieved with resources available. Articulating the principles of intersectionality<sup>ix</sup> and that all forms of oppression are related can help communities understand that, for example, many communities benefit when we attend to and address racism.

---

## Ensure Leadership Support and Accountability

---

DEI and HR professionals indicated the importance of having support of Council, Senior Managers and CAOs to champion DEI efforts. Having senior leaders who are vocal and active champions shows that DEI is a priority for the organization. They noted the importance of ensuring that the role of champion is not placed on one person or unit but should be supported by leaders at various levels and in all business units.

To act as DEI champions, senior leaders should:

- take a lead by example approach
- be able to comfortably speak about why DEI is important
- make talking about DEI a part of everyday activities and processes rather than a separate initiative
- model how to respond to and address issues related to DEI that arise in the workplace
- identify when they are being asked something outside their scope of knowledge, learn, and follow-up.

Several municipalities have formalized expectations by adding DEI competencies to hiring and performance management processes for senior managers and embedding them in employee feedback and learning plans.

---

## Leverage Existing Priorities & Plans

---

Aligning a DEI strategy to existing policies, priorities and plans can help to leverage existing resources, bolster support for the work, and support sustainable action. Including DEI in existing plans can demonstrate that DEI is valued and prioritized and support the operationalization of the DEI strategy throughout the organization.<sup>x</sup> Consider linking DEI to official plans, departmental strategic plans, social plans (i.e., housing, poverty, employment), growth strategies, and plans related to built environment (i.e., parks, transportation), etc.

---

## Develop DEI Support Systems

---

Like any plan, it is important to develop a DEI strategy with people and groups who will be responsible for working together to implement the plan. Many municipalities have done this via a formal structure such as a Committee to support planning and implementation. The Committee can be an internal, external, or a joint committee and can act as an advisory or implementation body. The group can include staff, managers, union representatives, members of Committees of Council, Council members, as well as community organizations and members. To ensure success, the Committee should be supported by:

- Clearly defined roles and responsibilities (for example, through a Terms of Reference)
- A good understanding of decision-making processes and authority
- Dedicated municipal support staff
- Training and education
- Financial resources.



In addition to formal Committees, some organizations have identified ‘Champions’ who can support implementation of the DEI strategy, maintain momentum, and shift culture within the organization. Given the current climate, members of the single-tier Municipal Human Resource Network noted the need to consider how to engage employees in a meaningful way while many staff are teleworking.

---

### Monitor & Measure Success

---

Gathering baseline data can help to establish the need for DEI work and be a benchmark to assess progress. Identifying appropriate Key Performance Indicators (KPIs) associated with the DEI strategy and demonstrating Return on Investment (ROI) can show the value of DEI work. Regularly evaluating progress can also help keep people engaged and enable municipalities to change course, if needed. Municipalities should plan for how to monitor and measure progress from the beginning and dedicate resources for monitoring and evaluation in the development of their DEI strategies.

The monitoring and evaluation plan should include a mix of:

- data from a variety of sources gathered in a variety of ways
- quantitative and qualitative data
- measures for diversity as well as inclusion and equity
- performance indicators to document and assess the implementation of the strategy
- results indicators to assess the impact of the work.

**Gathering baseline data  
can help establish the  
need for DEI work.**

The specific indicators and data needed will depend on the goals and targets set out by the municipality. Examples of types of information to gather include:

- Diversity of municipal workforce compared to diversity of the community and representation of equity-deserving groups

- Representation of equity-deserving groups in management and senior leadership positions
- Employee level of satisfaction with the work environment, employee engagement, and accessibility of facilities
- Effectiveness of and satisfaction with mechanisms to engage equity-deserving communities (i.e., advisory groups, consultation processes, etc.)
- Municipal staff awareness and knowledge of DEI and/or community engagement.

See **Appendix B** for more examples of specific measures to use.

#### Resources:

Coalition of Inclusive Municipalities [Guide for New and Established Members](#)

Canadian Institute of Diversity and Inclusion [What Gets Measured Gets Done: Measuring the Return on Investment of Diversity and Inclusion](#)

---

### Celebrate Success

---

Marking and honouring the work being done can help to keep people engaged in the strategy implementation. Ideas include:

- regular communication about progress
- recognizing staff, departments, or community groups
- hosting events, including a launch for new initiatives
- nominating staff or initiatives for regional or provincial awards.

