

<p>1. <b>CORPORATE DIVERSITY AND INCLUSION PLAN</b> <b>PLAN MUNICIPAL SUR LA DIVERSITÉ ET L'INCLUSION</b></p>
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**COMMITTEE RECOMMENDATION**

**That Council receive this report for information.**

**RECOMMANDATION DU COMITÉ**

**Que le Conseil reçoive ce rapport à titre d'information.**

**DOCUMENTATION/DOCUMENTATION**

1. General Manager's report, Community and Social Services, dated August 26, 2021 (ACS2021-CSS-GEN-010)

Rapport de la Cheffe des finances, Direction générale des services des finances, daté le 26 août 2021, (ACS2021-CSS-GEN-010)

2. Extract of draft Minutes, Finance and Economic Development Committee, 7 September 2021.

Extrait de l'ébauche du procès-verbal, Comité des finances et du développement économique, le 7 septembre 2021.

**SUBJECT: Corporate Diversity and Inclusion Plan**

**File Number: ACS2021-CSS-GEN-010**

**Report to Finance and Economic Development Committee on 7 September 2021  
and Council 22 September 2021**

**Submitted on August 26, 2021 by  
Donna Gray, General Manager, Community and Social Services**

**Contact Person: Suzanne Obiorah, Director, Gender and Race Equity,  
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**Ward: CITY WIDE**

**OBJET : Plan municipal sur la diversité et l'inclusion**

**Dossier : ACS2021-CSS-GEN-010**

**Rapport au Comité des finances et du développement économique  
le 7 septembre 2021**

**et au Conseil le 22 septembre 2021**

**Soumis le 26 août 2021 par  
Donna Gray, Directrice Générale, Services sociaux et communautaires**

**Personne ressource :  
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**Quartier : À L'ÉCHELLE DE LA VILLE**

## **REPORT RECOMMENDATION**

**That the Finance and Economic Development Committee recommend that Council receive this report for information.**

## **RECOMMANDATION DU RAPPORT**

**Que le Comité des finances et du développement économique recommande que le Conseil reçoive ce rapport à titre d'information.**

## **EXECUTIVE SUMMARY**

The 2019-2022 City Strategic Plan (CSP), approved by Council in December 2019 [[ACS2019-ICS-ST-0003](#)], established the roadmap to continue the City's journey to build an inclusive workforce that is healthy, diverse, adaptive, and engaged.

In January 2020, the City's Senior Leadership Team approved the Corporate Diversity and Inclusion Plan (CDIP) for 2019-2024 as one of the priorities under the Thriving Workforce strategic priority. This term was extended to six years to allow sufficient time for the Corporation to reach employment equity workforce representation targets set by the senior leadership team. Furthermore, COVID-19 necessitated a hiring chill, the redeployment of staff and redistribution of work that resulted in increased staff pressures that impacted the progress of this work. The extended term will enable the City to address the impact that COVID-19 had on the organization's ability to recruit and hire diverse candidates and advance inclusive workplace practices.

The strategic objective of the City's Corporate Diversity and Inclusion Plan is to achieve a representative workforce and inclusive workplace. The City of Ottawa strives to set an example to all residents and municipalities across the country, demonstrating its commitment to equity, diversity, and inclusion. The City recognizes that building an inclusive workforce that reflects the population it serves and nurturing a respectful and inclusive culture where all employees experience a sense of belonging, will promote public confidence, and ensure that a diversity of minds, experiences and perspectives are shaping and leading the City's stakeholder engagement, operations and services. A diverse workforce at all levels enables organizations to build more meaningful and productive relationships with communities, leverage the expertise of a diverse range of individuals, and enables creativity and innovation that can inform program development and service delivery to meet the needs of individuals and diverse communities.

Please refer Document 1 for the Corporate Diversity and Inclusion Plan.

This report provides an overview of the CDIP, its objectives, priorities, and the actions planned to advance equity, diversity, and inclusion in the City of Ottawa as well as a summary of accomplishments and progress to date in the areas of Outreach & Recruitment, Partnerships & Engagement, Learning & Awareness, Accountability, Governance & Policy Review, and Data Management & Workforce Analytics.

### **Public Consultation/ Input**

The Equity Secretariat consulted on the development of the CDIP in quarterly meetings with members of the Community Champions Table Network (CCTN) since its inception in 2018. The CCTN is a network of over 20 community members representing diverse communities and organizations who come together to discuss issues and provide feedback on diversity, inclusion and outreach initiatives from an intersectional and inclusive lens in support of the City of Ottawa Equity and Diversity Policy and the Corporate Diversity and Inclusion Plan. The membership supports and provides feedback on the overall plan, with a particular focus on initiatives aimed to outreach, recruit and hire diverse candidates, and develop and promote the inclusion, development and promotion of diverse employees.

Please see Document 2 for a list of members of the CCTN.

In addition, various projects and initiatives within the plan have been developed through consultation with groups such as the Accessibility Advisory Committee and French Language services, and through feedback received from other engagements such as employee pulse surveys, the Women and Gender Equity Strategy and the Anti-Racism Strategy engagement sessions.

### **RÉSUMÉ**

Le Plan stratégique de la Ville pour 2019-2022, approuvé par le Conseil en décembre 2019 [[ACS2019-ICS-ST-0003](#)], établit une feuille de route pour la poursuite de nos efforts visant à bâtir un effectif inclusif et à favoriser sa santé, sa diversité, son adaptabilité et son engagement.

En janvier 2020, l'équipe de la haute direction de la Ville a approuvé le Plan municipal sur la diversité et l'inclusion (PMDI) pour 2019-2024 devant constituer un élément prioritaire de la priorité stratégique de l'épanouissement de l'effectif. Ce mandat a été

prolongé à six ans pour donner le temps à la municipalité d'atteindre les différentes cibles établies par l'équipe de la haute direction relativement à la représentation des groupes visés par l'équité en matière d'emploi dans son effectif. La pandémie de COVID-19 a, en outre, exigé un gel de l'embauche, une réaffectation du personnel et une redistribution des tâches qui ont entraîné des pressions accrues sur le personnel, lesquelles ont ensuite eu des incidences sur l'avancement de ces travaux. La prolongation du mandat prévu permettra à la Ville d'aborder les répercussions que la pandémie de COVID-19 a sur ses capacités de recruter et d'embaucher des personnes issues de la diversité et de favoriser des pratiques inclusives en milieu de travail.

