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## Diversity and Inclusion Advisory Committee

**Date:** May 12, 2021  
**Time:** 6:30 PM  
**Location:** Online Video Conference

### Members

Mayor Bonnie Crombie	Mayor
Councillor Ron Starr	Ward 6 (Co-Chair)
Councillor Sue McFadden	Ward 10 (Co-Chair)
Abdul Qayyum Mufti	Citizen Member
Bhagwan (Gary) Grewal	Citizen Member
Brad Bass	Citizen Member
Denise Gordon-Mohamud	Citizen Member (Vice-Chair)
Hanoz Kapadia	Citizen Member
Irfan Malik	Citizen Member
John Henry He	Citizen Member
Josephine Bau	Citizen Member
Kaukab Usman	Citizen Member
Raihanna Hirji-Khalfan	Citizen Member

### Participate Virtually and/or via Telephone

Advance registration is required to attend, participate and/or make a comment in the virtual meeting.

**Questions for Public Question Period are required to be provided to Clerk's staff at least 24 hours in an advance of the meeting.** Any materials you wish to show the Committee during your presentation must be provided as an attachment to the email. Links to cloud services will not be accepted. Comments submitted will be considered as public information and entered into public record. **Please note the Diversity and Inclusion Advisory Committee will not be streamed or video posted afterwards.**

To register, please email [michelle.sanstra@mississauga.ca](mailto:michelle.sanstra@mississauga.ca) and for Residents without access to the internet via computer, smartphone or tablet, can register by calling Michelle Sanstra at 905-615-3200 ext. 5411 no later than Monday, May 10, 2021 before 4:00PM. You will be provided with directions on how to participate from Clerks' staff.

### Find it Online

<http://www.mississauga.ca/portal/cityhall/diversityandinclusioncommittee>

1. **CALL TO ORDER**

2. **APPROVAL OF AGENDA**

3. **DECLARATION OF CONFLICT OF INTEREST**

4. **MINUTES OF PREVIOUS MEETING**

4.1. Diversity and Inclusion Advisory Committee Minutes - February 10, 2021

5. **DEPUTATIONS**

5.1. Robert Trewartha, Director, Strategic Initiatives regarding the City's Employee Diversity and Inclusion Survey Results

6. **PUBLIC QUESTION PERIOD - 15 Minute Limit**

**Public Comments:** Advance registration is required to participate and/or to make comments in the virtual public meeting. Any member of the public interested in speaking to an item listed on the agenda must register by calling 905-615-3200 ext. 5411 or by emailing [michelle.sanstra@mississauga.ca](mailto:michelle.sanstra@mississauga.ca) by Monday, May 10, 2021 before 4:00PM.

Pursuant to Section 42 of the Council Procedure By-law 0139-2013, as amended:

Diversity and Inclusion Advisory Committee may grant permission to a member of the public to ask a question of Diversity and Inclusion Advisory Committee, with the following provisions:

1. Questions shall be submitted to the Clerk at least 24 hours prior to the meeting;
2. A person is limited to two (2) questions and must pertain specific item on the current agenda and the speaker will state which item the question is related to;
3. The total public question period time is 15 minutes maximum and shall not be extended by the Chair; and
4. Any response not provided at the meeting will be provided in the format of a written response.

7. **CONSENT AGENDA**

8. **MATTERS TO BE CONSIDERED - Nil.**

9. **INFORMATION ITEMS**

9.1. Resignation Email From Cindy Stevens, Citizen Member, Diversity and Inclusion Advisory Committee

10. **OTHER BUSINESS**

11. DATE OF NEXT MEETING - September 8, 2021

12. ADJOURNMENT

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**Diversity and Inclusion Advisory Committee**

**Date:** February 10, 2021  
**Time:** 6:32 PM  
**Location:** Online Video Conference

**Members Present**

Mayor Bonnie Crombie	Mayor
Councillor Ron Starr	Ward 6 (Chair)
Councillor Sue McFadden	Ward 10 (Co-Chair)
Abdul Qayyum Mufti	Citizen Member
Bhagwan (Gary) Grewal	Citizen Member
Brad Bass	Citizen Member
Cindy Stevens	Citizen Member
Denise Gordon-Mohamud	Citizen Member (Vice-Chair)
Hanoz Kapadia	Citizen Member
Irfan Malik	Citizen Member
John Henry He	Citizen Member
Josephine Bau	Citizen Member
Kaukab Usman	Citizen Member

**Members Absent**

Jo-Anne Beggs	Citizen Member
Raihanna Hirji-Khalfan	Citizen Member

**Staff Present**

Robert Trewartha, Director, Strategic Initiatives  
 Ivana Di Millo, Director, Strategic Communications  
 Graham Walsh, Deputy City Solicitor  
 Diana Rusnov, Director, Legislative Services and City Clerk  
 Sacha Smith, Manager, Legislative Services and Deputy Clerk  
 Lindsay Francini, Supervisor, Employee Communications and Events  
 Michelle Sanstra, Legislative Coordinator  
 Megan Piercey, Legislative Coordinator