### Initiatives to Include in a Diversity, Equity, and Inclusion Strategy

The specific initiatives to include in a municipal DEI strategy will be dependent on the goals and objectives identified by the municipality as well as the timeframe and resources available to do the work. The action items should include ‘quick wins’ as well as activities that will require longer-term commitment. See **Appendix A** for examples of DEI frameworks and strategies from some regional single-tier municipalities. Strategies we reviewed included some of the following components.

---

### Assessment of Current State

---

As mentioned earlier, a strategy should include an assessment of current state before setting goals or targets. An assessment can involve:

- Gathering baseline data in relevant areas (i.e., workforce demographics, beliefs & attitudes related to DEI, staff engagement & inclusion, etc.)

- Determine whether the workforce is representative of the community (i.e., through workplace census data and Canadian Census Data)
- Reviewing specific policies and procedures that reflect a commitment to diversity, equity, and inclusion
- Identifying barriers to leadership opportunities (i.e., Council or Senior Management)
- Ensuring policies are reflective of most up-to-date legislation
- Reviewing and/or adapting pay equity processes.



As part of their assessment, several single-tier municipalities have administered a workforce census to gather demographic information about staff. These municipalities had good response rates after communicating why the information is being gathered, who was using it, and how.

Several single-tier municipalities have administered a workforce census.

Single-tier municipalities also said that it's important to ensure that there are resources available to use the data gathered and to consider how to integrate the concept of intersectionality into the survey. For example, how can a census allow people to identify with multiple demographic categories? Some municipalities also offer voluntary opportunities for people applying for positions

to share their demographic information to get a sense of who is applying for positions.

To understand people's unique experiences, it's important to contextualize quantitative data with richer qualitative information. Story telling, for example, may resonate with people who are part of oral traditions and can provide meaningful insights that cannot be captured in quantitative data.

**Resources:**

WorkTango. [Where to Start Your D.E.I. Journey: A Guide to Employee Diversity, Equity, and Inclusion Surveys.](#)

See the City of Windsor's Workforce Census resources in Appendix A.

---

Build Human Resources & Organizational Development Capacity

---

These initiatives are focused on building sustainable changes in processes related to human resources and organizational development support diversity, equity, and inclusion throughout a municipality. Examples include:

- Reviewing organizational capacity and need for specific positions or departments to support DEI work
- Reviewing & adapting recruitment, hiring, and promotion policies, processes, and practices to ensure barriers to employment are understood & addressed
- Developing a well-thought out and systematic education plan, including implementing ongoing (vs one-time) Unconscious Bias, Anti-Bias & Diversity Training – starting with leaders and champions
- Providing training on how to have ‘courageous conversations’ to address bias and support DEI
- Providing other professional developmental opportunities (i.e., coaching and mentorship)
- Integrating DEI competencies into Performance Management systems, especially for leadership
- Reviewing organizational complaints processes to ensure complaints stemming from one of more of the protected grounds of the Ontario Human Rights Code are addresses appropriately.

Several municipalities  
started by training  
Executive and/or Senior  
Management.

Several municipalities started with training and initiatives aimed at Executive and/or Senior Management, especially those who participate in hiring processes. In addition to training about diversity, equity, inclusion, and bias awareness, some municipalities have offered training and developed strategies specifically related to reconciliation and anti-racism.

Some municipalities are adopting hiring practices that prioritize hiring employees who identify with under-represented groups when there are multiple candidates who are qualified for a position. Municipalities that have unionized work environments are starting with positions that are not unionized, where under-representation is often most stark.

#### Resources:

See Niagara Region’s Human Resources Best Practices Guidebook in **Appendix A**.

