EQUITY, DIVERSITY AND INCLUSION

2022 PROGRESS REPORT

MISSISSAUGA

Over the last year the City of Mississauga's Equity, Diversity and Inclusion (EDI) work has organically evolved into a 'decentralized' governance and reporting structure.

In response to the recommendations from the 2017 Workforce Diversity and Inclusion Strategy and the City's commitment to EDI, dedicated EDI Subject Matter Experts (SMEs) have been hired and placed both in the City Manager's Office and Human Resources. This is complimented by the City's pre existing specialists focusing on the City's legislative obligations under Accessibility for Ontarians with Disabilities Act (AODA) in Facilities and Property Management and Indigenous Relations in Culture. By intentionally collaborating as a Community of Practice these seemingly disparate EDI functions have emerged as a unique and effective grassroots "model", decentralized in structure but with a shared purpose, namely, facilitating systemic change within the Corporation that is based in EDI considerations.

The following SMEs and their management team have been integral in the City's committed journey to EDI:

- EDI Strategic Leader, Strategic Communications and Initiatives Division, City Manager's Office
- EDI Consultant, Talent Management, Human Resources
- Mental Health Consultant, Employee Health Services, Human Resources
- Talent Diversification and Inclusion Specialist, Talent Acquisition, Human Resources
- Accessibility Supervisor, Facilities and Property Management
- Heritage Planning and Indigenous Relations Manager, Culture
- Management Consultant, Corporate Business Services, Corporate Services (on a project basis)

The City's EDI work is further supported by the following committees; strategic actions and policies:

- Committees of Council: Accessibility Advisory Committee (AAC); Diversity and Inclusion Advisory Committee (DIAC)
- Employee Equity Advisory Committee (EEAC)
- Staff Accessibility Resource Team (StART)
- Strategic EDI actions taken by the Mayor's Office: Black Caucus; Diabetes Strategy
- Divisional EDI Plans: Transit MiWay and Animal Services
- Sustainable Procurement Policy

Categorized under four themes, this report provides a salient summary of the notable EDI activities from across the Corporation with a particular focus on the collaboration between the City Manager's Office and Human Resources. The report outlines actions that fulfill corporate priorities on equity, diversity and inclusion, respond to Council directions, show progress on recommendations from the Workforce Diversity & Inclusion Strategy and other initiatives that promote and entrench EDI into all corporate practices. These initiatives are either completed or in progress. It is followed by a brief list of anticipated actions for 2023–2024.

Theme	Description
Supporting Change	Initiatives that support systemic 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 their line of business
Developing EDI Policy & Governance	Projects that advance EDI through redesign of policy/program/service
Identifying and Addressing Systemic Barriers	Tools & resources that support staff in embedding EDI in their work in order to reduce systemic barriers

SUPPORTING CHANGE

Implementing "First Steps"
A community driven report by the Black Caucus that went
to Council in April and identifies a wide range of recommendations
to be implemented across the Corporation in order to address the
needs of the Black community in Mississauga. (In progress)

Implementing Employee Resource Groups (ERG)
ERGs aim to increase engagement and inclusivity in the workplace.
They are considered industry best practice in organizations committed
to EDI and are voluntary employee-led groups who share a common
identity, lived experience and/or set of interests and who self organize
to support the personal growth and professional development of their
members. (To be launched in 2023)

Building EDI webpages
EDI webpage on Inside Mississauga (the internal employee internet site)
has been developed to produce a centralized resource on EDI at the City.
(Completed) EDI external page is being developed.
(To be launched in 2023)

Developing EDI Plans
EDI plans have been developed for specific divisions that have
requested a customized plan for their unique line of business.
(e.g. Transit; Animal Services - ongoing)

Hiring a Talent Diversification & Inclusion Specialist
This role is focussed on implementing the recommendations of the
KPMG report commissioned by Human Resources to focus on building
outreach relationships and partnerships both internally and externally,
while tackling sourcing challenges and supporting EDI initiatives related
to Talent Acquisition. (Completed)

Total Rewards Enhancements
Recently the City has implemented a number of changes focussing on
positive mental health including enhancements to psychology services
benefit coverage, adding more flexibility to the Wellness Account and
expanding Employee and Family Assistance program. (Completed)

Accessible Facilities and Public Spaces (Ongoing)
Accessibility has been improved at several City facilities and public spaces through targeted renovations to remove existing built environment barriers. The most notable improvements are:
• Mississauga Seniors Centre: New entrance sliding doors and accessible reception desk
• Meadowvale Theatre: New universal and accessible washrooms, automatic door operators on interior doors and enhanced signage to support wayfinding
• Living Arts Centre: New sliding doors at three entrances
• New Square One Innovation Hub: New automatic door operators at entrance and interior doors, accessible washroom and accessible path of travel including interior ramps and improved door widths