L'objectif stratégique du Plan municipal sur la diversité et l'inclusion est d'obtenir un effectif représentatif et un milieu de travail inclusif. La Ville d'Ottawa s'efforce de montrer l'exemple à tous ses résidents et à toutes les municipalités du pays en démontrant son engagement envers l'équité, la diversité et l'inclusion. Pour la Ville, la création d'une main-d'œuvre inclusive représentant la population qu'elle sert et d'une culture respectueuse et inclusive permettant à tous les employés d'éprouver un sentiment d'appartenance, renforcera la confiance des résidents et fera en sorte que des esprits, expériences et perspectives divers façonneront et dirigeront l'engagement, les opérations et les services des intervenants de la Ville. Un effectif diversifié à tous les niveaux d'une organisation permet d'établir des relations plus constructives et productives avec les communautés, de tirer parti de l'expertise de personnes d'horizons variés et de stimuler un esprit de créativité et d'innovation qui peut guider l'élaboration de programmes et la prestation des services afin de répondre aux besoins des résidents et des diverses communautés.

Pour consulter le Plan municipal sur la diversité et l'inclusion, veuillez vous reporter au document 1.

Ce rapport présente un aperçu du Plan municipal sur la diversité et l'inclusion, de ses objectifs et de ses priorités, et des mesures qui seront prises pour promouvoir l'équité, la diversité et l'inclusion au sein de la Ville d'Ottawa. On y trouve aussi un sommaire de ce qui a été accompli et des progrès réalisés à ce jour dans les domaines du recrutement ciblé, des partenariats et de la mobilisation, de l'apprentissage et de la sensibilisation, de la responsabilité, de l'examen de la structure de gestion publique et des politiques, de la gestion des données et de l'analyse de l'effectif.

### **Consultation publique/commentaires**

Le Secrétariat de l'équité a mené des consultations au sujet de l'élaboration du Plan municipal sur la diversité et l'inclusion (PMDI) lors de réunions trimestrielles avec les membres de la Table ronde des champions de la communauté (TRCC) depuis ses débuts en 2018. La TRCC est un réseau de plus de 20 représentants communautaires provenant de diverses communautés et de divers organismes qui se réunissent pour parler d'enjeux et se prononcer sur des initiatives en matière de diversité, d'inclusion et de sensibilisation dans une optique d'intersectionnalité et d'inclusivité, le tout en appui à la Politique sur l'équité et la diversité et au Plan municipal sur la diversité et l'inclusion de la Ville d'Ottawa. Les membres appuient le plan et transmettent leurs idées sur son contenu en général, tout en accordant une attention particulière aux initiatives visant à solliciter, recruter et embaucher des candidats issus de la diversité, ainsi qu'à favoriser et à promouvoir l'inclusion, le perfectionnement et la mise en valeur des employés issus de la diversité.

Veillez consulter le document 2 pour obtenir la liste des membres de la TRCC.

De plus, diverses initiatives et divers projets mentionnés dans le plan ont été mis en œuvre à la suite de consultations avec des groupes, comme le Comité consultatif sur l'accessibilité et les Services en français, et en tenant compte des commentaires reçus dans le cadre d'autres activités, comme les sondages éclair auprès des employés et les séances de participation sur la Stratégie sur la condition féminine et l'équité des genres et le Secrétariat de la lutte contre le racisme.

### **BACKGROUND**

The 2019-2022 City Strategic Plan (CSP), approved by Council in December 2019 [[ACS2019-ICS-ST-0003](#)], established the roadmap to continue the City's journey to build an inclusive workforce that is healthy, diverse, adaptive, and engaged, and to foster equity and inclusivity through the programs and services offered in the community while addressing emerging needs of our diverse population. The City Strategic Plan identifies key strategies and actions including:

- Continued commitment to the Truth and Reconciliation Commission's Calls to Action and the Calls for Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls.

- The Women and Gender Equity Strategy to apply a women and gender equity lens to new and existing policies and programs to remove barriers and create more inclusive and responsive services.
- Ongoing engagement and support for the unique needs of priority populations such as youth and older adults.
- A refreshed corporate Diversity and Inclusion Plan which outlines initiatives, public-facing strategies, and aggressive workforce targets to further an inclusive workplace that represents the communities we serve.
- The establishment of the Anti-Racism Secretariat to further the City's commitment to address systemic racism and ensure the City follows an anti-racism approach in its policies and decisions.

Advancing equity, diversity and inclusion remains a priority across the organization. Over the course of this Council's term, great progress has been made on the initiatives set out in the CSP including the following recent accomplishments:

- The launch of the City's first Women and Gender Equity Strategy [[ACS2021-CSS-GEN-0002](#)];
- The launch of the Anti-Racism Secretariat and ongoing development of the Strategy [[ACS2021-CSS-GEN-006](#)];
- In August 2020, the City of Ottawa was awarded the winner of the Canada Centre for Diversity and Inclusion *Awards of Success in the Employer Initiative of the Year* for its 2019 Career Showcase.
- In March 2021, for the ninth time the City of Ottawa has been named one of Canada's Best Diversity Employers in the [Globe and Mail](#) for our commitment to creating an equitable, inclusive and diverse workplace.
- And the many accomplishments of the CDIP highlighted in this report.

## Land and Demographics

The City of Ottawa recognizes its location on unceded territory of the Algonquin Anishinabe Nation. The City extends its respect to all First Nations, Inuit, and Métis peoples for their valuable past and present contributions to this land and recognizes and

respects the cultural diversity that First Nations, Inuit, and Métis people bring to this land.

