

**DIVERSITY AND INCLUSION TASK FORCE –APRIL 15, 2021****COMMUNICATIONS****Distributed April 14, 2021**

	<b><u>Item</u></b>
C1. Presentation material titled: “ <i>Economic and Cultural Development – Programs and Services</i> ”	2

**Distributed April 15, 2021**

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Communication : C1  
Diversity and Inclusion Task Force  
April 15, 2021  
Agenda Item # 2

# **Economic and Cultural Development**

## **Programs and Services**



# Programs and Services

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City of Vaughan's Economy

Economic and Cultural  
Development

- Objectives and Programs

COVID and the 'New Normal'



# City of Vaughan

## Economic and Cultural Development (ECD)

### Mission

We work to make Vaughan a place where entrepreneurship, business, tourism, art and culture can prosper and grow

### Services

Business development

Small business and entrepreneurship support

Matchmaking within the economic development and entrepreneurship ecosystem

Develop and promote tourism, art and cultural experiences



# By the Numbers

Largest economy in  
York Region

4th largest business  
centre in the GTA

GROSS  
DOMESTIC  
PRODUCT

**\$24.2  
BILLION**

2% year-over-year growth

BUSINESS  
ESTABLISHMENTS

**19,100**

TOTAL EMPLOYMENT

**227,000+**

6% year-over-year growth

**5.1%**

UNEMPLOYMENT  
RATE

BUILDING PERMITS ISSUED BY  
THE CITY OF VAUGHAN IN 2019

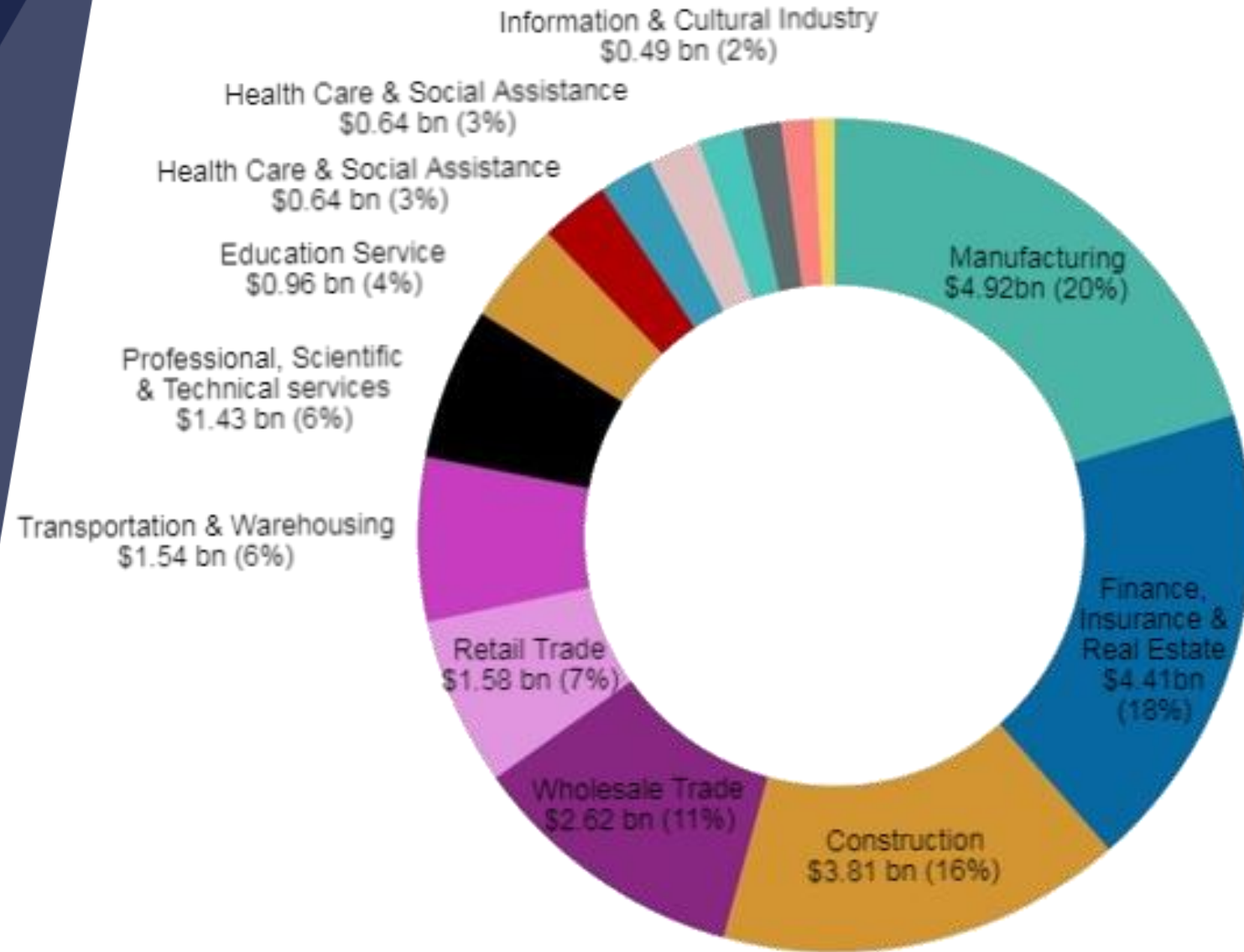
**\$1.316  
BILLION**

# Diverse Sectors

## Major Employers

Adidas Canada  
Bondfield Construction  
Canada's Wonderland  
Condrain  
Costco Wholesale  
FedEx  
Ganz  
GFL Environmental  
Grand & Toy  
Highlight Motor Group  
Home Depot  
Kohl & Frisch  
KPMG  
Magna P&F Tool & Die  
Mircom  
NPL Canada  
OZZ Electric  
Recipe (Cara Foods)  
SCIEX  
SmartCentres  
Telecon Design  
Toromont CAT  
United Parcel Service Canada

## Real GDP of Vaughan in 2019 by Sector (In Chained 2007 Canadian dollars)



Source: The Conference Board of Canada, 2019



# EDC Role

## Economic Developers are:

- Educators
- Catalysts
- Connectors
- Gap Fillers

## Economic Developers act by:

- Monitoring
- Marketing
- Managing Program
- Creating Policy





# Objectives

## Term of Council Service Excellence Strategic Plan

### Economic & Cultural Development Business Plan

Enable a Climate for Job  
Creation

Advance Economic  
Opportunities and Attract New  
Investments

Enrich Vaughan's Communities  
and Economy Through Public  
Art and Cultural Development

Demonstrate Good Value  
for Money





# Objective #1

**Term of Council  
Service Excellence  
Strategic Plan**

**Economic & Cultural  
Development Business  
Plan**

**Enable a Climate for Job  
Creation**





# Objective #2

**Term of Council  
Service Excellence  
Strategic Plan**

**Economic & Cultural  
Development Business  
Plan**

Advance Economic  
Opportunities and Attract  
New Investments





# Objective #3

## Term of Council Service Excellence Strategic Plan

### Economic & Cultural Development Business Plan

Enrich Vaughan's  
Communities and Economy  
Through Public Art and  
Cultural Development





## **Cultural Heritage Months Programs and Celebrations**

The City of Vaughan Economic and Cultural Development Department assists to facilitate and support annual Cultural Heritage Months and Commemorative Days programs, in association with interested community organizations, and City Department partners Residents and visitors are invited to celebrate, learn and be inspired by designated monthly cultural celebrations sharing heritage, traditions and achievements.