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1. CALL TO ORDER – 6:32 PM

2. APPROVAL OF AGENDA

Councillor Starr advised that the Resignation Email from Jo-Anne Beggs, Citizen Member, Diversity and Inclusion Advisory Committee be added to the agenda as item 9.1

Approved, as amended (B. Bass)

3. DECLARATION OF CONFLICT OF INTEREST - Nil

4. MINUTES OF PREVIOUS MEETING

4.1 Diversity and Inclusion Advisory Committee Minutes - December 2, 2020

Approved (D. Gordon-Mohamud)

5. DEPUTATIONS

5.1 Lindsay Francini, Supervisor, Employee Communications and Events regarding a Community Recognition Policy Review

Ms. Francini provided a presentation on the Community Recognition Policy of National Flag Raising and spoke to the background, benchmarking, criteria for national flag raising and next steps. Ms. Francini recommended that the City continue to offer community flag raisings with an updated request process and decision-making model for national flags. Committee Members engaged in discussion and inquired further about the eligibility and criteria for national flag raising.

RECOMMENDATION DIAC-0001-2021

Moved By B. Bass

That the deputation and the associated presentation from Lindsay Francini, Supervisor, Employee Communications and Events regarding a Community Recognition Policy Review be received.

Received

6. PUBLIC QUESTION PERIOD - 15 Minute Limit - Nil

No members of the public registered to speak during public question period.

7. CONSENT AGENDA - Nil

8. MATTERS CONSIDERED - Nil

9. INFORMATION ITEMS - Nil

9.1 Resignation Email from Jo-Anne Beggs, Citizen Member, Diversity and Inclusion Advisory Committee

No discussion took place regarding this item.

RECOMMENDATION DIAC-0002-2021

Moved By Councillor S. McFadden

1. That the email dated February 5, 2021, from Jo-Anne Beggs, Citizen Member with respect to her resignation from the Diversity and Inclusion Advisory Committee received.
2. That due to the resignation of Jo-Anne Beggs, a vacancy exists on the Diversity and Inclusion Advisory Committee, and that the City Clerk be directed to fill the vacancy in accordance with the Corporate Policy #02-01-01 on Citizen Appointments to Committees, Boards and Authorities.

Approved

10. OTHER BUSINESS

Councillor McFadden thanked Megan Piercey for her service as the Legislative Coordinator of the Diversity and Inclusion Advisory Committee and welcomed Michelle Sanstra as the new Legislative Coordinator.

Brad Bass, Citizen Member advised the Committee that he received notification from the Canadian Urban Institute that the Healthy Communities Initiative was open for applications and the funding would assist communities in building safe and vibrant public spaces Robert Trewartha, Director, Strategic Initiatives advised that staff had prepared a briefing note to take to the leadership team for discussion the following day. Mr. Bass offered his assistance if needed.

Mayor Crombie advised the Committee of a virtual inter-faith prayer meeting, for the inter-faith Council of Peel gathering Friday, February 12, 2021 at 7:45 to 9:00 AM.

11. DATE OF NEXT MEETING - May 12, 2021

12. ADJOURNMENT – 7:09 PM (H. Kapadia)

# Workforce Diversity and Inclusion Employee Survey Results

Presentation to DIAC  
May 12, 2021



# Background

- Recommendation 2.2 of the Workforce Diversity and Inclusion Strategy
- Gain a better understanding of demographics of employees and their perceptions of the City as a diverse and inclusive employer
- Conducted October 16 – November 22, 2020
- Open to all employees (full and part time)
- Promoted through regular internal communications channels
- The data should not be considered fully conclusive or representative of the diversity at the City of Mississauga. **However, the data do provide a strong baseline about diversity and perceptions of inclusivity at the City.**



# Questions

- **Demographics**
  - Questions focused on age, gender, languages spoken, sexual orientation, Indigenous identity, racial and ethnic background, gender identity, spirituality, and disability.
  - Matched to positions of leadership to gain a better understanding of the demographic make-up of the City's leadership.
- **Inclusivity:**
  - Questions regarding their perceptions about inclusion at the City of Mississauga.
  - Broken down by personal identifiers