Museum Tours
Organized virtual tours of all physical Museum exhibitions providing an option for individuals who cannot visit the museum or prefer to learn virtually. (Ongoing)

New outreach Partnership
Built partnership with Indigenous Works to assist in attracting, hiring, and retaining Indigenous employees and fulfill City's commitment to reconciliation. (Completed)

Under TRC Calls to Action #45- Treaty Relationships (Ongoing)
• City of Mississauga permanently raised the Mississaugas of the Credit First Nation (MCFN) flag in Council Chambers
• The City collaborated with MCFN on our first annual National Indigenous Peoples Day celebration
• The City partnered with the MCFN and the National Centre for Truth and Reconciliation for Gidinawendimin (We are All Related) targeting youth across Canada

DEVELOPING POLICY & GOVERNANCE

A review of the City's Asset Naming Policies through an EDI Lens
A review is underway to develop new commemoration and recognition policies for the City of Mississauga with an equity, diversity and inclusion perspective by defining guiding principles for asset naming, refining the existing seven asset naming policies and updating the streets name registry. (To be completed in 2023).

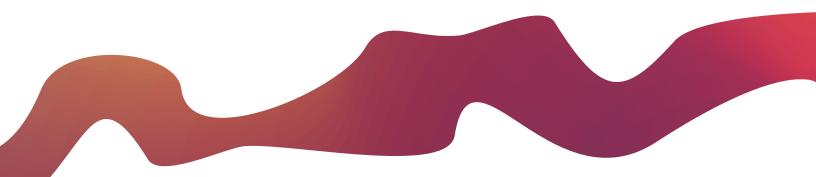**Recognizing Dates and Events at the City of Mississauga**
A project has been initiated to ensure greater coordination across the City by creating a centralized process for recognizing dates and events, including planning events and developing consistent branding.
(To be rolled out in 2023).

Integrating EDI in Internal Audit activities
A partnership between Strategic Communications and Internal Audit has been established to integrate relevant aspects of EDI in the Internal Audit engagements, in order to raise awareness on EDI obligations, gather information about current state of EDI awareness and support the creation of a state of readiness across the City for future Equity Audits. (To be explored further in 2023).

Employee Equity Advisory Committee (EEAC)
A permanent community of practice was created to connect employees who are 'equity thinkers/practitioners' at the City to each other and leverage their lived experience/knowledge/wisdom to help build a corporate culture of shared responsibility for advancing equity, diversity and inclusion at all levels of the corporation and produce a shared narrative and practice of EDI. (Ongoing).

Workplace Psychological Health and Safety Strategy (WPPHSS)
In February 2022 this strategy was approved to advance the City as
a psychologically healthy and safe workplace. It promotes employees
psychological well-being and actively works to prevent harm to
employee psychological health. The strategy includes three foundational
pillars - Prevention, Promotion and Resolution, and three goals focused
on organizational process, leaders and employees. (Ongoing).

Place-making (Ongoing)
Over the past year, the City has focused on "place-making" by returning
Indigeneity to the City which bears an Anishinaabe name by:
• Establishing meetings with the Mississaugas of the Credit and
  Six Nations of the Grand River to discuss land planning, economic
  development and City-building projects
• Permanently raising the Every Child Matters flag over Celebration
  Square to mark the survivors of Residential schools as well as those
  children that did not make it home
• Partnering with the Moccasin Identifier Project to become one of
  the largest activators of the project, creating a Moccasin crosswalk
  in Lakeview and stenciling dozens of moccasins at City events,
  locations and programs
• Passing a motion to partner with Indigenous communities to
  commemorate the Antrex village; a 700 year-old village located
  in Ward 5
• Unveiling the Flame of Life, an Anishinaabe art mural at
  Fire Station 104 and on the trucks operating from that station
  depicting the Indigenous relationship to fire

SUPPORTING A CULTURE OF EDI LEARNING & DEVELOPMENT

Continuing with Equity Alerts
A micro-learning tool that outlines definitions and key concepts related to Equity, Diversity and Inclusion in a progressive manner going from basic to more complex topics. To date 19 Equity Alerts have been produced and managers and supervisors across the corporation are using them to conduct team discussions on EDI. (Ongoing)

Introduced Equity Alert Cafes
In 2022 Equity Alert Cafes were introduced to all employees that provide a monthly opportunity for employees to meet virtually and collectively unpack information outlined in Equity Alerts. Facilitated by EDI minded leaders, Equity Alert Cafes provide an opportunity to connect diverse employee voices from various divisions to further their learning process. (Ongoing)