Heritage celebrations include: Lunar New Year, Black History Month, Canadian Jewish Heritage Month, Italian Heritage month, Indigenous History month, National Indigenous Peoples Day, National Multiculturalism Day, Hispanic Heritage month, and Islamic Heritage month



## Cultural Heritage Months Programs and Celebrations



In addition, throughout the year the City of Vaughan continues to provide interested cultural heritage-based community organizations with access to City services and support for specific requests, such as:

- Other cultural celebrations and anniversaries, including: Lunar New Year Israel Independence Day , Philippine Independence Day, India Independence Day, Dominican Restoration Day, Chinese National Day
- Flag-raising (City Clerk)
- Proclamations (City Clerk) Indoor and outdoor facility/space bookings (Recreation Department)
- Weekly Arts and Culture Newsletter and updates
- Community messaging on City-owned communication channels
- Central toolkit offering advice (one-point of contact), resources and support on how to navigate/access the various City services and programs (Economic and Cultural Development)
- Community Information Sessions/Workshops, hosted by the City

# Cultural Heritage Months Programs and Celebrations



## Vaughan Culture Days

The City of Vaughan is a proud annual participant of Culture Days, a free national event celebrating arts, culture, creativity and inspiration in Vaughan. To celebrate our 11th year, our program scheduled over 50 virtual free activations led by community organizations, businesses and cultural groups that were scheduled from September 25 to October 25. In 2019, we engaged over 20 community partners and over 8,000 attendees who participated in city-wide activities.

2020 Vaughan Culture Days included over 50 virtual activities and events that were programmed throughout the month and lead by Vaughan community partners, cultural organizations, artists and performers.



# Objective #4

**Term of Council Service  
Excellence Strategic  
Plan**

**Economic & Cultural  
Development Business Plan**

Demonstrate Good Value  
for Money





# Covid-19 Impact

## Phased Priorities

### Response

- Understand impacts
- Support Business in accessing resources
- Mitigate immediate impacts

### Recovery

- Identify largest gaps in economy
- Restart sectors shut down
- Facilitate connections to resources

### Resilience

- Further diversify economy
- Help businesses to change operations and adapt to the new normal







# Covid-19 Impact

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**How has Covid-19 impacted you?**

**What's the new normal going to mean for our economy in 1-3 years?**

In the long term, best practices for economic development offices are to focus on building resilience by:

- Supporting economic diversification
- Re-evaluating our community's value proposition and economic development's business plan
- Continuing entrepreneurship programming and workforce development support
- Conducting ongoing marketing and communications

# Thank You

**Please reach out for more in-depth conversations**

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**Communication : C2**  
**Diversity and Inclusion Task Force**  
**April 15, 2021**  
**Agenda Item # 1**

# Inclusion & Diversity

**Presentation to the City of Vaughan Diversity & Inclusion Task Force**

**Rob Davis**  
**Partner, Tax & Chief Inclusion & Diversity Officer,**  
**KPMG in Canada**

**April 15, 2021**

**Let's do this.**



# Table of Contents

## Inclusion & Diversity



1	The business case for Inclusion and Diversity
2	Evolution of our Strategy
3	Governance and Team Structure
4	Performance Indicators





1

# The Business Case

**How we define Inclusion & Diversity**

**How Inclusion and Diversity is Evolving**

**Canadian Demographics**

**Let's do this.**

# How we define Inclusion & Diversity at KPMG

**Inclusion is about all of us.** It is defined by environments that strive for equity, value differences, and respect every individual.

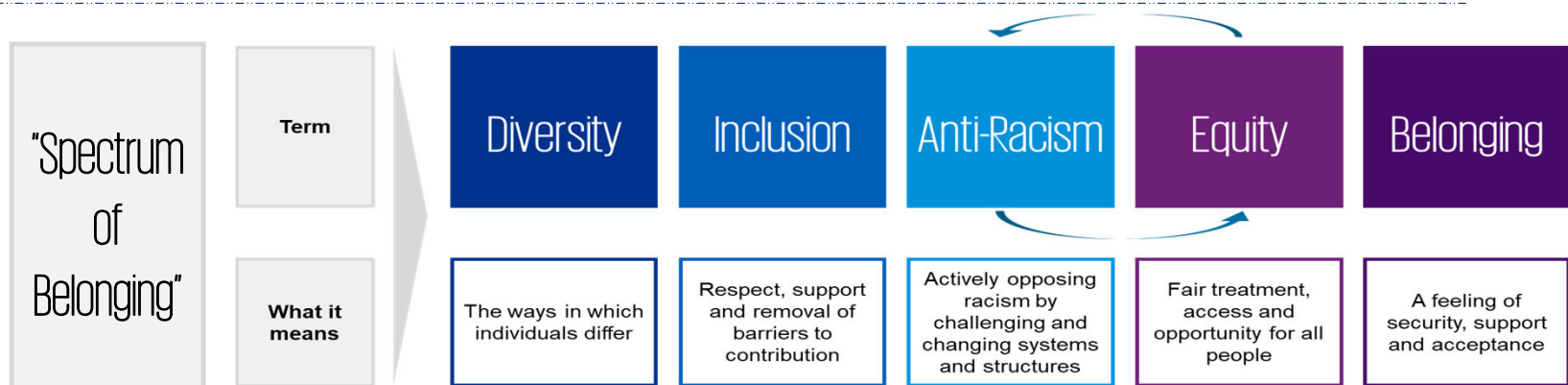
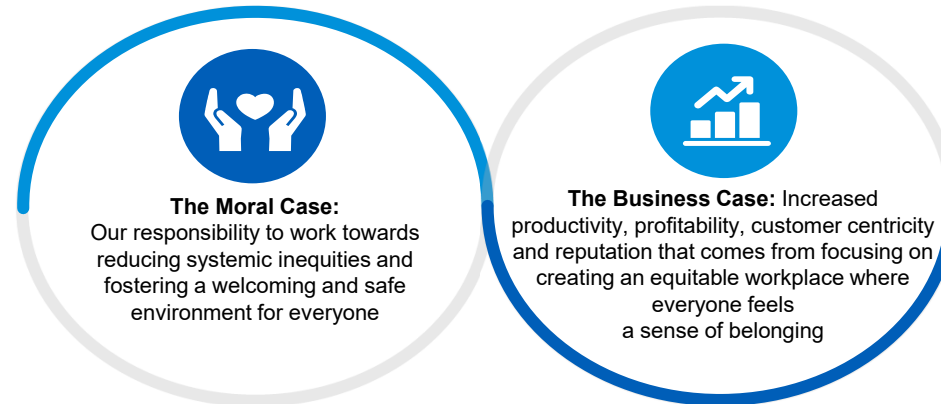
**Diversity is about each of us.** It is about recognizing and respecting the variety of unique experiences, perspectives, and qualities that every person bring to the team.

