

DIVERSITY AND INCLUSION TASK FORCE – MAY 20, 2021

COMMUNICATIONS

Distributed May 20, 2021

Item

- | | | |
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| C1. | Presentation material titled: “ <i>Diversity Equity Inclusion – City of Vaughan</i> ” | 1 |
| C2. | Diversity, Equity and Inclusion Strategic Plan DRAFT | 1 |

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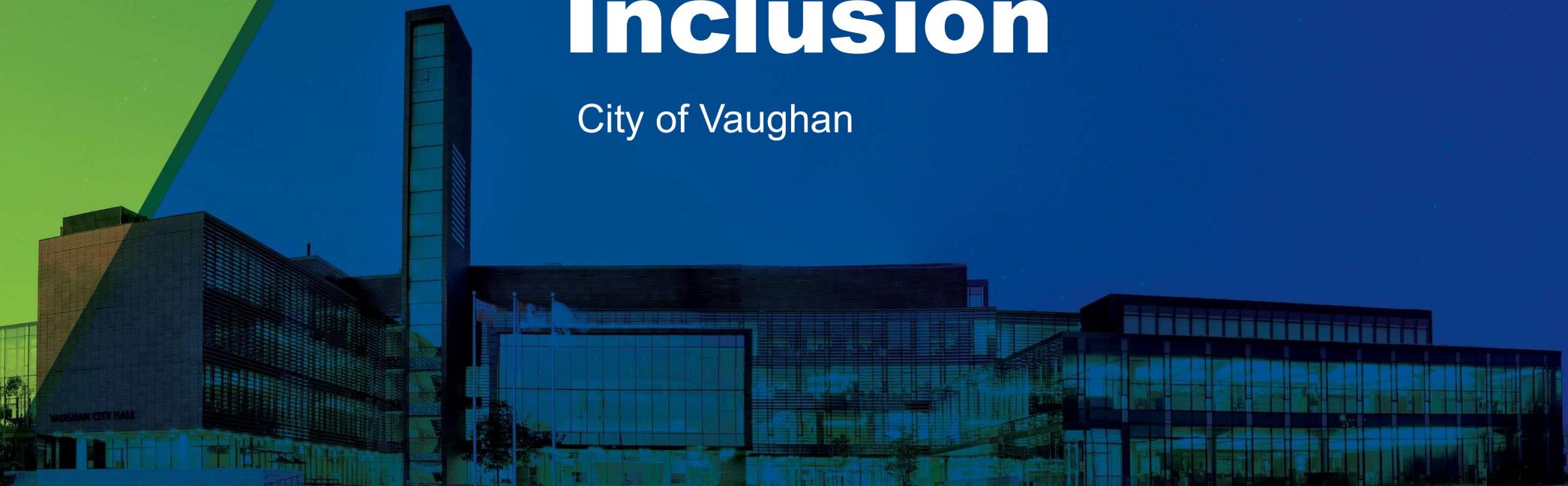
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Communication : C1
Diversity and Inclusion Task Force
May 20, 2021
Agenda Item # 1

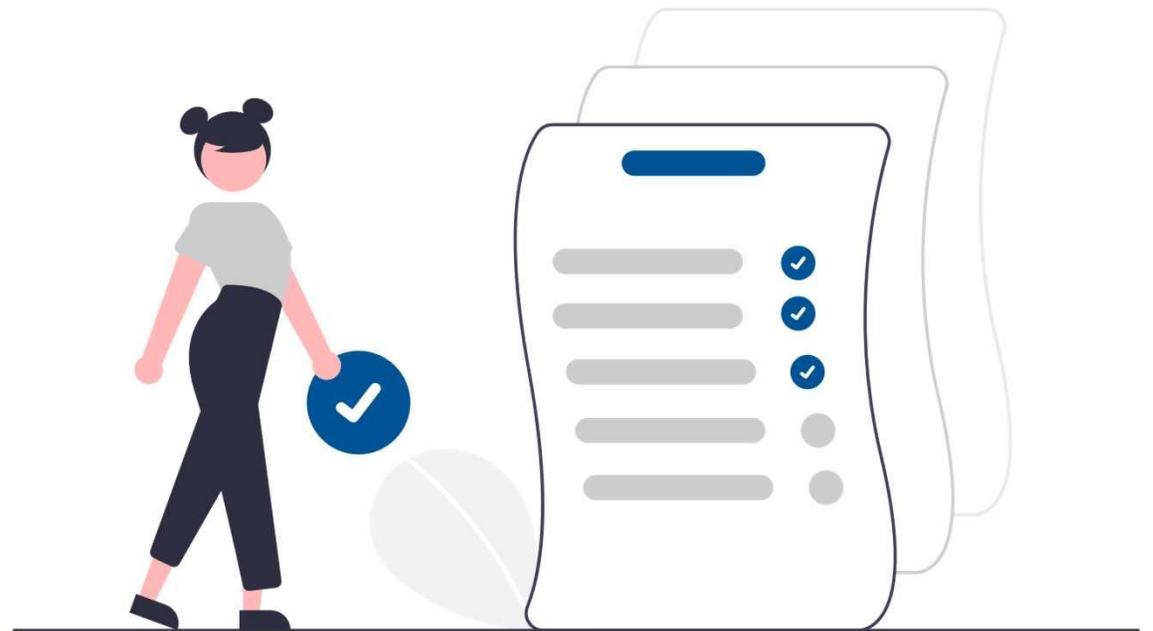
Diversity Equity Inclusion

City of Vaughan

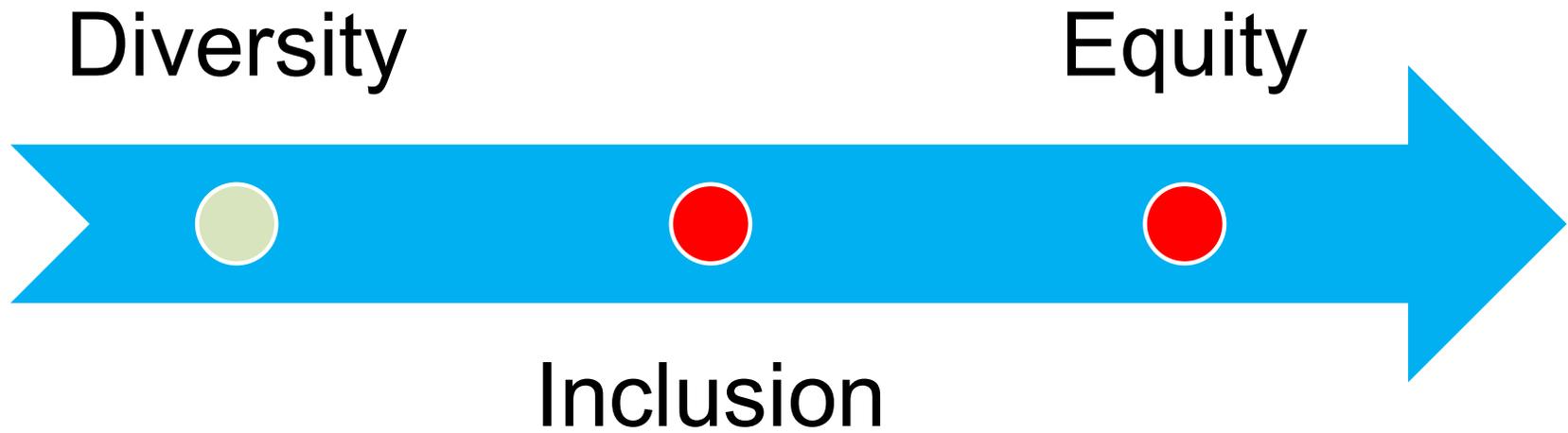


DIVERSITY, EQUITY AND INCLUSION

- STRATEGIC PLAN



WHERE ARE WE?



INCLUSION

Inclusion is an active, intentional, and continuous process to address inequities in power and privilege

Building a respectful and diverse community that ensures welcoming spaces and opportunities to flourish for all.



WHY EQUITY ?

Equity is an approach that ensures **everyone has access to the same opportunities**. Equity recognizes that advantages and barriers exist; therefore, we do not all start from the same place, nor do we have the same access to all opportunities.

A study of a hiring process

Candidates with
“white-sounding
names”
(Greg and Emily)



50% more
likely to receive
a call back



Candidates with
“African-American-
sounding names”
(Lakisha and Jamal)

**Female
Candidates**



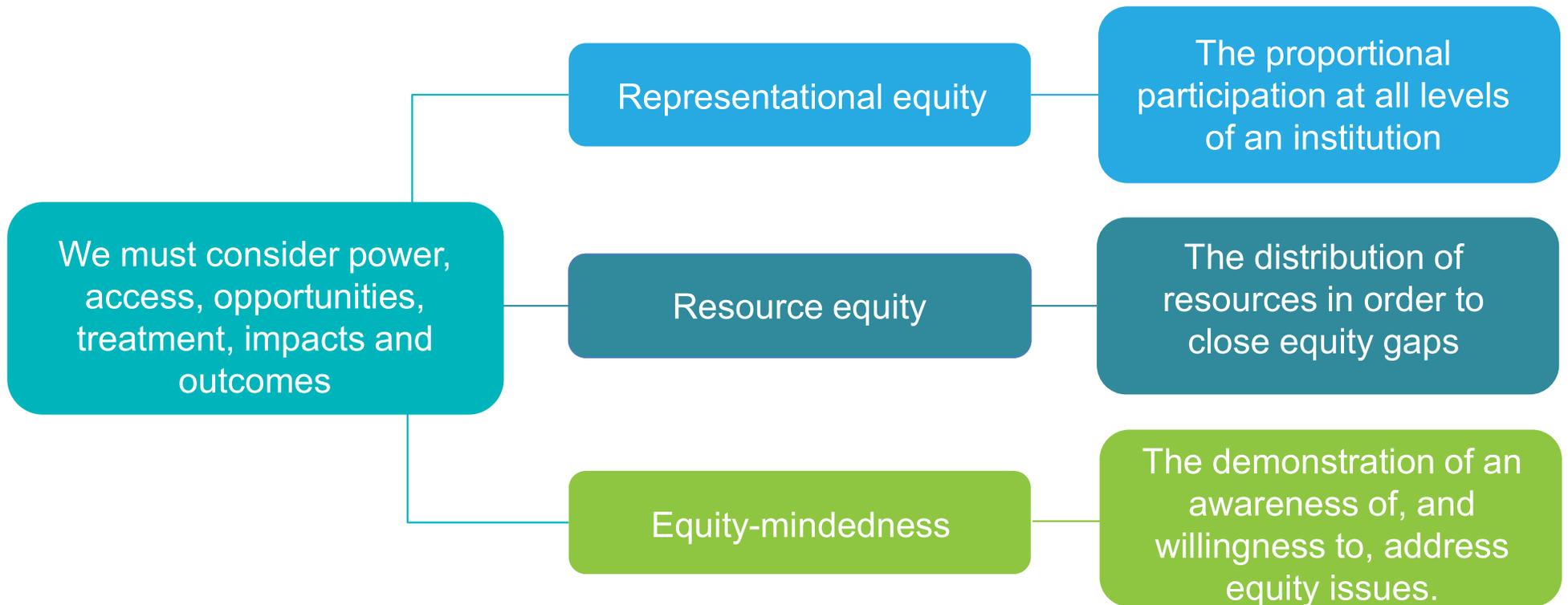
With resumes
and criteria
Identical

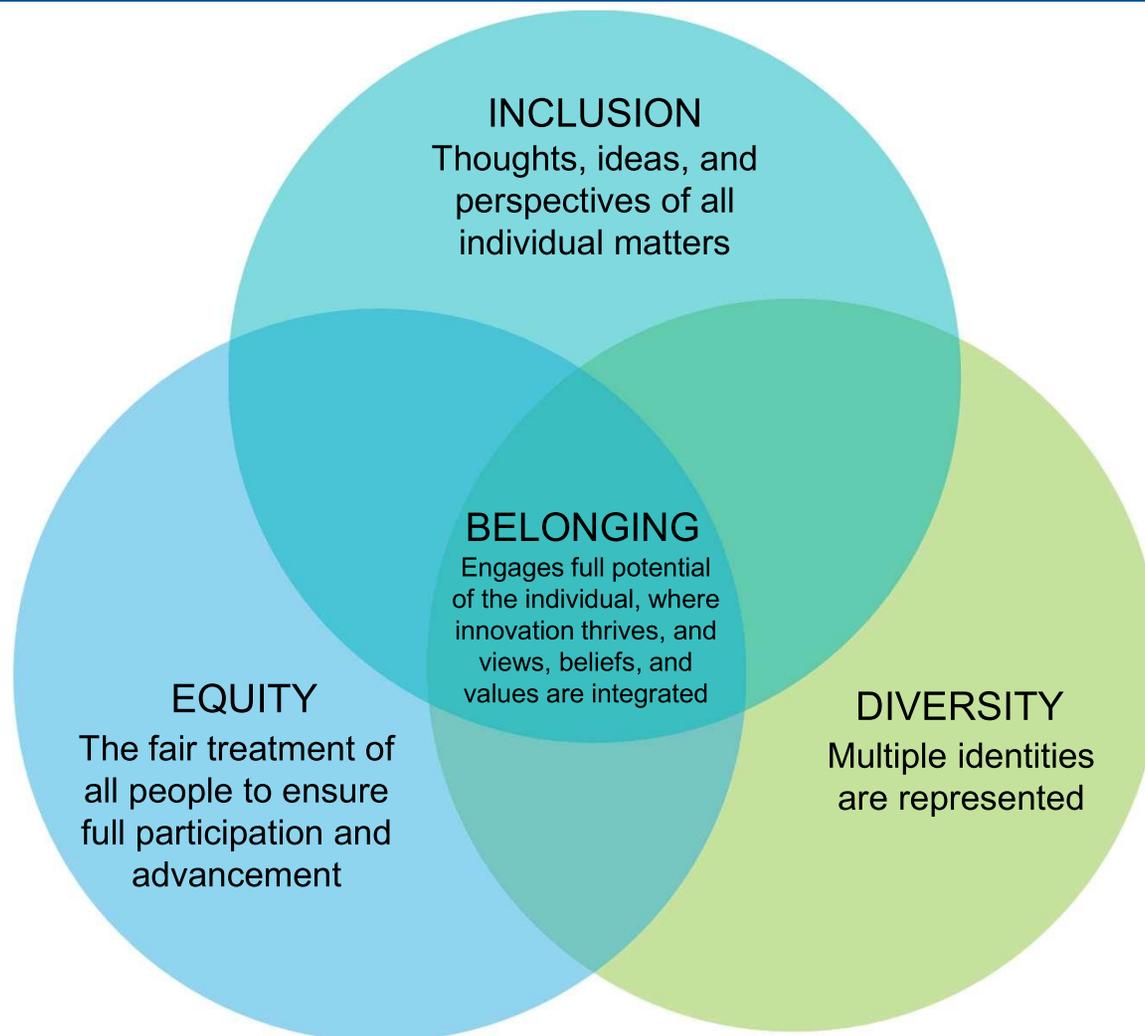
**Male
Candidates**

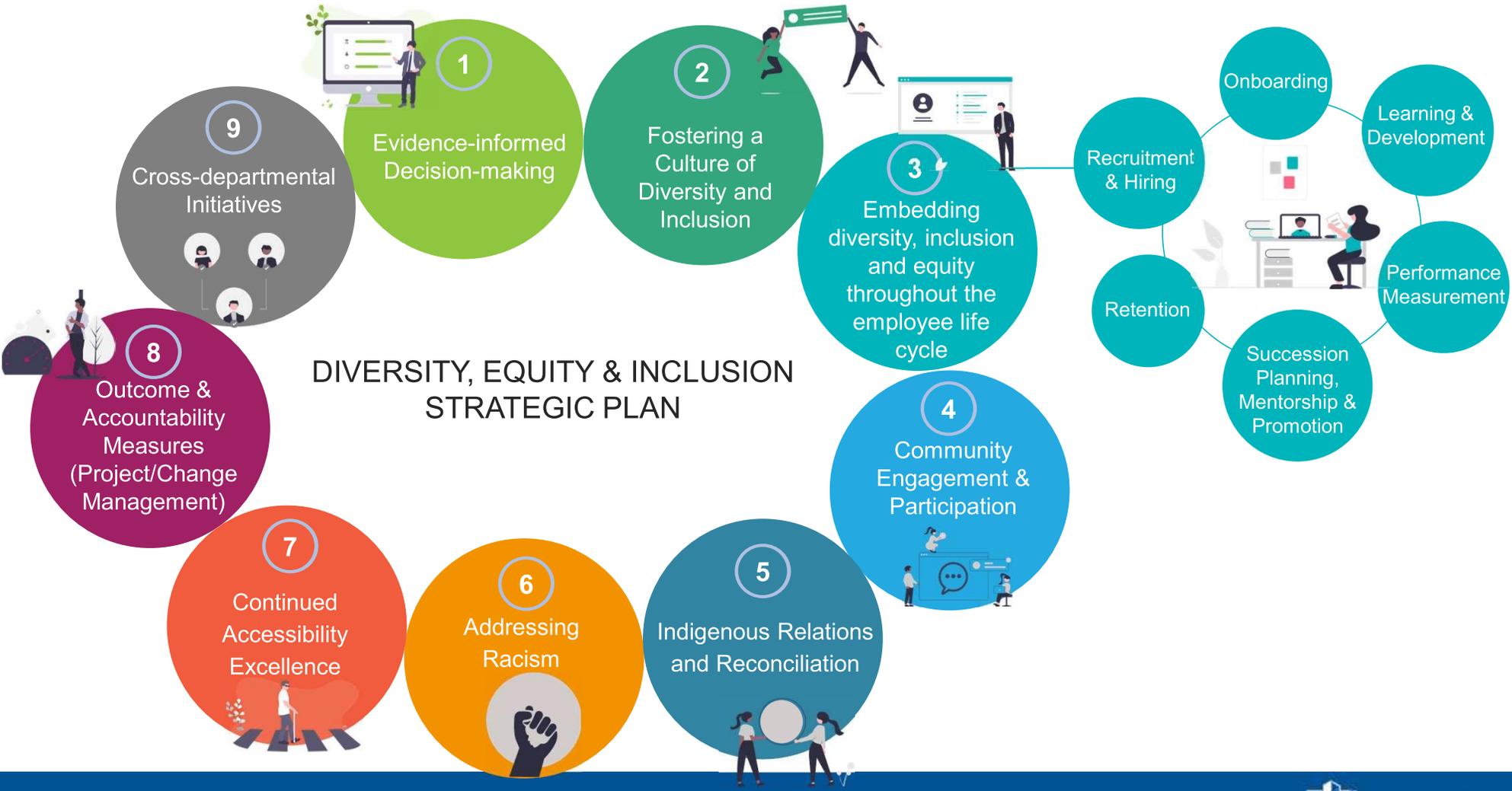


Were deemed less
competent, less worthy of
being hired, offered less
career mentoring, and offered
a lower starting salary