Ottawa has a rich demographic make-up<sup>1</sup> and is home to the Algonquin Host Nations, to a diverse urban Indigenous community and the largest Inuit population (outside of the North) in Canada; racialized communities make up almost a quarter of the city's population; Ottawa is the most educated of all Canadian cities with the greatest number of immigrants with PhDs in the country; Ottawa has the second-highest percentage of people who speak both English and French of any major Canadian city. In addition, Ottawa's population is increasingly multilingual, with fluency in Indigenous languages and those from around the world. The workforce availability rate of persons with disabilities in the region has grown exponentially at nine percent.

The aging population and declining birth rate in Canada raise concerns about labour shortages. This is a concern for the City of Ottawa as approximately 30% of the City's workforce is eligible to retire within the next ten years. Permanent and temporary immigration to Canada can alleviate these pressures by contributing to population growth<sup>23</sup>. The Conference Board of Canada forecasts that Ottawa–Gatineau's natural increase in population (births minus deaths) will decline to about 2,300 by 2036, down from 5,600 in 2000. Immigration will be a key driver of labour market growth/replenishment in near future<sup>4</sup>. Between 2016 and 2019, the number of recent immigrants in Canada who are participating in the labour force has grown by 22.7%<sup>5</sup>. The rising needs for immigration in the City will become critical to fill positions needed to sustain our workforce.

As the second-largest employer in the city, the City of Ottawa will need to compete not just with the Federal government for talent but also with other firms across the country, especially in the professional and technical services sector. The CDIP is one of the tools

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<sup>1</sup> [Why choose Ottawa | City of Ottawa](#)

<sup>2</sup> Statistics Canada. 2021. Labour Force Survey, July 2021. Accessed from: <https://www150.statcan.gc.ca/n1/daily-quotidien/210806/dq210806a-eng.htm>

<sup>3</sup> Statistics Canada. 2019. Canada's population estimates: Age and sex, July 1, 2019. Accessed from: <https://www150.statcan.gc.ca/n1/daily-quotidien/190930/dq190930a-eng.htm>

<sup>4</sup> Diaz, Henry. Four Futures: the Economic Impact of Immigration in Ottawa–Gatineau. Ottawa: The Conference Board of Canada, 2019. Accessed from: [http://olip-plio.ca/wp-content/uploads/2020/10/10804\\_Four-Futures\\_Economic-Impact-of-Immigration\\_IP.pdf](http://olip-plio.ca/wp-content/uploads/2020/10/10804_Four-Futures_Economic-Impact-of-Immigration_IP.pdf)

<sup>5</sup> Statistics Canada. 2021. Labour Force Survey, July 2021. Accessed from: <https://www150.statcan.gc.ca/n1/daily-quotidien/210806/dq210806a-eng.htm>



that positions the city well to acquire the best talent.

### **Elevating Equity**

The City's workplace culture is anchored by the vision of One City, One Team, in Developing Our People approach, and servant leadership principles. One City, One Team, embraces a sense of collaboration and unified purpose with diverse perspectives and skills integrated and promoted throughout the organization.

Elevating equity is critical even in organizations that are both diverse and inclusive, as individuals who come from different backgrounds can encounter policies, practices, or assumptions that prevent engagement and hinder employees from reaching their full potential. Efforts to address all inequities require careful consideration of the ways in which people are situated. However, given the predominance of systemic racism, targeted strategies are needed to address the unique nature of inequities faced by Indigenous, Black and other racialized communities. It is crucial that we ground our strategies to achieve racial equity, even as we employ an intersectional approach that factors diversity of circumstances and identities.

Articulating the need for equity is an essential component to the sustainability of diversity and inclusion efforts.

### **Indigenous Relations**

More than equity, Indigenous communities seek prosperity that is characterized by economic and social well-being, inclusion, and self-determination, which were eroded through historical and ongoing colonization.

As a municipality, we have a responsibility to implement policy decisions in a manner that is consistent with the recognition of constitutionally protected Aboriginal and Treaty Rights. This responsibility is enacted through our commitment to respectfully engage with the Host Nations and urban Indigenous communities in ways that foster sustained and strong relationships.

On February 28, 2018, Ottawa City Council approved the adoption of a Reconciliation Action Plan, which was developed to align with the spirit and intent of the Truth and Reconciliation Calls to Action. Reconciliation is often defined as a process of establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous peoples, which requires awareness of the past, acknowledgment of the

harm that has been inflicted, atonement for the causes and action to change behaviour<sup>6</sup>. The City remains committed to a renewed focus on reconciliation and working collaboratively with Algonquin Host Nations, the urban First Nations, Inuit and Metis community, as well as the many community partners.

In the implementation of the CDIP, collaboration with Indigenous communities included the development of the “Pathways to Indigenous Learning” online training and the hosting of a Healing Circle for members of Senior Leadership Team to reflect on and renew relations with Indigenous partners.

The CDIP also creates targeted opportunities to employ Indigenous candidates through the LEAD IT strategy and aims to improve the quality of work experiences for Indigenous employees through Affinity Groups. While the CDIP promotes solidarity building between Indigenous Peoples and equity deserving groups, the inherent rights of Indigenous people and principles of self-determination must be respected and reflected in our approach. This approach is underpinned by the United Nations Declaration on the Right of Indigenous Peoples<sup>1</sup> of which the City of Ottawa is a signatory.

### **Creation of Gender and Race Equity, Inclusion, Indigenous Relations, and Social Development**

In September 2020, the City of Ottawa created the new Gender and Race Equity, Inclusion, Indigenous Relations, and Social Development (GREIIRSD) service area within the Community and Social Services Department. The newly established Service was implemented to enable the City to be more deliberate and impactful in making sustainable progress to further advance the City’s commitment to reconciliation with Indigenous Peoples, women and gender equity, Anti-Racism, diversity and inclusion, both within our organization and through the City’s service delivery.