Our focus extends beyond Gender to include People of Colour, People with Disabilities, Indigenous Peoples, Newcomers and LGBTQ2+ communities.



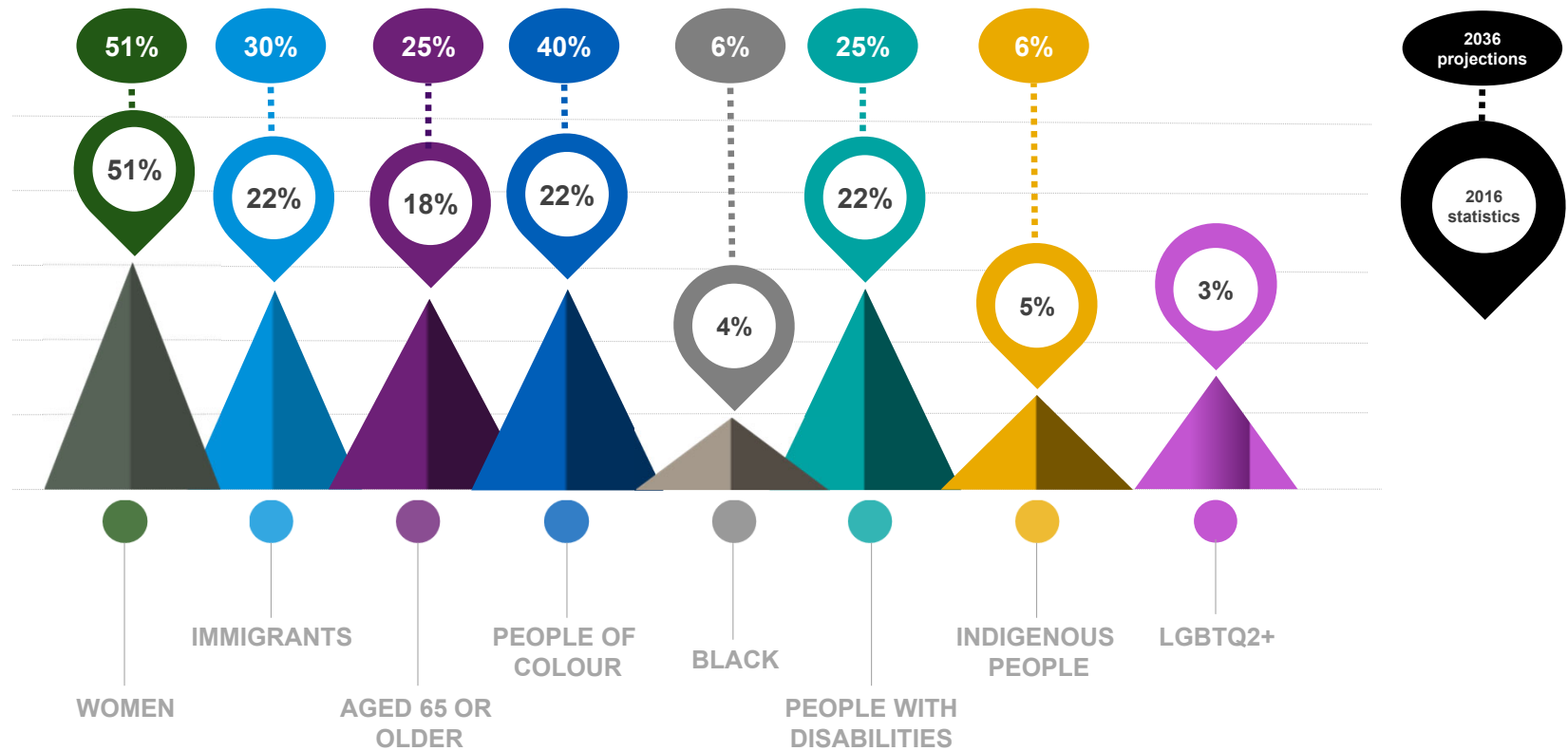


# How Inclusion and Diversity is Evolving



# Canadian demographics

Below highlights key demographic statistics for Canada displaying the need for Canadians to create a more equitable and inclusive social environment.



Canadian demographic analysis as percentages of total population (Source: Statistics Canada, 2016)





2

# Evolution of our strategy

Our 4 step approach

3 pillars of our Firm-wide Strategy

How we've evolved

Anti-Black Racism strategy

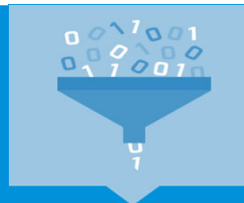
Let's do this.

# Our 4 step approach

## DATA COLLECTION

A data-driven approach to build our business case and understand our workforce

1



## BUILDING OUR STRATEGY

A strategy based on three strategic pillars:

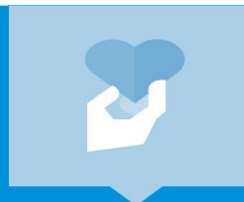
- Embedding an inclusive culture
- Creating a mentally healthy workplace
- Being Inclusion & Diversity leaders in the community

2

## EDUCATION & AWARENESS

A shift in our training approach from addressing unconscious bias to focusing on inclusive leadership

3



## MEASURING SUCCESS

Continuously evaluating our progress and setting new goals to ensure each employee knows they belong

4



# 3 pillars of our Firm-wide Strategy

2014

TRUST & GROWTH

2022



# I&D in Today's Context

Inequities have been exacerbated and brought to the forefront due to the pandemic. In order to support historically marginalized communities during the pandemic, we must understand and be aware of today's context. The following are current realities impacting people and therefore organizations.