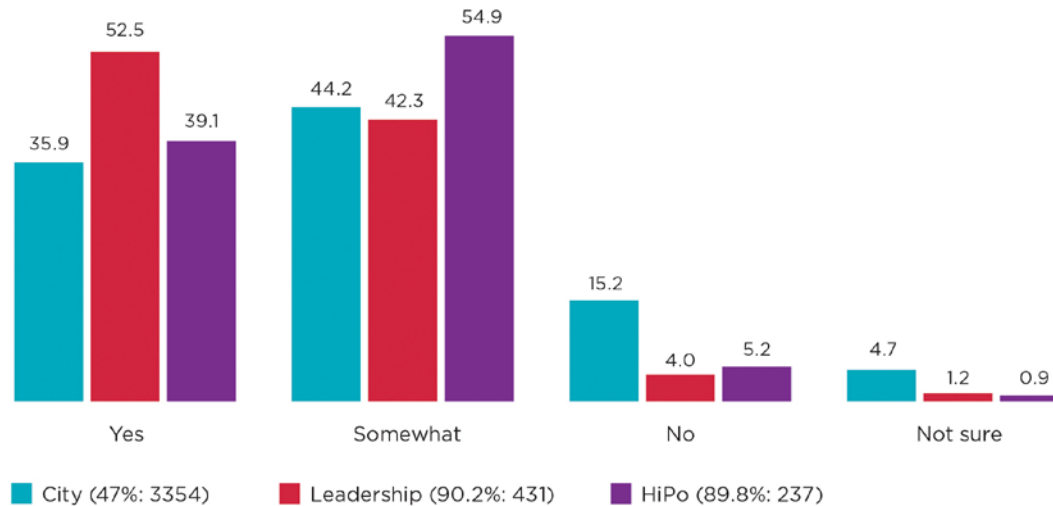
# Response Rates Cont'd

- Of the 478 leadership (managers, directors, commissioners, and City Manager) employees, 431 completed the survey for a response rate of **90%**;
- Of the 264 employees identified as High Potential (HiPo), 237 responded, for an **89% response rate**.

# Familiarity With D&I

## Leadership Breakdown by Familiarity with Diversity Strategy - City of Mississauga Staff Respondents

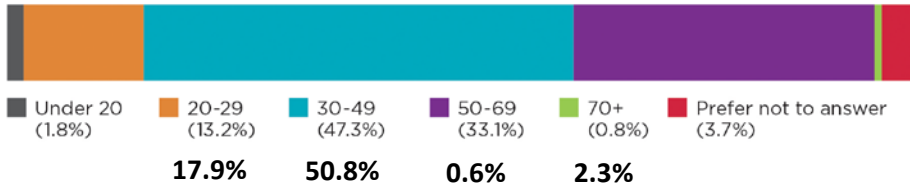
\* values below are percentages



# Demographics

# AGE

Figure 1:  
Age of City of Mississauga Staff Respondents

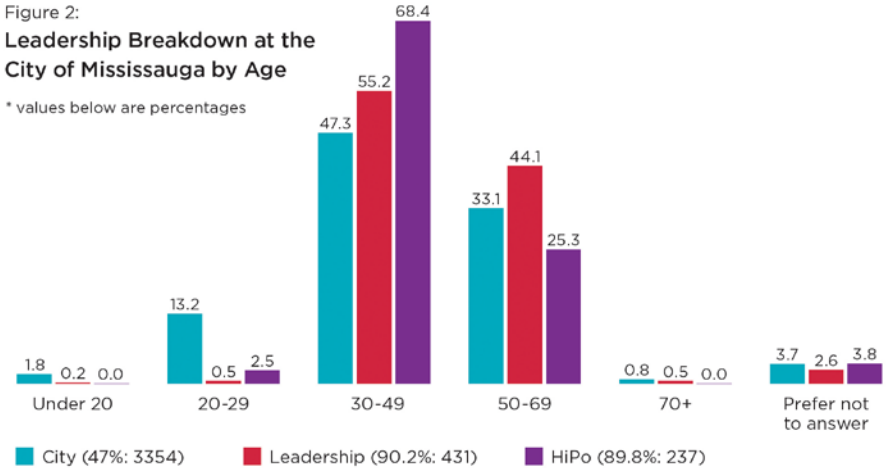


**Also Identified as  
a Racialized Person**

**17.9%      50.8%      0.6%      2.3%**

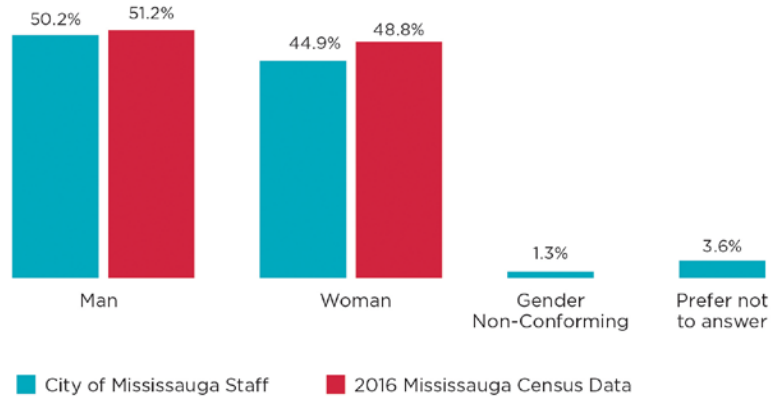
Figure 2:  
Leadership Breakdown at the  
City of Mississauga by Age

