

EQUITY, DIVERSITY AND INCLUSION

2024 PROGRESS REPORT



MISSISSAUGA

Equity Diversity Inclusion (EDI) at the City of Mississauga is in a moment of transition, moving from its introductory stage and maturing. This means:

- Stable foundations that have been laid are being used to grow EDI work corporately
- Ensuring that corporate EDI growth is aligned to organizational values, efficiency and effectiveness

In Mississauga, we define EDI as follows:

Equality means every individual or group of people is given the same resources and opportunities irrespective of different barriers they face or different capacity they have to access and benefit from those resources and opportunities.

Equity, on the other hand, recognizes that each individual or group of people face “different” barriers in society, hence, allocates resources and opportunities in a manner that allows each individual/group to access them and benefit from them equitably.

For instance, the City's commitment to and obligations under the Accessibility for Ontarians with Disabilities Act (AODA) is an example of equity. By making spaces accessible for those with disabilities, we are leveling the playing field and allowing for equality.

Diversity is 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. Many studies show that inclusion of diverse voices and ideas has a positive impact on decision making, organizational culture, and the bottom line.

Inclusion is 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.

What EDI is Not

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

What EDI is

At the City of Mississauga, EDI is the 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.
- EDI-focused work empowers residents and employees by providing equitable access to resources and opportunities which makes the government more democratic and accountable.
- 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.

- EDI-focused work enhances City service delivery which in turn ensures that programs/initiatives are tailored to meet the specific needs of all our diverse communities.

As this report clearly outlines, this approach not only improves individual outcomes but also contributes to the overall health of the community and the workplace makes the City, as a government, more accountable.

We have been reporting our progress for the past four years. Just like previous years, this report is organized under four themes:

- Supporting change
- Supporting a culture of EDI learning and development
- Developing EDI policy and governance
- Identifying and addressing systemic barriers

Under each theme the collective achievements of the entire EDI Community of Practice are showcased.

The EDI structure at City of Mississauga is intentionally decentralized to allow for EDI to become a part of what we do as an organization and not just as a standalone specialized program with dedicated resources.

We have multiple staff whose expertise covers a range of city practices (Human Resources; Facilities Planning and Development; Heritage and Museums; Communications; Strategic Initiatives). In addition, they also have EDI expertise (psychological health and safety; equity-based learning and development; inclusive recruitment; accessibility; Indigenous relations; resource development; equitable community engagement to name a few). Furthermore, we have elected officials and citizen committee members who are committed to creating a just, accessible and healthy city. Collectively we provide the corporation with expertise that makes the City a responsive and equitable order of government.

We find our approach to be more in tune with what we aim to achieve, which is to recognize the diversity of our city and workplace, ensure our policies, programs and services meet the city's diverse needs, keep costs manageable, and most importantly, drive real change.

This makes us a government that is responsive, responsible, efficient and accountable.

The achievements for 2024 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

Theme	Description
Supporting Change	Initiatives that support EDI grounded change in the Corporation
Supporting a Culture of 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 & Governance	Activities that advance EDI through redesign/creation of policy program or service
Identifying & Addressing Systemic Barriers	Tools and resources that support staff in embedding EDI in their work to recognize and reduce systemic

SUPPORTING CHANGE

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. In total the report made over 60 recommendations, however, 36 of these recommendations fall within the purview of City of Mississauga as a municipality (see Appendix I), each involving multiple initiatives.

The implementation status of these recommendations (and their related initiatives) is as follows:

- Seven (7) initiatives are completed (no follow up required), eighteen (18) have been implemented and are operational (ongoing), four (4) initiatives are in progress, eleven (11) initiatives are pending (either require further planning or awaiting initiation)
- Black Caucus Alliance has been established and is currently enrolled as a ‘developing group’ in the City’s Community Group Registry Program

Employee Resource Groups (ERGs) (Ongoing)

Employee Resource Groups are voluntary employee-led groups that aim to increase engagement and inclusivity in the workplace. Employee Resource Groups provide support and create safe spaces for employees to be their authentic self within the workplace. ERGs are considered industry best practice in organizations that strive to create a workplace that values inclusion, respect, fairness and is based in a culture of continuous learning and development. In alignment with these values and per recommendations from the Workforce Diversity & Inclusion Strategy, City established 5 ERGs:

- MiPride ERG
- Indigenous ERG
- Able at Mississauga ERG
- Diverse and Multicultural ERG
- Black ERG

At the 2-year mark, City’s 5 ERGs are at different stages of development.

At the end of 2024 a survey was administered to ERG facilitators to ascertain the level of support the City can provide to facilitate the growth of the ERGs.

Five broad themes were identified:

- Enhance Facilitators, Leadership Ally and Members' training
- Increase clarity of roles between ERGs, Leadership Ally and EDI Team
- Greater synergy/collaboration between ERG, Leadership Ally and the EDI Team
- Increase communication and marketing support to broaden the reach of ERG Funding review

A plan is being developed to address these themes.