Upon creation of this new service area, the responsibility for the Plan’s development, strategy, City-wide socialization, and corporate implementation became part of the Equity Secretariat which engages in the following activities to advance the Corporate Diversity and Inclusion Plan:

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<sup>6</sup> Honouring the Truth, Reconciling for the Future Summary of the Final Report of the Truth and Reconciliation Commission of Canada, The Truth and Reconciliation Commission of Canada, 2015, p. 6

- Co-designs departmental plans and populates reporting templates in collaboration with Human Resources Strategists and Departmental Diversity Leads;
- Supports departmental diversity and inclusion planning initiatives to meet corporate diversity objectives;
- Collects, analyzes, and reports on demographic data to senior leadership and departments;
- Creates, supports, and delivers formal training programs and informal awareness-building events that educate employees about human rights, legislative requirements, and other ideas related to equity, diversity, and inclusion (EDI);
- Develops and implements comprehensive outreach and recruitment strategies to proactively attract and retain diverse candidates;
- Promotes inclusivity in the workplace and the community;
- Works with community partners to identify and address barriers in the employment process;
- Works with community partners to develop equity in the delivery of services in priority neighbourhoods, aligns the organization to the community priorities and translates these learnings into organizational training.

## **DISCUSSION**

The City's goal of having a workforce that is reflective of the community is driven by a desire to achieve service excellence through removing barriers, building trust in communities, strengthening the way it conducts business, promoting and integrating Equity, Diversity, and Inclusion (EDI) strategies in all operations. In creating equitable and inclusive workplaces, the City is better positioned to serve the residents and visitors of Ottawa, and contribute to building social cohesion, civic engagement and pride.

The vision of the CDIP is that *“The City of Ottawa strives to set an example to all residents and municipalities across the country, demonstrating its commitment to equity, diversity, and inclusion. It strives to ensure that its workforce is reflective of the*

*population that it serves and nurtures a respectful and inclusive culture where all employees experience a sense of belonging.”*

The City’s Equity Secretariat Unit develops and implements the CDIP in partnership with Human Resources Services and all nine City departments as well as with Ottawa Public Health and Ottawa Public Library. The CDIP ensures equitable employment practices and opportunities for advancement for all employees within a respectful and inclusive workplace.

For 2019 to 2024, the strategic objectives of a representative workforce and inclusive workplace are organized by three pillars of collective priorities:

1. Recruit and Hire: Eliminate barriers and enhance knowledge
2. Retain and Promote: Respectful workplaces and opportunities for all
3. Safe to Self-ID: Candidates and employees feel safe to self-identify

From these three pillars, fifty-two (52) actions that are grounded in evidenced-based best practices in the field of EDI, were identified and grouped under the following five focus areas:

1. Outreach, Recruitment, and Hiring
2. Partnerships and Engagement
3. Learning and Awareness
4. Accountability, Governance, and Policy
5. Data Management and Workforce Analytics

### **Workforce representation**

The City’s plan to increase workforce representation of the designated members of Employment Equity groups is measured against the 2018 regional workforce availability rates. The Workforce Availability (WFA) is the share of the Canadian workforce that is eligible for federal public service work. Federally regulated organizations are expected to meet WFA benchmarks for all designated groups. As OC Transpo is federally regulated, the City has a legislative obligation in compliance with the Employment Equity Act and reports annually on its workforce representation.

The City has set its 2024 workforce representation targets for the four Designated Employment Equity Groups based on the Workforce Availability as of December 31, 2018.

*Workforce Analytics, All City*

Designated Employment Equity Groups	Workforce Availability as of December 31, 2018	City Representation as of Oct 31, 2019	City Representation as of July 31, 2021
Aboriginal Peoples	3.1%	1.5%	1.9%
Members of Visible Minorities	20.8%	11.9%	16.3%
Persons with Disabilities	9.0%	2.4%	7.0%
Women	43.3%	40.0%	39.0%

The workforce analytical data includes active full-time continuous, part-time continuous and casual federally and provincially regulated staff and excludes Committee of Adjustment, Office of the Auditor General, Ottawa Public Health, Ottawa Public Library, students, temporary and inactive staff. Please note, fluctuations in workforce representation are impacted by new hires, movements, terminations, and organizational re-structures. Temporary positions are not included although these positions are a pipeline for recruitment into full-time and part-time positions. There may be an opportunity to track progression to full-time and part-time positions, especially for members of employment equity groups.

As the City recognizes the wide range of diversity within its workforce and the city's population itself, the City also collects and tracks workforce representation of immigrants, newcomers and those who identify with one or more of the terms represented by or related to the 2SLGQBTQQIA+ acronym, as per best practices outlined in the Ontario Human Rights Code.

## **CDIP- Focus Areas**

In December 2020, the Senior Leadership Team approved an approach that goes beyond championing to developing specific actions, unique to each department, that address the needs within individual service areas. These action items are monitored and tracked through diversity departmental plans and are outlined under five focus areas.

### **Focus Area 1: Outreach, Recruitment and Hiring**

The CDIP includes a targeted outreach and recruitment strategy aimed at attracting diverse talent within the City's different lines of business. This strategy uses representation data to identify gaps and target efforts to attract Employment Equity candidates in bridging opportunities, while continually working to remove barriers in the hiring process. The targeted outreach and recruitment strategy identifies numerous outreach opportunities and engages employees from each department to participate in sharing and promoting information about City jobs and publicizing current and upcoming openings. The range of work also includes organizing in person and virtual outreach events, creating resources to support applicants to learn "how to apply" and working in collaboration with partners to match candidates with roles. Community groups HR Service Agents, and Employment Ontario job specialists are also engaged to review the City's application process, identify barriers, and recommend improvements to the process.

#### ***Targeted Recruitment***

The Equity Secretariat has a dedicated Outreach and Engagement Specialist who focuses on working with local educational institutions, community agencies, and communities that are underrepresented within the City's workforce. This ensures that recruitment efforts are reaching as many potential candidates as possible and that people from all backgrounds have an opportunity to build a career at the City. Using departmental representation data, the specialist works directly with departments on strategies to address skill shortages, hard-to-fill positions, and those that have high turnover, as well as to plan targeted recruitment for underrepresented groups.