EQUITY







DIVERSITY, EQUITY & INCLUSION ROADMAP

2021

2022

2023

2024

1 EVIDENCE-INFORMED DECISION-MAKING

2 FOSTERING A CULTURE OF DIVERSITY AND INCLUSION

3 EMBEDDING DIVERSITY, INCLUSION AND EQUITY THROUGHOUT THE EMPLOYEE LIFE CYCLE

Recruitment & Hiring

Retention

Onboarding

Learning & Development

Performance Measurement

Succession Planning, Mentorship & Promotion

4 COMMUNITY ENGAGEMENT AND PARTICIPATION

5 INDIGENOUS RELATIONS AND RECONCILIATION

6 ADDRESSING RACISM

7 CONTINUED ACCESSIBILITY EXCELLENCE

8 OUTCOME AND ACCOUNTABILITY MEASURES (PROJECT MANAGEMENT / CHANGE MANAGEMENT)

9 CROSS-DEPARTMENTAL INITIATIVES

DIVERSITY, EQUITY & INCLUSION ROADMAP

ACTIVITIES & DELIVERABLES

Change requires identifying and developing appropriate goals, related metrics and setting accountability for outcomes. In the case of diversity, this means we must collect identity-based data and analyze data by examining trends over time and compare them to similar organizations. Keeping track of staff transitions allows the City to identify areas of concerns and develop and set targeted goals and set timelines. Transparent metrics allow stakeholders to hold all levels of the organization accountable for outcomes.

Research has shown that inclusive environments can help organizations increase innovation, reconsider entrenched ways of thinking, and improve financial performance. An individual's sense of belonging and inclusion is influenced by their experiences with the organization as a whole, the organization's leaders, and peers or team members. The City is committed to fostering and sustaining a culture of diversity and inclusion through progressive policies and practices that encourage all employees to be part of the change.

2021	2022	2023	2024
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1 EVIDENCE-INFORMED DECISION-MAKING

KEY ACTIVITIES & DELIVERABLES

- Conduct informal and formal environmental analysis to build DEI strategic plan development.
- Establish baseline data to inform DEI initiatives, and strategies.
- Establish KPI for DEI initiative
- Align DEI framework and plan to Council Terms informed by data customized to the needs of the City of Vaughan.



Aside from inclusive and equitable services, research shows the positive impact of inclusive practices on a business' ability to attract and retain talent. Using an equity and inclusion lens, the Diversity and Inclusion Officer, in partnership with Human Resources staff and other key stakeholders across the organization, will plan a review of the key steps in the hiring process, which include the following: Recruitment Methods and Outreach; Job posting Materials; Assessment Tools; Candidate Screening and Selection, including review of resumes, testing and interviewing.

2021	2022	2023	2024
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3 EMBEDDING DIVERSITY, INCLUSION AND EQUITY THROUGHOUT THE EMPLOYEE LIFE CYCLE

Recruitment & Hiring

KEY ACTIVITIES & DELIVERABLES

- Implement targeted job advertisements to increase workforce representation from Indigenous and equity-seeking groups.
- Review the recruitment process and application site to ensure it complies with OHRC, FIPPA, and Anti-Racism Data Standards.
- Develop guidelines and tools to ensure job postings are equitable and inclusive.
- Utilize existing data to analyze and improve hiring, promotion and retention strategies.
- Expand targeted recruitment and hiring strategies to meet diversity targets at SLT and SLE.
- Expand interview matrix to include DEI competency.
- Develop guidelines and tools to ensure job postings are equitable and inclusive.
- Include understanding and experience of diversity, equity and inclusion as a proficiency criterion for all people managers.
- Develop best practice reference tool to ensure all job postings are inclusive.
- Review and where necessary,

all job postings
address unconscious bias.
address unconscious bias.
alignance as a priority

Anti-Black racism is a specific form of racism that is embedded in policies and practices embedded in Canadian institutions that reflect and reinforce beliefs, attitudes, prejudice, stereotyping and/or discrimination that is directed at people of African descent and is rooted in their unique history & experience of enslavement and colonization here in Canada. The City of Vaughan is committed to fostering a safe and welcoming environment—confronting and removing barriers caused by Anti-Black Racism benefits all Vaughan residents, especially other communities experiencing racism & marginalization.

2021	2022	2023	2024
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6 ADDRESSING RACISM - ANTI-BLACK RACISM

KEY ACTIVITIES & DELIVERABLES

- Develop a strategy for addressing Anti-Black Racism.
- Develop Action Plan to address anti-Black racism.
- Join Black North Initiative.
- Implement Addressing Anti-Black Racism Action Plan.
- Continue to implement Action Plan on addressing Anti-Black Racism.
- Implement Addressing Anti-Black Racism Action Plan.



2021	2022	2023	2024
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2 FOSTERING A CULTURE OF DIVERSITY AND INCLUSION

KEY ACTIVITIES & DELIVERABLES

- Continue to inform policymaking and review.
- Anti-discrimination policies related to Code grounds.
- Educational equivalency policy.
- Anti-Indigenous Racism
- Sexual Orientation
- Utilize baseline data to inform targeted strategies for enhancing inclusive workplace culture.



The City of Vaughan is committed to being a community where people of all ages, abilities and backgrounds can thrive. Accessibility advancement is a key component of this commitment. Accessibility benefits everyone directly or indirectly. For example, a ramp or automatic door opener does not just benefit a person who uses a wheelchair, but it also benefits a parent with a baby stroller or an older adult. Accessibility is a vital aspect of universal design.

2021	2022	2023	2024
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7 CONTINUED ACCESSIBILITY EXCELLENCE

KEY ACTIVITIES & DELIVERABLES

- Continue Accessibility Initiatives & Events.
- Launch Community Accessibility Innovation Initiative.
- Ensure all new employee onboarding materials are accessible and inclusive.
- Implement strategic plan to targeted and intentional approach to recruit, hire and retain People with Disabilities.
- Develop guidelines to ensure learning and development programs meet accessibility standards.
- Continue to champion accessibility advancement.
- Ensure Alternative Work Arrangement Policy is equitable for employees with Disabilities.
- Develop strategic plan to targeted and intentional approach to recruit, hire and retain People with Disabilities.





ACTIVE, SAFE & DIVERSE



STAFF ENGAGEMENT

Establish **equity data** baseline for the City of Vaughan in order to inform the Diversity, Equity & Inclusion strategy & action plan.

Improve select components of the **employee life cycle** to expand talent pool, build knowledge capacity of existing talent to attract and retain top talent.

Foster a **culture of diversity and inclusion** to build a respectful and diverse community that ensures welcoming spaces & opportunities to flourish for all.

Develop a **strategy for addressing anti-Black racism** in order to identify and address systemic barriers and inequities.

Build meaningful relationships with **Indigenous communities** to address anti Indigenous racism, and to reflect Indigenous priorities into City programs & services.



NEXT STEPS

Change Management – Phase 1

Community Consultation – Anti-Black Racism

DEI Strategic Plan

DEI Training

- RFQ - Anti-Black Racism training for SLT-E, SLTE, Mayor & Members of Council
- E-learning training vendor selection

City of Vaughan DEI Statement

Staff Report – Indigenous Relations and Reconciliation

Employee Engagement Survey





Thank You.



Communication : C2
Diversity and Inclusion Task Force
May 20, 2021
Agenda Item # 1

City of Vaughan

Diversity, Equity and Inclusion

Strategic Plan DRAFT

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DRAFT

DIVERSITY, EQUITY AND INCLUSION STRATEGY

The City of Vaughan (City) strives to foster a culture that is inclusive and respectful, where all citizens, employees, businesses and visitors are provided with accessible opportunities to engage and participate. The City is proud to have diverse communities, and values the significant contributions they make to the cultural, economic and social achievements in Vaughan. The City is continuing to grow and diversify. Demographics based on the 2016 Census Data show that both the City and its citizens are diverse. Please refer to [Appendix 1](#).

The City recognizes that the impact of systemic, structural and institutional barriers must be addressed for Indigenous and equity-seeking groups to reach their fullest potential and achieve civic engagement.

Mission

Below is the City's longitudinal commitment with respect to Diversity, Equity and Inclusion (DEI):

- Identify and address forms of discrimination that create barriers to equity and inclusion in the workplace.
- Identify and address inequities in access to service, community and civic engagement.
- Work with Indigenous and equity-seeking groups to counter historical, attitudinal, structural, systemic and institutional practices that inhibit inclusivity.
 - Develop a strategic plan to foster a meaningful relationship with Indigenous communities and advance reconciliation.
 - Develop a strategy to address all forms of racism, discrimination and bigotry including anti-Indigenous racism, anti-Black racism and religious intolerance including anti-Semitism and Islamophobia.
 - Embed strategies toward achieving gender parity in management and senior leadership levels.
- Implement programs, initiatives and services that recognize the diversity of the City of Vaughan.
- Work towards fairness, social justice and non-discrimination.

Expected Outcome

By attracting and leveraging a diverse workforce and building an inclusive workplace, the City is stronger, more resilient and a more competitive employer that continues to deliver sustainable, quality public services to all residents, staff and visitors.

FINANCIAL CONSIDERATIONS

Training and development is a critical component of the strategic plan. Resources are necessary to curate specialized training for all employees on unconscious bias, fundamentals of diversity, equity and inclusion, anti-Indigenous racism and anti-Black racism to develop the City's capacity to achieve the Diversity, Equity and Inclusion Strategic Plan and accompanying Action Plan. Furthermore, the strategy to address anti-Black racism, anti-Indigenous racism and gender equity requires dedicated human resources and financial resources to incorporate community voice in developing a multi-year action plan.

HISTORY & CONTEXT

The City places a great deal of importance on diversity, inclusion and the condemnation of racism in all its forms. The City continues to forge connections and pursue opportunities that demonstrate a commitment to fostering an inclusive community and truly appreciate the diversity that enriches it.

Milestone Moments

- In 2018, Vaughan Council endorsed the United Nations' proclamation to designate the years 2015 to 2024 as the International Decade for People of African Descent.
- In March 2019, the City of Vaughan became the first municipality in Canada to endorse the Leadership Accord on Gender Diversity.
- In June 2019, Council endorsed and adopted the Vaughan Inclusion Charter in support of the Inclusion Charter for York Region, a community initiative to create a fair and equal environment for all.
- In 2019, launched the Annual Accessibility Champion Awards.
- In February 2021, Council endorsed the 2019-2022 Multi-Year Accessibility Plan and Inclusive Design Standards.
- The Accessibility and Diversity Coordinator continues to work to advance inclusive and accessible spaces.
- Mayor Maurizio Bevilacqua issued statements on June 3, 2020 and June 16, 2020 in solidarity against racial injustice.
- In July 2020, Council unanimously endorsed Ward 4 City Councillor Sandra Yeung Racco's Member's Resolution that reinforced Council's efforts to "unanimously and vigorously denounce acts of hatred, discrimination and violence directed against people of various Asian origins."
- In the summer of 2020, the City established the position of a Diversity and Inclusion Officer to provide leadership in fostering diversity, inclusion and accessibility. The Officer will attend meetings of the City's Senior Leadership Team as an advisor on diversity and inclusion matters.

- In late 2020, the City convened the Diversity and Inclusion Task Force to provide guidance to the City 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 population.
- A Member's Resolution was also passed by Mayor Bevilacqua and Members of Council proclaiming July 18 Nelson Mandela International Day in Vaughan.
- In October 2019, the Diversity and Inclusion Task Force was established through a Member's Resolution of Mayor Maurizio Bevilacqua.
- Mayor Bevilacqua and Members of Council unanimously proclaimed August 1 as Emancipation Day in the City of Vaughan during a meeting of Committee of the Whole (2) on June 16, 2020.
- In October 2020, the Honourable Jean Augustine, Canada's first female African Canadian Member of Parliament and Cabinet Minister, was bestowed with the Key to the City by Mayor Bevilacqua.
- In July 2020, Council supported a Member's Resolution to proclaim January 21 as Lincoln Alexander Day in Vaughan as a meaningful way to recognize this formidable individual who was the first Black Canadian to be elected as Member of Parliament in the House of Commons, to be appointed as a Cabinet Minister and, later, as Lieutenant-Governor of Ontario.
- The City of Vaughan continues to champion a positive culture of diversity and inclusion through community gatherings such as our Black History Month celebration every February at Vaughan City Hall.

RATIONALE

A workforce that leverages the expertise of diverse employees can lead to meaningful and productive relationships with communities. A diverse workforce is able to think outside the box, leading to innovative program development and creative service delivery. Forbes notes that inclusiveness fosters increased productivity and employee satisfaction.ⁱ Deloitte's report on "Outcomes over Optics: Building inclusive organizations"² states that "an inclusive environment is one where individuals feel comfortable bringing their authentic and full selves – their ideas, backgrounds, perspectives – to work."

Current research around workforce diversity highlights the following benefitsⁱⁱ:

- Better able to attract high-performing talent
- Increased customer service satisfaction
- Higher employee satisfaction
- Improved decision-making in the organization
- Reduced costs associated with employee turnover

Diversity and Inclusion

The City values the diversity of the people and communities it serves, and recognizes and respects human differences and similarities. The commitment to diversity includes all groups protected by the Ontario Human Rights Code. The City recognizes that an individual's needs and experiences may reflect intersecting membership in more than one of those groups. The City also recognizes that inclusion is an active, intentional and continuous process to address inequities in power and privilege, and build a respectful and diverse community that ensures welcoming spaces and opportunities to flourish for all.

The City recognizes the barriers presented by discrimination and the disadvantages faced by equity-seeking groups and vulnerable populations. For example, unconscious bias and conscious stereotypes, including sexism, ableism, ageism, racism and homophobia, have proven to impact whether a candidate obtains a job or an employee is promoted.ⁱⁱⁱ Longitudinal research shows that systemic and structural barriers mean that it can be difficult for people from Indigenous and equity-seeking groups to be hired and advance in the workplace. Furthermore, employees who do not feel comfortable and included in their workplaces are more likely to become disengaged, take unnecessary absent days or leave their jobs, translating to high organizational costs.^{iv} Lack of inclusion for employees with diverse needs can also lead to “presenteeism,” where employees are physically present but are distracted by unaddressed physical or emotional issues. In 2015, it was estimated that presenteeism and absenteeism contribute to \$6 billion in annual losses in Canada.^v

Wishful thinking is insufficient to overcome deeply embedded inequitable practices within institutions like government, justice system and cities. Robust measures, including diversity and inclusion policies and strategies, are necessary to actively promote diversity and inclusion to meet human rights, equity and social justice standards, and critical for attracting, retaining and engaging employees.^{vi}

Diversity and Inclusion, but Why Equity?