EDI partnerships (Ongoing)

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

- 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
- Cookville Sustainable Neighborhood Action Plan (SNAP)

Talent Acquisition (TAQ) Strategic Partnerships (Ongoing)

TAQ 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 2024 include Black Tech Academy, Peel Multicultural Council, MIAG Empowering Women, Say Somaali, Rise in STEM, CEE Centre For Young Black Professionals.

Accessible Facilities and Public Spaces (Ongoing)

(Accessibility annual report will go to Council separately in spring of 2025)

Accessibility continues to be improved at City facilities, in City services and public spaces through targeted renovations to remove existing built environment barriers. The most notable accessibility improvements in 2024 include:

- Animal Services Centre: Accessible service desk, washrooms and an exterior accessible ramp for the staff entrance
- Burnhamthorpe Community Centre: Universal therapy pool, accessible changerooms and kitchens
- Bradley Museum: Enhanced accessibility of the entrance to The Anchorage building
- Braeben Golf Course: Improved accessibility of service desk

- Carmen Corbasson Community Centre: Accessible washrooms, kitchen, pool and fitness changerooms. Also improved accessible interior circulation routes and added more accessible parking spaces
- Clarke Memorial Hall: Accessible stairs and kitchen
- Fire stations 102 and 108: Renovations to improve accessibility of entrances, parking and washrooms
- Hancock Woodlands Park: New standalone accessible washroom and upgraded accessible walkway
- Hazel McCallion Central Library: Automatic door openers added throughout facility to provide accessible pathways for staff and visitors
- Iceland Arena: Rink 2 redesign included accessible changerooms, washrooms and added dasher boards to accommodate sledge hockey users
- Living Arts Centre: Accessible main floor café customer service counters
- Lakeview Golf Course Clubhouse: Accessible concession counter, pro-shop counter, automatic door openers and added accessible parking spaces
- Malton Community Center and Library: Accessible parking, washroom upgrades, service counters and automatic door openers
- Mavis South: Accessible main entrance and new lift installation
- Ontario Court of Justice: Accessible stairs, entrance area and added tactile walking surface indicators to accessible parking spaces
- Paramount Fine Foods Centre: Accessible seating in main arena, suites and lounges. Added new lift and universal washroom
- Semenyk Court: Improved accessibility of parking and drop-off area
- Streetsville Kinsman Hall: Accessible kitchen, washrooms and upgraded universal washroom
- Playgrounds: Improved accessibility with changes that include rubber surfacing, accessible swing sets, ground-level play components, and paved access routes

Accessible Transportation (Ongoing)

MiWay continues to provide a transportation system that ensures its services and operations are accessible to everyone. Notable accessibility improvements include:

- Enhanced Bus Shelters: Continued to construct shelters which incorporate enclosed heated areas and the provisions of digital schedule information
- Accessible landing pads: Continued to construct landing pads to improve accessibility and ensure safe boarding and alighting for all riders while providing connections to sidewalks
- Sidewalk Construction Program: Expanded sidewalk networks to enhance connectivity to transit stops
- Active Transportation and Integrated Road Projects: Aligned transit access with active transportation initiatives like cycling and pedestrian pathways
- Shared Micro-Mobility Program: Integrated micro-mobility options, such as e-scooters and bikes, with transit stops for seamless multimodal access

- BRT Station Design: Ensured Bus Rapid Transit stations were designed with accessibility as a priority
- Mixed-Zone Standards for Transit Stops: Developed and implemented standards to accommodate multiple transportation modes while maintaining accessibility
- Transitway Wayfinding Study: Reviewed wayfinding solutions to improve navigation and accessibility across the transit network
- Accessibility reviews of best practices: Updated infrastructure standards leading to the upgrade of bus stops, shelters, bus pads and sidewalk connections

Culture & Events (Ongoing)

The City of Mississauga offers a vibrant cultural scene, hosting diverse events that celebrate its rich heritage and multicultural community. From art exhibitions and live performances to festivals and seasonal celebrations City provides opportunities for residents and visitors to connect, enjoy and experience its dynamic spirit.

City also prioritizes accessibility in cultural initiatives, incorporating requirements for new public art installations. Highlights include:

- Accessible Public Art at Burnhamthorpe Community Centre
- Vinyl Public Art projects enhancing visual storytelling
- Downtown Core Wayfinding Project to improve navigation and inclusivity in public spaces
- Bilingual signage for community and cultural events
- Continued the use of translation apps on staff phones to assist with communication where English may be a second language
- Continued displaying show advisories on the eVenue site for patrons to view prior to purchasing an event ticket
- Included accessibility requirements for new public art installations
- Hosted events during the National Accessibility Week (May 26-June1) including an event to celebrate the City's Accessibility Advisory Committee 20th anniversary and all their contributions to making the city more accessible and inclusive

Indigenous Relationship (Ongoing)

(Indigenous Relations Reconciliation Plan report will go to Council separately in Fall of 2025)

- Working through the change management of increased municipal engagement requirements as set by the province. While the Province, as the Crown, owns the relationship with First Nations there is a continual increase in the amount of delegated responsibility down to the municipality, including relationship building, administrative aspects of Duty to Consult, and further engagement on land planning, heritage and environmental matters
- Working to increase communication between the City and its Indigenous partners, managing the relationship with urban Indigenous organizations, First Nations, communities and confederacies who hold rights within the City

DEVELOPING POLICY & GOVERNANCE

Combating Racism Discrimination Hatred Advisory Committee (CRDHAC) (In progress)

The inaugural CRDH Advisory Committee of Council was established for the duration of the current Council term. Staff supported the Committee to go through a robust work planning session that will define its work for the term of Council.