## Systemic Racism

The impact of systemic racism on Black professionals is harmful. Many suffer from psychological distress:

- Emotional trauma
- Fear for personal safety
- Doubts about belonging
- Hostile/uncomfortable work environments



## Indigenous Inequities

Indigenous groups face disparities from an early age, which lead to a severe gap in the workforce:

- Chronic under-funding of quality on-reserve education
- Emotional trauma



## People with Disabilities

Many professionals with mental/physical disabilities suffer from disadvantages:

- Lack of accommodating practices
- Stigma and inaccessible workplaces
- Uncomfortable work environments

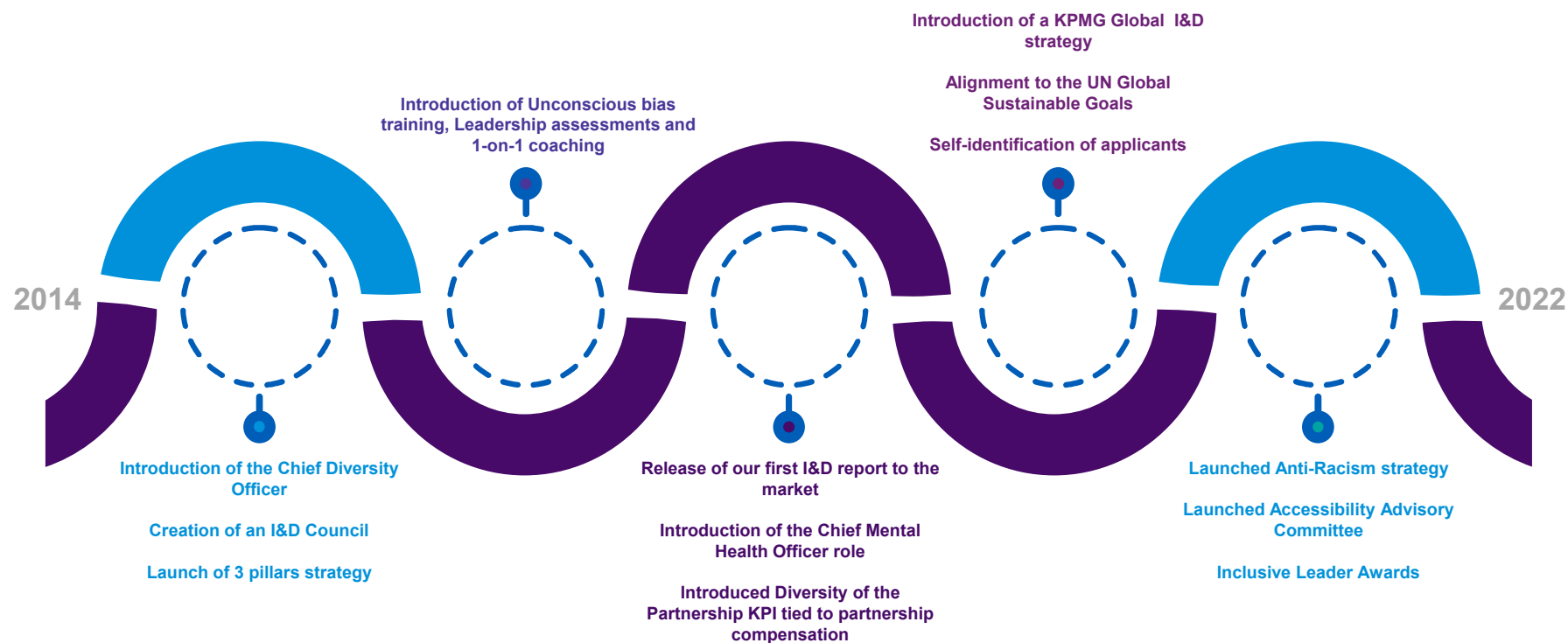


## Caregiving

The inequities encountered by caregivers create and emphasize:

- Doubts and decreased feelings of job security
- Lack of accommodating practices
- Isolation at senior manager/director level and above
  - Research shows that women spend more time caregiving
  - **65%** of women in leadership are **more stressed** about their professional lives and expectations since the onset of COVID-19

# How we've evolved

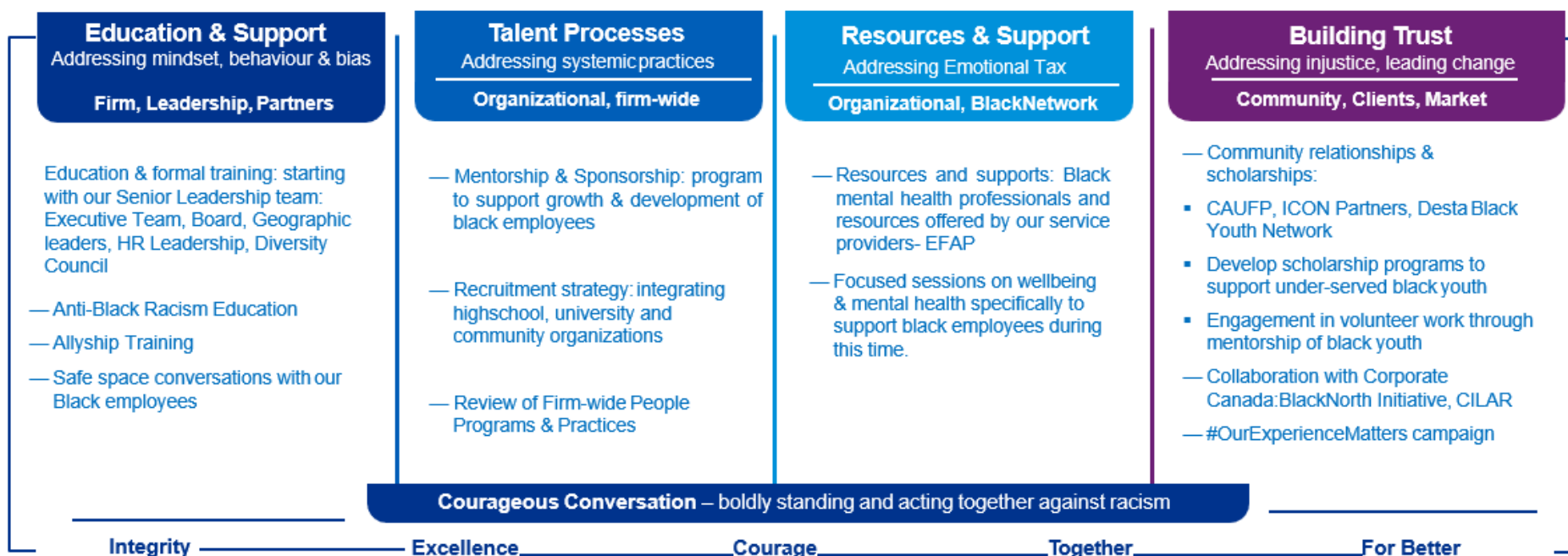




# Anti-Black Racism strategy

Start with addressing one of the most complex, historical injustices courageously. Listen, learn and act. Enhance our Inclusion and Diversity agenda overall and make sustainable, meaningful change happen. Through addressing anti-black racism, we can help all groups and people that are suffering from discrimination.