\* values below are percentages

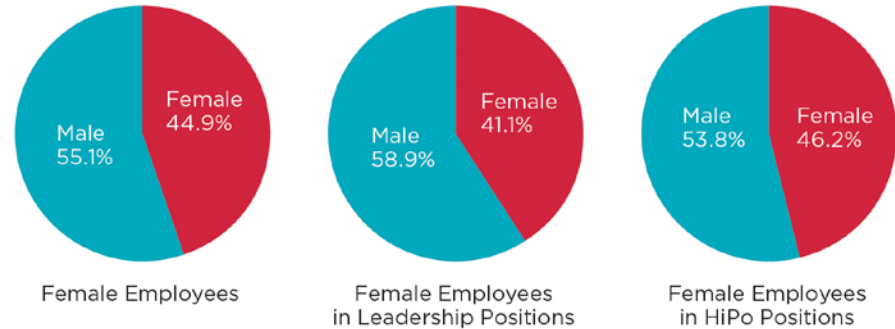


# GENDER

Gender Identity - City of Mississauga Staff Respondents versus Mississauga Census Data 2016



Female Employees in Leadership Positions



# RACE/ETHNICITY

Figure 6:  
Identification as a Racialized Person – City of Mississauga Staff Respondents

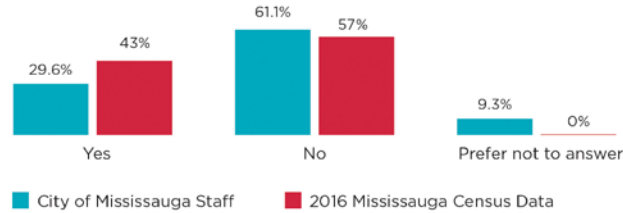
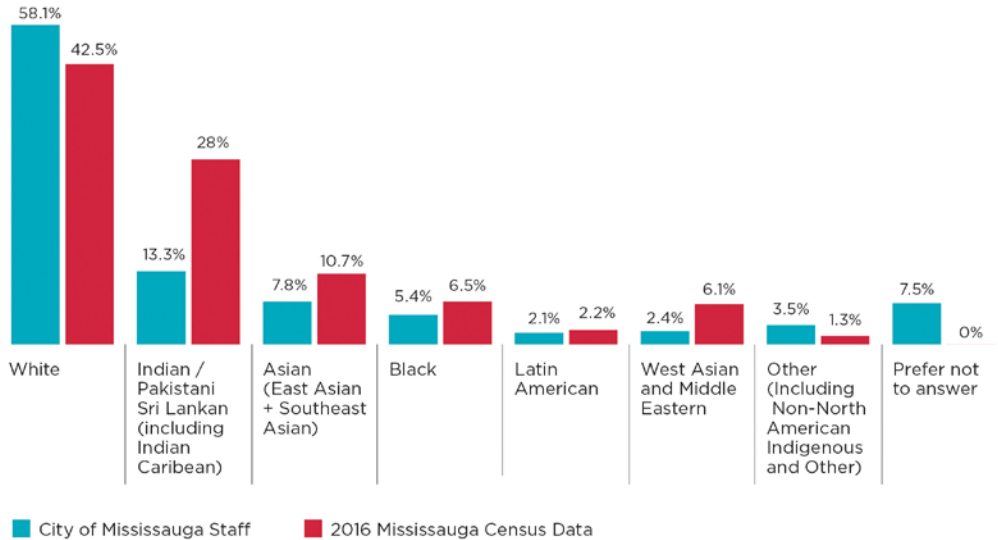


Figure 7:  
Ethnic Background – City of Mississauga Staff Respondents versus Mississauga Census Data 2016



# RACE/ETHNICITY Cont'd

Figure 8:  
Leadership Breakdown at City of Mississauga by Identification as Racialized