- Staff supported the Committee to define its work for the term of Council
- Working Group was established to develop a city-specific anti-racism anti-hate public awareness and advocacy campaign to launch in Q1 2025.

A review of the City's Asset Naming Policies (Completed)

A review to develop new commemoration and recognition policies for the City with an equity, diversity and inclusion perspective has been completed. Final report to Council was approved on March 21, 2024. (City Asset Naming Policies Equity, Diversity & Inclusion Review)

Main recommendations were as follows:

- Adopt proposed placemaking principles:
 - Intentional & Inclusive Placemaking
 - Community Collaboration
 - Indigenous Recognition and Prioritization
 - Environmental and Historical Stewardship
 - Navigational Clarity and Descriptive Relevance
 - Uniqueness and Adaptability
 - Legal and Ethical Compliance

- Create a New consolidated Asset Naming Policy
- Revised Process - Expand the Role of the Heritage Advisory Committee
- Delegate Accountability for the (new) Asset Naming Policy to the PF&E Division
- Establish a Centralized Digital Naming Intake Platform with a Designated Naming Coordinator
- Embed Principles in other Placemaking Policies (plaques; benches; museums; trees etc.)
- Extend the Role of the Interim Asset Naming Working Group (to provide an EDI perspective to the Heritage Committee and PF&E staff)

Policy Interventions (Ongoing)

The EDI team (Strategic Leader, EDI) is now a mandatory reviewer of all new policies as well as those undergoing major amendments. Some examples of key EDI reviews in 2024 are:

Street Lighting Policy	Employee Recruitment Policy
Low, Medium and High Value Acquisitions Policies	Working Remotely Policy
Sustainable Procurement Policy	Revision of Workplace Violence Policy
Bid Review and Evaluation Policy	Revision of Respectful Workplace Policy
Template for use in developing a Smudging Policy	Bereavement Policy
Video Surveillance Policy	IT Cybersecurity Policy

Employee Equity Advisory Committee (EEAC) (Ongoing)

As a permanent EDI governance and accountability mechanism made up of employees from across the organization, EEAC continues to be operational. 2024 accomplishments of EEAC are as follows:

- An orientation presentation was developed for EEAC members
- Reviewed a proposed plan for developing a Single-Use Washroom Standard
- Reviewed and commented on Equitable Recruitment initiatives
- Reviewed and commented on the City's Performance Development Program and the Leadership Pathway Program

Revised Employee Recruitment Policy (Completed)

The Talent Acquisition team has reviewed and revised the current Employee Recruitment policy to include:

- Inclusive language pertaining to the Candidate assessment phase
- Completion of the job-required e-learning module "EDI Hiring Manager Certification" before commencing any Recruitment competitions
- Language that encourages interview panels to be diverse
- A requirement that a minimum of one interview panelist has completed the "EDI Hiring Manager Certification"

Workplace Psychological Health and Safety Strategy (In progress)

This corporate-wide strategy aims to further advance psychological health and safety in the workplace. Key accomplishments in 2024:

- The Working Mind for Leaders & The Working Mind for Employees (Library) training
- Development of Mental Health Awareness e-learning modules for employees
- Transit Operator EFAP orientations, trainings on resiliency & wellness, dedicated “Ready Let’s Talk” sessions and resources on mental health
- Mental Health promotion activities and campaigns - Peel Talks, CMHA Mental Health Week, ‘(Don’t) Call Me Crazy’ Corporate Wide Book Club, Transit Ready Let’s Talk, City of Mississauga Library curated Mental Health Book list, employee EFAP orientations, employee wellness sessions, updated intranet resources
- Contribution to Ontario’s new web portal for public safety personnel to access core services and peer support
- Improved mental health disability management processes (i.e. WSIB claims workflow, information sharing on accommodations processes, refined return to work processes)
- Equity Talks: Beyond Yoga & Kale Smoothies - Workplace Psychological Health and Safety; Intersectionality & Mental Health in the Workplace: Addressing Unique Challenges
- Monthly Workplace Psychological Health & Safety learning series for Leaders & Employees
- Reviewed the Violence Risk Assessment tools and processes to identify opportunities to integrate psychological health and safety into the process.
- Integration of psychological injuries into the enhanced Accident Investigation training being developed
- Integration of psychological risks in the job task risk assessment process
- Integration of psychological health and safety into the statement of commitment in alignment with the revised Respectful Workplace and Workplace Violence policies
- Implementing action items from KPMG Review of Respectful Workplace and Workplace Violence policy review

Diverse Benefits for Employees (Completed)

- Increased coverage for Mental Health Practitioners (Licensed Psychologists, Social Workers and Psychotherapists) to support the demand for proactive mental health therapies
- Introduced new Gender Affirmation Coverage to support diverse needs of our employees
- Added coverage for Indigenous healing practitioners and practices such as counselling, traditional medicines, etc. under taxable Wellness Account.