In addition to recruitment events, the City of Ottawa nurtures a pipeline of new talent through various initiatives such as the Youth Futures program.

The Youth Futures program is a six-month bilingual program held each year that aims to create equitable opportunities for youth facing marginalization and other barriers by providing experiences, skills, and support that lead to success in post-secondary education and work experiences.

As part of the program, participating youth have an opportunity to apply for a six-week paid summer employment placement, which helps them gain professional experience, build confidence, and potentially open doors to future employment. In 2019, 56 City placements were secured in various departments across the City. In 2020, the program was canceled due to the COVID-19 pandemic, and in 2021 the City of Ottawa placed 51 student placements within seven departments.

### ***Inclusive Hiring Processes***

The City rolled out a series of tools and practices to remove biases in the interview processes called “*Steps to Inclusive Hiring*” a comprehensive toolkit to support hiring processes. In addition to this practical guide for hiring managers, the following practices are in place to assist candidates’ ability to compete fairly, this includes:

- sharing interview questions 15 minutes in advance;
- using prompting questions;
- offering bias awareness tips for hiring panel;
- offering accommodation to all candidates;
- offering interviews in English or French for bilingual positions.

Furthermore, the City strives for hiring panels with, at a minimum, representation of gender diversity and invites panelists with additional or intersectional diverse characteristics into the selection process, including those identifying as Indigenous Peoples, persons with disabilities, and those from diverse ethno-cultural backgrounds.

### ***Leverage Equity to Achieve Diversity and Inclusion Targets (LEAD IT)***

In 2020, the City began piloting the LEAD IT strategy that aims to increase the representation of the City’s workforce and accelerate the rate at which the City of Ottawa achieves its overall diversity and inclusion goals. The LEAD IT strategy challenges systemic barriers to equal opportunity of employment with the

implementation of two streams of hiring:

1. Comparative Merit Model- which tracks candidates through all steps of the hiring process, equitably compares the competencies and experiences of competing candidates, then articulates a step-by-step process to score and prioritize the hiring of employee equity designated candidates who rank highest in meeting all competencies.
2. Designated Position Programs- allows managers to identify positions to be filled by members of employment equity groups based on bona fide occupational requirements in job descriptions or significant gaps in workforce representation.

Four departments have successfully piloted the LEAD IT Comparative Merit Model including Community and Social Services, Innovative Client Services, Public Works and Environmental Services and Transportation Services Department.

## **Focus Area 2: Partnerships and Engagement**

The City of Ottawa participates in networks and builds partnerships with numerous stakeholders such as community organizations, governments and universities to share equity, diversity and inclusion (EDI) best practices and attract a diverse workforce. It creates internal initiatives to build engagement and foster a sense of belonging for employees. By developing partnerships with the community and engaging employees and residents in City processes, the City of Ottawa ensures its services are effective and decision-making is informed.

Innovative initiatives such as the Affinity Group platform, the LEAD IT strategic hiring processes and the Count ME In! self-identification campaign have garnered attention by partners and other municipalities. These achievements position the City to achieve its vision of setting an example for municipalities across the country by demonstrating its commitment to equity, diversity, and inclusion. As a testament, the City has won Canada's Best Diversity Employers award for the past nine consecutive years.

Highlights in this area include:

1. The City is a signatory to numerous United Nation Declarations and participates in numerous national networks. In 2021, the City became the 99<sup>th</sup> signatory of the National Electricity Human Resources Gender and Diversity Accord - aligning with commitments under its Women and Gender Equity Strategy. It also renewed



its commitment to the newly named Coalition for Inclusive Municipalities, part of the Canadian Commission for United Nations Education, Science and Culture; previously the Coalition of Municipalities Against Racism (CMARD) network. Equity Secretariat staff sit on the Advisory Committee for CIM.

2. Corporate support for Affinity Groups which are employee-led networks based on social identity, such as gender or race and/or disability and are organized to focus on the concerns and interests of participants from that group; including sharing common experiences and success strategies, contributing to a sense of belonging and connection. Nine (9) Affinity Groups have been created with over 200 employees registered in less than a year since implementation. This is in addition to multiculturalism groups set up by staff. Please refer to Document 3 in the appendix for a list of current Affinity Groups.
3. Work with more than 25 community partners through the Community Champions Network Table (CCTN) to ensure City diversity initiatives are responding to community needs.
4. Anti-Racism Secretariat, formed in 2020, works to target systemic racism by adopting an anti-racism approach to the way the City government develops policies, makes decisions, evaluates programs, and monitors outcomes. The Secretariat hosted a series of virtual action planning and engagement sessions with diverse communities of racialized residents, community partners, and stakeholders, as well as City staff, to inform the City's first Anti-Racism Strategy.
5. Women and Gender Equity Strategy was developed to ensure that the City's processes, services, strategies, policies, and plans integrate a women and gender lens and promote women and gender equity. To inform the strategy, the City established the Women and Gender Equity Working Group in February 2020 and conducted outreach with Council, a Council Sponsors Group, and over 600 community members, stakeholders, and staff.

As a public-facing corporation that provides essential and ancillary services to the residents and visitors of Ottawa, maintaining positive public perception and trust is of vital interest. As such, the City has met the challenge of maintaining and growing public trust by initiating, nurturing, and formalizing various partnerships and relationships with minoritized communities and organizations that serve them.