**Inspire Confidence, Empower Change.**





3

# Governance & Team Structure

**Governance Model**

**Core Team Structure & Role Accountabilities**

**Executive Inclusion & Diversity Council Role**

**Employee Resource Groups Role**

**External Commitments**

**Alliances & Sponsorships**

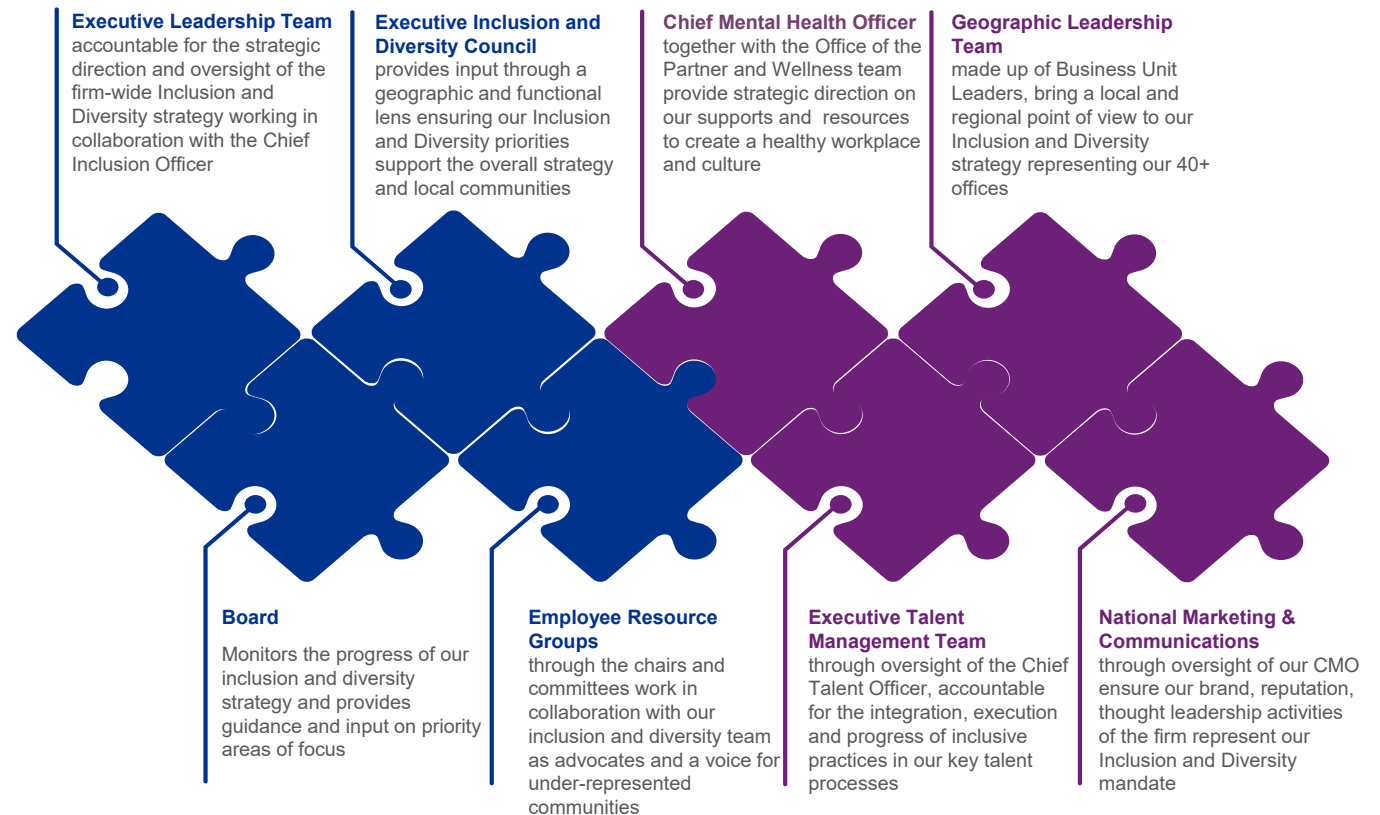
**Let's do this.**

# Governance Model

The Inclusion and Diversity team is led by the Chief Inclusion & Diversity Officer responsible for the leadership and execution of the national strategy and priorities in collaboration with all key stakeholders.

The model supports continuous dialogue between leaders, employees and other internal stakeholders, ensuring all parties are represented and aligned.

Our strategy is also in alignment with our Global Inclusion and Diversity mandate.





# Core Team Structure & Role Accountabilities

- Oversee the strategy and execution of Inclusion and Diversity (I&D) in Canada
- Oversee evaluation of progress and effectiveness of diversity initiatives and activities
- Co-chair with CEO Executive Inclusion & Diversity Council
- Formal member of the Global Inclusion & Diversity Steering Group as the lead for Canada

**Chief Inclusion & Diversity Officer**

**Chief Mental Health Officer**

**Director, Inclusion & Diversity**

**Manager, Inclusion & Diversity (3)**

- Lead and implement key priorities of our strategy
- Develop and monitor performance metrics to evaluate progress and effectiveness of diversity initiatives and activities
- Manage the creation and development of our Employee Resources Groups nationally
- Lead, develop and facilitate workplace education programs to raise awareness and achieve a more inclusive environment
- Act as key point of contact for stakeholder providing updates, changes and recommendations on activities that have an impact on our long term vision and goals

- Lead the organization in shifting to a culture that supports and drives good mental health
- Key point of contact for our partners, supporting their learning, how to navigate our resources and provide coaching on creating a mentally healthy environment for their teams
- In collaboration with the I&D team, Office of the Partner and Wellness team establish a long-term vision that supports our partners, people and their families

- Plan and execute on inclusion programs, training and strategic initiatives both internally and externally, focused on Black, Indigenous Peoples and People of Colour (BIPOC), Women, People with Disabilities, and the LGBTQ2+ community
- Prepare all inclusion and diversity reporting for our priority communities and our mental health strategy, using data analysis and visualization skills. Identify and present key insights & trends to tell the story behind the numbers and drive action
- Develop all firm-wide communications related to our I&D strategy to include- key recognition days, education sessions, formal training

# Executive Inclusion & Diversity Council Role

## Executive Inclusion & Diversity Council

Partner Level  
Geographic Representation  
Functional Representation

The Inclusion & Diversity Council is co-chaired by our Chief Inclusion & Diversity Officer and CEO. The members of the Council are KPMG Partners across Canada. Their responsibility is to provide input into the vision for our I&D strategy and to drive and embed key initiatives at the local office level.