Implementation of Multi-Year Accessibility Plan (In progress)

Launched in early 2023, this five-year plan builds on the success of the previous plans, outlining new and continued initiatives to meet and exceed the City's legislated obligations to identify, prevent and remove barriers for people with disabilities. For example:

- Implemented a targeted outreach strategy for recruiting people with disabilities by continuing partnerships with Discover Ability and Ready, Willing and Able that support the employment of people with disabilities
- Continued to integrate accessibility in the implementation of Hurontario Light Rail Transit (LRT)
- Continued to implement the City's Facility Accessibility Design Standards in all building project designs including new construction, additions, renovations and capital replacements
- Continued to enhance the accessibility of new and redeveloped parks and playgrounds
- Included accessible pedestrian signals when installing new traffic signals or replacing existing traffic signals
- Improved accessibility of bus stops and ensured sidewalk connections
- Provided accessible parking, pathways and entrances into all City facilities

Place-making and Policy Implications (Ongoing)

The City continues to focus on "place-making" by returning Indigeneity to the City, which bears an Anishinaabe name, by:

- MAY 5th is MMIW – Murdered and Missing Indigenous Women Awareness Day. As more of our First Nations go missing, we now have to include 2-Spirit, Boys and Men. The City ran it's first campaign to raise awareness on this Canada-wide issue. Our campaign included a social media and digital screen content, featuring a photo of Mississaugas of the New Credit First Nations (MNCFN) youth Wiley Jacko holding a photo of her sister Maisy. Maisy Odjick, from Kitigan Zibi Anishinabeg, went missing September 7, 2008
- National Indigenous Peoples Day (NIPD) event at Celebration Square was very successful. The entertainment included Halluci Nation, Mr.SAUGA, Manitou Mkwa Singers and other Indigenous artists. The main performers were from the MNCFN, Six Nations and other First Nations. This year saw an increase in offerings, including Indigenous vendors at the event. Mississauga remains the only municipality who organizes NIPD events and do not rely on Indigenous People to organize their own National Day of Celebration, making this a profound act of Reconciliation
- 50th anniversary of Mississauga- opening events with smudging. Burning sage is used to clean the air of negativity and to start a meeting in a good way. Smudging is something that is part of our culture and should be practiced whenever it is necessary

SUPPORTING A CULTURE OF EDI LEARNING & DEVELOPMENT

Equity Talks (Ongoing)

Equity Talks, as a successor to Equity Alert and a conversation forum, completed its first year. It provided a forum to share EDI knowledge, expertise and insights on how to understand and incorporate an equity perspective to the work we do across the city. Some of the topics discussed were: evolution of EDI and Accessibility at the City; limitations of conscious/unconscious bias training; intersectionality and mental health; EDI from the 2SLGBTQI+ employee perspective; Indigenous Relations to name a few.

A survey was conducted of our employees to determine the effectiveness of this forum. 67% of those who responded found the quality of Equity Talks to be either good or excellent and 85% said they are interested in the Equity Talks and that they found Equity Talks to be informative.

Equity Café (Ongoing)

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 on a monthly basis to collectively unpack information outlined in Equity Alerts and its successor Equity Talks.

Countering Hate in our Communities Training (Ongoing)

The Countering Hate Committee was formed in 2023. It is a partnership between PRP/Safe City Mississauga and over 20 community groups (including City of Mississauga).

The Committee's mandate is to develop a community-led resource that is instrumental in understanding and countering hate. Through this collaboration, the CHC seeks to empower every member of our community to recognize hate-driven acts and to respond with courage and conviction.

To date the CHC has developed a robust curriculum to build awareness and capacity of all communities in Peel Region against hate. The resources include:

- A one-hour module for general audiences
- A one-hour module for youth-specific audiences (ex. youth, teachers, parents)
- A give away Mini Guide with key information on recognizing hate incident/crime, key statistics and multiple channels for reporting
- A Train-the-Trainer module for those who wish to continue the knowledge building work in their communities/teams etc.