The City has numerous working relationships and partnerships with community groups such as:

- **City for All Women Initiative (CAWI):** A unique collaboration of women from diverse communities, organizations, and academia working with municipal decision makers to create a more inclusive city and advance gender equality.
- **Employment Accessibility Resource Network (EARN):** The City of Ottawa helps to coordinate the annual Employment Accessibility Resource Network conference. Staff from the Equity Secretariat chair the EARN's Leadership Group to promote employment opportunities and keep updated on programs, trends and news related to Ottawa's disability community.
- **Hire Immigrants Ottawa (HIO):** The City collaborates with HIO to host an annual coaching event and provide members of the community with the opportunity to meet with HR professionals;
- The City of Ottawa partnership with the **Somali Centre for Family Services** organizes career showcases aimed at attracting youth from the community to apply to summer student positions with the City of Ottawa; and
- **Ottawa Local Immigration Partnership (OLIP) Equity Project:** The City of Ottawa is a longstanding member of OLIP and has been actively involved in their Equity Project since its inception. The equity project brings together partners from a variety of sectors, to enhance organizational capacity and to welcome and integrate immigrants and racialized residents of Ottawa, with an emphasis on access to employment.

### **Focus Area 3: Learning and Awareness**

The City of Ottawa offers approximately 24 EDI learning opportunities across the corporation. Eleven (11) are corporate offerings managed by the Equity Secretariat. The goal is to raise Diversity and Inclusion cultural competencies across the corporation. In addition, there is training for Accessibility for Ontarians with Disabilities Act (AODA) managed by the Office of the City Clerk. Recreation, Culture, and Facilities Services and Transportation Services offer specific diversity training to staff aligned to business requirements.

Departments can work with the Equity Secretariat and Human Resources to develop activities for increased awareness and continual learning.

Examples of these activities include:

- Supported a Healing Circle for members of Senior Leadership Team to reflect on and renew relations with Indigenous partners.
- Integrated Equity Diversity and Inclusion activities into Employee Pulse Survey and Employee Conference.
- Developed a Diversity and Inclusion Calendar which outlines commemorative and cultural days and months to be celebrated, communicated and/or observed. This raises awareness about different cultures, United Nations Declarations or historic events that advance social justice.

Beyond this, the City organizes awareness building opportunities through Diversity Cafes (panel discussions or interviews), Affinity Groups sponsored events, workshops by external providers often connected to Culture Days and Heritage Months and supports the publication of numerous learning documents and articles.

### ***Learning Modules***

#### *Leading a Diverse Workforce*

A unique and required training program for managers and supervisors that promotes greater awareness and understanding of requirements of legislative frameworks and City policies. The session consists of a thorough overview of the legislation and City of Ottawa policies as they apply to human rights, violence in the workplace, and employment equity, diversity, and inclusion.

#### *Learning My Way*

A three-hour workshop delivered by a facilitator with lived experience of a learning disability, was developed to teach participants about different types of learning disabilities. It aims to create greater awareness around the realities and challenges of people with learning disabilities and suggests options for support and ways to remove stigma.

*Respectful Workplace, Violence, and Harassment Training*

All provincially regulated City of Ottawa employees are required to complete this training. It addresses human behavior and how individuals contribute to a respectful or disrespectful workplace. It covers compliance, outlining federal and provincial human rights legislation as it applies to the workplace, as well as City of Ottawa policies on violence and violence in the workplace.

In addition to the mandatory training, departments can schedule optional intact training sessions, which focus on discrimination and can be customized to specific work environments.

*The Equity and Inclusion Lens training*

The internationally recognized Equity and Inclusion Lens training provides the tools required to consider equity, and to build inclusive practices into the day-to-day work of City employees. It is mandatory for new employees and departments must set annual targets for existing employees to complete the training. In 2020, the City adapted the Equity and Inclusion Lens Training virtual sessions for service areas. This included sessions for the Communications, Stakeholder Engagement and Outreach Staff of the City Manager's Office and ServiceOttawa, Innovative Client Services.

***Training participation***

Training participation over the last three years amounted to 7,236 employees in 2019; 5,938 in 2020 and 6,138 in 2021. The 2020 and 2021 decline in numbers is attributable to impacts of the COVID-19 pandemic on the workplace (no in person sessions were offered after March 2020). The City's internal Diversity and Inclusion SharePoint site offers employees access to resources, updates on the City's diversity and inclusion initiatives, and enrich their learning on diversity and inclusion. The goal is to raise Diversity and Inclusion cultural competencies across the corporation.

***New Offerings***

- As part of the City's commitment to reconciliation, and in collaboration with the City's partners, the Algonquin Host Nations, the Ottawa Aboriginal Coalition, and the City developed an online learning program entitled "Pathways to Indigenous Learning" for City Councillors and all City employees. The first five modules of this training known as "The Path – Your Journey through Indigenous Canada,"

was launched on September 30<sup>th</sup>, 2020 to coincide with Orange Shirt Day. It provides foundational context, including the history of Indigenous and colonial relations, and guidance on how to better provide culturally appropriate services and build relationships with Indigenous partners. This training is accompanied by a discussion guide to deepen learning and enhance relationships with Indigenous communities. Part Two of the training which will be developed in collaboration with local Indigenous partners, “The Ottawa Experience,” will include specific information on local Algonquin Anishinabe history and contributions, as well as Ottawa’s urban Indigenous populations.

- Bias Awareness Training aims to recognize and increase understanding of unconscious bias as part of the human experience to address the systemic barriers to employment and aid in inclusivity in the workplace.

#### **Focus Area 4: Accountability, Governance and Policy Review**

Accountability, governance, and policy are essential in supporting the achievement and sustainability to the CDIP. A reporting template was created for departments with process and outcome indicators to allow for greater consistency and ease of gathering information. Departmental diversity leads are asked to complete the template and report on a bi-annual basis to the Senior Leadership Team to ensure accountability.

The City of Ottawa strives to integrate equity, diversity and inclusion into all aspects of its governance and operational responsibilities. As such, all employees are expected to apply the City’s equity lens into their work. This requires the Equity Secretariat to work across all departments to advise and input into policies, procedure documents, processes and initiatives.