- Participate actively in quarterly and annual business planning meetings
- Be a visible champion and voice for I&D in your local markets
- Work closely with the National I&D team to encourage local office participation in initiatives, training and education
- Collaborate with local HR teams in monitoring and assessing the progress of inclusive talent processes against key I&D metrics
- Lead I&D discussions with Senior Leadership in your respective regions
- Lead I&D training in your region
- Provide support and guidance to local PeopleNetworks
- Go-to for local employees for any questions, concerns regarding I&D initiatives and priorities
- Represent KPMG from an I&D perspective in the local external market by attending or speaking at events, panels, roundtables



# Employee Resource Groups Role

## Employee Resource Groups

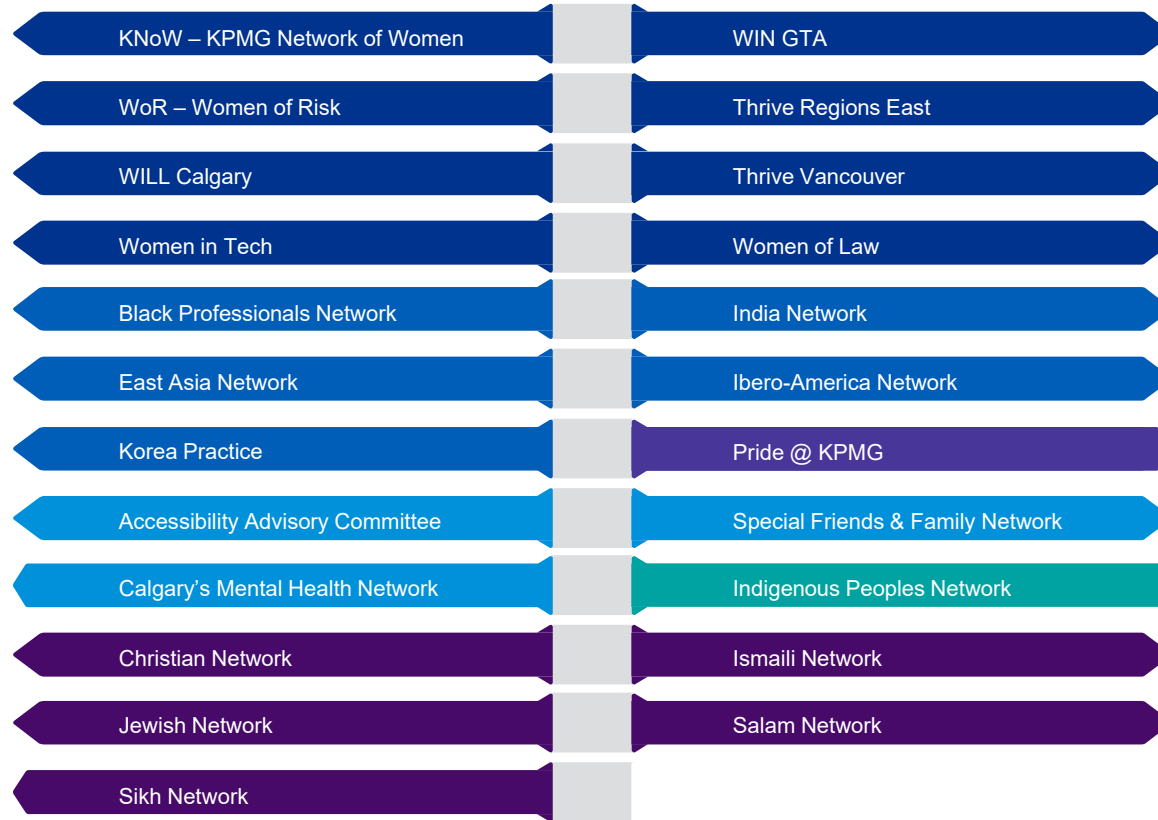
Executive Sponsor-Partner level  
Employee led and driven  
Across all levels

Employee Resource Groups are critical to KPMG's goal of creating a sense of belonging for our people. They are comprised of representatives from a variety of key diversity groups, and beyond. These organic, grassroots groups exist across the firm by having an executive sponsor, and give their members the support of fellow KPMG people and their partners in similar circumstances.

- Promote a culture of understanding and inclusion in the workplace
- Responsible for developing a business plan for allocated budget
- Enhance education & awareness across KPMG on how to create a more inclusive workplace
- Provide personal and professional support necessary to allow employees achieve their full potential
- Collaborate with other Employee Resource Groups to provide input on how to create more inclusive practices at the firm
- Develop cross-business and associative relationships to help KPMG's diverse customer and market strategy
- Learn from each other and offer to support among members; share best practices



# Employee Resource Groups at KPMG Canada



Diversity Groups:

Women

Visible minorities

LGBTQ2+

People with Disabilities

Indigenous Peoples

Faith



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# External Commitments

## Catalyst Accord 30% by 2022

Boards and C-Suites of major Canadian organizations signed a pledge to accelerate the advancement of women in business by: Increasing the average percentage of women on boards and women in executive positions in corporate Canada to 30% or greater by 2022.

### Catalyst Accord

### Black North Initiative

### 30% Club

## 50-30 Challenge

An initiative between the Government of Canada, business and diversity organizations. Two Goals: Gender parity ("50%") on Canadian board(s) and senior management; Significant representation ("30%") on Canadian board(s) and senior management of other under-represented groups, including racialized persons, people living with disabilities, members of the LGBTQ2+ community and First Nations, Inuit and Métis peoples.

### 50-30 Challenge

### Tent Partnership for Refugees

## Black North Initiative

Commitment to seven goals we believe will move Canada toward ending anti-Black systemic racism and creating opportunities for underrepresented groups by 2025.

## 30% Club

The aim of the 30% Club Canada is to include both board Chairs and CEOs to achieve better gender balance at board level, as well at senior management levels. Our mission is at least 30% representation of ALL women on all boards and C-suites globally by 2022.

## Tent Partnership for Refugees

KPMG made a commitment to hiring 50 Refugees by 2022. Canada's new immigrants are a driving force in meeting our talent and labour market needs, working every day to build a truly inclusive corporate Canada.