Diversity, Equity and Inclusion (DEI) efforts are complementary to each other. One cannot thrive and flourish without the other. Equity is an approach that ensures everyone has access to the same opportunities. Equity recognizes that advantages and barriers exist; therefore, we do not all start from the same place, nor do we have the same access to all opportunities. [Refer to Appendix 2.](#) For example, a study of a hiring process found that candidates with “white-sounding names” (Greg and Emily) were 50 per cent more likely to receive a call back than candidates with “African-American-sounding names” (Lakisha and Jamal).^{vii} Another study asked faculty scientists to evaluate candidates' competencies, whether they would mentor the candidate, and suggest a starting salary.^{viii} The study found that female candidates with resumes and criteria identical to male candidates were deemed less competent, less worthy of being hired, offered less career mentoring and offered a lower starting salary. An “advantage”

may be having a white-sounding name or being read as male within an inequitable hiring process. Having an African-American-sounding name or being perceived as a female would, in turn, be a “barrier” to the individual within an inequitable process. Equity recognizes that unfair disadvantages and advantages exist, and commit to identifying and addressing barriers to reduce disparity. Therefore, while diversity and inclusion can be considered an outcome, equity is not. Equity refers to the process of ensuring that equity-seeking groups have the opportunity to grow, contribute and develop. Achieving equity is only possible if the conditions for a diverse and inclusive system exists.

The City recognizes that equity refers to achieving parity in policy, process and outcomes for historically and currently marginalized and underrepresented people and equity-seeking groups while accounting for diversity. The City is committed to working towards:

- Representational equity: the proportional participation at all levels of the City of Vaughan
- Resource equity: the distribution of resources to close equity gaps
- Equity-mindedness: the demonstration of an awareness of, and willingness to, address equity issues

A true sense of belonging is created when diversity, inclusion and equity combine to make all people feel welcome, included and part of the culture. [Refer to Appendix 3.](#)

DIVERSITY, EQUITY AND INCLUSION STRATEGIC PLAN

The City recognizes that creating a diverse, inclusive and equitable environment through policies, programs and initiatives is a priority. The City's Diversity, Equity and Inclusion Strategic Plan will focus on the following:

1. Data-Informed Decision-Making

Achieving diversity, equity and inclusion goals is no different from the steps necessary to achieve other business goals; it requires identifying and developing appropriate key objectives, related metrics and setting accountability for outcomes. In the case of diversity, equity and inclusion, this means we must collect equity data and identify trends, barriers and gaps, and develop and implement solutions using an equity framework. We must also be mindful that data does not exist in a vacuum. Data collection, analysis, interpretation and reporting is impacted by subjective experiences and potential biases.

Benefits of collecting and analyzing equity data:

- Identity-based data allows the City to map representational equity.
- Keeping track of staff transitions allows the City to identify areas of concern.
 - Diversity and inclusion metrics on exit and stay interviews can be used to create responsive retention strategies.
- Collecting relevant metrics allows the City to develop and set targeted goals and set timelines
- Tracking human-rights-related complaints, grievances and outcomes can help to identify risk and mitigate costly litigation.
- Transparent metrics allow stakeholders to hold all levels of the organization accountable for outcomes.

A key objective will be to establish an equity data baseline. A key activity for 2021 will be to expand the Employee Engagement Survey's scope to include voluntary identity-based data, workplace culture/climate, inclusion and the experiences of its employees, particularly employees from Indigenous and equity-seeking communities. As the City works to achieve its goal of a diverse workforce, it will focus efforts to increase representation and career progression of Indigenous peoples and equity-seeking groups at all leadership levels.

Key Deliverables

2021 & 2022	Conduct informal and formal environmental analysis to build DEI strategic plan development. Establish a baseline for Vaughan equity data in order to inform the DEI strategy.
2023	Establish OKR for DEI initiatives across the City. Align DEI framework and plan to new Terms of Council informed by data and customized to the needs of the City of Vaughan.
2024	Utilize DEI data to inform annual updates to the DEI Strategic Plan and corresponding Action Plan.

2. Fostering a Culture of Diversity and Inclusion

Fostering a culture of diversity and inclusion at the organizational level involves fostering a sense of engagement and belonging through a safe and supportive workplace environment. McKinsey Global Survey conducted in late 2019 found that individuals’ sense of belonging and inclusion is influenced by their experiences with the organization as a whole, the organization’s leaders and peers or team members.^{ix} A sense of inclusion is also strongly linked with employee engagement. Research has shown that inclusive environments can help organizations increase innovation, reconsider entrenched ways of thinking and improve financial performance.^x Please refer to [Appendix 3](#) for the Venn diagram outlining factors impacting belonging. The City is committed to fostering and sustaining a culture of diversity and inclusion through progressive policies and practices that encourage all employees to be part of the change.

Key Deliverables:

2021	Integrate health equity into the Wellness Strategy Framework.
2022	Review and revise existing policies and procedures to ensure inclusivity and reduce inequities. <ul style="list-style-type: none"> • Respectful Workplace Policy • Workplace Violence Policy • Recruitment Policy • Code of Conduct
	Develop polices and staff report to support inclusive and equitable workplace. <ul style="list-style-type: none"> • Anti-Black Racism • Indigenous Relations and Reconciliation • Policy on Domestic Violence • Policy on Employment Equity
	Develop opportunities for meaningful staff engagement in the City’s DEI initiatives.
	Provide ongoing support to citizen advisory task forces and committees.
	Develop and support equity statement for the City.
2023 & 2024	Continue to inform policymaking, develop staff reports and provide SME to Member’s Resolutions. <ul style="list-style-type: none"> • Sexual Orientation • Gender Identity and expression • Educational equivalency policy Utilize baseline data to inform targeted strategies for enhancing inclusive workplace culture.

3. Embedding Diversity, Equity and Inclusion throughout the Employee Life Cycle

The City is committed to being an inclusive and equitable employer. The City will actively identify barriers and take steps to address individual, systemic and institutional barriers to ensure that Indigenous and equity-seeking groups have equal opportunity to gain and retain meaningful employment.

Gender parity is an area of focus aligned with the Leadership Accord on Gender Diversity signed by Mayor Bevilacqua in March of 2019. Decades of research show the lack of gender parity in leadership across the globe. The City's data on gender representation shows a similar story. [Refer to Appendix 4.](#) McKinsey's survey highlighted that in corporate Canada, women are less likely than men to be promoted to the next level at almost every stage of their careers.^{xi} Promotion to senior or executive leadership is particularly low, where men are three times more likely to advance than women. The loss of female talent along the hierarchy is not due to lack of ambition or higher attrition — women aspire to promotions at a similar rate and leave at a lower rate than their male counterparts. A recent article by the *Globe and Mail* confirmed the lack of gender parity in Canada's senior and executive leadership levels.^{xii} Of note is the lack of diversity (Black, Indigenous and racialized) of women in senior and executive leadership positions.

With the goal of gender and diversity parity at all levels of the organization, particularly in leadership positions, the following areas will be reviewed through a diversity, equity and inclusion lens to identify and address gaps as well as embed equity and inclusion throughout the Employee Life Cycle:

Employee Life Cycle:

- a. [Recruitment and Hiring](#)
- b. [Retention](#)
- c. [Onboarding](#)
- d. [Learning and Development](#)
- e. [Performance Management](#)
- f. [Succession Planning, Mentorship & Promotion](#)

a. Recruitment and Hiring

Aside from inclusive and equitable services, research shows the positive impact of inclusive practices on a business' ability to attract and retain talent. Employees of companies that adopt inclusive practices tend to express greater job satisfaction, regardless of their identity. Studies have also shown that more diverse staff can foster innovation in practice. Such findings underscore the importance of the City prioritizing, building and nurturing a diverse and inclusive workplace.

Over the next two years, the Diversity and Inclusion Officer will work with City divisions and departments to identify and remove barriers in the recruitment and hiring process often encountered by Indigenous and equity-seeking groups. To support this effort, the City will begin to collect applicant identity data respectful of and aligned with Ontario Human Rights Code and policy. Furthermore, the City will develop strategies to explore mutually beneficial opportunities for internationally trained new Canadians and foreign nationals.

In addition, Human Resources staff will be provided with unconscious bias, diversity, equity and inclusion-related training, resources and tools to equip them to support and guide hiring managers, who are ultimately accountable for hiring decisions.

Using an equity and inclusion lens, the Diversity and Inclusion Officer, in partnership with Human Resources staff and other key stakeholders across the organization, will plan a review of the key steps in the hiring process, which include the following:

- Recruitment methods and outreach
- Job posting materials
- Assessment tools
- Candidate screening and selection, including review of resumes, testing and interviewing

Key Deliverables

2021 & 2022	Implement targeted job advertisements to increase workforce representation from Indigenous and equity-seeking groups.
	Review the recruitment process and application site to ensure it complies with OHRC, FIPPA and Anti-Racism Data Standards.
	Develop guidelines and tools to ensure job postings are equitable and inclusive. <ul style="list-style-type: none"> o Develop guidelines for inclusive job postings. o Review Equity Statement in all Job Postings, and update if required.
	Review candidate screening and selection process to limit unconscious bias. Expand interview matrix to include DEI competency. <ul style="list-style-type: none"> o Include unconscious bias awareness as a proficiency criterion. o Include emotional intelligence as a proficiency criterion.
2023	Utilize existing data to analyze and improve hiring, promotion and retention strategies.
	Expand interview matrix to include DEI competency. <ul style="list-style-type: none"> o Include understanding and experience of diversity, equity and inclusion as a proficiency criterion for all people managers.
2024	Expand targeted recruitment and hiring strategies to meet diversity targets at SLT and SLTE.
	Develop guidelines and tools to ensure job postings are equitable and inclusive. <ul style="list-style-type: none"> o Develop best practice reference tool to ensure all job postings are inclusive.
	Review and, where necessary, implement changes to the interview and assessment process.

b. Retention

Employee retention is a critical issue as businesses compete for talent in a tight economy. The cost of employee turnover is increasingly high depending on the role. The impact of “soft costs” including lowered productivity, decreased engagement, training costs and cultural impact must also be considered. With respect to DEI, equity-seeking groups and young millennials tend to gravitate towards organizations where diversity and inclusion are a priority.^{xiii} Forbes pointed out that women leave their positions at a far higher rate than men. Women are then replaced by men, leading to noticeable gaps in gender diversity in senior leadership roles. The payoff for organizations that focus on employee retention is well worth the time and investment, including increased performance, better productivity, higher employee morale and improved quality of work.

The Diversity and Inclusion Officer will work with Human Resources staff to develop strategies for improving retention of employees identifying as belonging to Indigenous and equity-seeking groups and work to increase opportunities to promote a diverse workforce into senior leadership roles.

Key Deliverables

2021 & 2022	Expand and monitor existing data collection tools to understand talent loss.
2023 & 2024	Utilize existing data to analyze and improve hiring, promotion and retention strategies.

c. Onboarding

The City will work toward ensuring that new employees are aware of the City's commitment to diversity, equity and inclusion, and understand their role in creating a safe, inclusive, accessible, welcoming and harassment-free environment.

Key Deliverables

2023	Ensure Management and Executive Onboarding is inclusive and equitable. Review new employee onboarding process to ensure that DEI materials are embedded.
2024	Ensure all onboarding processes are equitable and inclusive.

d. Learning and Development

Over the next four years, the City will build organizational capacity by creating learning sessions for all employees, focusing on existing and emerging leaders. Given that ongoing learning and development is a means to employee engagement, staff responsible for onboarding will utilize the opportunities to help employees understand their obligations to protect and promote human rights and apply an inclusive and equity lens to their work and work environment.

On an immediate basis, the City will also ensure that all Human Resources staff, hiring managers, customer service and front desk staff have training aimed to equip staff with strategies to address unconscious bias, including:

- Develop self-awareness
- Understand the science on bias (conscious bias, also known as explicit bias, and unconscious bias, also known as implicit bias, including:
 - Brain development
 - Evolution
 - Spontaneous team allegiances
 - Understand how unconscious bias can impact decision-making including examples of how habits affect our judgments

- Understand how bias can operate on individual, systemic and institutional levels focusing on
 - Human Rights Code Grounds
 - Gender
 - Anti-Black racism
 - Anti-Indigenous racism
 - Intersectionality (the intersection of multiple Code grounds)
 - Microaggression, microinvalidations & microvalidations
- Steps to take to mitigate the influence of unconscious bias in our daily lives including
 - Mindfulness training
 - Emotional Intelligence

Key Deliverables

2021	Provide enhanced unconscious bias, anti-Black racism and anti-Indigenous racism training for Senior Leadership, Mayor and Council and OCHRO staff responsible for recruitment, hiring and promotion.
	Design and deliver comprehensive Diversity, Equity and Inclusion Learning Plan to all staff aimed at increasing awareness of equity that includes training related to: <ul style="list-style-type: none"> ○ unconscious bias ○ racism, particularly anti-Indigenous and anti-Black racism, equity, inclusion and intersectionality
2022	Provide enhanced DEI-related training for Senior Leadership, Mayor and Council and OCHRO staff responsible for recruitment, hiring and promotion.
	Design and deliver comprehensive Diversity, Equity and Inclusion Learning Plan to all staff aimed at increasing awareness of equity-related training.
2023	Develop leadership opportunities for emerging leaders from Indigenous and equity-seeking groups.
2024	Expand DEI related training.

e. Performance Management

Performance management is an ongoing process between managers and their direct reports to support the strategic objectives of the City effectively. Communicating DEI goals, clarifying expectations, setting objectives, identifying goals, providing feedback and reviewing results at all levels of the organization is part of measuring what matters. The City's goal is to have all employees demonstrate, through their decisions and actions, a commitment to diversity, equity and inclusion.

The Diversity and Inclusion Officer will work with stakeholders across the organization to ensure that supervisors, managers and directors have the necessary knowledge and tools to lead and manage a diverse workforce and create an equitable and inclusive environment for employees. Additionally, training related to unconscious bias, racism, particularly anti-Indigenous and anti-Black racisms, gender-based discrimination, anti-Semitism, Islamophobia, equity, inclusion and intersectionality, will be part of staff development.

Key Deliverables

2023	Implement DEI development goals for management teams.
2024	Implement DEI development goals for all staff.

f. Succession Planning, Mentorship & Promotion

The City will build a diverse talent workforce that is poised to take leadership positions through mentoring, coaching and leadership education programming. This will enable business continuity and knowledge transfer. The City, like many other employers, must prepare for demographic shifts in the workplace so that the next generation of employees have the necessary skills, knowledge and abilities for current and future leadership roles. The City will use data to inform succession planning and identify barriers to advancement for employees who are members of Indigenous and equity-seeking groups by setting targets to increase diversity in leadership.

Key Deliverable

2023 & 2024	Implement DEI development goals for management teams.
	Develop strategies to ensure succession planning includes targeted approach to diversifying leadership.
	Provide targeted opportunities for advancement through existing succession and mentorship programs.

4. Community Engagement and Participation

Public participation is a complex process informed by different historical legacies and power imbalances (gender inequality, systemic racism, inaccessible spaces, etc.). The City recognizes that democratic engagement is an integral part of building an inclusive and welcoming City. Therefore, a DEI lens will be applied to existing communication and outreach strategies to meaningfully facilitate democratic input. The City recognizes that Indigenous and equity-seeking groups must be engaged to build trust and deepen lines of communication. The City will look for opportunities to engage with community leaders, diverse communities, community partners and municipalities to collaborate on existing projects and initiatives with respect to equity and social justice.

Key Deliverable

2021 & 2024	Develop a Community Engagement and Targeted Outreach Strategy.
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5. Indigenous Relations and Reconciliation

First Nations, Inuit and Métis peoples of Turtle Island hold a unique position in Canada. The City of Vaughan recognizes its special relationship with the Mississauga of Credit First Nation.

Anti-Indigenous racism is a particular type of racism experienced by First Nations, Inuit and Métis people of Canada. Ongoing race-based discrimination, negative stereotyping and injustice are experienced by Indigenous people. It includes ideas and practices that establish, maintain and perpetuate power imbalances, systemic barriers and inequitable outcomes that stem from the legacy of colonial policies and practices in Canada. The City recognizes the legacies of injustice and colonialism against the First Nations, Inuit and Métis people of Canada. The City recognizes Canada's Truth and Reconciliation Commission's Call to Action and is committed to meaningfully advancing reconciliation. The City also recognizes the National Inquiry into Missing and Murdered Indigenous Women and Girls, and acknowledges that anti-Indigenous racism has contributed to violence against Indigenous women, girls and 2SLGBTQQIA people.

The City is committed to establishing and building meaningful relationships with Indigenous communities, addressing anti-Indigenous racism and collaborating with Indigenous communities to reflect Indigenous priorities into City programs and services.

Key Deliverables

2021	Review and develop acknowledgment of Indigenous people and land in consultation with Mississauga of Credit First Nation.
2022	Continue to engage in respectful consultations with Mississauga of Credit First Nation.

