

**DATE:** April 14, 2022  
**TO:** Mayor and Members of Council  
**FROM:** Councillor Tony Carella, Chair, Diversity and Inclusion Task Force  
**RE:** LETTER OF TRANSMISSION

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Dear Mayor and Members of Council,

On behalf of all of the members of the Diversity and Inclusion Task Force, I am pleased to present to you our final report and recommendations – the fruit of extensive work for over more than a year, with input from both the private and public sectors, as well as the academy.

I especially want to thank each member of the Task Force:

Alan Au-Yeung
Amy Altwenger
Aysha Anwar
Barrie Goodman
Darnell Thomas
Drupati Maharaj
Hannah Godefa
Jennifer Solmes
Jumol Royes
Karen Feder
Khizer Amin
Kulvir Deol
Maria Capulong
Miriam Paz Maor
Nagina Shahsamand
Suhayb Shah
Wendy Solis

Three others deserve special mention: my colleague – the Task Force's Vice Chair, Councillor Alan Shefman; our Clerk, Mr. John Britto; and Ms. Zincia Francis, the city's Diversity and Inclusion Officer. Their help and support along the way was deeply appreciated by everyone connected with this initiative.

Yours truly,

Tony Carella, FRSA  
Councillor, Ward 2/Woodbridge West and  
Chair, Diversity and Inclusion Task Force

## City of Vaughan Diversity and Inclusion Task Force Findings and Recommendations Report



### ***Introduction***

The Diversity and Inclusion Task Force---led by Chair, Councillor Tony Carella and Vice-chair, Councillor Alan Shefman---was convened in October 2020 by Council Resolution. The task force's ~~assignment was to develop recommendations~~ goal was to guide the City of Vaughan in developing policies that promote fairness, mutual respect and an undoubted sense of inclusion among the diverse individuals, communities and stakeholder groups that compose its citizenry. The task force was to submit no later than June 2022 its recommendations to Council on delivering equitable programs and services that reflect its residents' diverse needs and the community's own diversity as reflected in municipal hiring and tendering practices.

The task force met regularly to review current policies, practices, inclusion-related documents and best practices from other sectors and communities. It also provided input towards improving the inclusion of all ~~Indigenous, equity-deserving communities~~ ethnocultural, national, racial and religious groups among residents, businesses and other stakeholders. The task force also reviewed the City of Vaughan's Diversity, Equity and Inclusion Plan and the Multi-Year Action Plan. In providing feedback, the task force has stressed the importance of centring the voices and lived experiences of Indigenous and equity-deserving communities through targeted engagement strategies to reflect their voices in the City's programs and services.

The City of Vaughan is immeasurably enriched by the many people from all walks of life that make up this unique and beautiful community. Though we all contribute to the city's economic, social and cultural fabric, we acknowledge that some continue to experience unfair treatment, are denied opportunities and are excluded based on identity and social location. We remember the wise words of Dr. Martin Luther King that injustice anywhere is a threat to justice everywhere; therefore, the task force joins the City in condemning all forms of violence, hatred and discrimination.

The task force believes that equitable policies, practices and services are integral to fostering and supporting a diverse and inclusive workforce and community. But we must be intentional and committed in our efforts to foster inclusion, be mindful of unintentionally reproducing and reinforcing inequities, and hold ourselves accountable to the future, to our children and their children.-

The Diversity and Inclusion Task Force believe that its recommendations, as detailed here, along with the Diversity, Equity and Inclusion Plan currently under development, are but two of the many steps we need take in the short and medium term to foster an inclusive, equitable and accessible community for all. The task force is proud to endorse the City's earnest commitment to meaningful and sustainable change. We ask all citizens of Vaughan to join us in this journey to a community where everyone is celebrated, welcomed and supported.