Highlights from this focus area include:

- Drafted Diversity and Inclusion Strategic Hiring Policy
- Contributed to an inclusive succession planning approach, including the Associate General Manager’s Program
- Integrated diversity and inclusion considerations to make procurement processes more equitably accessible to social impact businesses in a variety of ways
- Applied equity lens to the Official Plan

- Integrated new diversity and inclusion statement and criteria into the Appointment Policy as part of the Office of the City Clerk's Mid-term Governance Review
- Advised on diversity and inclusion consideration for the Winter Maintenance Quality Standards Project
- Diversity and Inclusion questions and tracking tools developed in SuccessFactors digital e-recruit platform
- Informed the Indigenous, Gender, and Equity Implications for Council Report Tools
- The community funding team allocated nearly \$12 million dollars in funding to social services during COVID-19, ensuring that the specific needs of equity-seeking groups are highlighted, prioritized, and addressed.

### **Focus Area 5: Data Management and Workforce Analytics**

Reporting on metrics on diversity and inclusion initiatives and workforce demographics remains a best practice, enabling organizations to monitor their level of maturity in their equity and diversity journey. Data management and workforce analytics underpin the four focus areas of the CDIP. The actions and tactics in the CDIP are tracked, measured, and reported, using process and outcome indicators to ensure the City of Ottawa is meeting its corporate diversity and inclusion objectives.

To monitor progress, evaluate initiatives and report comprehensively on outcomes, the Equity Secretariat has created the following:

- 1) Developed Data Management Framework – a logic model that maps EDI corporate activities and corresponding key performance indicators to measure progress.
- 2) Developed a reporting template, with key performance indicators for all departments enabling each to set targets in all five focus areas and to measure progress.
- 3) City-wide launch of digitized Count ME In! Questionnaire – a self-identification questionnaire.

- 4) On the horizon, will work with each Business Support Services (BSS) team to develop scorecards that will support General Managers in advancing equity, diversity and inclusion competencies among their leadership teams.

### ***Count ME In! Self-identification Questionnaire***

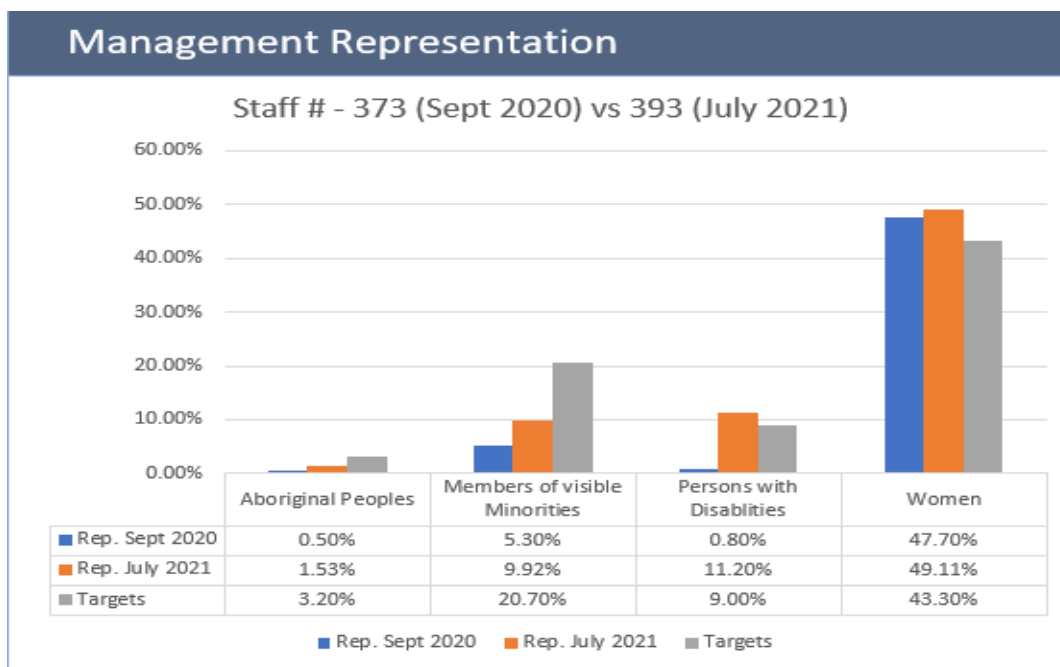
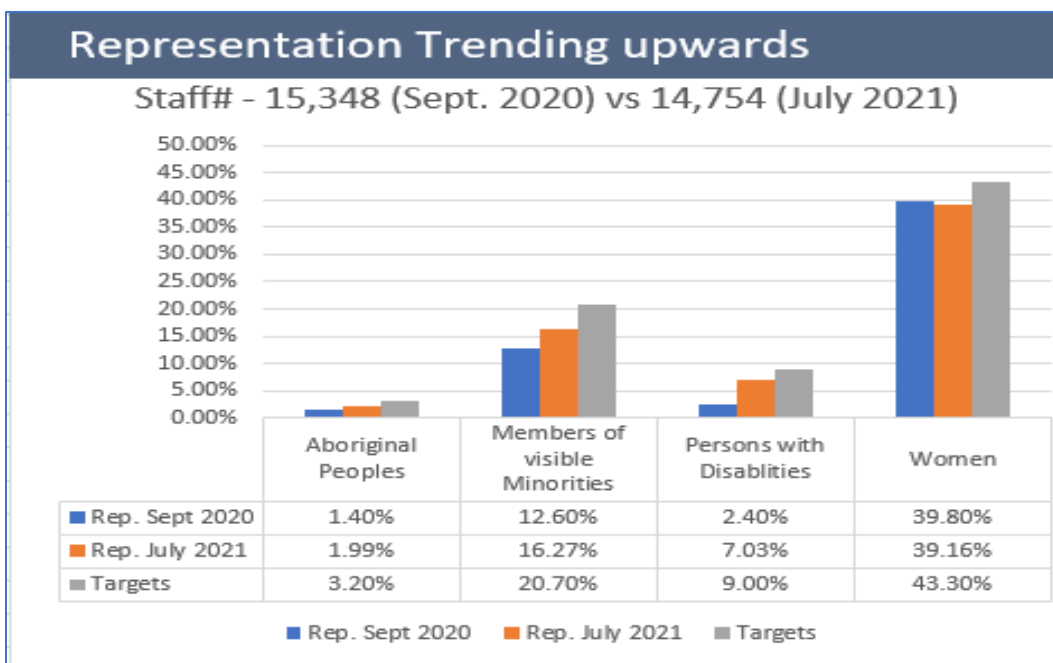
The City's Count ME In! self-identification questionnaire collects current data on the City's workforce demographic composition to identify gaps and focus efforts to ensure the City recruits, hires, and retains competitive candidates from racialized and underrepresented groups. It supports the City's ability to monitor workforce demographic trends, gaps and opportunities, as measured against benchmarks such as the workforce availability and population rates. With a more accurate understanding of the workforce composition, additional programs and services can be developed to support our diverse workforce and maintain an inclusive environment.