---

### Develop a Supportive, Safe, & Inclusive Environment

---

These initiatives include concrete activities municipalities can undertake to create a safe and welcoming workplace and services. Initiatives may include:

- Flexible work arrangements to meet the individualized needs of each employee
- Celebration of holidays and important calendar dates for faith-based groups, human rights groups, and cultural groups
- The creation of groups to support DEI i.e., DEI Councils, Employee Resource Groups
- Supporting staff to learn English as a Second Language
- Establishing anonymous and safe means for staff to share experiences, feedback, and complaints
- Representative marketing on municipal platforms (Training portals, Website, Social Media, etc.).
- Gathering demographic information in surveys of staff and customers
- Developing supportive resources like a DEI Lens Toolkit to support staff across the municipality to integrate DEI into their work (see Ottawa's EI Lens Handbook, Appendix A).

An equity lens is a tool that can be used to ask questions that encourage equitable and inclusive approaches in every aspect of our work and interactions.

Ultimately, a DEI strategy and resources will support the integration of DEI and intersectionality into municipal services. Examples may include:

- Women's-only hours at municipal pools
- Providing childcare when hosting advisory committee meetings
- Providing honoraria when asking equity-deserving groups for their advice
- Offering caregivers free transit fares when travelling as a support person
- Providing free or low-cost recreation or parenting programs for residents with low-income
- Ensuring spaces are sensory-friendly or offering times with reduced noise and stimulation
- Ensuring materials and information are accessible and available in language(s) used by the intended audience
- Converting chapel spaces to spiritual or cultural centers
- Using neighbourhood-level data to prioritize residents in areas with a large proportion of low income when demand for service is greater than supply.

## Conclusion

Many municipalities are recognizing the value of, and are investing in initiatives to support, diversity, equity, and inclusion within their organizations. There are several guides available to

support advancement of diversity, equity, and inclusion in organizations. In addition, several networks exist to support DEI work within municipalities. These resources and consultations with the Regional Single-Tier Human Resources Network indicate that moving the needle on diversity, equity and inclusion in municipalities requires:

- DEI work and initiatives be appropriately resourced
- Leaders and staff understand why DEI is important to the organization
- SMART goals and objectives and clear expectations
- Support from leadership
- Support from committees and champions across the organization
- Alignment with and entrenchment in existing strategies, plans, and priorities
- Ongoing monitoring of progress.

Initiatives that can support diversity, equity, and inclusion in municipalities include:

- assessments of current state
- embedding DEI in human resources processes and practices (i.e., attraction, hiring, promotion, retention, etc.)
- building capacity through organizational development (i.e., training, coaching, mentoring)
- developing a safe and inclusive atmosphere through flexible work arrangements, celebration of various holidays, creating resource groups, feedback processes, and the adoption and use of a DEI Lens.
















## Appendix A: DEI Initiatives in Ontario Single-Tier Municipalities





The following single tier municipalities were given the opportunity to contribute to this paper:

- Chatham-Kent
- Durham
- Greater Sudbury
- Halton
- Hamilton
- London
- Muskoka
- Niagara
- Ottawa
- Peel
- Thunder Bay
- Toronto
- Waterloo
- Windsor
- York

The following municipalities provided information & documents referenced in this paper:

Chatham-Kent	Currently developing DEI strategy Engaged in DEI training for Senior Management & Council Respectful Workplace Policy & Training Hired DEI Coordinator (2-year secondment) in November.
Durham	<a href="#">D&amp;I Strategy</a> Anti-Racism Taskforce working to develop Anti-Racism Framework Harassment and Discrimination Prevention Policy (see below) Public facing website: <a href="#">Diversity, Equity, and Inclusion - Region of Durham</a>   Harassment-and-Discrimination-Prevention
Greater Sudbury	Council approved a Diversity Policy (see below) Drafting job descriptions for Indigenous Relations Co-ordinator and Diversity, Equity & Inclusion Facilitator. Both will report within CAO's office.   City of Greater Sudbury - Diversity St
Hamilton	Have EDI Framework and Implementation plan (see below)