2023	Continue to build meaningful relationship with Mississauga of Credit First Nation to develop Indigenous Reconciliation Action Plan.
2024	Foster commitment to enhance relationships with Indigenous people and land.

6. Addressing Racism

Race and racism are social constructs that are the result of using geographic, historical, political, economic, social and cultural factors, as well as physical traits, to categorize and hierarchically organize society. The Ontario Human Rights Commission describes communities facing racism as “racialized.”

Racism is a broader experience and practice than racial discrimination. Racism is a belief that one group is superior to others. Explicit and interpersonal racism is seen in racial jokes, slurs or hate crimes. Implicit racism is deeply rooted in attitudes, values and stereotypical beliefs. Such beliefs and assumptions have evolved over time and have become part of systems and institutions, and also associated with the dominant group’s power and privilege.

Racial discrimination can happen on an institutional — or systemic — level, from everyday rules and structures that are not consciously intended or designed to discriminate. Patterns of behaviour, policies or practices that are part of the structures of an organization or an entire sector can disadvantage or fail to reverse the ongoing impact and legacy of historical disadvantage of racialized people. This means that even though the intent was not to cause harm, it may be having a negative impact on racialized people and communities.

The City is committed to addressing all forms of racism, discrimination and bigotry and will develop a broad strategy to redress racial injustice. While all forms of racism are abhorrent, the City recognizes the unique experiences of Indigenous and Black communities that are tied to legacies of oppressions including colonialism and the enslavement of Black people. Anti-Indigenous racism and anti-Black racism continue to maintain barriers within current systems and institutions in the form of policies, practices, culture, behaviours and beliefs. Addressing anti-Black and anti-Indigenous racism requires tackling deeply entrenched, complex social problems defined by collaboration across multiple sectors including government and community; therefore, focused strategies must be developed to address pervasive forms of racism, discrimination and bigotry.

Addressing Anti-Black Racism

Anti-Black racism is historic, pervasive and systemic in Canada. It is both visible and invisible. It is entrenched into societal practices that reflect and reinforce beliefs, attitudes, prejudice, stereotyping and/or discrimination directed at people of African descent, and is rooted in their unique history and experience of enslavement and colonization here in Canada. Anti-Black racism is micro (as seen in day-to-day interactions), and it is structural (as seen in laws and policies). While racism negatively impacts all racialized people, disparities between Black people and other marginalized groups clearly show that

Black people continue to be more profoundly impacted by racism. For example, a report by Boston Consulting Group and CivicAction demonstrates the depth and pervasiveness of anti-Black racism in Canada and how systemic racism against Black individuals appears across their full lifecycle in areas like education, employment, healthcare and policing.^{xiv}

The City of Vaughan is committed to fostering a safe and welcoming environment — confronting and removing barriers caused by anti-Black racism benefits all Vaughan residents, especially other communities experiencing racism and marginalization.

Key Deliverables

2021 & 2022	Develop a strategy for addressing Anti-Black racism.
	Develop Action Plan to address anti-Black racism.
	Join BlackNorth Initiative.
2022 & 2024	Implement Addressing Anti-Black Racism Action Plan.
	Continue to implement Action Plan on addressing anti-Black racism.

Religious Intolerance

The rights to be treated equally based on creed, and to freely hold and practice creed beliefs of one's choosing, are fundamental human rights in Ontario, protected by the Ontario Human Rights Code and the Canadian Charter of Rights and Freedoms. Different groups, at different times in the history of Canada, have experienced discrimination based on their creed. For example, Indigenous peoples were forced into residential schools that were government-sponsored religious schools, which operated in Ontario from 1880 to 1990. Jewish people were barred from entry to the country, including when fleeing and seeking refuge from Nazi Germany in WWII, and were routinely denied access to jobs, facilities and services, because of virulent antisemitism. People's experiences of discrimination based on creed often intersects with discrimination based on other identity factors such as race, ethnic origin, citizenship, ancestry, place of origin and sex. Prejudice, anti-Semitism and Islamophobia have risen in recent times, often shaped by international events and hate forums in social media.

Anti-Semitism

The City of Vaughan is home to one of the largest Jewish populations in Canada. The City has proclaimed January 27 as International Holocaust Remembrance Day and adopted the International Holocaust Remembrance Alliance's (IHRA) working definition of anti-Semitism. The City continues to actively denounce and call out the disturbing rise in anti-Semitism. Anti-Semitism is a certain perception of Jewish people, which may be expressed as hatred toward Jewish people. Anti-Semitism has a long history in Canada in fueling discrimination and unfair treatment against Jewish Canadians, including discrimination in employment, health care and government.

Islamophobia

Muslim communities have become highly visible post 9/11, which has led to Muslim people and communities experiencing negative stereotyping and discrimination. Islamophobia can be described as the hatred and hostility towards Islam and Muslim people. The rise in Islamophobia is causally linked to mass shootings perpetuated against Muslim people in Quebec, Canada, and Christchurch, New Zealand.

The City will work with communities in Vaughan to support opportunities to build awareness and educate the public to effectively work toward the elimination of all forms of religious intolerance, discrimination and bigotry.

7. Continued Accessibility Excellence

The City of Vaughan is committed to being a community where people of all ages, abilities and backgrounds can thrive. Accessibility advancement is a key component of this commitment. Accessibility benefits everyone directly or indirectly. For example, a ramp or automatic door opener does not just benefit a person who uses a wheelchair, but it also benefits a parent with a baby stroller or an older adult. Accessibility is a vital aspect of universal design.

The City accessibility plans align with legislative requirements, including the Accessibility for Ontarians with Disabilities Act (AODA). The City is committed to moving beyond legislative measures to implement accessibility because it is equitable, inclusive and the right thing to do. The more accessible programs and services are, the more people of all abilities can utilize them. Accessibility is a key pillar of diversity, equity and inclusion.

The City of Vaughan strives to implement accessibility beyond legislative requirements and is a recognized leader in accessibility. The City has received several awards for its accessibility efforts, including the Ontario Municipal Social Services Association Accessibility Award, the David C. Onley Award for Leadership in Accessibility and the Rick Hansen Foundation Gold Accessibility Certification Award. Several City of Vaughan buildings have received gold certification from the Rick Hansen Foundation as part of its nationwide accessibility certification program — these include Vaughan City Hall, North Thornhill Community Centre, Civic Centre Resource Library and Vaughan Fire and Rescue Service firehalls 7-4 and 7-10.

Key Deliverables

2021 & 2022	Continue accessibility initiatives & events.
	Ensure all new employee onboarding materials are accessible and inclusive.
	Develop guidelines to ensure learning and development programs meet accessibility standards.
	Continue to champion accessibility advancement.
	Ensure Alternative Work Arrangement Policy is equitable for employees with Disabilities.
	Develop strategic plan to targeted and intentional approach to recruit, hire and retain People with Disabilities.
	Develop employment strategy for People with Disabilities.
	Update Accessibility Site Plan Checklist.
	Develop Facilities webpage to showcase the accessibility features of Vaughan facilities, particularly those facilities that have received Rick Hanson Foundation Gold Certification.
	Develop Community Accessibility Innovation Initiative.
	Collaborate with the Vaughan Chamber of Commerce and Economic and Cultural Development on an initiative that promotes accessibility in the business community.
	Universal changerooms at new community centres.
2023 & 2024	Launch Community Accessibility Innovation Initiative.
	Implement strategic plan to targeted and intentional approach to recruit, hire and retain People with Disabilities.
	Advance Accessible Transportation Options.
	Accessible Parking Initiative.

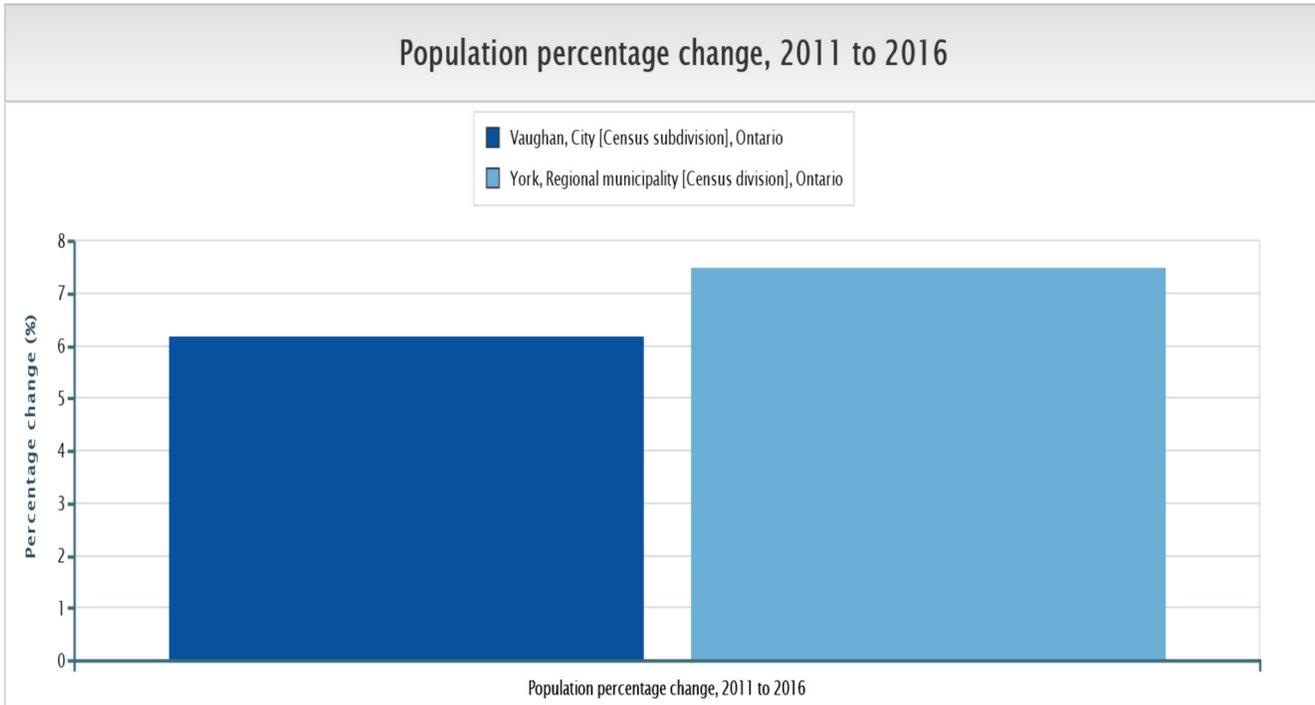
8. Outcome and Accountability Measures

To support the implementation of the Diversity, Equity and Inclusion Strategic Plan, the Diversity and Inclusion Officer will work with the Office of Transformation and Strategy to utilize an outcomes-based approach focusing on tracking and measuring progress yearly to better understand and address barriers to equity. Project Management and Change Management will be utilized to ensure sustainability.

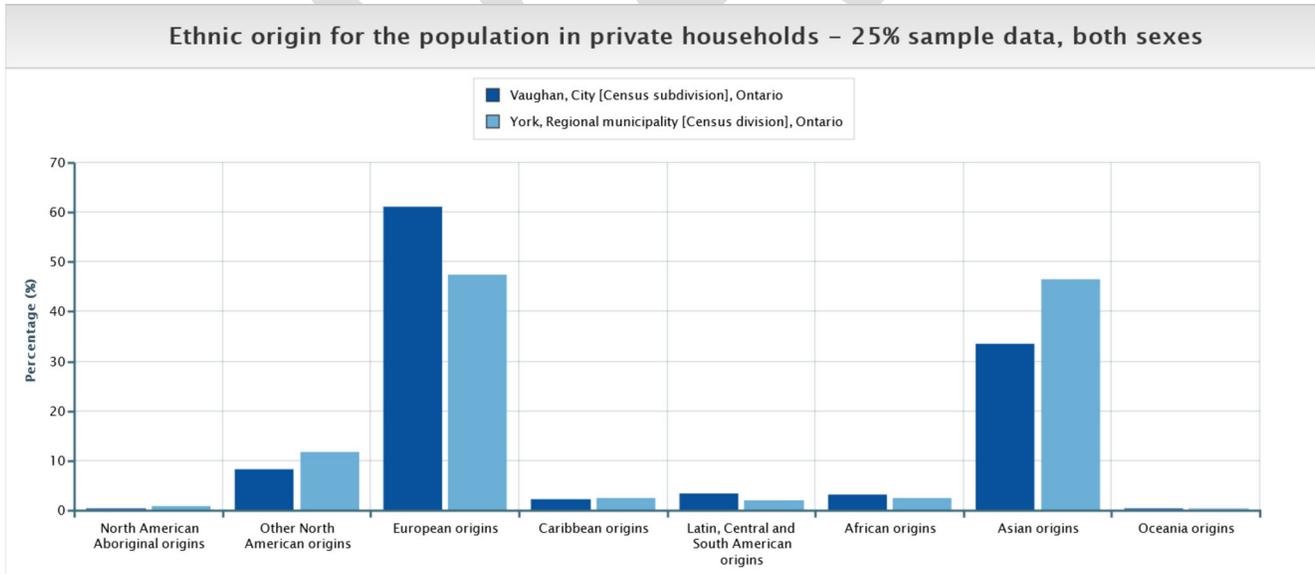
9. Cross-Departmental Initiatives

Opportunities will be proactively sought to ensure alignment with the City’s DEI initiatives and embed them into existing and emerging programs and services.

Appendix 1: Demographics



The City of Vaughan’s population increase from 2011 to 2016 was 6.2% in comparison to the Regional Municipality of York, which was 7.5%.

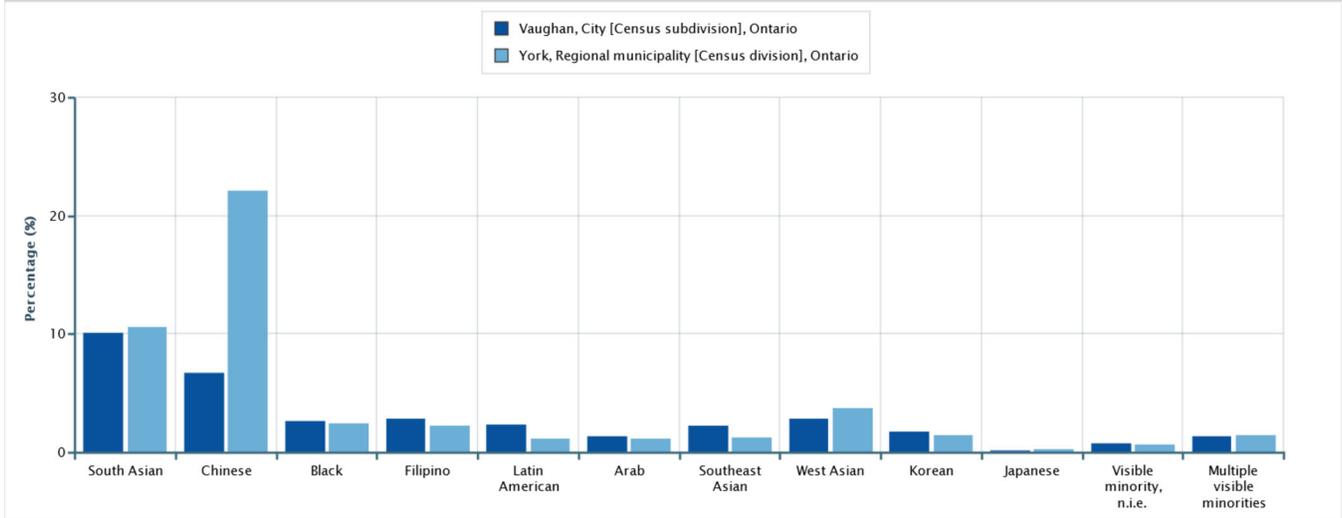


The City of Vaughan’s total population is composed of:

- 61.3% of European origins
- 35.5% from Asian origins
- 3.2% of African origins

- 2.3% of Caribbean origins
- Indigenous people of North America made up 0.3% of the population of the City of Vaughan.