# Alliances & Sponsorships

All sponsorships go beyond a funding commitment. Investments go towards programs and initiatives that include scholarships, mentoring, research, education, training, development workshops, etc.

WXN Catalyst Canada Conference Board Prosperity Project	ICON Talent Partners CAUFP	Pride at Work Canada Rotman Commerce Pride Alliance	Indspire Our Children's Medicine Martin Family Initiative	Rick Hansen Foundation Abilocity Specialisterne	ACCES Employment TRIEC
Women	People of Color	LGBTQ2+	Indigenous Peoples	People with Disabilities	Newcomers





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# Performance Indicators

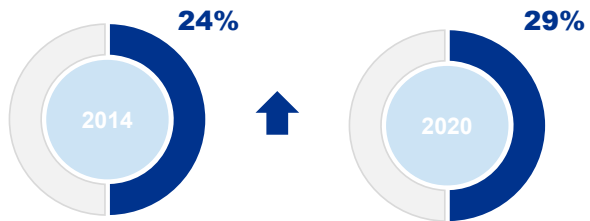
**Diversity of the Partnership  
Board & Senior Leadership**

**Let's do this.**

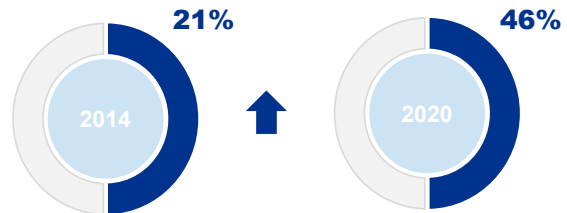
# Diversity of the Partnership

**GOAL: 30% WOMEN BY 2022**

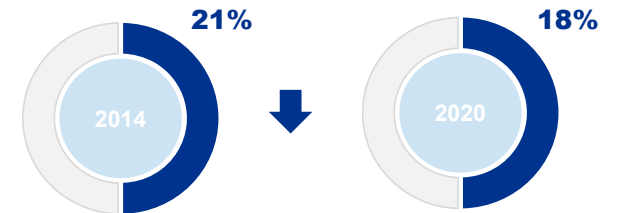
## Partnership



## New Partner promotions



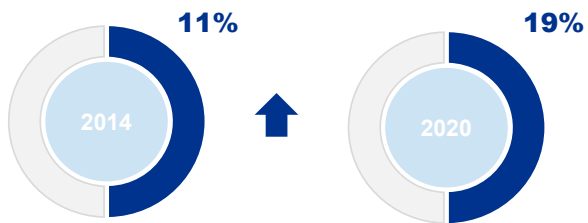
## Direct Admit Partners



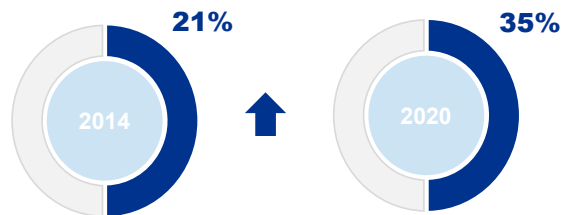
# Diversity of the Partnership

**GOAL: 20% PEOPLE OF COLOUR BY 2022**

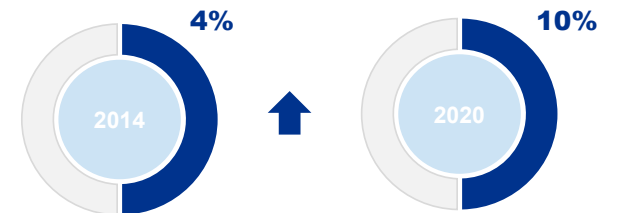
## Partnership



## New Partner promotions



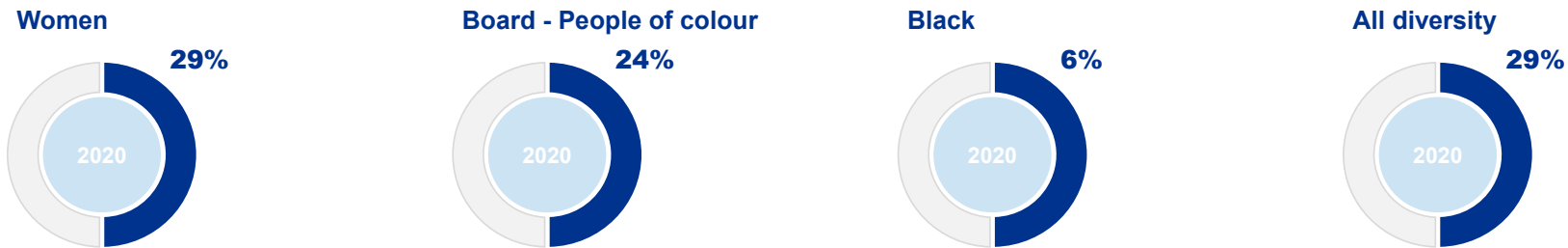
## Direct Admit Partners





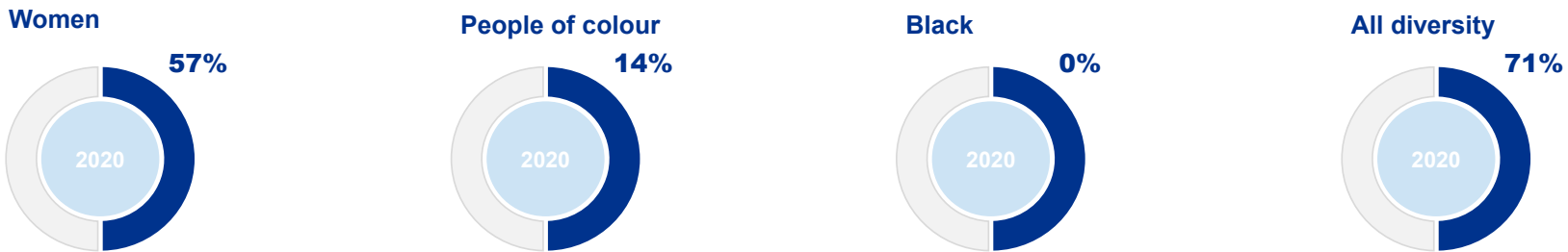
# Diversity of the Board and Senior Leadership

## BOARD



Note: Board statistics do not include CEO.

## SENIOR LEADERSHIP



Note: Senior Leadership statistics do not include Board Chair role.

Catalyst Accord

Black North Initiative

30% Club

50-30 Challenge



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# How can we support our clients?