EDI Presentations (Ongoing)

Presentations on the City's EDI values, principles, structure and actions were made:

- Introduction to EDI Dashboard (Extended Leadership Team)
- Use of EDI Dashboard (Community Development Team)
- Role of Law in EDI (Legal Services Spring/Summer Offsite)
- Emergency preparedness video messaging
- Role of Government in Social Justice Change (Maytree Foundation Policy School)
- EDI Fundamentals (Parks Forestry & Environment)

EDI Consultations (Ongoing)

City's EDI Team engaged in focused discussions and offered critical advice to staff/divisions on how to integrate EDI considerations into key corporate plans and policies. For example:

- Strategic Plan Refresh
- Corporate Equitable Engagement Model
- Single-use washrooms
- Community Engagement Community of Practice
- Inclusive Aquatics Changeroom/Facility Use SOP
- Next Step to Active Living
- EDI Dashboard
- Leadership Pathway Program
- Sustainable procurement policy and framework
- Healthy City Strategy
- Bloor Street bid
- Cultural Infrastructure Creative Study project
- City Grants Program 2024
- Emancipation Day
- Criteria for Posting Printed Materials in Recreation/Culture Facilities
- Vision Zero
- Gender Terminology
- TRY IT Swimming Program
- Respecting Religious Observances
- Appropriate terminology for gender specific sports programming
- Recreation and Culture update of Child Protection Form
- EDI collaboration and learning with the municipality of Chatham Kent

EDI Learning (Ongoing)

- An EDI Learning Curriculum that includes a comprehensive overview of the City's EDI learning options is in development in partnership with the City's EDI Community of Practice
- A self-directed learning module for employees on mental health and workplace psychological health and safety was developed (will be implemented in 2025)
- The integration of psychological health and safety into the statement of commitment has been drafted in alignment with the revised policies (communication launch in 2025)

Learning With Pride

- A virtual learning session was hosted by members of the EDI team as well as an identified 2SLGBTQI+ leader. This learning provided an overview of Pronouns, the use of pronouns and resources on how to share your pronouns in the workplace

Women in Leadership Panel

- A number of identified women leaders across the City came together to discuss the importance of EDI, challenges women experience in their career journey and share inspirational pieces of advice on how to navigate the workplace as a woman

EDI Speakers (Ongoing)

2024 Speakers included:

- Jesse Thistle discussed 'Connection: How We Make Wakhootawin (Relatives)' during National Indigenous History Month (June 2024)

Recruitment Consultations (Ongoing)

TAQ 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. TAQ has completed several supplementary sessions tailored 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.

Examples of sessions include Extended Human Resources Leadership team, Library Leadership team, and Recreation (North) Leadership team.

Talent Management Knowledge Hub (Ongoing)

Talent Management Knowledge Hub webpage was implemented for all employees providing various learning resources including topics on equity, diversity and inclusion, workplace mental health and psychological health and safety.

Accessibility Consultations (Ongoing)

Accessibility Advisory Committee (AAC) was consulted on key corporate initiatives, for example:

- Library's use of Alternative Augmentative Communication (AAC)
- City's Annual Accessibility Status Update
- MiWay Sunflower Initiative
- Bill 185 Changes, Implications on the Requirement for Accessible Parking
- Paramount Fine Foods Centre R905 New Gym
- South Common Community Centre and Library
- Elmcreek Park Redevelopment
- Malton Community Centre Renewal Project

Indigenous Learning (Ongoing)

- Education on the Indigenous history and rights to City staff continues. Working collaboratively with Museums, Library, Parks and Recreation & Culture to ensure that these learning are also shared to the residents of Mississauga
- KAIROS Blanket Exercise completed with the Human Resources Division - an experiential teaching tool that explores the historic and contemporary relationship between Indigenous and non-Indigenous peoples in the land we know as Canada

IDENTIFYING AND ADDRESSING SYSTEMIC BARRIERS

Empowering Change: A Comprehensive Equity Diversity Inclusion (EDI) Strategy (In progress)

In April 2024, The City launched the Empowering Change: A Comprehensive EDI Strategy (2024-2030) project. This is the first Corporate Strategy on EDI and reflects City's commitment to advancing equity, diversity, inclusion and addressing barriers within processes, practices and protocols. City has partnered with the Diversity Institute (DI) to expand efforts along 4 key areas of work that define any municipality. City as an:

- Employer
- Policy maker
- Service provider
- Purchaser of goods and services

To date the following actions, have either been completed or are in progress:

- An Ecosystem (Jurisdictional) scan
- Review of Internal Documents
- Internal consultations
- External community consultations

The final strategy will be completed by summer of 2025.

EDI Dashboard (Ongoing)

Strategic Communications and Initiatives Division in partnership with City Planning Strategies Division, has developed an EDI dashboard that disaggregates most current census data (2021) for City of Mississauga.

EDI Dashboard applies three lenses to Census Data:

- A *demographic* lens – gender, race, ethnicity, age, immigration status, ability, sexual orientation, Indigenous identity etc.
- A *socio-economic* lens – education, language facility, income, employment status, home ownership etc.
- A *geographic* lens

The EDI Dashboard had a soft launch at the annual Leadership Conference in September 2024. The goal is to bring a disaggregated understanding to census data so that City decisions regarding the provision of services and infrastructure and policy development can be informed by issues of equity, diversity and inclusion.