## Applying a Diversity, Equity and Inclusion Lens

In order to

To achieve the vision embodied in the recommendations of the Diversity and Inclusion Task Force, the City of Vaughan must apply a *diversity, equity and inclusion lens* to all its initiatives and operations. Further, *such diversity* considerations must be embedded in its by-laws, policies and practices, *now and into the future*. Implementation of this recommendation will only materialize if it is:

- deemed a priority by Council ~~and made part of the new City's strategic plan~~
- carried out by senior management and staff who have received *appropriate diversity* training
- replete with accountability measures to ensure continuous evaluation and improvement.-
- ~~subjected to internal audits to ensure that the risks to achieving the goals and objectives of the program are efficiently and effectively mitigated.~~
- based on best diversity and cultural practices in the private and senior government sectors

### Employee Recruitment-

ER1	<del>Where possible, ensure</del> Ensure diverse representation in the hiring <del>panel and</del> /decision-making process.
ER2	Ensure "blind" <u>Blind</u> recruiting"---in which <del>factors that are known to cause bias, like</del> means the names of interviewees, <del>names of employers and post-secondary institutions,</del> are redacted in <del>order an attempt</del> to <del>save</del> preserve the process from bias. <del>Recruitment and interview process ---</del> needs to be further examined and <del>extended</del> revised, as it does not address other <del>opportunities to exercise</del> forms of <u>racial</u> bias in hiring which may come into play if the interviewer has details of the candidates country of origin,- where they received their education or where their experience was gained.- <del>Explore AI tools to mitigate biases in the recruitment and selection process.</del>
ER3	Borrowing from <del>other best practices,</del> consider collecting, on a voluntary <del>basis,</del> successful private sector processes, the City of Vaughan <u>should collect</u> race-based data, to determine <del>the degree to which</del> whether staff reflect the demographics of the City of Vaughan.
ER4	<del>Advertise employment</del> Employment opportunities <u>should be advertised</u> in <u>ethnic</u> print and electronic venues <del>that are consumed by Indigenous and equity-deserving communities,</del> as well as alternative sites such as Charity Village, LinkedIn.
ER5	<del>Conduct employment</del> Employment interviews <u>should be conducted</u> through a <del>DEI</del> diversity, equity and inclusion lens, <u>with no favouritism shown to particular communities over others.</u>
<u>ER6</u>	<del>[NTD: This is removed because it is covered already in ER2 above.]</del> A mechanism <u>must be put in place to ensure that all applicants are presented to any hiring committee without pre-screening by administrative staff.</u>
<u>ER6</u> <u>R7</u>	<del>Reduce barriers</del> Barriers to certain specific groups <u>must be reduced</u> by borrowing from best <u>private sector</u> practices (e.g., BMO, KPMG) in targeting certain communities- (e.g., Indigenous persons, persons with disabilities) when recruiting for specific positions.
<u>ER7</u> <u>R8</u>	<del>Foster connections</del> Connections <u>must be fostered</u> with community agencies to conduct interviews and job-ready workshops for potential candidates <u>(a practice employed by</u> BMO, Lime Connect, JVS, March of Dimes, Canadian Council on

	<u>Rehabilitation and Work, Canadian National Institute for the Blind, etc.).</u>
<u>ER8E</u> <u>R9</u>	<u>Recruit</u> <del>Conduct recruiting</del> at university and college campuses, <del>where appropriate</del> , by participating in/hosting in-school networking/recruiting events or by sponsoring such events in order to attract young people to work for the Citycity.
<u>ER9E</u> <u>R10</u>	<del>Develop policies to preclude</del> <u>Create a hiring policy such that a recruiting panels-</u> <del>valuing</del> <u>panel cannot value</u> "Canadianexperience" and "Canadian education" more favourably than foreign- education and experience, <del>unless objectively required,</del> <u>a practice that penalizes</u> <u>new immigrants who make up a sizeable portion of the annual increase in</u> <u>Vaughan's population.</u>