	<p>Have <a href="#">E&amp;I Policy</a></p> <p>EDI a Term of Council Priority 2018-2022</p> <p>Hiring staff to focus on EDI Framework, implementation, and training to be housed in HR</p> <div>     </div> <p>1. HUR19019(b) EDI Framework Sept 2022  2. HUR19019(b) Appendix A - EDI Framework  3. HUR19019(b) Appendix B - EDI Framework  4. HUR19019(b) Appendix C - Training</p> <div>     </div> <p>5. HUR19019(b) Appendix D - Training  6. HUR19019(b) Appendix E - Culture  7. HUR19019(b) Appendix F - System  8. HUR19019(b) Appendix G - Feedback</p> <div>  </div> <p>EDI GIC  Presentation_09.22.2022</p>
London	<p>Anti-Racism Anti-Oppression division officially began in June 2021 with the hiring of the Director. Team includes an Accessibility and Inclusion Advisor, an Indigenous Community Liaison Advisor, a Black Community Liaison Advisor, an Equity and Inclusion Advisor, a Manager of Strategic Programs and Partnerships who is responsible for the Newcomer Strategy and who supports the Local Immigration Partnership. That manager supervises an Immigration Specialist and a Municipal Specialist who oversees the City of London's Community Diversity and Inclusion Strategy. The division sits within the City Manager's Office and reports directly to the City Manager.</p> <p>Currently has an Equity and Inclusion lens and a Gender Equity Lens. Currently developing an Anti-Racism and Anti-Oppression Framework to replace the current Equity and Inclusion lens. Future work will explore updating the Gender Equity lens.</p> <div>   </div> <p>City of London City of London  Equity and Inclusion Gender Equity Lens.</p>
Muskoka	<p>DEI Strategy being developed by Staff Advisory group for District as employer and service provider</p> <p>DEI Strategy for the community being developed by <a href="#">IDEA Advisory Group</a></p> <p>IDEA and Indigenous Relations portfolios currently within Continuous Improvement Unit</p> <p><u>Actions on Indigenous Relations:</u></p>

	<p>Established the <a href="#">Muskoka Area Indigenous Leadership Table(MAILT)</a> in 2019</p> <p>Staff, Councilors, and agency partner staff participated in Indigenous Awareness training</p> <p>Land Acknowledgement Working Group created Land Acknowledgement Guidelines &amp; Framework</p> <p>Duty to Consult Working Group working on a Friendship Accord for all members to sign</p> <p>Just established Muskoka Indigenous Alliance to help bring urban and off-reserve Indigenous voices to the MAILT</p> <p>Road and Place Name Audit underway</p> <p><a href="#">Inclusion Diversity Equity and Anti-Racism (IDEA) project</a></p> <p>Launched in Summer 2020</p> <p>Community IDEA Advisory Group (IAG) formed to advise Council</p> <p>Strategic Planning underway to result in 5-year plan and 1-year action plan</p> <p>Launched staff IDEA Advisory Group (SIAG) with mandate to develop action plan for the District as employer and service provider</p>
Niagara	<p>Developed HR Best Practices Guidebook for D&amp;I in Recruitment, Hiring, and Promotion (see below)</p> <p>Has <a href="#">DEI Advisory Committee</a></p> <p></p> <p>NR HR Best Practices Guidebook - How to ii</p>
Ottawa	<p>Gender and Race Equity, Indigenous Relations and Social Development Service department</p> <p>Have <a href="#">Equity &amp; Inclusion lens tool</a>; <a href="#">Reconciliation plan</a>; <a href="#">Women and gender equity strategy</a>, and; DEI in leadership competencies</p>
Waterloo	<p>Building DEI and belonging program</p> <p>DEI Office that reports to Chief Strategy Officer, under CAO</p> <p>DEI Group that is externally focused</p>
Windsor	<p>Diversity &amp; Inclusion Framework</p> <p>  </p> <p>City of Windsor      City of Windsor      City of Windsor</p> <p>Corporate Briefing KitWorkforce Census 20Workforce Census Po:</p>
York	<p>Municipal Diversity and Inclusion Group</p> <p><a href="#">Inclusion Charter and Inclusion Charter Community of Practice</a></p>

## Appendix B: Measures of Success

From The Canadian Coalition of Inclusive Municipalities (no date). *A Guide for New and Established Members*. <https://en.ccunesco.ca/-/media/Files/Unesco/Resources/2020/04/ToolkitCoalitionInclusiveMunicipalities.pdf>