Healthy City Strategy (Ongoing)

Aimed at reducing risk factors associated with Type 2 Diabetes, the Healthy City Strategy empowers City staff and decision makers to apply a health equity lens in the planning and development of City programs, policies, initiatives, and infrastructure. The strategy was approved by Council on December 4, 2024.

The strategy includes 25 actions across 10 themes including those identified by the community through co-designed and collaborative engagement. Over 1000 people participated in the engagement which was centred around equity deserving groups and offered various engagement opportunities from focus groups (some supported by community representatives), multi-lingual surveys, community meetings and a Healthy City Expo.

With a vision of fostering a city where all residents thrive and are healthy, active, connected and supported within their community, the strategy embeds a “health equity” perspective into the City’s decision making to recognize the health, environmental and social differences across Mississauga.

Equitable Engagement Framework (In progress)

The City, through Engagement Community of Practice group, is using an interim Equitable Engagement Framework to coordinate engagement activities across the city and establish baseline standards. Ultimately it will transform into a corporate Framework that is being reviewed, rebuilt, and/or refined through the EDI Strategy.

In the meantime, the Healthy City Strategy used a co-design and collaborative engagement strategy built around this Framework.

The Framework relies on three core principles in all stages of engagement (planning; design; implementation; closing the loop):

- “We don’t know, what we don’t know”
- “Nothing about us, without us”
- Use of disaggregated data to embed diverse community voice in all city initiatives

Single-Use Washrooms (In progress)

EDI Team Strategic Communications and Initiatives, Human Resources and Facilities Planning and Development in partnership have initiated a project to integrate more single-use washrooms into City facilities. This shift has partly been sparked by the need for more equitable access, particularly for groups such as women, children, people with disabilities, and the elderly, who may have specific needs. Single-use washrooms also promote inclusivity, addressing barriers faced by transgender and non-binary individuals in gendered spaces. This initiative will lead to the amendment of:

- City’s existing Facility Accessibility Design Standards (FADS)
- Development of a guideline specifically for single-use washrooms

2SLGBTQI+ Inclusion Engagement (In Progress)

The City initiated a review to help identify any systemic barriers that may be impacting the experiences of belonging for our 2SLGBTQI+ employees, and their ability to feel safe and to be their authentic selves in our workplace. A summary report is expected in early 2025 with recommended actions.

Revised External Career Webpage (Completed)

TAQ has completed the redesign of the City's external career webpage. The revisions help to reinforce the City's messaging of its commitment to EDI. This includes highlighting; ERGs, our current outreach partnerships, employee testimonials and recommended International Credential Evaluation agencies.

International Credentials Assessment/Verification process (Completed)

To streamline the verification process of credential evaluations during recruitment, the City has partnered with World Education Services (WES). This partnership provides Hiring Managers and Recruitment Specialists with a tool that provides efficient evaluations and the authentication of credential evaluation reports. By adopting these best practices, the City can attract skilled newcomers and enhance workforce diversity.

Respectful Workplace and Workplace Violence Policy Reviews (In progress)

The City of Mississauga engaged KPMG to conduct a review of its Respectful Workplace and Workplace Violence Policies and the related Employee Guides. Using an equity, diversity and inclusion lens as well as a psychological health and safety lens, KPMG's recommendations leveraged information gathered from stakeholder consultations, benchmarking and a comprehensive review of current policies, forms and procedures, namely, Respectful Workplace and Workplace Violence Policies.

Accessibility Audits (Ongoing)

The City is committed to fostering barrier-free environments for both the public and employees. To support this goal, an Accessibility Classification System for City facilities has been proposed. This system aims to evaluate and categorize facilities based on varying levels of accessibility, helping to identify areas for improvement and establish clear benchmarks for inclusivity. Additionally, ongoing accessibility audits are conducted to assess compliance with standards and identify barriers in City buildings and spaces. These audits focus on ensuring that facilities meet the needs of all users, enhancing access to services, and maintaining inclusive and safe environments.

“Pretendian” Awareness (Ongoing)

Working with Human Resources and teams across the City who bring in artists, performers and other practitioners of cultural expression to become aware of Indigenous, Métis and Inuit Identity fraud (pretendians).

WHAT'S NEXT FOR 2025?

Empowering Change: A Comprehensive EDI Strategy (2024-2030)

- Corporate Equity Diversity Inclusion Strategy will be finalized and launched

Equity Talks:

- We will move into the next phase of our Equity Talks entitled: A Frontline Perspective

EDI Team:

- EDI will continue to be embedded in key corporate policies, programs and services
- EDI consultations with divisions/programs and policy staff/leadership teams will continue
- EDI review of all new and revised policies will continue
- The EDI Dashboard informational video will be launched in 2025. This will support in building staffs' capacity to use disaggregated data to plan and design services to meet the needs of the communities/populations they serve in an equitable manner

Combating Racism Discrimination Hatred Advisory Committee (CRDHAC):

- Committee and EDI staff will be responsible for launching the City's first anti-racism anti-hate campaign

Countering Hate Committee:

In 2025 EDI Team will partner with Countering Hate Committee to:

- Deliver Countering Hate in our Communities training to divisional Leadership Teams (HR; Audit; Enforcement have been confirmed. Facilities Planning and Development and Recreation to be confirmed)
- Deliver the Train the Trainer training to specific divisional team leaders
- Partner on City's anti-racism anti-hate campaign

Employee Resource Groups:

- An action plan to be implemented to continue to support the development of ERGs according to their stated needs

TAG:

Behavioural Assessment Tool Review

- TAG will complete a fulsome review of current behavioural assessment tools.