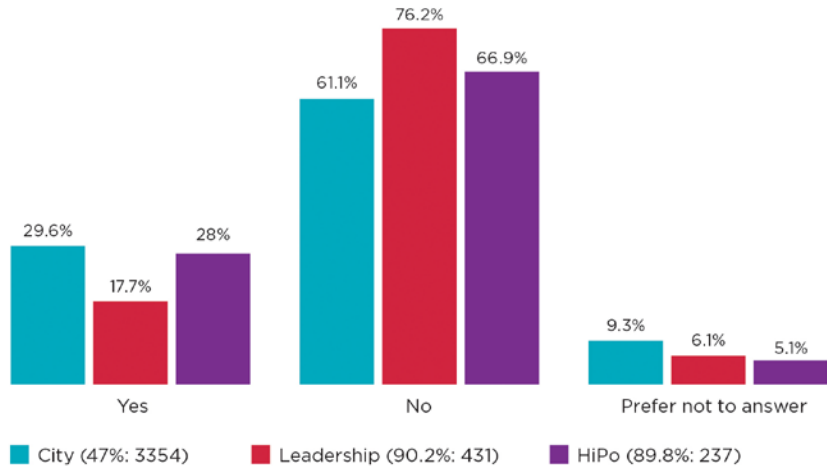
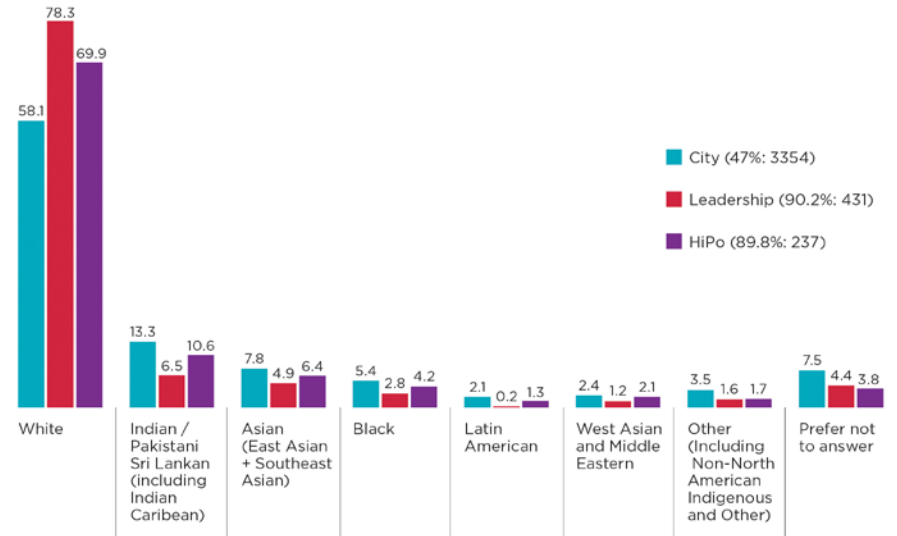


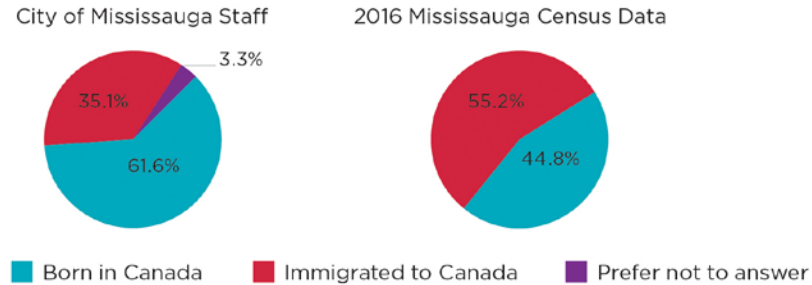
Figure 9:  
Leadership Breakdown at City of Mississauga by Ethnic Background  
\* values below are percentages



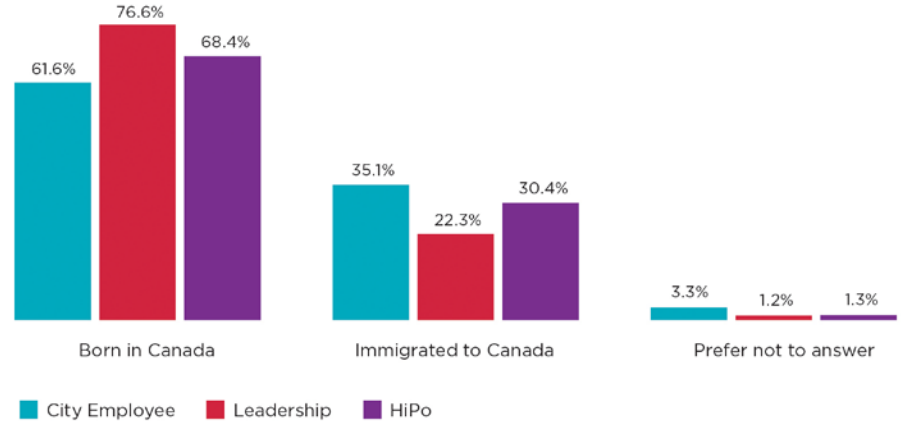


# IMMIGRATION STATUS

Figure 10:  
Born in Canada - City of Mississauga Staff Respondents  
versus Mississauga Census Data 2016