Inclusion & Diversity Advisory Practice

Inclusion & Diversity Approach

KPMG Inclusion IQ and Inclusion and Diversity Assessment Framework

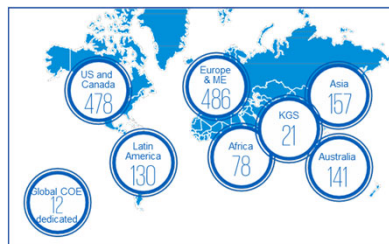
**Let's do this.**

# The Inclusion & Diversity Practice

## Who are they?

The Inclusion and Diversity (I&D) team sits within KPMG's People and Change (P&C) Advisory practice. There are over 15 I&D advisors across the Canadian P&C team.

We have a truly global capability of more than 1,300 P&C practitioners, supported by a global Centre of Excellence (COE).



KPMG strives to increase our efforts to become a more inclusive, diverse, anti-racist, and equitable organization.



KPMG Canada has an internal [Inclusion and Diversity team](#), with a leader based in the GTA, who collaborates closely with the P&C I&D team to share leading practices and our own journey.



KPMG Canada is the only Canadian organization that provides both I&D advisory services and have won Canada's Best Diversity Employers Award 13 years in a row.



KPMG Canada focuses on employees' Mental Health. We have a Chief Mental Health Officer as well as a Chief Diversity Officer.



KPMG Canada is proud to acknowledge our own Inclusion & Diversity journey, but we recognize that there is more work to be done.

# Inclusion & Diversity Approach

In recent years, I&D has become a priority for many organizations. Below are 9 examples of how I&D integration can address client challenges and add value to their organizations:

## Current State Assessment

Gain an understanding of current organizational I&D capabilities, and identify opportunities and gaps

## Corporate Social Responsibility

Ensure the organization has measures in place holding them socially accountable to its workforce and other stakeholders

## Brand and Reputation

Respond to negative press by making efforts to improve the organization's reputation within the market and among the labour force

## Capability Development

Support the development of learning curricula to create an inclusive culture that understands how bias and behaviour impacts the workplace

## I&D Strategy

Define what I&D means to the organization in the long-term, and design a roadmap of initiatives that will support long-term ambitions



## Talent Management & Succession Planning

Embed I&D principles into talent processes to attract people from a wider talent pool, fill skills gaps, and reduce turnover

## Financial Impact

Quantify the potential financial benefits of a strong I&D program as a way of "making a business case" for I&D investment

## Health & Wellness

Analyze connections between employee health and wellness and organizational success. Identify inclusive initiatives that can have positive impacts on productivity, collaboration and morale

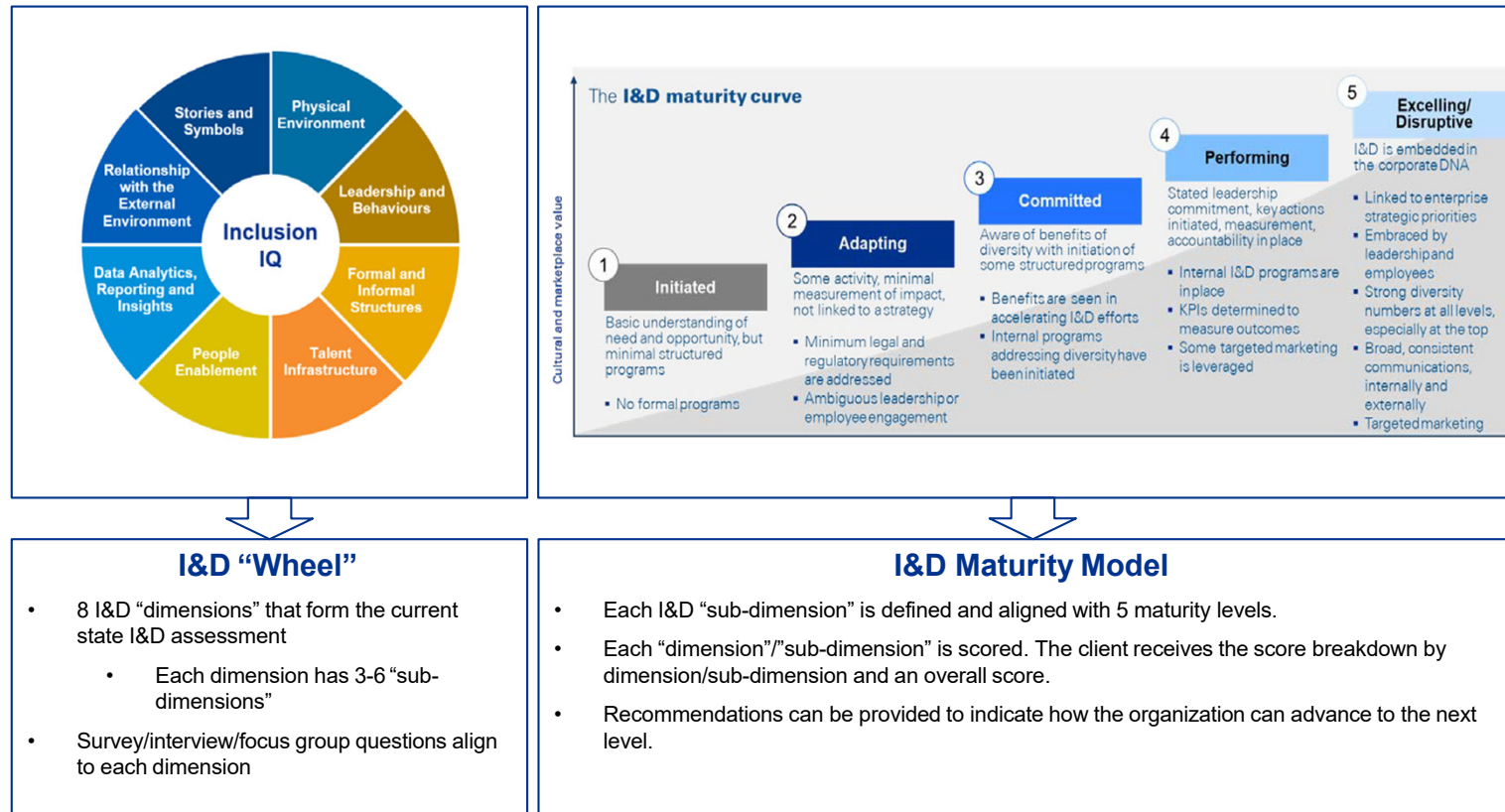
## Metrics/Data

Gain a clear understanding of I&D progress on an individual and organizational level. Identify which I&D initiatives are driving the most opportunity across the business or hindering success.



# KPMG Inclusion IQ – I&D Assessment Framework

KPMG's Inclusion IQ Assessment Framework is built on a foundation of **8 I&D dimensions** and an **I&D Maturity Model**:





Thank you.

Let's do this.