<u>ER10</u>	<del>Develop community engagement and communications plans to support recruitment in under-represented communities.</del>
<u>ER11</u>	<del>Review interview questions to reduce bias and increase fair process.</del>
<u>ER12</u>	<del>Utilize objective matrix in line with job requirement and qualifications to screen resumes.</del>
<u>ER13</u>	<del>Prohibit asking for candidate's current/past compensation and assess compensation based on predetermined ranges calculated by knowledge, experience, skill and job evaluation process.</del>

## Employee Retention and Development

RD1	In order that the staff of the City reflect the citizens of the City, set goals to achieve a certain percentage representation of <del>Indigenous</del> <u>Visible Minorities</u> and <del>racialized communities and women</del> <u>Females</u> in senior management positions (i.e., City Manager, Deputy City Managers, Directors, Managers) by 2030, to be achieved by building a talent pipeline to these roles, including mentoring of and advocacy for promising candidates.-
RD2	Provide annual refresh training on diversity, equity and inclusion to ensure employees are well-equipped to create an inclusive space for each other and the community at large, with people open and appreciative about differences.
RD3	Conduct a Diverse Workforce Survey and encourage participation by all-employees, in order for all to understand workplace demographics, better appreciate their colleagues, better serve their own needs as employees.
RD4	<p>Provide a full range of workplace accommodations for employees with disabilities, by</p> <ul style="list-style-type: none"> <li>Addressing visual, hearing, dexterity and learning disabilities with solutions such as large-screen monitors, sound baffles, sound amplification devices, ASL interpreters, closed captioning, note takers, electronic organizers, learning strategists, employment coaches and assistive technology.</li> <li>Supporting employees with muscular, skeletal and circulatory conditions with ergonomic equipment.</li> <li>Facilitating communication for employees who are deaf, deafened or hard of hearing.</li> <li>Promote access to occupational therapists and other external supports to assess and recommend workplace accommodations for people with non-visible disabilities, such as mental illness</li> <li><del>Commit to participate in the federal governments 50-30 Challenge: the goal of which is to work towards a staff complement in which 50% are women and 30% come from otherwise underrepresented groups.</del></li> </ul>

<del>RD5</del>	<del>Include DEI lens in the City's review/audit of policies, including recruitment and hiring policies, and assign responsibility for adherence to Chief Human Resources Officer.</del>
<del>RD6</del>	<del>Include DEI questions on exit interviews and share information with DI Officer. Conduct Stay Interviews to uncover trends and safeguard resignation especially amongst Indigenous and equity-seeking groups. Review quarterly retention and turnover metrics by business unit.</del>
<del>RD7</del>	<del>Ensure that working committees have diverse composition.</del>

## Procurement and Purchasing

Procurement Policy and Bidding processes need to be intentionally inclusive and committed to creating an awareness of opportunities in diverse communities.- Partnerships with community agencies, ethnic media and other advertising channels will go a long way in informing citizens of the opportunities that exist in Vaughan.

Integrating diverse suppliers into City of Vaughan's supply chain is an important way to encourage economic inclusion and promote a culture of fairness. Small and medium

business isbusinesses are the beating hearthearts of the city and creating opportunityopportunities for new and diverse businesses to grow through partnershippartnerships with the city is an important way to meet the diversity objectives for our community.

~~Every purchase has an economic, environmental and social impact, whether intended or not. Social procurement is about capturing those impacts and seeking to make intentional positive contributions to both the local economy and the overall vibrancy of the community.~~

~~Social procurement does not diminish the economic value of fulfilling a purchasing need; rather it increases the total value of the transaction. In the traditional procurement model, the value created is simply the economic value created by a mutually beneficial market transaction for both the buyer and seller. The purchaser receives value from the good or service procured from filling a purchasing need. The supplier receives value in the form of revenue. However, when we include a social value component in our supplier selection criteria, such as buying from a social enterprise, then the same market transaction creates additional value for the local community. Specifically, it creates value for three parties: the buyer, the seller, and the community. Community value includes human capital, social capital, cultural capital, and physical capital. Values for community can look like jobs created in the community, locally sourced supplies, as well as, ensuring environmental sustainability.~~