Equitable Internship Initiative

- TAQ will develop an Equitable Internship Initiative. Internships support individuals from equity-deserving groups; gain opportunities to practical work experience, develop and strengthen their network and discover new personal strengths and skills

Psychological Health and Safety:

- Launch Mental Health Awareness e-learning modules for employees
- Launch Employee Health Services – Supporting Employee Health and Recovery e-learning for Leaders
- Job required learning for leaders on Mental Health and Workplace Psychological Health and Safety
- Critical Incident Response Resources for Leaders and Employees
- Workplace Psychological Health and Safety Scorecard/Measurement Plan
- Employee engagement process (i.e. surveys, focus groups) to inform next iteration of Workplace Psychological Health and Safety Strategy
- Quiet/Wellness Room info campaign
- Continue the implementation of recommendations from KPMG review of Respectful Workplace and Workplace Violence Policies
- Launch ‘new’ Health and Safety Commitment Statement

Accessibility:

- Continue to meet the City’s obligations under the AODA and its standards
- Launch updated Facility Accessible Design Standards Q2

Indigenous Relations:

- Develop City’s Reconciliation Plan

APPENDIX I

First Steps Report Recommendations
- Implementation Tracker

APPENDIX I

Division	Recommendations	Actions and/or Initiatives	Status
CORPORATE BUSINESS SERVICES			
1	City should offer the Black Caucus Alliance office space free of charge - Interim Solution.	<ul style="list-style-type: none"> • Provide an estimated costs to provide city-owned space for a 5yr period. 	Completed
2	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"> • Analysis completed to use space allocation benefits within the CGRP program. 	Implemented & Operational
ECONOMIC DEVELOPMENT OFFICE (EDO)			
3	EDO to connect Black local Business and talent to the wider innovation ecosystem.	<ul style="list-style-type: none"> • Leverage existing communication channels to engage and collaborate with organizations that focus on delivering programs and services to black entrepreneurs. • Engaged with agencies including but not limited to the Black Caucus Alliance (BCA), Black Entrepreneur Alliance (BEA), Nobellum and Black Founders Network (BFN). 	Implemented & Operational
4	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"> • Hosted the Pathways to Success event featuring the BEA, BCA, Nobellum and FACE highlighting the supports available. • In its 4th year, the Equity & Diversity Collaborative is a consortium of companies dedicated to driving gender equity and diversity. 	In Progress
5	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"> • Work closely with Equation Angels to establish a stronger Angel network in Mississauga. • Establish a networking community for procurement partners and interested parties. 	Pending
6	Establish Business Accelerator Programs.	<ul style="list-style-type: none"> • The Step-Up Program is now in its 4th cohort and priority is given to businesses owned or led by individuals from underrepresented communities. 	Implemented & Operational
7	Co-design and develop targeted strategies to include more local Black businesses in the competitive diverse supply chain.	<ul style="list-style-type: none"> • Subscribed to the Canadian Council for Indigenous Businesses and Canadian Aboriginal and Minority Supplier Council (CAMSC). • Planning is underway to subscribe to additional registers of certified diverse businesses. 	In Progress
8	Host a City-wide hackathon for local Black innovators (an event included as a part of the 2024 celebration).	<ul style="list-style-type: none"> • 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. 	Implemented & Operational
9	Create a local Black business identification campaign that would attract Black entrepreneurs to register their businesses with the Operation Black Box database.	<ul style="list-style-type: none"> • To be implemented in partnership with the Black Caucus Alliance. 	Pending