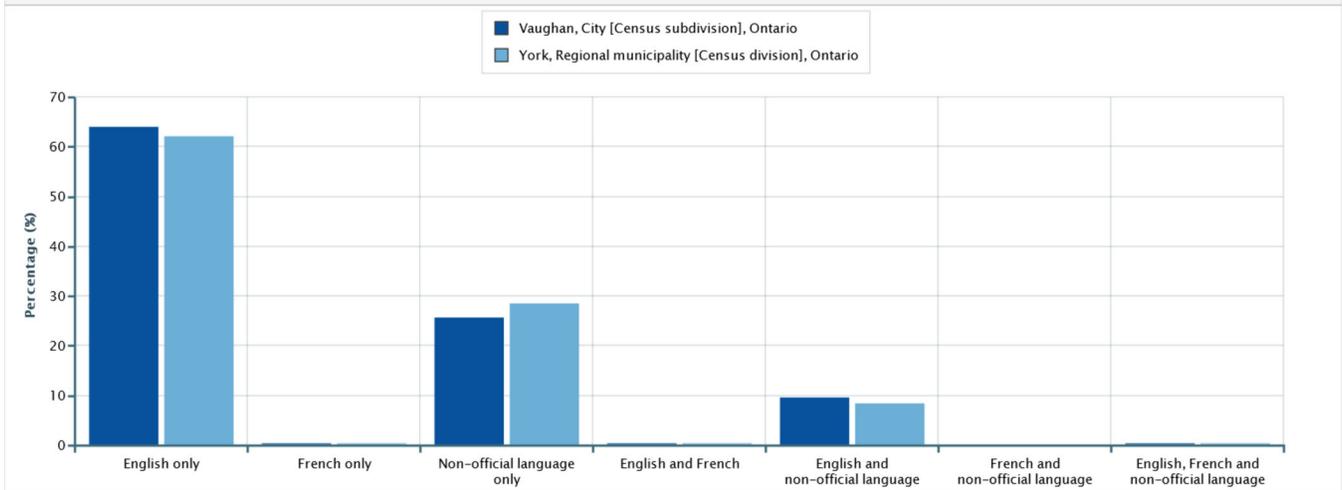
Visible minority for the population in private households – 25% sample data, both sexes



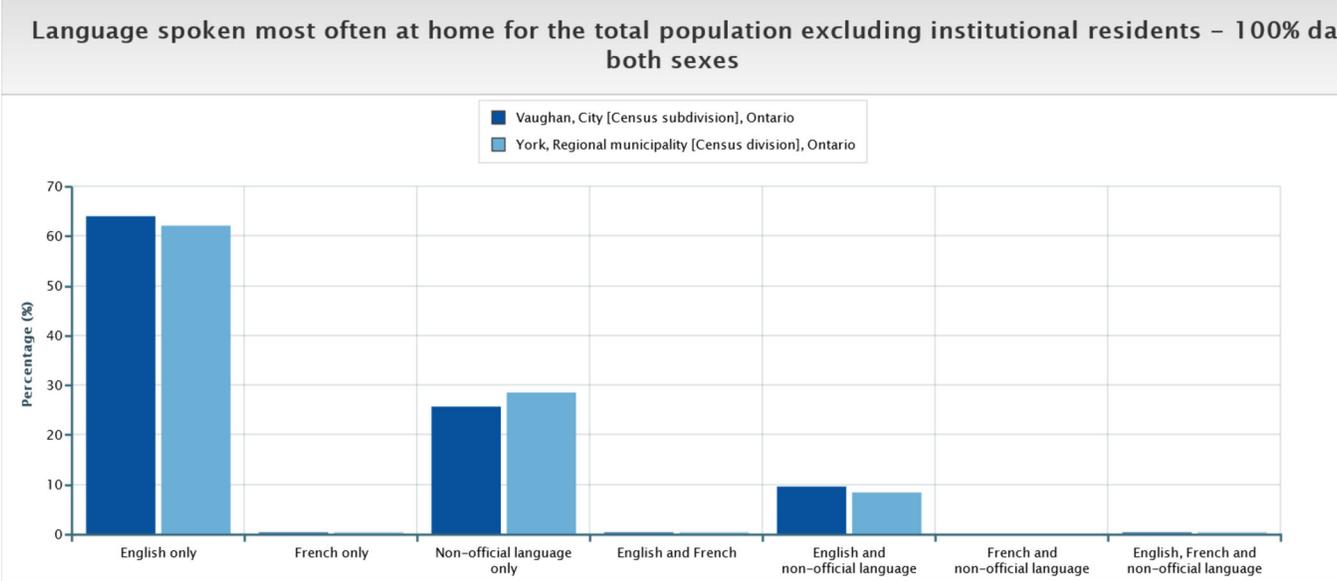
35.4% of the population identified as a visible minority. Of the visible minority population

- 10.1% were South Asian
- 6.8% were Chinese
- 2.7% were Black
- 2.9% were Filipino
- 2.4% were Latin American

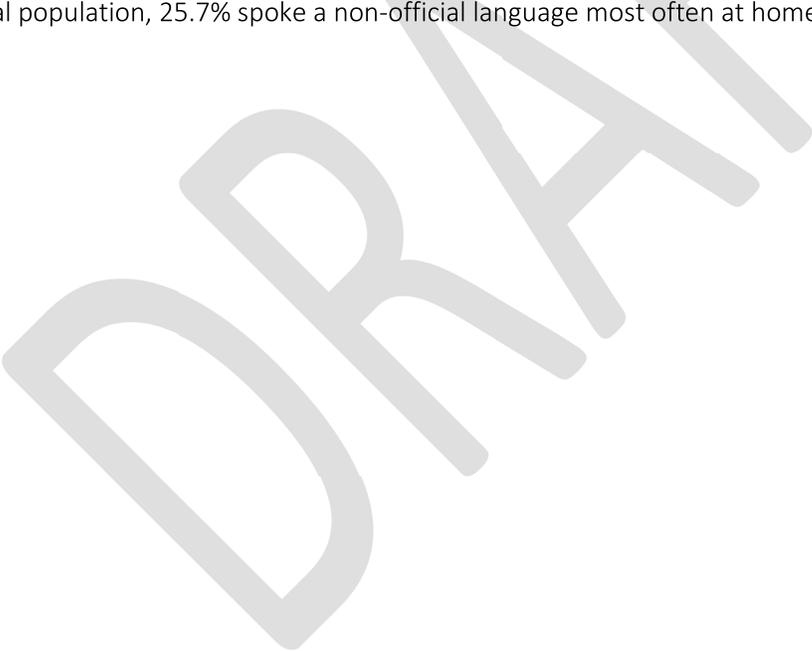
Language spoken most often at home for the total population excluding institutional residents – 100% data both sexes



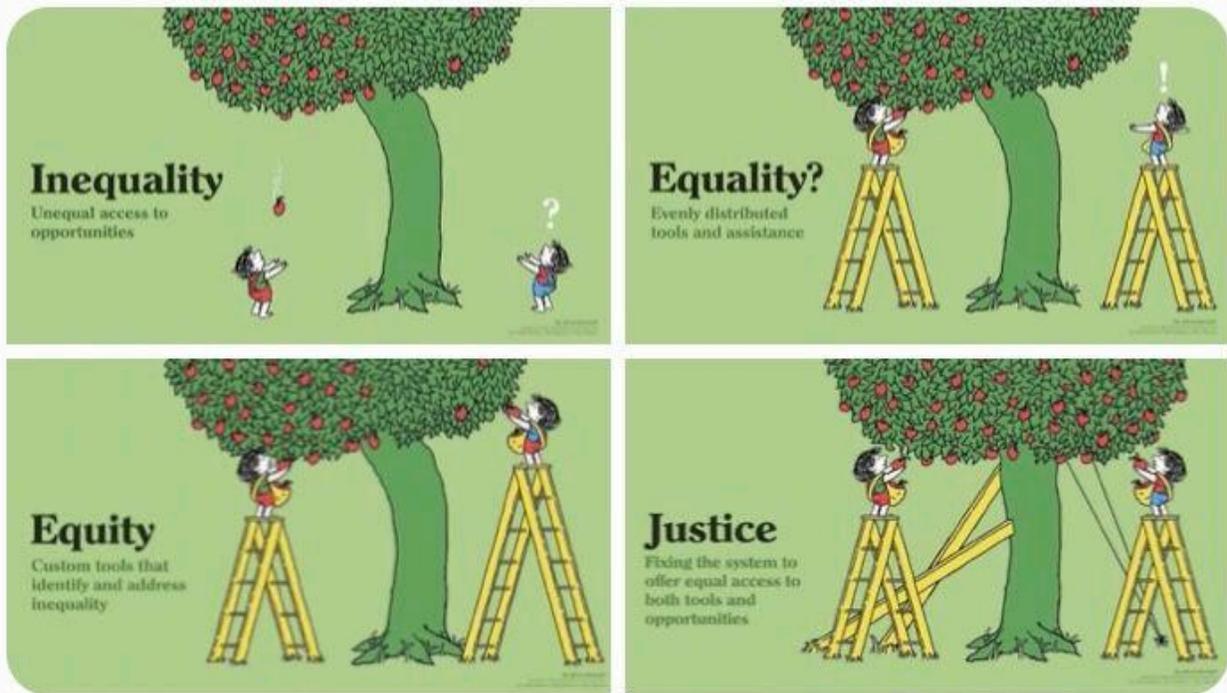
The overwhelming majority of residents have knowledge of English, French or both at home, with 4.1% of the population speaking neither English nor French.



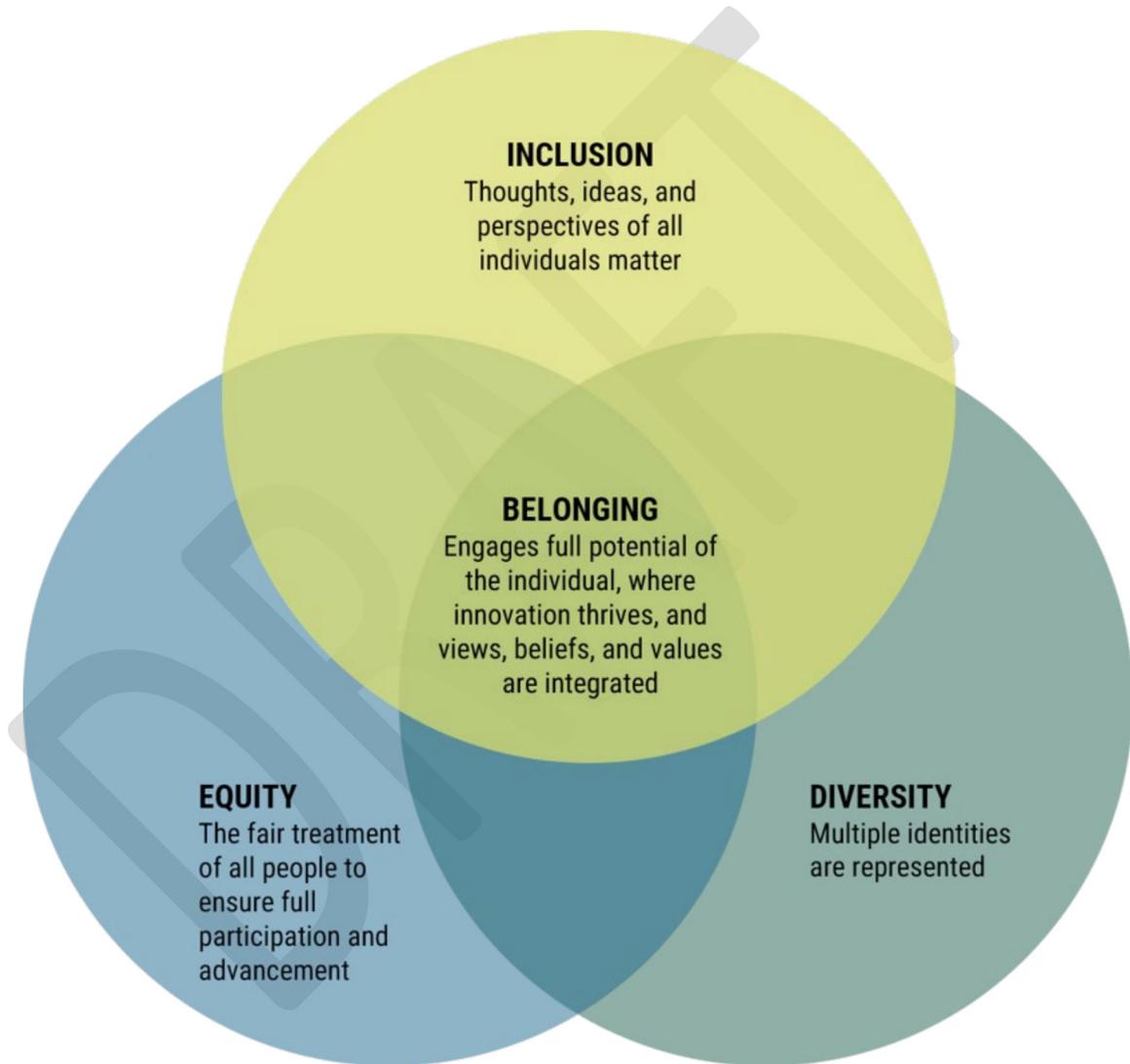
Of the total population, 25.7% spoke a non-official language most often at home.



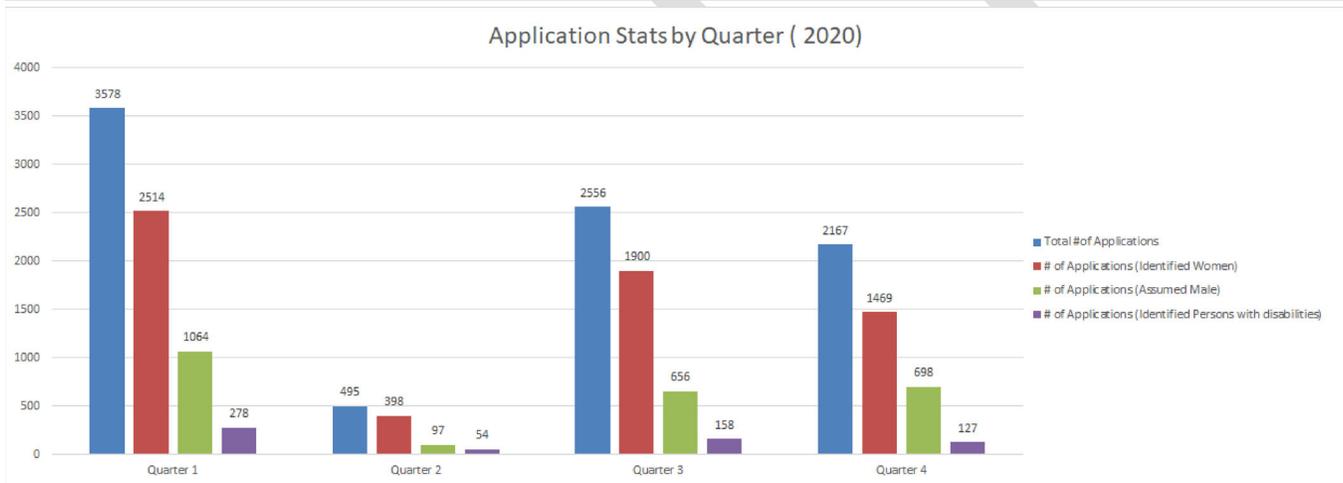
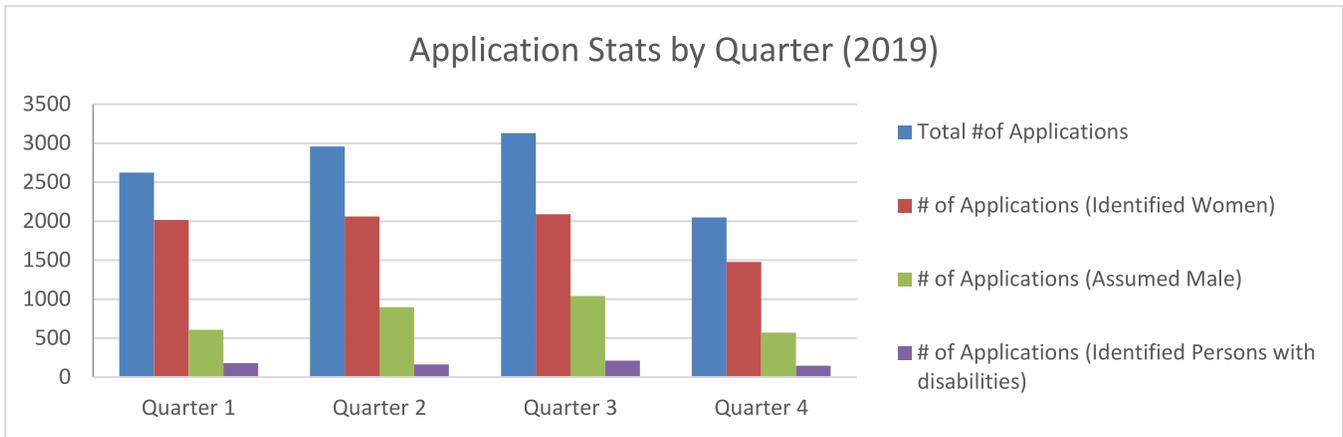
Appendix 2: Equity