~~Recognizing the value of social procurement, the Procurement Services Department has in its workplan in 2023 to develop a new Social Procurement Policy. The timing of such policy is designed such that it will follow the review and adoption of an updated corporate Procurement Policy by Council early in the next term of Council.~~

Diverse suppliers are those that the city can accredit based on being owned, managed and operated by individuals belonging to a diverse group including minorities, women, veterans, the disabled, and lesbian, gay, bisexual, transgender and Indigenous peoples. The city must commit to building long-term relationships with diverse suppliers and ensuring that qualified companies have equal opportunity to compete for business, and it must expect its suppliers to provide similar opportunities in their own supply bases.

PP1	<del>Engage external consultants to conduct an audit of the level of diversities to be found among firms that make up the City's pool of active suppliers (those the City already engages on a regular basis), in order to establish a baseline against which the City can measure its present and future suppliers. Conduct an audit (ideally with an external organization) to set a baseline of the active supplier pool.</del>
PP2	<del>{Deleted as this serves the same intent as PP3 below. PP3 provides</del> <u>Set diversity targets for the city and for each functional area within the municipal government and ensure the procurement leadership is responsible to meet them.</u>
PP3	<u>Require vendors to share information about their diversity practices and make each company's diversity, equity and inclusion policies part of a Request For Proposals/Proposal (RFP) scoring criteria.</u>
PP4	<u>Consider ensuring there is diversity, equity and inclusion within the City's procurement team or use an external scorer that reflects a diversity mindset.</u>
PP5	<del>In procurement that impacts on specific communities, where appropriate</del> <u>Where possible, select individuals who identify as part of that community</u> <u>Black, Indigenous, or People Of Colour and/or Lesbian, Gay, Bisexual, Transexual, Queer or 2+ Spirited to be appointed on the RFP evaluation committees-committee.</u>
PP6	<del>Explore potential for broader means of communication of procurement opportunities so as to expand opportunities for diverse communities to participate in the Vaughan procurement process.</del>
PP7	<del>Develop a Social Procurement Policy that considers approaches to promote diversity in the workforce of suppliers; innovations that contribute to the conservation of natural resources and demonstrate environmental responsibility; and that contribute to the social capital of the community and encourage greater involvement of local universities and college students on projects. Review onboarding processes and establish a "fast lane" process to make it easier for city managers to bring on new suppliers who aren't currently in the system if they are part of the diversity program.</del>
P6	<del>Consider a diversity-based peer mentoring program where current established vendors would be awarded concessions if they agree to act as mentors to new diverse businesses in their industry.</del>

### **Programs and Services**

PS1	Update policies and procedures to ensure customer-facing employees provide exceptional services to customers in need of accessibility accommodations, by understanding the importance and relevance of service animals, support persons, and <del>different</del> document formats <del>(e.g., Braille, such as braille and/or accessible fonts, etc.)</del> .
PS2	Conduct a survey to determine if there is sufficient interest in a sports league open specifically to people with disabilities. If there is, the City should dedicate resources to form such a league, as many existing community service-organizations (CSOs) are <del>unable</del> <u>not able</u> to accommodate individuals with disabilities.
PS3	Groups with a focus on servicing people <del>efwith</del> <u>with</u> disabilities should be added to the "Priority #2" section in the City of Vaughan's Fair Play Facility Allocation Policy, Section 4, Priority Schedule, which section includes children and youth-CSOs, heritage village fairs, <del>and seniors</del> <u>seniors</u> groups.