APPENDIX I continued

Division	Recommendations	Actions and/or Initiatives	Status
ECONOMIC DEVELOPMENT OFFICE (EDO) con't			
10	Establish a Black Community Data acquisition campaign.	<ul style="list-style-type: none"> To be implemented in partnership with the Black Caucus Alliance. 	Pending
11	Black Business Inclusion in the COVID-19 strategic Economic Recovery Framework as part of the City's wider Recovery Plan.	TBD	Pending
12	Conduct cultural and trade missions within the international Black diaspora (Caribbean and Africa) to strengthen cultural and economic ties with local businesses.	TBD	Pending
FACILITY AND PROPERTY MANAGEMENT (FPM)			
13	Ensure that residents and visitors of the Black communities feel safe and welcome on all the City of Mississauga properties.	Require all new Corporate Security staff to complete: <ul style="list-style-type: none"> • Combatting Anti-Black Racism (CABR) and Indigenous rights. • D&I Insight courses. 	Implemented & Operational
14	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"> • Corporate Security Annual Complaints Data Analysis. 	Implemented & Operational
15	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"> • Post incidence video surveillance review of officer interactions at City Facilities (FOI). 	Pending
HUMAN RESOURCES			
16	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"> • Enrolled in 4 new job boards: BIPOC jobs, Black Business and Professional Association, Community Outreach Canada, Diversity Job Boards. • Leverage our existing partnership with ONYX Initiative by developing targeted internships for their scholars. • Host job fairs and information sessions with black community-serving agencies. 	Implemented & Operational
17	Create Next Generation Mentorship Program & Create Sponsorship Program for Young Adults.	<ul style="list-style-type: none"> • Emerging leaders program for all employees with a focus on racialized employees. • Initial discussions completed and exploratory design planning will commence in 2025. 	In Progress
18	Monitor and Track KPI to measure the progress of its recruitment and talent management processes.	<ul style="list-style-type: none"> • Baselined 2022 Employee Engagement & Demographic Survey results to measure changes in 2025 survey results. 	Implemented & Operational
		<ul style="list-style-type: none"> • Applicant demographic tracking in Fire and Emergency Services. 	Implemented & Operational
		<ul style="list-style-type: none"> • Applicant demographic tracking in selected leadership roles. 	Pending

APPENDIX I

continued

Division	Recommendations	Actions and/or Initiatives	Status
LEGISLATIVE SERVICES			
19	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"> • Greater social media presence of opportunities i.e. LinkedIn, Facebook, Twitter etc. • Targeted marketing during the beginning and midpoint of the Council term. 	Implemented & Operational
20	Merit-based recruitment of BCA Committee of Council representative.	<ul style="list-style-type: none"> • Redesigned the citizen appointments webpage to provide more information about committees, opportunities, criteria/qualification etc. • Ongoing review of recruitment process from an EDI lens. 	Implemented & Operational
21	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"> • Host a civics training session at City Hall open to the community. 	Pending
LIBRARY			
22	Develop targeted/inclusive programming at the Library.	<ul style="list-style-type: none"> • Prioritize opportunities and programs as appropriate and with input from stakeholder groups. 	Implemented & Operational
PROCUREMENT SERVICES			
23	Collaboration with the City in building its Supplier Diversity Program.	<ul style="list-style-type: none"> • Incorporated into the updated Sustainable Procurement Policy. • Exploring ways to engage diverse suppliers for various procurement thresholds. 	In Progress
RECREATION			
24	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.	<ul style="list-style-type: none"> • The BCA is currently enrolled as a 'developing group' in the Community Group Registry Program (CGRP). 	Implemented & Operational
25	Access to the City of Mississauga Funds/Community Grants.	<ul style="list-style-type: none"> • Ongoing support and access to resources including funding opportunities. 	Implemented & Operational
26	Develop targeted/inclusive programming in Recreation.	<ul style="list-style-type: none"> • Increased communication and engagement with racialized groups. • Promoted access to funding opportunities (Peel Region B3) to registered community groups (CGRP). • Recreational Programmer representative on the review committee. 	Implemented & Operational

APPENDIX I continued

Division	Recommendations	Actions and/or Initiatives	Status
STRATEGIC COMMUNICATIONS AND INITIATIVES (SCI)			
27	Lead and oversee the implementation of the recommendations outlined in the report.	<ul style="list-style-type: none"> Develop Project Charter, Implementation Road Map and Status Reporting. 	Implemented & Operational
28	Plan and Host Recurring Black History Month Events in partnership with BCA.	<ul style="list-style-type: none"> Strat. Communications leads planning and coordination with BCA, Mayor's Office and the rest of the organization. 	Implemented & Operational
29	Design, Promote and Host the United Nations' International Decade for Peoples of African Descent Event.	<ul style="list-style-type: none"> Plan and Host events and activities to mark the concluding year/extension of the United Nations' International Decade for Peoples of African Descent. 	Pending
30	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.	TBD	Pending
31	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"> Included in the initiatives executed or planned by relevant City Divisions. 	Implemented & Operational
32	Host an Equity, Diversity, and Inclusion Summit (EDIS).	TBD	Pending
33	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"> Actioned as stated. 	Completed
34	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"> Actioned as stated. 	Completed
35	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"> Black Representation now confirmed in Peel Regional Police Service Board. 	Completed

APPENDIX I continued

Division	Recommendations	Actions and/or Initiatives	Status
STRATEGIC COMMUNICATIONS AND INITIATIVES (SCI) con't			
36	Black Caucus Alliance and the City work together to introduce Black communities to local political structures and officials.	<ul style="list-style-type: none"> • Introduce members of the Black Caucus Alliance to respective elected officials or other leadership contacts, when requested. 	Completed
		<ul style="list-style-type: none"> • Work to seek reduced or fee waiver for representative(s) to attend MBOT's meet and greet elected official events. 	Completed
		<ul style="list-style-type: none"> • 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. 	Completed