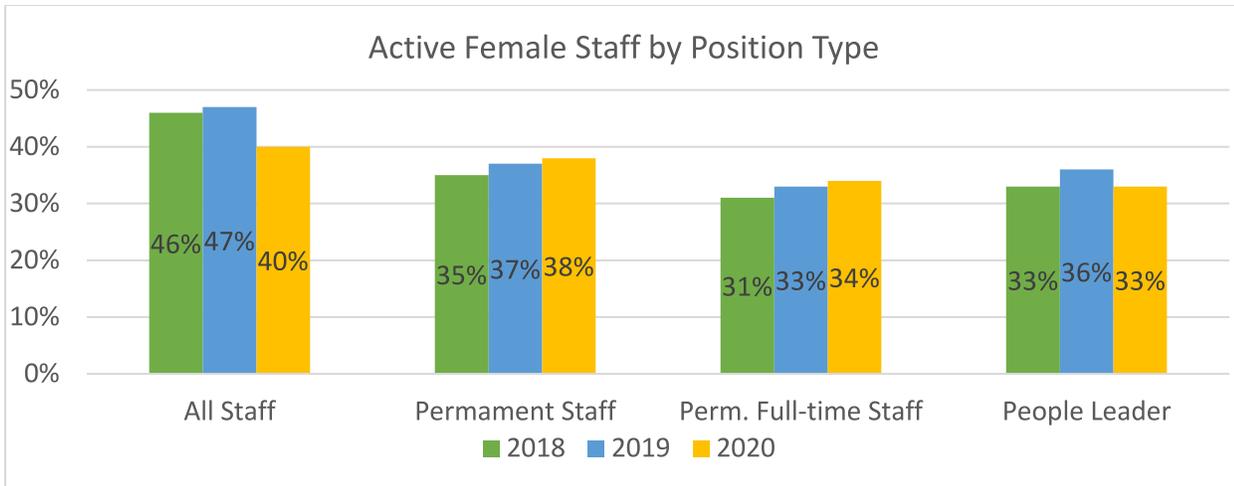
Appendix 3: Belonging



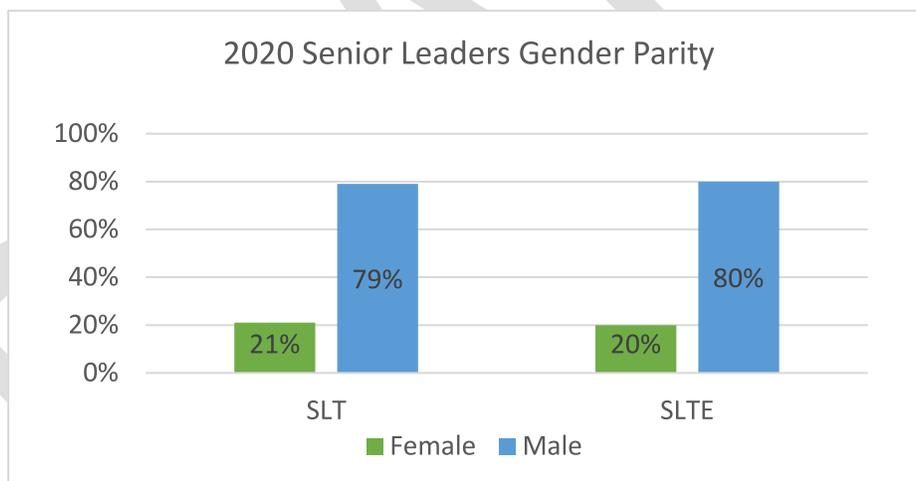
Appendix 4: Employee Demographics by Gender



Aggregate data from Njoyn for 2019 and 2020 shows that more women than men^{xv} applied to job opportunities with the City of Vaughan; however, the data cannot be disaggregated to determine the number of applicants by gender by job title/grade.



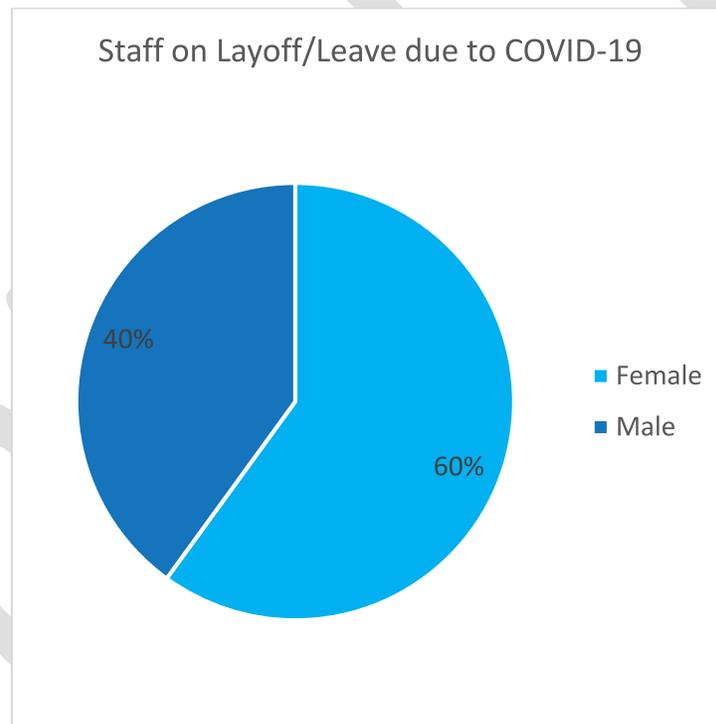
The gender parity amongst All Staff (total workforce) appears evenly split between 2018 and 2020; however, there is a noticeable disparity of men to women in positions with decision-making power. Furthermore, the disparity can be observed in the percentage of women holding permanent full-time and leadership roles. More drastically, the percentage of women decreases to ~20% when looking at Senior Leadership positions.



In terms of wage parity, in 2020, of the 6 new people leaders who joined the organization, 80% (4) of men negotiated a higher starting salary step while 0% (1) of women negotiated a higher starting rate. In 2019, 19 new people leaders joined the organization. Of the new leaders that are women, 55% (5) negotiated a higher starting step compared to 100% (10) of the men who negotiated a higher rate as they joined the organization. Previous research has found that women are less likely to initiate salary negotiations than men are. A 2018 article from Harvard Business Review found that a new study of Australian women found no gender differences in negotiation behaviour.^{xvi} While women ask just as often as men, women are less likely to get what they ask for.

COVID-19

In 2020, the City saw a reduction in the total workforce from 2967 at the end of 2019 to 1944 in 2020 due to COVID-19 closures and layoff of frontline casual and part-time staff, predominantly in Recreation Services. The reduction resulted in a noticeable drop in the percentage of female employees amongst all staff. The pandemic has disproportionately affected women in the workforce. Bloomberg reports that more than 20,000 women left the Canadian workforce between February and October 2020, while about 68,000 men joined it.^{xvii} One reason for this is that the virus has increased the burden of unpaid care for children, the elderly and the sick, which is disproportionately taken on by women. The situation is further compounded by existing gender inequalities. An analysis of the job loss in Canada found that those earning less than \$22 an hour experience high job loss and slow recovery, compared to those earning more, for whom recovery is nearly complete. For the City, 60% of all COVID-19 closures, layoffs and leaves were women.

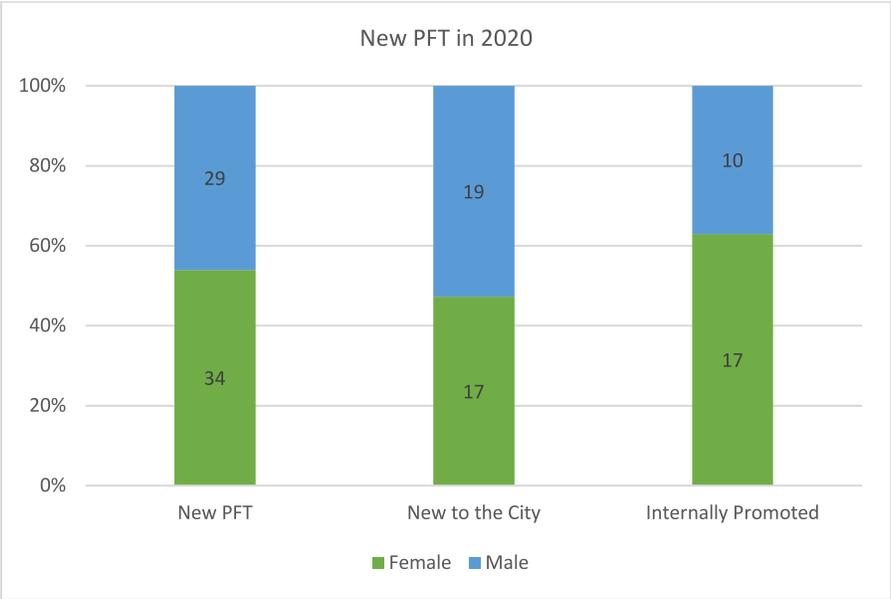


Permanent Full-Time Employees

Women make up ~31–34% of the permanent full-time (PFT) workforce at the City, compared to 40–47% of the total workforce, which includes contract, part-time and casual staff. Therefore, the City has less representation of women in PFT.

Over the years, there has been a steady increase of women in PFT positions in the City.

In 2020, the City filled 63 PFT positions, of which 54% (34) were women. Of the 36 new PFT positions filled, 47% (17) were female. Furthermore, 27 employees were internally promoted to PFT, of which 17 (53%) were women.

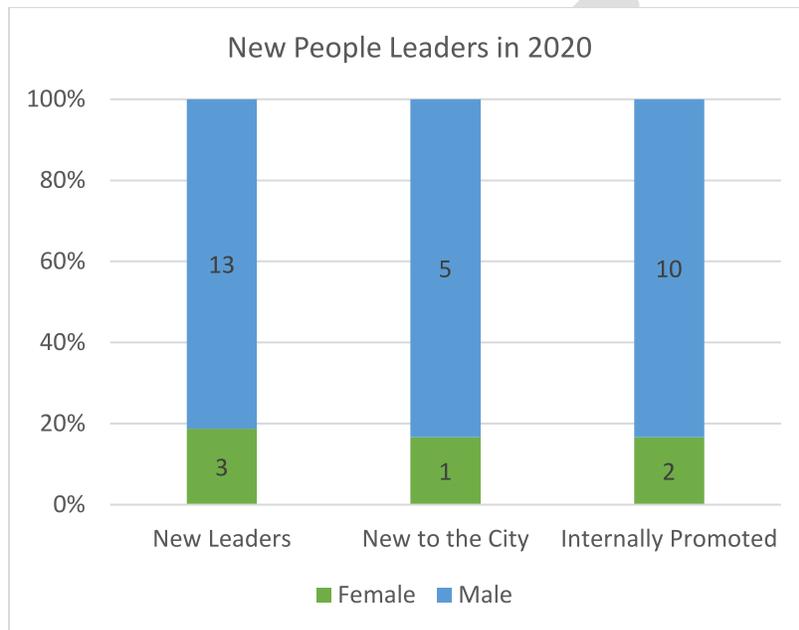


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Leadership

2020 workforce data show that women make up ~33–36% of the people leadership positions at the City, and ~20% of the senior leadership positions. This percentage remains consistently low when examining the number of female staff filling people leader positions in 2020.

- In 2020, there were 16 new permanently placed leaders within the organization, 19% (3) were women.
- Of the 6 new leaders new to the organization, only 1 (16%) was female.
- The 10 new leaders that were promoted internally, 20% (2) were women.



Leadership Development

In 2020, 71 staff completed courses within the Management & Leadership series offered by Learning & Organizational Development, including “Certificate in Management Excellence” and the “Service Excellence Masters Program.” Of the participants, 43% (33) were women. The level of interest in leadership development amongst women shows a disparity in the level of women that are placed in leadership positions.

Appendix 5: Diversity, Equity and Inclusion Action Plan

Year One: 2021

Data-Informed Decision-Making

Objective	Action	Timeline
Establishing a baseline for Vaughan equity data in order to inform the DEI strategy.	<p>Conduct qualitative and, where possible, quantitative analysis through informal conversation to gain a preliminary understanding of the City's context and culture.</p> <ul style="list-style-type: none"> Diversity and Inclusion Task Force Vaughan Accessibility Advisory Committee Internal Diversity, Equity & Inclusion Committee (to be implemented) Employee Wellness Job applicant data from Njoyn 	2021 Q1-Q4
	Engage with departments and portfolios across the City to introduce DEI role and scope.	2021 Q3-Q4
	Establish network connection to DEI positions with GTHA municipalities.	2021 Ongoing
	Expand the Employee Engagement Survey to include Workplace Climate Survey to qualitatively and quantitatively analyze identity-based data, employee feelings, opinions and perceptions regarding the City's culture and climate.	2021 Q4

Fostering a Culture of Diversity and Inclusion

Objective	Action	Timeline
Integrate health equity into the Wellness Strategy Framework.	Expand to include Psychological Health and Safety of the City, health inequities based on the social determinants of health into Wellness Strategy.	Ongoing
Review and revise existing policies and procedures to ensure inclusivity and reduce inequities.	Ensure that policies are up to date with current labour and human rights laws and recent Human Rights Tribunal decisions.	Ongoing
	Inform existing efforts to revise policies to ensure that the wording of policies is equitable and avoid barriers. Including:	2021
	<ul style="list-style-type: none"> Respectful Workplace Policy Workplace Violence Policy Recruitment Policy 	Q1-Q4

Develop policies, staff reports and inform Members' Resolutions to support inclusive and equitable workplace.	Staff report on Anti-Black racism.	2021 Q4
Develop opportunities for meaningful staff engagement in the City's DEI initiatives.	Explore internal Diversity, Equity and Inclusion committee to increase engagement and champion diversity, equity and inclusion initiatives. Initiate subcommittees as needed (e.g., Black Employee Resource Group, Gender parity Resource Group, Indigenous Employee Resource Group, etc.)	2021 Q3
Provide ongoing support to citizen advisory committees and task force.	Provide ongoing staff support to: <ul style="list-style-type: none"> Diversity and Inclusion Task Force Vaughan Accessibility Advisory Committee 	Ongoing
Develop a DEI statement for the City.	Identify a process to establish SLT input for a DEI statement. Utilize established process to develop a DEI statement.	2021 Q3

Embedding Diversity, Inclusion and Equity throughout the Employee Life Cycle

Objective	Action	Timeline
<i>Recruitment and Hiring</i>		
Implement targeted job advertisements to increase workforce representation from Indigenous and equity-seeking groups.	Expand the list of community and professional boards to post job openings with particular attention paid to Indigenous and equity-seeking groups. Pilot test with Canada Summer Jobs Program and expand rollout accordingly. As per the Diversity and Inclusion Task Force recommendation and in consultation with SLTE and policy committee as appropriate, review hiring and promotional process for accessibility, fairness, transparency and consistency.	2021 Q2
Review the recruitment process and application site to ensure it complies with OHRC, FIPPA and Anti-Racism Data Standards.	Analyze and identify any gaps, recommend changes, in consultation with the Legal Department and HR partners, on identity-based data collection.	2021 Q2
Develop guidelines and tools to ensure job postings are equitable and inclusive.	Review Equity Statement in all Job Postings, and update if required.	2021 Q2
Expand interview matrix to include DEI competency.	Include emotional intelligence as a proficiency criterion.	2021 Q3

<i>Retention</i>		
Expand existing data collection tools to understand talent loss.	Develop and include DEI questions transfer, stay and exit interviews.	2021 Q3

Learning and Development

Provide enhanced unconscious bias, anti-Black racism and anti-Indigenous racism training for Senior Leadership, Mayor and Council and OCHRO staff responsible for recruitment, hiring and promotion. 2021 Q3

Develop RFQ to deliver Indigenous Cultural Appreciation, treaty-making and current and historical context training with a focus on senior leadership, Council and Mayor and OCHRO staff. 2021 Q3

Develop RFQ to deliver Addressing Anti-Black Racism training with a focus on senior leadership, Council and Mayor and OCHRO staff. 2021 Q3

Develop RFP procure vendor to develop and deliver unconscious bias training to HR staff, 2021 hiring managers and senior leadership team, priority employee groups that encompass

- Developing self-awareness
- Understanding the nature of bias
- Facilitated discussions

Design and deliver comprehensive Diversity, Equity Determine and develop RFP for training. 2021 Q2

Inclusion Learning Plan to all staff aimed at Procure vendor. 2021 Q3

Increasing awareness of equity that includes training related to:

- unconscious bias
- racism, particularly anti-Indigenous and anti-Black racism, equity, inclusion and intersectionality

Community Engagement and Participation

Objective Action Timeline

Develop a Community Engagement and Targeted Outreach Strategy. Establish relationships with community champions and leaders of diverse communities. Ongoing

Develop communication strategies for engaging with equity-seeking groups and strengthening civic participation. 2021 Q4

Indigenous Relations and Reconciliation

Objective Action Timeline

Review and develop acknowledgment of Indigenous people and land in consultation with Mississauga of Credit First Nation. Engage with Mississauga of Credit First Nation to develop Indigenous Land Acknowledgement. 2021 Q1-Q3