Continuing Foundational EDI Training
This training provides a review of basic EDI terminology including: the difference between equity and equality; understanding different levels of privilege; unconscious bias; micro-aggressions. (Ongoing)

EDI Speakers (Ongoing)
In 2022, City employees were invited to attend sessions with three EDI Speakers:
• Selam Debs is a singer-songwriter, poet, holistic life coach, yoga & meditation expert, writer and inspirational speaker. She is known for telling her compelling story of overcoming adversity and naming and addressing anti-black racism specifically and racialization generally
• Kendall Netmaker is an award-winning entrepreneur, author, and gifted keynote speaker who is on a mission to empower and motivate people worldwide by sharing his story that regardless of where you come from and what challenges you face, you have the power to enact change
• Phyllis Webstad is the Founder and Ambassador of the Orange Shirt Society, and tours the country telling her story and raising awareness about the impacts of the residential school system. She has published two books, the "Orange Shirt Story" and "Phyllis's Orange Shirt" for younger children

Talent Management Knowledge Hub
Implemented a Talent Management Knowledge Hub webpage for all employees providing various learning resources including EDI resources. (Completed)

Job Required Leader Curriculum (In Progress)
Developed components of the job required (mandatory)
Leader Curriculum that include:
• Securing Truth and Reconciliation Deep Dive Learning for Leaders (5 modules)
• Development of a Hiring Manager EDI Recruitment e-Learning module

Initiated the Working Mind
Endorsed by the Mental Health Commission of Canada, it is an evidence-based program designed to promote mental health and reduce the stigma around mental illness in the workplace. To date approximately 90% of the City's people leaders have successfully completed this program. (Ongoing)

Indigenous Cultural Awareness Learning
Secured Indigenous Cultural Awareness e-Learning Modules for all employees (mandatory legislative curriculum). The modules include:
• Module 1 Indigenous Peoples and Places
• Module 2 The Road to Colonization
• Module 3 Land and Rights
These modules will be introduced to employees beginning in 2023.

Accessible Training Courses
Launched three new training courses on creating accessible documents and presentations along with new guides on creating accessible social media, videos and podcasts. (Completed)

Truth and Reconciliation Calls to Action (Ongoing)
The Mississaugas of the Credit Strategic Plan speaks to have greater awareness about the culture and history of their people within the territory. To this end, the City has taken the following steps:
- Created and implemented Truth and Reconciliation tour at Museums of Mississauga, in partnership with the Mississaugas of the Credit
- Created an exhibit marking the 175th anniversary of the Mississaugas of the Credit being forced to leave present-day Mississauga. This exhibit has been requested at multiple events within and outside the City, by the Mississaugas of the Credit
- Initiated Indigenous reading lists and author series in the Library
- Developed unique social media content during Indigenous Peoples History Month, the week leading up to the National Day of Truth and Reconciliation and Treaties Week

EDI Presentations (Ongoing)
EDI Subject matter Experts delivered customized presentations to individual divisions on EDI principles, corporate EDI priorities, EDI resources, tools and strategies available to divisional staff to embed EDI into different lines of business. 195 employees participated in formal training (tracked through Insight Learning). In addition, another 15 presentations were made to groups of leaders and employees in various divisions.

EDI Consultations (Ongoing)
- SMEs engage in focused discussions and offer advice to staff on how to integrate EDI considerations into key corporate plans and policies like Future Directions; the Official Plan; the Strategic Plan; Smart City; Sustainable Policy Review; developing protocols/strategies for EDI based crisis intervention
- Accessibility Advisory Committee (AAC) was consulted on key corporate initiatives, for example, an Election Accessibility Plan including auditing potential voting locations, ensuring forms and signage are accessible and providing accessible customer service training to election officials

IDENTIFYING AND ADDRESSING SYSTEMIC BARRIERS

Equity Lens
Research is underway on Equity Lens best practices that can be customized for the City to help staff embed EDI in all their policies, programs and services. (To be launched Q4 2023)

EDI Dashboard
A template for an EDI Dashboard is being developed to make Disaggregated EDI Data, based on census data and other available data sources, accessible to the Corporation.
(To be launched end of Q2 2023)

EDI Charter
Developing an EDI Charter as a consistent statement of intent that clarifies the areas of focus for all divisions and the public and allows for coherent application of EDI principles and practices across the Corporation. (To be completed in 2023)

Corporate wide Employee Engagement & Demographic Survey
The survey was administered to all employees in November, 2022. It is the first year that the survey includes demographic, psychosocial and inclusivity questions. These questions will provide disaggregated data that shows who our employees are and how engaged and satisfied they are with their work and the corporation as a whole. (Completed)