### Common Goals for Municipalities

The goal	What to measure
<b>Diverse municipal workforce</b>	<ul style="list-style-type: none"> <li>Diversity of municipal workforce compared to diversity of the community and representation of equity groups</li> <li>Accessibility of information about job opportunities</li> <li>Barriers in the job application process, such as unnecessary qualifications or homogeneous hiring panels</li> </ul>
<b>Inclusive workplace</b>	<ul style="list-style-type: none"> <li>Employees' level of satisfaction with the work environment, employee engagement, and accessibility of facilities</li> <li>Existence of a mechanism (both a structure and a process) for confidentially resolving complaints</li> <li>Presence of training programs on diversity, inclusivity, equity, and human rights</li> </ul>
<b>Diverse management and senior leadership</b>	<ul style="list-style-type: none"> <li>Representation of equity groups in management and senior leadership positions</li> <li>Barriers to hiring and retention embedded in talent management policies and practices</li> <li>Policies and practices that support equitable distribution of work, retention, promotion, and advancement</li> </ul>
<b>Equitable municipal services that meet the needs of all residents</b>	<ul style="list-style-type: none"> <li>Income and poverty levels, employment opportunities, homelessness, and precarious housing</li> <li>Barriers to accessing services for various groups and communities</li> <li>Effectiveness of an equity lens to review policies and practices</li> </ul>
<b>Decrease in incidents of discrimination</b>	<ul style="list-style-type: none"> <li>Number and types of hate crimes</li> <li>Availability and use of a protocol to report incidents</li> <li>Accessibility of support for victims</li> </ul>
<b>Meaningful community engagement and participation</b>	<ul style="list-style-type: none"> <li>Effectiveness of mechanisms to engage communities (advisory groups, consultation processes, community liaisons, etc.)</li> <li>Municipal staff awareness of best practices for engaging with communities</li> <li>Community awareness of municipal initiatives on discrimination</li> </ul>
<b>Diverse perspectives at public consultation events</b>	<ul style="list-style-type: none"> <li>Attendance at public consultations</li> <li>Barriers to attending consultations and strategies for addressing them</li> <li>Satisfaction of residents with public consultation process</li> </ul>
<b>Enhanced capacity of community organizations</b>	<ul style="list-style-type: none"> <li>Partnerships and collaborative projects with community organizations</li> <li>Collective impact of collaborative initiatives</li> <li>Community organizations' access to information about funding opportunities and their capacity to submit successful applications</li> </ul>

## Performance and Results Indicators for Municipalities

The goal	What to measure	Results Indicator
To offer respectful workplace training for municipal staff	<ul style="list-style-type: none"> <li>• Number of workshops delivered</li> <li>• Number of participants</li> <li>• Percentage of employees in each department who attended training</li> </ul>	<ul style="list-style-type: none"> <li>• Number of employees who feel respected and included in the workplace</li> <li>• Percentage of harassment complaints successfully resolved</li> </ul>
To increase the number of people from racialized groups in municipal leadership	<ul style="list-style-type: none"> <li>• Number of participants in a workshop on unconscious bias</li> <li>• Number of policies and practices adjusted to reduce hiring bias</li> <li>• Ratio of racialized applicants vs. new hires</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of racialized people in senior leadership positions</li> <li>• Percentage of racialized city councillors</li> <li>• Percentage of racialized individuals on agencies and boards</li> </ul>
To establish an annual human rights event co-hosted by the municipality and community organizations	<ul style="list-style-type: none"> <li>• Number people who attended</li> <li>• Number of organizations that participated</li> <li>• Number of brochures on community resources distributed</li> </ul>	<ul style="list-style-type: none"> <li>• Number of organizations that continue their participation in the event</li> <li>• Degree of satisfaction with the process of collaboration</li> <li>• Level of commitment from organizations to address human rights</li> </ul>
To increase the safety of Indigenous women in public spaces	<ul style="list-style-type: none"> <li>• Number of safety inspectors on public transit</li> <li>• Percentage of peace officers and safety inspectors who have attended Indigenous awareness training</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous women's perception of their safety in public spaces</li> <li>• Reduced number of racist and sexist incidents targeting Indigenous women</li> </ul>
To develop a protocol and data repository for racist incidents	<ul style="list-style-type: none"> <li>• Number and types of hate crimes</li> <li>• Availability and use of a protocol to report incidents</li> <li>• Accessibility of support for victims</li> </ul>	<ul style="list-style-type: none"> <li>• Number of racist incidents</li> <li>• Level of satisfaction from people who approach organizations for support</li> </ul>