Addressing Anti-Black Racism

Objective Action Timeline

Develop a strategy for addressing Anti-Black Racism.	Develop an acknowledgment of Anti-Black Racism Statement for City.	2021 Q3
Join BlackNorth Initiative.	Develop and propose to City and Council community-centred, City-driven initiative to address anti-Black racism. Develop rationale and seek buy-in to join BlackNorth Initiative, which works to challenge and end anti-Black racism. Take the Pledge to End Anti-Black Systemic Racism. Please refer to Appendix 6 for list of pledge and seven commitments.	2021 Q2-3 2021 Q3 2021 Q3

Continued Accessibility Excellence

Objective	Action	Timeline
Continue Accessibility Initiatives & Events	Champion implementation of Inclusive Design Standards. Monitor Implementation of Multi-Year Accessibility Plan across the entire City. Continued AODA Compliance. Complete AODA Compliance Report Annual events to recognize National Accessibility Week. Annual events to recognize International Day of Persons with Disabilities. Annual Accessibility Champion Awards.	Ongoing Ongoing Ongoing Q2 Annual Q2 Annual Q4 Annual Q4
Ensure all new employee onboarding materials are accessible and inclusive. Develop guidelines to ensure learning and development programs meet accessibility standards. Continue to champion accessibility advancement. Ensure Alternative Work Arrangement Policy is equitable for employees with Disabilities. Develop employment strategy for People with Disabilities.	Audit all onboarding materials meet AODA standards. Ensure all learning courses are fully accessible, including in-classroom and online courses, course materials and other web-based learning activities beginning with equity and diversity-related courses. Ensure programs and services are as accessible as possible (refer to Appendix # 5 Cross-Departmental Initiatives). Work with HR staff to ensure Alternative Work Arrangement Policy is equitable for employees with Disabilities. Develop strategic plan to targeted and intentional approach to recruit, hire and retain People with Disabilities.	2021 Q3 2021 Q4 Ongoing Ongoing 2021 Q2- Q4

Update Accessibility Site Plan Checklist .	Collaborate with Site Planning Department to update accessibility Site Plan Checklist to align with the City's Inclusive Design Standards.	2021 Q2
Develop Facilities webpage.	Collaborate with Corporate and Strategic Communications and Facility Management on a webpage that showcases the accessibility features of Vaughan Community Centres, particularly those facilities that have received Rick Hanson Foundation Gold Accessibility Certification.	Q4
Explore Installation of Universal Changerooms at New Community Centres.	Work with Facility Management on Action Plan.	Ongoing



Year Two: 2022

Data-Informed Decision-Making		Timeline
Objective	Action	2022
Conduct formal and informal environmental analysis to inform DEI strategic plan development.	Continue to collect informal and formal data with respect to the City's context and culture.	Ongoing
	<ul style="list-style-type: none"> Diversity and Inclusion Task Force Vaughan Accessibility Advisory Committee Internal Diversity, Equity & Inclusion Committee Employee Wellness Job applicant data from Applicant Tracking System 	
	Engage with departments and portfolios across the City to introduce OKRs related to DEI.	2022 Q1-Q2
	Establish a repository of DEI best practices from neighbouring municipalities.	Ongoing
	Begin collecting, where appropriate, diversity data with respect to Code-based complaints and grievances.	2022 Q2
	Establish Count Yourself In Employee survey attached to employee profile.	2022 Q4

Fostering a Culture of Diversity and Inclusion		Timeline
Objective	Action	Ongoing
Integrate health equity into the Wellness Strategy Framework.	Continue to advise on health equity into Wellness Strategy with focus on health and gender.	Ongoing
Review and revise existing policies and procedures to ensure inclusivity and reduce inequities.	Ensure that policies are up to date with current labour and human rights laws and recent Human Rights Tribunal decisions.	Ongoing
	Inform existing efforts to revise policies to ensure that the wording of policies is equitable and avoid barriers. Including:	2022 Q1-Q3
	<ul style="list-style-type: none"> Procurement Policy 	2022 Q2
	Develop inclusive guidelines for policy development.	2022 Q2

Develop policies, staff reports and inform Members' Resolutions to support inclusive and equitable workplace.	<ul style="list-style-type: none"> • Staff report on anti-Indigenous Racism • Staff report on anti-Semitism • Policy on Domestic Violence • Policy on Employment Equity 	2022 Q2-Q4
Develop opportunities for meaningful staff engagement in the City's DEI initiatives.	Develop formal workplan for Internal DEI Committee	2022 Q2-Q3 2022 Q3
Provide ongoing support to citizen advisory forces and committees.	Initiate subcommittee on Gender Parity Resource Group Continue to provide ongoing staff support to: <ul style="list-style-type: none"> • Diversity and Inclusion Task Force • Vaughan Accessibility Advisory Committee 	Ongoing
Support DEI Communications for the City.	Develop a communication strategy to embed DEI Statement into all aspects of the City.	2022 Q1 2022 Q1
	Develop leadership communication strategy with respect to DEI.	2022 Ongoing
	Support senior leaders in their capacity to communicate the significance of DEI as a core value of the City.	2022 Ongoing

Embedding Diversity, Inclusion and Equity throughout the Employee Life Cycle

Objective	Action	Timeline
<i>Recruitment and Hiring</i>		
Implement targeted job advertisements to increase workforce representation from Indigenous and equity-seeking groups.	Continue to expand the list of community and professional boards to post job openings with particular attention paid to Indigenous and equity-seeking groups. Measure the effectiveness of community postings via job application tracking system.	2022 Q1 2022 Ongoing
Develop guidelines and tools to ensure job postings are equitable and inclusive.	Develop targeted recruitment and hiring strategy to reduce leadership disparity with respect to Indigenous people, gender, racialized people and 2SLGBTQ+ communities. As per the Diversity and Inclusion Task Force recommendation and in consultation with SLTE and policy committee as appropriate, review hiring and promotional process for accessibility, fairness, transparency and consistency. Develop guidelines for inclusive job postings.	2022 Q2 Ongoing 2022 Q2

Review candidate screening and selection process to limit unconscious bias. Develop a strategy to create a blind application process and to collect identity-based data at the time of application. 2022 Q1

Develop and implement a process to assess hiring outcomes annually to inform strategies for subsequent years. 2022 Q4

Set targets to increase gender and diversity parity in line with the Government of Canada’s Innovation, Science and Economic Development Canada 30/50 challenge with the goal to increase the representation and inclusion of diverse groups within the workplace. 2022 Q4

- 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 (including invisible and episodic disabilities) and members of the LGBTQ2+ community.

Expand interview matrix to include DEI competency. Include unconscious bias awareness as a proficiency criterion. 2022 Q2

Retention

Continue to monitor existing data and tools to understand talent loss. Develop strategies for retention based on data collected from the transfer, stay and exit interviews. 2022 Q2

Learning and Development

Provide enhanced DEI-related training for Senior Leadership, Mayor and Council and OCHRO staff responsible for recruitment, hiring and promotion. Develop RFP to deliver specialized training on DEI-related training in alignment with City needs. 2022 Q1

Design and deliver comprehensive Diversity, Equity and Inclusion Learning Plan to all staff aimed at increasing awareness of equity-related training. Explore in-house training opportunities with the Learning and Development team to expand DEI-related trainings on an ongoing basis. 2022 Q2

Community Engagement and Participation

Objective Action Timeline

Develop a Community Engagement and Targeted Outreach Strategy. Continue to build relationships with community champions and leaders of diverse communities. Ongoing

Establish community feedback mechanism to identify and address obstacles to participation for Indigenous and equity-seeking groups. 2022 Q1

Indigenous Relations and Reconciliation

Objective	Action	Timeline
Continue to engage in respectful consultations Mississauga of Credit First Nation.	Engage with Mississauga of Credit First Nation to develop respectful engagement and consultation protocol. Establish Indigenous Advisory Circle.	2022 Q1–Q3 2022

Addressing Anti-Black Racism

Objective	Action	Timeline
Develop Action Plan to address anti-Black racism.	Develop proposal to resource the Office of the Human Resources office with dedicated Anti-Black Racism specialist.	2022 Q1
Join BlackNorth Initiative.	Propose public forum to inform action plan on addressing anti-Black racism. Propose Anti-Black Racism Citizen Committee to inform Action Plan. Develop Addressing Anti-Black Racism Action Plan	2022 Q1 2022 Q3–4 2022 Q4
	Develop workplan to integrate the Pledge into action items for the City. Refer to Appendix 6 for details.	2022 Q1

Continued Accessibility Excellence

Objective	Action	Timeline
Continue Accessibility Initiatives & Events	Champion implementation of Inclusive Design Standards. Monitor Implementation of Multi-Year Accessibility Plan across the entire City. Continued AODA Compliance. Annual events to recognize National Accessibility Week and the International Day of Persons with Disabilities. Annual Accessibility Champion Awards.	Ongoing Ongoing Ongoing Annual Q2 & Q4 Annual Q4
Develop Community Accessibility Innovation Initiative	Collaborate with Economic and Cultural Development initiatives that promote accessibility in the community. For example, collaborating with schools in Vaughan on an accessible innovation contest.	2022
Vaughan Chamber of Commerce Accessible Business Initiative	Collaborate with the Vaughan Chamber of Commerce and Economic and Cultural Development on an initiative that promotes accessibility in the business community.	2022 Q3

Year Three: 2023

Data-Informed Decision-Making		Timeline
Objective	Action	2023
Establish baseline data to inform decisions, initiatives and strategies.	Establish baseline annual departmental aggregated identity-based data to help identify opportunities for improvement in recruitment and retention efforts.	Q1
	Develop a plan to incorporate identity-based data across the City to inform decision-making and address gaps in representation across all levels, particularly at senior levels, at Q2 the City.	2023
	Develop and implement a Count Me In! initiative for collecting identity-based data connected to employee records.	Q3
	Utilize disaggregate identity-based data to identify systemic barriers experienced by Indigenous and equity-seeking groups as collected from the Employee Engagement and Pulse Survey.	2023
	Work collaboratively with all departments to imbed DEI goals and measurements.	Q3
Establish KPI for DEI initiatives.		2023
		Q1
Align DEI framework and plan to new Council. Terms informed by data and customized to the needs of the City of Vaughan.	Incorporate data collected from 2021 and 2022 to inform the expansion of the DEI work plan as well as the new City strategic plan.	2023
Fostering a Culture of Diversity and Inclusion		Timeline
Objective	Action	2023
Continue to inform policies, staff reports and Members' Resolutions to support inclusive and equitable workplace.	Develop Educational Equivalency policy.	Q1
Utilize baseline data to inform targeted strategies for enhancing inclusive workplace culture.	Staff report on discrimination based on sexual orientation. Incorporate experiences of employees who identify as Indigenous and equity-seeking into strategic planning with respect to hiring, retention and promotion, employee life cycle and Q1 City culture.	2023
Embedding Diversity, Inclusion and Equity throughout the Employee Life Cycle		Timeline
Objective	Action	2023
<i>Recruitment and Hiring</i>		

Continue to increase workforce representation from Indigenous and equity-seeking groups through targeted recruitment.	Develop strategies to explore mutually beneficial opportunities for internationally trained new Canadians and foreign nationals.	2023 Q1
Expand interview matrix to include DEI competency.	Include understanding and experience of diversity, equity and inclusion as a proficiency criterion for all people managers.	2023 Q1

Retention

Utilize existing data to analyze and improve hiring, promotion and retention strategies.	Continue to analyze data collected from exit interviews, and demographics of staff at all levels.	Ongoing
	Develop and implement Transfer and Stay Interviews (rolled out through performance management).	2023 Q1

Onboarding

Ensure Management and Executive Onboarding is inclusive and equitable.	Apply equity lens to Management and Executive Onboarding process to embed DEI.	2023 Q2
Review new employee boarding process to ensure that DEI materials are embedded.	Review current orientation process and make changes to include DEI materials as appropriate.	2022 Q3
	Review management and executive onboarding materials and programs to ensure that equity and inclusion are embedded into the programs.	2022 Q4

Learning and Development

Develop leadership opportunities for emerging leaders from Indigenous and equity-seeking groups.	Conduct annual learning needs assessment of employees belonging to Indigenous and equity-seeking groups to increase opportunities for leadership development.	2023 Q1
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Performance Management

Implement DEI development goals for management teams.	Track equity, accessibility, human rights and inclusion learning for all management staff.	2023 Q1
	Continue to track DEI goals for management levels.	2023 Q1
	Include a development goal specifically related to the “Diversity, Equity and Inclusion” leadership competency.	2023 Q2

Succession Planning, Promotion & Mentorship

Develop strategies to ensure succession planning Analyze recruitment process for leadership development programs to increase cohort diversity. 2023 Q1

Community Engagement and Participation
Objective Action Timeline
Continue to support Community Engagement and Engage with community organizations to support community-driven initiatives (i.e., Take Back the Night, Sisters in Spirit, etc.) 2023 Ongoing

Indigenous Relations and Reconciliation
Objective Action Timeline
Foster commitment to enhance relationships with Continue to build meaningful relationship with Mississauga of Credit First Nation to develop Indigenous Reconciliation Action Plan. 2023 Q3

Addressing Anti-Black Racism
Objective Action Timeline
Continue to implement Action Plan on addressing Implement Addressing Anti-Black Racism Action Plan. 2023

Continued Accessibility Excellence
Objective Action Timeline
Continue accessibility initiatives & events. Champion implementation of Inclusive Design Standards. Ongoing
Monitor implementation of Multi-Year Accessibility Plan across the entire City. Ongoing
Continued AODA Compliance. Ongoing
Annual events to recognize National Accessibility Week and the International Day of Persons with Disabilities. Annual
Annual Accessibility Champion Awards. Q2 & Q4

Advance Accessible Transportation Options. Collaborate with By-Law Department to explore accessible transportation options that the City can offer in partnership with the transportation service providers (i.e., Taxi, Uber, public transportation, etc.) 2023 Q2

Year Four: 2024

Data-Informed Decision-Making		
Objective	Action	Timeline
Utilize DEI data to inform annual updates to the DEI Strategic Plan and corresponding workplan.	Develop any necessary reporting tools, measures and processes for departmental KPIs.	2024
	Develop and conduct Current State Inclusivity Assessment of the organization.	2024 Q3
Fostering a Culture of Diversity and Inclusion		
Objective	Action	Timeline
Continue to inform polices, staff reports and Members' Resolutions to support inclusive and equitable workplace.	Staff report on discrimination based on Gender Identity and Expression.	2024 Q1
Utilize baseline data to inform targeted strategies for enhancing inclusive workplace culture.	Develop risk mitigation strategies to address resistance to DEI.	2024 Q4
Embedding Diversity, Inclusion and Equity throughout the Employee Life Cycle		
Objective	Action	Timeline
Recruitment and Hiring		
Expand targeted recruitment and hiring strategies to meet diversity targets at SLT and SLTE.	Recommend targeted recruitment and strategic hiring to reduce leadership disparity with respect to Indigenous people, gender, racialized people and 2SLGBTQ+ communities.	2024 Q1
Develop guidelines and tools to ensure job postings are equitable and inclusive.	Develop best practice reference tool to ensure all job postings are inclusive.	2024 Q2
Review and, where necessary, implement changes to the interview and assessment process.	Apply an equity lens on the assessment and interview process to remove systemic barriers and reduce bias.	2024 Q1
Retention		
Utilize existing data to analyze and improve promotion and retention strategies.	Continue to analyze data collected from exit interviews, and demographics of staff at all levels.	Ongoing
Onboarding		
Ensure all onboarding is equitable and inclusive.	Continue to monitor and review onboarding process and materials.	Ongoing
Learning and Development		

Expand DEI-related training. Expand list of DEI learning resources that can be part of staff goals. 2024 Q1

Performance Management

Implement DEI development goals for all staff. Continue to track equity, accessibility, human rights and inclusion learning for all staff. 2024 Q1
 Continue to track DEI goals for management levels. 2024 Q1
 Include a development goal specifically related to the “Diversity, Equity and Inclusion” all employee performance plans. 2024 Q1

Succession Planning, Promotion & Mentorship

Develop strategies to ensure succession planning includes targeted approach to diversifying leadership. Continue to analyze recruitment process for leadership development programs to increase cohort diversity. 2024 Q1
 Develop tools to incorporate diversity and inclusion objectives in succession planning and talent management discussions. 2022 Q1
 Provide targeted opportunities for advancement through existing succession and mentorship programs. Develop coaching, mentoring and training programs and opportunities for Indigenous and equity-seeking groups. 2022 Q4

Community Engagement and Participation

Objective Action Timeline
 Continue to support Community Engagement and Targeted Outreach Strategy. Continue to engage with community organizations to support community-driven initiatives. 2024 Q1

Indigenous Relations and Reconciliation

Objective Action Timeline
 Foster commitment to enhance relationships with Indigenous people and land. Continue to build meaningful relationship with Mississauga of Credit First Nation to build Indigenous employment strategy. 2024 Q1

Addressing Anti-Black Racism

Objective Action Timeline
 Continue to implement Action Plan on addressing Anti-Black Racism. Continue to implement multi-year Addressing Anti-Black Racism Action Plan. 2024 Q1

Continued Accessibility Excellence

Objective Action Timeline

Continue Accessibility Initiatives & Events.	<p>Champion implementation of Inclusive Design Standards.</p> <p>Monitor Implementation of Multi-Year Accessibility Plan across the entire City.</p> <p>Continued AODA Compliance.</p> <p>Annual events to recognize National Accessibility Week and the International Day of Persons with Disabilities.</p> <p>Annual Accessibility Champion Awards</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Annual</p> <p>Q2 & Q4</p> <p>Annual</p> <p>Q4</p>
Accessible Parking Initiative	<p>Collaborate with Facility Management to determine if legislated accessible parking requirements can be exceeded at all City Community Centres</p>	<p>2024</p> <p>Q4</p>

Appendix 6: The Pledge

It Is Time for Anti-Black Systemic Racism to End

I, _____, as the leader of my company, along with all CEO signatories, commit to implementing the following pledge. Where companies have already implemented one or several of the commitments, the undersigned commit to support other companies in doing the same.