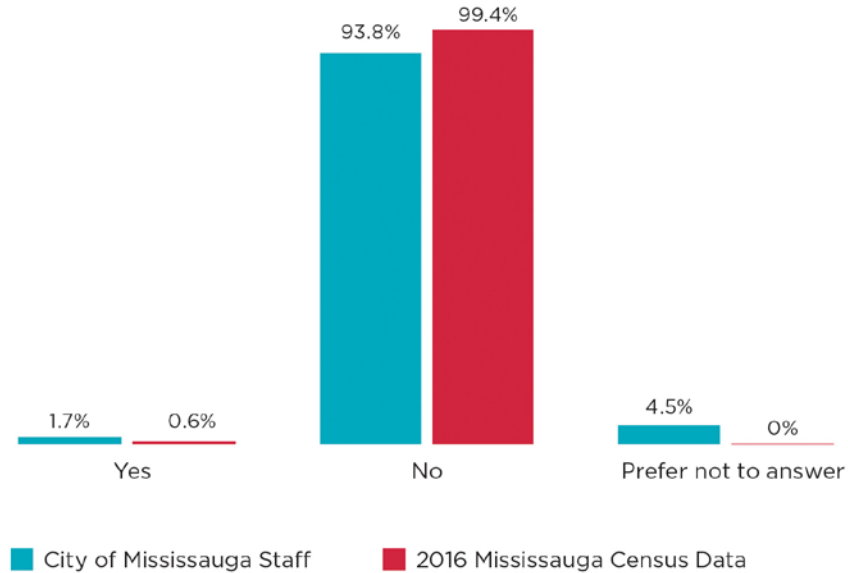


Immigration Status by Position



# INDIGENOUS IDENTITY

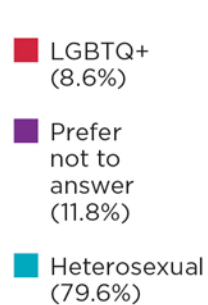
Figure 11:  
Indigenous Identity – City of Mississauga Staff  
Respondents versus Mississauga Census Data 2016



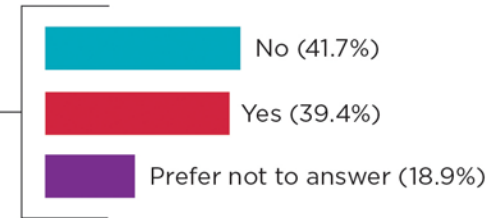
# SEXUAL ORIENTATION

Figure 12:  
**Sexual Orientation – City of Mississauga Staff Respondents**

With which sexual orientation do you identify?



If you selected an identity other than heterosexual, have you felt comfortable disclosing your sexual orientation in the workplace?

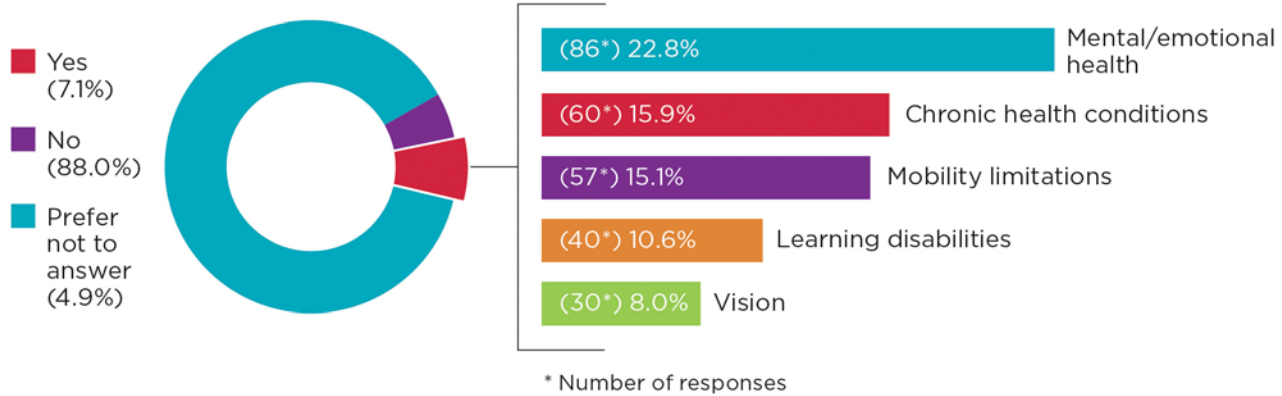


LGBTQ+ includes: Bisexual, Asexual, Gay, Queer, Lesbian, Two-spirit and I would like to specify.

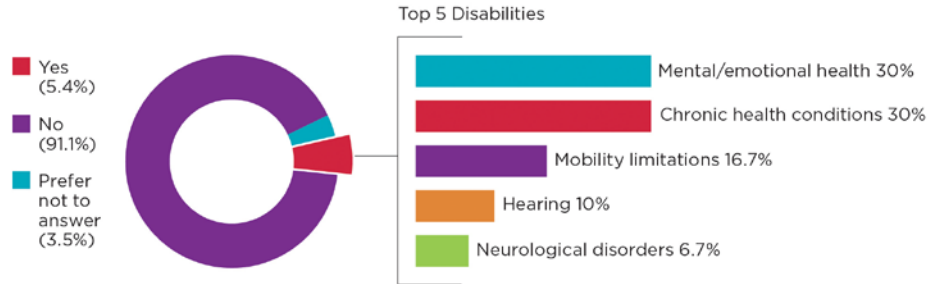
# DISABILITY

Figure 13:

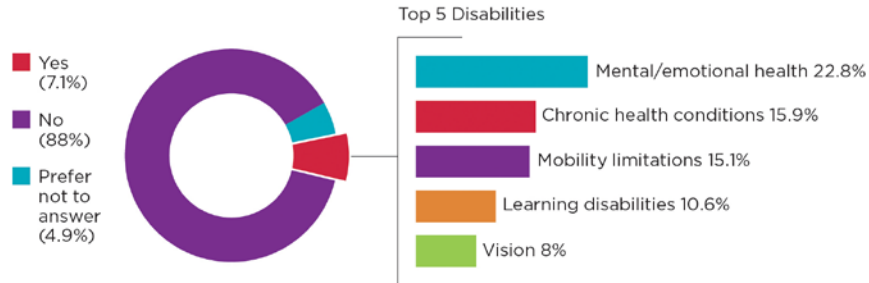
## Identification as a Person with a Disability



### Disability Identified by Position (Leadership)



### Disability Identified by Position (City Employee)

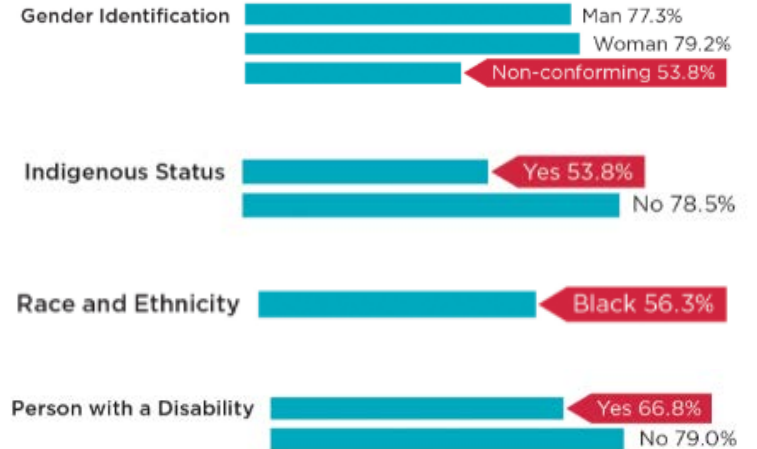
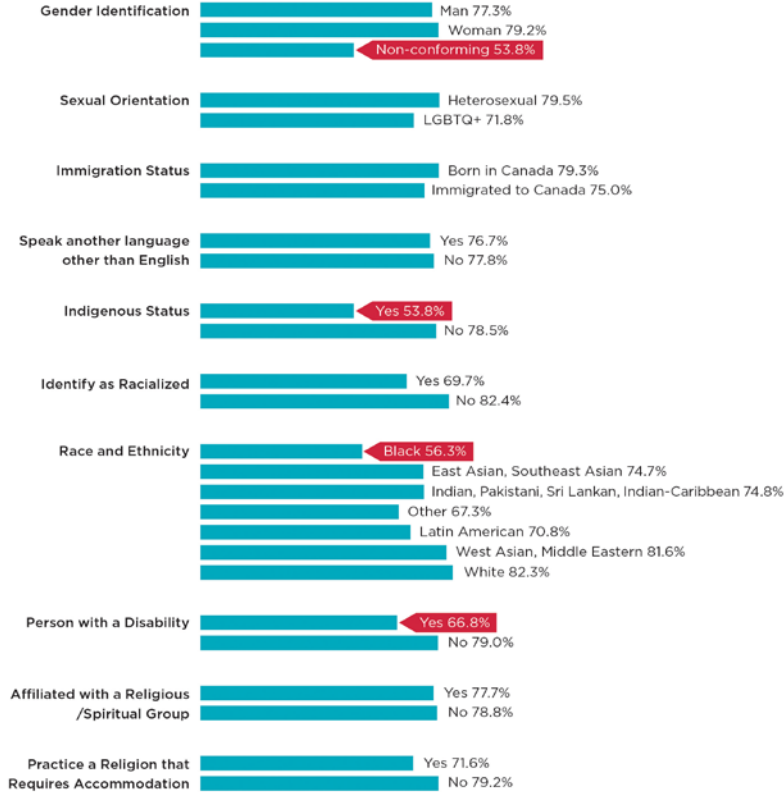