### Measure diversity and inclusion and equity

A common problem in measurement efforts related to discrimination is assessing levels of diversity without assessing inclusion and equity. To create an inclusive municipality, everyone must be able to equitably and meaningfully participate.

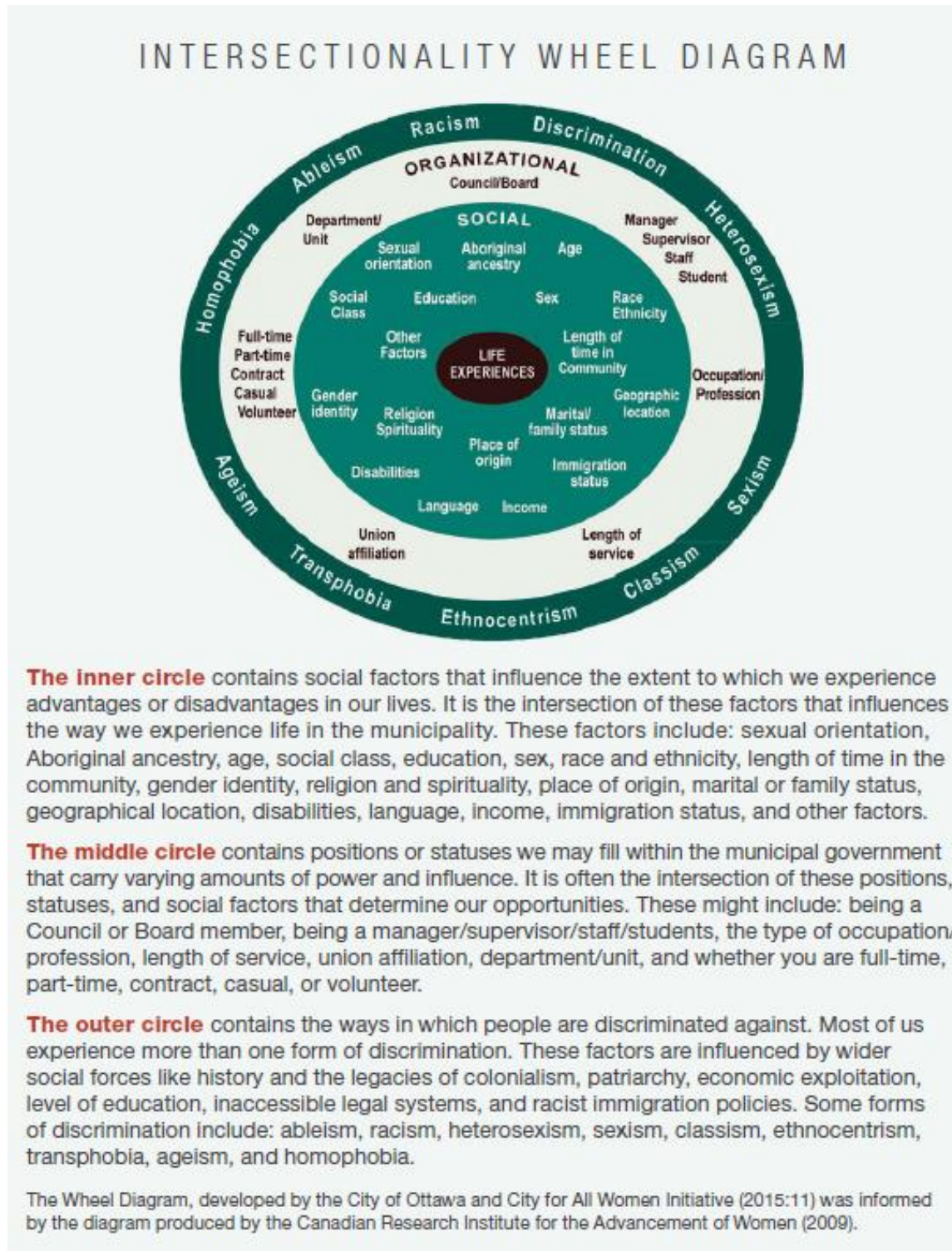
**To measure diversity:** Use a survey to ask employees to voluntarily disclose identity data (e.g. gender, ethnicity, sexual orientation, Indigenous status, etc.).