We acknowledge the existence of anti-Black systemic racism and its impact on Canada's 1,198,540 Black citizens (or 3.5% of the population) and the need to create opportunities within our companies for Black people.

The persistent inequities across our country underscore our urgent, national need to address and alleviate racial, ethnic, and other tensions and to promote the elimination of anti-Black systemic racism wherever it exists. As leaders of some of Canada's largest corporations, we manage hundreds of thousands of employees and play a critical role in ensuring that inclusion is core to our workplace culture and that our businesses are representative of the communities we serve. Moreover, we know that true diversity is good for the economy; it improves corporate performance, drives growth, and enhances employee engagement.

Simply put, organizations with truly diverse teams perform better.

We recognize that diversity and inclusion are multifaceted issues and that we need to tackle these subjects holistically to better engage and support all underrepresented groups within the business community. To do this, we believe we also need to address honestly and head-on the concerns and needs of our diverse employees and increase equity for all, including, but not limited to, Black, Asian and other racialized communities in Canada, Indigenous peoples, members of the LGBTQ+ community, persons with disabilities, and women. Collectively as business leaders we agree that we must do more. For us, this means committing to seven goals we believe will move Canada toward ending anti-Black systemic racism and creating opportunities for underrepresented groups.

1. **Working through the BlackNorth Initiative, we will increase our efforts to make our workplaces trusting places to have complex, and sometimes difficult conversations about anti-Black systemic racism and ensure that no barriers exist to prevent Black employees from advancing within the company.** We will create and maintain an environment that fosters open dialogue, including listening forums where our people feel comfortable to gain greater awareness of each other's experiences and perspectives. By encouraging an ongoing dialogue and not tolerating any incongruence with these values of openness, we are building trust, encouraging compassion and open-mindedness, and reinforcing our commitment to a culture of inclusivity.
2. **Working through the BlackNorth Initiative, we will implement or expand unconscious bias and anti-racism education.** We all have unconscious biases—that is human nature. Unconscious bias education enables individuals to begin recognizing, acknowledging, and therefore minimizing any potential blind spots they might have. We will commit to rolling out and/or expanding education that addresses unconscious bias and anti-Black systemic racism within our companies and make non-proprietary unconscious bias education modules available to others free of charge.

3. **We will share best—and unsuccessful—practices.** We know that many companies are still developing programs and initiatives around true diversity and inclusion. We commit to helping them evolve and enhance their current diversity strategies and encourage them, in turn, to share their successes and challenges with others.
4. **We will create and share strategic inclusion and diversity plans with our board of directors.** We will establish at least one diversity leadership council and make efforts to ensure these groups include diverse representation, including senior Black leaders, within our organization. The diversity leadership council will work with the CEO who will be accountable to our board of directors (or equivalent governing bodies) through the development and evaluation of concrete, strategic action plans to prioritize and drive accountability around diversity and inclusion, including as it relates to Black employees. We recognize that boards and CEOs play an important role in driving action together to cultivate inclusive cultures and talent.
5. **We will use our resources to work with members of the Black community through the BlackNorth Initiative.** Through the BlackNorth Initiative we will ensure that Black communities across Canada are aware of opportunities of employment within our organization and that employment opportunities are set aside for Black people including committing to specific hiring goals of at least 5% within our student workforce from the Black community. Through the BlackNorth Initiative we will invest at least 3% of corporate donations and sponsorships to promote investment and create economic opportunities in the Black community, both by 2025. We also recognize the economic power of the company and the ability to influence broader change by encouraging diversity and the representation of Black people amongst our suppliers and those we choose to do business with.
6. **We will engage Canada’s corporate governance framework.** The aim of the BlackNorth Initiative is to include both board Chairs and CEOs to foster inclusiveness for Black leaders at the board level, as well as at senior management and executive levels. We are building a strong foundation of business leaders who are committed to meaningful, sustainable inclusion of Black people in business leadership. Our goal is to build a pipeline so there can be representation from the Black community on the Board of Directors and in our C-suite. In addition, as a numeric goal provides real impetus for change, we have made a goal of, at a minimum, 3.5% of executive and board roles based in Canada being held by Black leaders by 2025.
7. **We will create the conditions for success.** As in all business ventures, ‘what gets measured gets managed’, so it’s essential that we collect data on race and ethnicity, including from Black employees, to understand where we have gaps and when we are making progress. We will work through the BlackNorth Initiative to attract and retain talent from the Black community, and in partnership with our organization’s governance committee, commit to developing and advancing Black people within our organizations to ensure a pipeline of talent as we build inclusive leadership teams that are representative of the communities we serve. We will set inclusive talent management goals and include them in senior executives’ annual performance scorecards.

We also pledge to create accountability systems within our companies, share our goals internally and externally, track our progress, and share regular updates with each other to catalog effective programs and measurement practices.

We recognize that these commitments are not the complete answer, but we believe they are important, concrete steps toward building more truly diverse and inclusive workplaces. We hope our list of signatories will grow, and we invite other CEOs across Canada to join us.

Let's come together to make good on the inherent promise that all of our people should be able to bring their best selves to work and unleash their full potential.

By working together toward true diversity and inclusion within our workplaces, industries, and broader business community, we can cultivate meaningful change for our society and end anti-Black systemic racism.



Appendix 7: Definitions

Anti-Black Racism	<p>Anti-Black racism is prejudice, attitudes, beliefs, stereotyping and discrimination that is directed at people of African descent and is rooted in their unique history and experience of enslavement and its legacy. Anti-Black racism is deeply entrenched in Canadian institutions, policies and practices, to the extent that anti-Black racism is either functionally normalized or rendered invisible to the larger white society. Anti-Black racism is manifest in the current social, economic, and political marginalization of African Canadians, which includes unequal opportunities, lower socio-economic status, higher unemployment, significant poverty rates and overrepresentation in the criminal justice system.</p> <p>Anti-Indigenous racism is the ongoing race-based discrimination, negative stereotyping and injustice experienced by Indigenous Peoples within Canada. It includes ideas and practices that establish, maintain and perpetuate power imbalances, systemic barriers and inequitable outcomes that stem from the legacy of colonial policies and practices in Canada.</p> <p>Systemic anti-Indigenous racism is evident in discriminatory federal policies such as the Indian Act and the residential school system. It is also manifest in the overrepresentation of Indigenous peoples in provincial criminal justice and child welfare systems, as well as inequitable outcomes in education, well-being and health. Individual lived-experiences of anti-Indigenous racism can be seen in the rise in acts of hostility and violence directed at Indigenous people.</p>
Anti-racism	<p>Anti-racism is defined as the work of actively opposing racism by advocating for changes in political, economic and social life. Anti-racism tends to be an individualized approach and set up in opposition to individual racist behaviours and impacts.</p>
Anti-Semitism	<p>Anti-Semitism is a certain perception of Jewish people, which may be expressed as hatred toward Jewish people. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.</p>
Discrimination	<p>Discrimination happens when a person experiences negative treatment or impact, intentional or not, because of their gender identity or gender expression. It can be direct and obvious or subtle and hidden,</p>

but harmful just the same. It can also happen on a bigger systemic level such as organizational rules or policies that look neutral but end up excluding trans people. Friends, family or others who face discrimination because of their association with a trans person are also protected.

Equity
An equity approach recognizes that distinct groups may need varied treatment in order to share the same advantages. Equity initiatives seek to create the conditions for a “level playing field” by addressing these exclusions.

Equity-seeking Groups
Equity-seeking groups are communities that experience significant collective barriers in participating in society. This could include attitudinal, historic, social and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation and transgender status, etc. Equity-seeking groups are those that identify barriers to equal access, opportunities and resources due to disadvantage and discrimination, and actively seek social justice and reparation.

Gender Expression
Gender expression is how a person publicly presents their gender. This can include behaviour and outward appearance such as dress, hair, make-up, body language and voice. A person’s chosen name and pronoun are also common ways of expressing gender.

Gender Identity
Gender identity is each person’s internal and individual experience of gender. It is their sense of being a woman, a man, both, neither or anywhere along the gender spectrum. A person’s gender identity may be the same as or different from their birth-assigned sex. Gender identity is fundamentally different from a person’s sexual orientation.

Harassment
Harassment is a form of discrimination. It can include sexually explicit or other inappropriate comments, questions, jokes, name-calling, images, email and social media, transphobic, homophobic or other bullying, sexual advances, touching and other unwelcome and ongoing behaviour that insults, demeans, harms or threatens a person in some way. Assault or other violent behaviour is also a criminal matter. Trans people and other persons can experience harassing behaviour because of their gender identity or expression (gender-based harassment) and/or their sex (sexual harassment).

Historically, Persistently or
Institutions throughout Canada were created at a time when societal norms privileged and included some groups and disadvantaged and excluded others. In Canada, these disadvantaged groups have been

Systemically Marginalized	defined as Indigenous people, Black people, women, people with disabilities, racialized people and 2SLGBTQIA+ people. This history is connected to legacy of day-to-day barriers that contributed to past, and perpetuate current, inequities that compound over time.
Systems, in the form of policies, practices, culture, behaviours and beliefs, continue to maintain these barriers. It is often not an individual intentional, but rather a systematic, effort to discriminate. It is an unconscious, unrecognized practice of doing things as they have always been done (and recreating the historical exclusions).	
Implicit/Unconscious Bias	Also known as unconscious or hidden bias, implicit biases are negative associations that people unknowingly hold. They are expressed automatically, without conscious awareness. Many studies have indicated that implicit biases affect individuals' attitudes and actions, thus creating real-world implications, even though individuals may not even be aware that those biases exist within themselves. Notably, implicit biases have been shown to trump individuals' stated commitments to equality and fairness, thereby producing behaviours that diverge from the explicit attitudes that many people profess. The Implicit Association Test (IAT) is often used to measure implicit biases with regard to race, gender, sexual orientation, age, religion and other topics.
Inclusion	Acknowledging and valuing people's differences so as to enrich social planning, decision-making and quality of life for everyone. In an inclusive municipality, we each have a sense of belonging, acceptance and are recognized as valued and contributing members of society. Real inclusion takes place when those already included in the "mainstream" learn from those who are excluded and initiate change.
Intersectionality	The intersection, or crossover, of our many identities affects how each of us experiences the municipality. These intersections occur within a context of connected systems and structures of power (e.g., laws, policies, state governments, other political and economic unions, religious institutions, media). Individuals have multiple identities whereby a person can simultaneously experience privilege and oppression. For example, a Black woman in Canada does not experience gender inequalities in exactly the same way as a white woman, nor racial oppression identical to that experienced by a Black man. Each race and gender intersection produces a qualitatively distinct life.

Islamophobia	Fear, prejudice, hatred or dislike directed against Islam or Muslims, or towards Islamic culture.
Privilege	The experience of freedoms, rights, benefits, advantages, access and/or opportunities afforded to members of a dominant group in a society or in a given context.
Sexual orientation	Sexual orientation is a personal characteristic that informs identity. It covers the range of human sexuality from lesbian and gay, to bisexual and heterosexual. Sexual orientation is different from gender identity, which is protected under the ground of “sex.”
Stereotypes	Assumptions that generalize how all people in a particular group are the same, without considering individual differences. Stereotypes are often based on misconceptions or incomplete information.
Structural/Institutional Oppression	The normalization and legitimization of an array of dynamics — historical, cultural, institutional and interpersonal — that routinely advantage dominant groups (white, Christian, heterosexual, able-bodied, etc.) while producing cumulative and chronic adverse outcomes for groups facing oppression (women, LGBTQ+ people, Black, Indigenous, etc.). Structural oppression is diffused and infused in all aspects of society, including its history, culture, politics, economics and entire social fabric. Structural oppression is more difficult to locate in a particular institution because it involves the reinforcing effects of multiple institutions and cultural norms, past and present, continually reproducing old and producing new forms of oppression. Structural racism is the most profound and pervasive form of oppression.
Systemic Barriers	Obstacles that exclude groups or communities of people from full participation in, and the benefits of, social, economic and political life. They may be hidden or unintentional but are built into the way society works. Existing policies, practices and procedures, as well as assumptions and stereotypes, reinforce them.
Systemic Oppression	Oppression is systematic and has historical antecedents; it is the intentional disadvantaging of groups of people based on their identity while advantaging members of the dominant group (gender, race, class, sexual orientation, language, etc.).

Appendix 8: Cross-Departmental Initiatives

Divisions	Objective	Action	Timeline
Administrative Services and City Solicitor Legal Services	Develop training based on Ontario Human Rights Code.	Provide DEI SME on trainings being developed.	
	Explore restorative process as an option to early resolution.	Develop feasibility of restorative process.	
Office of the City Clerk	Ensure all public meetings are accessible.	Work with the Office of the City Clerk to ensure all public meetings are conducted in a manner that meets or exceeds AODA requirements.	2021 Q2
Community Services			
Access Vaughan			
By-law and Compliance, Licensing and Permit Services			
Vaughan Fire and Rescue Service (VFRS)			
Recreation Services			
Corporate Services, City Treasurer and Chief Financial Officer			
Office of the Chief Human Resources Officer			
Office of the Chief Information Officer			
Financial Planning and Development Finance and Deputy City Treasurer	Develop Social Procurement initiatives aimed at creating jobs and drive economic growth in the city.	Develop Social Procurement Policy.	
Financial Services and Deputy City Treasurer			
Procurement Services			
Planning and Growth Management			

Building Standards			
Development Engineering			
Development Planning			
Parks Planning			
Policy Planning and Environmental Sustainability			
Vaughan Metropolitan Centre (VMC)			
Infrastructure Development			
Facility Management	All City facilities meet or exceed accessibility requirements as per the AODA and the Vaughan's Designs Standards. Work with Facility Management to ensure that City buildings are as accessible as possible. Explore Installation of Universal Changerooms at new Community Centres.	Provide accessibility expertise on how to make City buildings as accessible as possible and champion how the capital accessibility budget should be spent. Provide accessibility expertise. Work with Facility Management on an action plan.	Ongoing Ongoing 2024 Q4
Infrastructure Delivery			
Infrastructure Planning and Corporate Asset Management			
Parks Delivery			
Real Estate			
Development Planning	Update Accessibility Site Plan Checklist	Collaborate with Site Planning Department to update Accessibility Site Plan Checklist to align with the City's Inclusive Design Standards.	2021 Q2
Public Works			
Environmental Services			
Parks, Forestry and Horticulture Operations			
Transportation and Fleet Management Services			

Business Services and Service Excellence		
Transformation and Strategy		
Corporate & Strategic Communications	<p>Develop diversity, equity and inclusion framework for external and internal communications.</p> <p>Continue to support Accessibility Plan with respect to community.</p>	<p>Develop a collaborative DEI Communications Plan to support DEI initiatives.</p> <p>Champion the Website Content Accessibility Plan.</p> <p>Champion compliance with information and communication design AODA standards across the organization, i.e., website PDFs, website content, mailed-out resident information (brochures, calendars, newsletters etc.).</p>
	<p>Continue to provide and make available information in language spoken by citizen of Vaughan.</p>	<p>Further promote Google Translate feature on 55aughan.ca (108 different languages).</p> <p>Provide opportunity for message translation for the diverse cultural groups in Vaughan.</p>
	<p>Continue to celebrate diversity and develop equity-related communications content related to significant observances.</p>	<p>Develop a micro-cultural strategy to share messaging with diverse audiences in Vaughan.</p> <p>Support the communications for and promotion of heritage and history months, diversity- inclusion- and equity-based proclamations and flag raisings, i.e., Black History Month, Jewish Heritage Month.</p>
Economic and Cultural Development	<p>Provide DEI subject matter expertise to the Age Friendly Communities project.</p> <p>All events hosted by or in collaboration with the City start with Land Acknowledgment.</p>	<p>Provide SME to Age Friendly Communities Project.</p> <p>Enhance and further develop the existing practice of acknowledging Indigenous people and lands at all public events.</p>
Community Services		
Public Education	Vaughan Public Library	

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