# DISABILITY COMPARISON

# Perceptions of Diversity and Inclusivity

# DEPARTMENTAL

Inclusivity Questions	City Manager's Office	Community Services	Corporate Services	Planning & Building	Transportation & Works	Overall City
<i>% Response</i>	85.9%	36.0%	79.2%	82.1%	48.5%	47.0%
My workplace is committed to diversity and inclusion	76.8%	73.9%	76.7%	77.3%	68.1%	73.0%
<b>My workplace is supportive of employees...</b>						
Who are racialized persons	77.6%	76.4%	78.5%	79.8%	73.1%	76.0%
With diverse ethnic backgrounds	77.4%	77.3%	79.7%	80.3%	73.2%	76.7%
Who are people with disabilities	77.9%	73.6%	77.8%	79.1%	71.7%	74.2%
Who are immigrants to Canada	80.2%	78.2%	80.9%	82.0%	75.9%	78.3%
Who practice diverse religions	79.8%	77.4%	80.9%	82.7%	75.3%	77.8%
Of all ages	79.2%	78.1%	80.9%	79.3%	75.8%	78.1%
Of diverse gender identities	75.8%	75.0%	77.3%	79.1%	73.7%	75.3%
Of diverse sexual orientations	78.4%	76.3%	77.8%	81.2%	73.8%	76.1%
With children or elder care needs	80.8%	75.1%	79.6%	84.2%	74.3%	76.8%





# Key Takeaways and Next Steps

# Key Takeaways

## Demographics

- Equity-seeking groups within the corporation are under-represented when compared to the available labour pool in the City of Mississauga, based on 2016 Statistics Canada Census data for Mississauga, and particularly underrepresented in positions of leadership;
- The 30-49 age cohort makes up 47% of the City's workforce. Among employees aged 30-49, there is a higher proportion of racialized employees than other age-based cohorts in the City. This cohort is 50% racialized, and 43% are women. This suggests that the City is well situated to develop a more representative talent pipeline.
- The High Potential (HiPo) talent pool is comprised of predominantly White employees. Only 28% of the HiPo pool is racialized. Although, the majority of the HiPo employees are in the 30-49 cohort, the HiPo pool does not reflect the diversity of this cohort (as described above), which suggests there may be systemic barriers for racialized employees in gaining access to the HiPo talent pool.
- Women comprise 46% of the HiPo pool and 41% of leadership positions.

# Key Takeaways

## Inclusivity

- While employees in the aggregate believe Mississauga is committed to diversity and inclusion, the data tells a different story when it is disaggregated by race and ethnicity, whether an employee immigrated to Canada or was born here, sexual orientation, Indigenous identity, and disability. Not every employee feels the corporation is as committed to diversity and inclusion at the same level.
- The response rate from our leadership (90.2%) and HiPo (89.8%) employees was higher than the City average, indicating affinity and support for EDI initiatives.
- Familiarity with the Strategy suggests more work needs to be done to educate and inform employees about the City's equity, diversity and inclusion efforts and the Strategy in general.

# Using the Data

Staff will use the Survey data in the following activities:

1. Identify current gaps and areas for improvement within the WD&I Strategy where under-representation of equity-seeking groups may exist and working to develop strategies to address these gaps and barriers.
2. Review in totality EDI work to date and assess next steps, including those that may be outside of the Strategy, including strategic partnerships (i.e. BlackNorth Initiative).
3. Build a sustainable plan for the D&I Survey moving forward, in conjunction with the Human Resources Employee Satisfaction Survey plan
4. Engage in conversations with leadership and departmental teams throughout the corporation about what the data means
5. Use the results to analyze the actions taken to date on the Diversity and Inclusion Strategy and assess what actions need to be taken in the short, medium, and long-term as a result of this data. Strategic Initiatives and Human Resources will work together to form the work plan for the next 1 to 3 years.
6. Define our future goals as an organization regarding equity, diversity and inclusion
7. Review the survey data and engage with the newly created Employee Equity Advisory Committee to seek their input, feedback, and guidance
8. Report back to LT before the end of 2021 with a revised EDI work plan and strategy based on the data collected through this Survey.

# Using the Data

We have already used the data to:

- Departmental and Divisional reports shared with LT/EXLT
- HR needs assessment of D&I training and Learning Plan development
- HR review of hiring and promotional process
- HR D&I lens on succession planning to remove bias
- Partnerships – ONYX, Achev, Ready, Willing and Able
- SI Employee Equity Advisory Committee
- Monthly Equity Alerts to all staff
- Hired HR D&I Consultant and SI D&I Strategic Leader

**Thank You**  
Questions?

**From:** [Cindy-Lee Stevens](#)  
**To:** [Ron Starr](#); [Sue McFadden](#)  
**Cc:** [Megan Piercey](#)  
**Subject:** Resignation - Board Member of DIAC  
**Date:** Saturday, April 17, 2021 5:01:39 PM

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Honourable Starr and McFadden:

This is to inform you that I am resigning from the Diversity & Inclusion Advisory Board, effective immediately.

My family and I are moving to Toronto, and will no longer be a resident of Mississauga.

I would like to thank you for the opportunity to have served on this advisory board.

I found myself on so many occasions walking away from meetings with a different point of view than I had going in.

It was truly a growth opportunity, and for that I thank both yourselves and all the other members of the committee..

Thank you again for the chance to serve

Kindest regards

Cindy Stevens