**To measure inclusion:** Use feedback surveys and 360 reviews to see if diverse employees believe their workplace is inclusive and ask if they have experienced discrimination.

**To measure equity:** Use levels of pay, hiring practices, and employee retention and promotion to create comparisons based on diversity.



## Appendix C: Intersectionality Wheel Diagram



## References

- <sup>i</sup> Kania, J., Williams, J., Schmitz, P., Brady, S., Kramers, M., and Juster, J. (2022). Centering Equity in Collective Impact. *Stanford Social Innovation Review*, Winter 2022.
- <sup>ii</sup> Shore, L., Cleveland, J., and Sanchez, D. (2018). Inclusive Workplaces: A review and model. *Human Resource Management Review*, 29.
- <sup>iii</sup> City for All Women Initiative. (2015). *Advancing Equity and Inclusion: A Guide for Municipalities*. [https://www.cawivtf.org/sites/default/files/publications/advancing-equity-inclusion-web\\_0.pdf](https://www.cawivtf.org/sites/default/files/publications/advancing-equity-inclusion-web_0.pdf)
- <sup>iv</sup> Diversity Institute (2020). *Diversity Leads. Diverse Representation in Leadership: A Review of Eight Canadian Cities*. Cukier, W. (2020). *Diverse Representation on Boards* [presentation]. TRSK Diversity Institute. [https://www.ryerson.ca/diversity/Presentations/DL2020\\_Slides.pdf](https://www.ryerson.ca/diversity/Presentations/DL2020_Slides.pdf)
- Bourke, H. (2018). The Diversity and Inclusion Revolution: Eight Powerful Truths. *Deloitte Review*, 22. <https://www2.deloitte.com/us/en/insights/deloitte-review/issue-22/diversity-and-inclusion-at-work-eight-powerful-truths.html>
- <sup>v</sup> Cukier, W. (2020). *Diverse Representation on Boards* [presentation]. TRSK Diversity Institute. [https://www.ryerson.ca/diversity/Presentations/DL2020\\_Slides.pdf](https://www.ryerson.ca/diversity/Presentations/DL2020_Slides.pdf)
- <sup>vi</sup> See, for example, Advancing Equity and Inclusion, City for All Women Initiative; The Coalition of Inclusive Municipalities Guide for New and Established Members; Canadian Centre for Diversity and Inclusion Locking in Your Leadership Toolkit for Developing a Diversity and Inclusion Strategy
- <sup>vii</sup> Canadian Centre for Diversity and Inclusion (2014). *Locking in Your Leadership: Toolkit for Developing the IronClad Business Case for D&I* <https://ccdi.ca/media/2082/20200130-locking-in-your-leadership-toolkit-for-developing-the-ironclad-business-case-for-di.pdf>
- <sup>viii</sup> The Coalition of Inclusive Municipalities. (n.d.) *A guide for New and Established Members*. <https://en.ccunesco.ca/-/media/Files/Unesco/Resources/2020/04/ToolkitCoalitionInclusiveMunicipalities.pdf>
- <sup>ix</sup> Introduced by Kimberlé Crenshaw, intersectionality is a theoretical framework that takes into considerations people's many overlapping social identities and experiences and how they combine to influence people's experiences of oppression and privilege.
- <sup>x</sup> The Coalition of Inclusive Municipalities. (n.d.) *A guide for New and Established Members*. <https://en.ccunesco.ca/-/media/Files/Unesco/Resources/2020/04/ToolkitCoalitionInclusiveMunicipalities.pdf>