PS4	Review the Vaughan's Fair Play Facility Allocation Policy, Section 5, Facility Allocations through a <del>DEI</del> <u>diversity</u> lens---in consideration of (1) smaller CSOs serving equity-seeking groups who may be excluded from prime-time allocations simply because of their limited size; (2) CSOs without past usage-records being penalized for lacking such records <del>(see ER9 above).</del>
PS5	Provide <del>via</del> Vaughan Public Libraries, free computer literacy training to under-resourced Vaughan residents.
PS6	Ensure that digital information provided by the City can be accessed on <del>the</del> least-expensive devices capable of handling such information.
PS7	Ensure that heritage-related celebrations (whether months or days) dedicated to different peoples do not ignore significant groups, by pro-active initiatives, if necessary.

PS8	<del>Explore how recreation services may be marketed in a more “pro-active” manner, to be more inclusive and welcoming of immigrants and newcomers of diverse communities in Vaughan. Many residents from this sector refrain from making use of the recreation services offered by the City, because of racial and/or anti-immigrant attitudes and exclusionary practices they often experience at the hands of mainstream residents and other non-visible minority groups. This situation is harmful to this sector of the community and impedes the growth and development of cohesive and active communities in Vaughan.</del>
PS9	<del>[This is part of the CSO Policy review and space allocation.]</del>

### ***General Recommendations (unrelated to the above categories)***

G1	<del>Allocate additional human resources and operational funds to advance the aforementioned recommendations through an Office of Diversity, Equity and Inclusion (ODEI), reporting to the City Manager and providing to Council an annual report and plan for the following year in alignment with the DEI and Multi-year Action Plans</del>
G2PS8	<u>Recreation services need to be marketed in a more “pro-active” manner, to be more inclusive and welcoming of immigrants and newcomers of diverse communities in Vaughan. Many residents from this sector refrain from making use of recreation services offered by the city, because of racial and/or anti-immigrant attitudes and exclusionary practices they often experience at the hands of mainstream residents and other non-visible minority groups. This situation is harmful to this sector of the community and impedes the growth and development of cohesive and active communities in Vaughan.</u> Adopt the model of the Accessibility Advisory Committee, create a community committee to meet quarterly and report annually to Council, to <ul style="list-style-type: none"> <li><del>Monitor the implementation of recommendations in this report as endorsed by Council</del></li> <li><del>Educate the community on the evolution of the municipality’s policies and procedures relating to programs, services, purchasing and hiring subsequent to this report</del></li> <li><del>Collaborate with the ODEI (see G1) in furthering the goals of DEI and Multi-year Action Plans</del> <ul style="list-style-type: none"> <li><del>Be a referral point for emerging community concerns respecting diversity, equity and inclusion</del></li> </ul> </li> </ul>
G3	<del>Install a plaque featuring the Territorial Acknowledgement at some prominent location at City Hall, and fly the Indigenous flag permanently as well.</del>



G4	<del>Consider a dialogue with representatives of the local Black communities of both African and Caribbean descent and the wider community regarding the name of the municipality</del>
G5	<del>Install a permanent rainbow crosswalk at a prominent location near City Hall</del>
G6	<del>Organize an annual Pride celebration in the City of Vaughan</del>
G7	<del>Partner with LBGTQ2S groups in York Region and beyond to develop community-specific services in Vaughan</del>

### **General**

<u>G1</u>	<u>Allocate additional human resources and operational funds to advance the aforementioned recommendations through an Office of Diversity, Equity and Inclusion.</u>
<u>G2</u>	<u>Create a permanent committee composed of a minimum of two members of Council and an as-yet-to-be-determined number of citizen-members, to provide ongoing input as the Diversity, Equity and Inclusion and Multi-Year Action Plans are carried out; and to have the committee report to Council annually via the Diversity and Inclusion Officer.</u>
<u>G3</u>	<u>Install a plaque featuring the Territorial Acknowledgement at some prominent location at City Hall and fly the Indigenous flag permanently as well.</u>
<u>G4</u>	<u>Commence a dialogue with representatives of the local Black communities of both African and Caribbean descent regarding the name of the municipality.</u>