Leadership Succession Planning Program
Developed a new Leadership Succession Planning program following the recommendations from the Succession Planning review conducted by KPMG in 2021. (In Progress)

Update to External Career Webpage
Created Ask a Recruiter page on external career website that features the AskHR contact information so that external candidates may be supported through the application process. (Completed)

Job Posting Inclusivity Guide
This guide was developed to support with creating job postings that are more inclusive and free of any systemic bias/barrier. (Completed)

Inclusive Interview Checklist
A tool developed to support Hiring Managers with conducting an interview in which the candidate feels empowered to be their authentic self. (Completed)

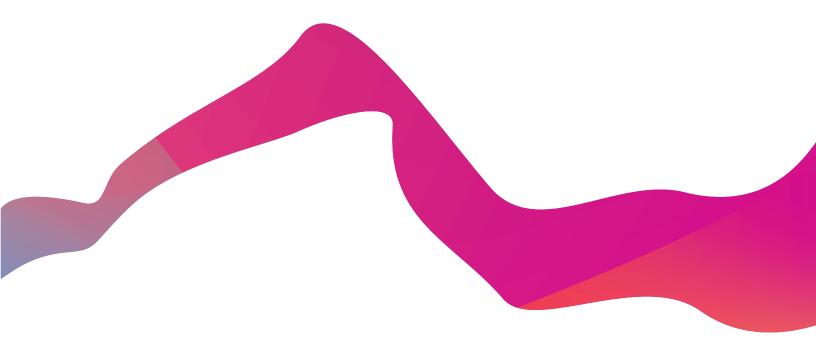**Candidate Interview Essentials Guide/Checklist**
Distributed to all candidates in advance of scheduled interview appointment. It is used to help candidates navigate the interview process. (Completed)

Accessibility Audits
Performed accessibility audits on venues for the 2022 Para Sport and Ontario Summer Games to ensure all athletes, volunteers and visitors could participate. (Ongoing)

Respectful Workplace and Workplace Violence Policies Review
Conduct a 3rd party review of the City's Respectful Workplace and Workplace Violence policies and Employee Compliant Procedure to identify any systemic barriers and supporting recommendations. (In Progress)

WHAT'S NEXT IN 2023-2024?

The EDI Community of Practice (with specific focus on the work of the City Manager's Office and Human Resources) will continue their EDI work in 2023/2024 focussing on the following key initiatives, but not limited to:

- Design and implement Equity Lens tools/resources for the Corporation

- Develop standardized EDI KPIs and outcome measurements for divisions to customize and use in their line of business

- Design and develop a Positive Space Mississauga project to build awareness within the organization on how to be a safe space for 2SLGBTQ+ employees and communities

- Conduct EDI Employee programming on the following Days of Significance:
  - January- Mental Health
  - February- Black History
  - March- International Women's Day
  - June- Indigenous Heritage Month
  - June 21 - National Indigenous Peoples Day
  - July – PRIDE
  - September – National Truth & Reconciliation

- Build EDI webpage on City of Mississauga external site showcasing corporate wide EDI initiatives

- Begin the next iteration of Workforce Diversity & Inclusion Strategy using the results of the Employee Engagement and Demographic survey

- Employee Engagement & Demographic Survey (including psychosocial factors) results will be analyzed and collaborative action planning will commence

Recruitment & Succession Planning
• Build EDI webpage on external career site that shows the
  City's commitment to be an equitable and inclusive employer
• Develop and implement a Candidate experience survey for
  all candidates
• Streamline Credential Verification process for Hiring Managers
• Continue to develop our outreach partnership targeting different
  equity-deserving groups
• Include Strategic Inclusion Conversation checklist into the
  Strategic Planning Framework between Hiring Managers
  and Recruitment Specialist
• Develop Hiring Panel composition guidelines for all
  recruitment competitions
• Implement new Leadership Pathway Program (formerly Leadership
  Succession Planning Program) for full-time non-union employees

Learning & Development
• Develop the Equitable Leader module which is another component
  of the job required (mandatory) Leader Curriculum
• Implement the Hiring Manager EDI Recruitment e-Learning module
• Implement Truth and Reconciliation Deep Dive for Leaders
• Implement EDI e-Learning Modules: Indigenous Cultural Awareness
  Learning for all employees (mandatory legislative curriculum)

Indigenous Relations & Accessibility
• Continue markings and/or celebrations of NIPD and
  the National Day of Truth and Reconciliation
• Continue to refine the City's Indigenous Relations Plan
• Continue to meet the City's obligations under AODA
• Launch updated Accessible Design Standards for facilities
  and public spaces

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