In 2020, the questionnaire was updated by the City's Equity Secretariat to be more inclusive, accurate, and digitized by IT for a better user experience. The revised questionnaire includes a privacy notification and preamble on why the City collects personal demographic data. It continues to ask six questions on Gender (Female, Male, Trans, Non-Binary), Aboriginal Peoples, Members of Visible Minorities, Persons with Disabilities, Members of 2SLGBTQ plus communities and Newcomers.

On January 25, 2021, the City officially launched the updated questionnaire through a corporate wide communications campaign that ran from January to April 2021. Corporate participation rate rose from 81% to 87% with many departmental participation rates increasing to over 90%, strengthening the validity of the data provided. There were significant increases in representation within three of the four equity groups, which demonstrates the achievement of one of the key priorities of the CDIP, to support individuals to feel comfortable and safe to self-identify. Data also showed an increase in participation from members of the four Employment Equity groups.

The following charts show:

- The City trending upwards in meeting its employment equity workforce representational targets by 2024.
- The City's employment equity representational data and gaps within management.



In the chart above, management representational data shows progress surpassing representation targets for women and persons with disabilities. To address representation for Aboriginal/Indigenous Peoples and members of visible minorities, the City will encourage professional development opportunities for diverse staff, monitor participation of diverse staff in stretch assignments and promotions, and continue to



build diversity and inclusion considerations into succession planning.

In 2022, a more enhanced version of the questionnaire will be launched to capture disaggregate data, particularly in the areas of ethno-racial and disability identities. This will help create an accurate picture of the City's potential and current workforce, allow the opportunity to monitor progress, capture trends affecting different groups, address gaps, inform policies and programs, and improve the quality of evidence-based decision-making, service delivery, and programming.

### ***Departmental Highlights***

Each Department has drafted a Departmental Diversity Action Plan coordinated by Diversity Leads and supported by the Diversity and Inclusion Specialists within the Equity Secretariat. Departments are responsible for the implementation of corporate DI initiatives, such as recruitment targets in addition to developing their specific diversity initiatives to support their respective lines of business. While there is a large range of departmental diversity and inclusion work being carried out by each department, the following focuses on three highlights from each department.

#### ***City Manager's Office***

The City Manager's Office integrates equity and diversity into all its operations through corporate communications and stakeholder engagement including the following:

- Communications, Stakeholder Engagement and Outreach Staff participated in the first pilot of the virtual Equity and Inclusion Lens training in the height of COVID-19 pandemic.
- Incorporates equity lens in all corporate communications; works with Equity Secretariat on strategic internal communications planning and products, including City Manager network emails, the DI Calendar and corporate programs, learning events, development opportunities, and pro-active responses to public issues and tragic events.
- Co-organized Indigenous Healing Circle for the Senior Leadership Team and facilitated the organization of the Sacred fire at City Hall in June 2021 with City departments and the Ottawa Aboriginal Coalition.

*Community and Social Services (CSSD)*

The Community and Social Services Department works diligently to enhance employee belonging. Many activities have been underway to learn what is required to reach the goal of creating an inclusive workplace including:

- Working with the Ottawa Aboriginal Coalition on an employment hub to attract and encourage Indigenous candidates to the City of Ottawa.
- CSSD's first Data Strategy received approval from their Departmental Leadership Team, including one pillar on Equity Data; and the Social Policy, Research, and Analytics Services conducted a socio-demographic baseline study on all of CSSD's administrative databases to set a baseline for furthering the collection and use of disaggregated data;
- CSSD launched opportunities for employee exchange and learning including organizing an Anti-Racism learning session to the members of the CSSD Peer Support Network; the Creation of an Employment and Social Services Multicultural Group in 2020 with the purpose of celebrating cultural diversity within the workplace through educating, engaging, and empowering City of Ottawa staff and residents; launching an Anti-Racism chat in June 2020 to create a safe space for people to express their needs and suggestions on how to address racism and providing Bias Awareness Training for the Extended Departmental Leadership Team;

*Emergency Protective Services (EPS)*

The Emergency Protective Services Diversity and Inclusion Working Group continued to work cooperatively via virtual meetings during 2020. The working group work plan and event calendar were adapted due to the unique challenges presented by the COVID-19 pandemic. The group's focus shifted to maximizing outreach virtually.

- The Ottawa Paramedic Service delivered their annual Paramedic Awareness Week (PAW) Summer Camp on YouTube. PAW Camp aims to improve diversity through recruitment and to engage and build relationships with diverse communities in Ottawa by providing youth with a look behind the scenes of the Ottawa Paramedic Service;

- Ottawa Fire Services is reviewing their recruitment process and their vision is for “a service that reflects our diverse community.” Ottawa Fire Services is conducting research by interviewing other services across Canada to learn more about their approach to diversity and community outreach;
- Development of new virtual outreach and recruitment products for internal and external purposes. These included a Frequently Asked Questions (FAQ) document on By-law and Regulatory Services and a pamphlet on all EPS service areas to share with students during education presentations. These presentations shifted virtually in 2020 and 2021 to continue engagement with our diverse communities; and developed a pamphlet on “10 Ways to Reduce Interviewer Bias,” which has been shared with hiring managers within the department.

#### *Finance Services Department*

Finance Services Department is working to actively champion diversity and inclusion and promote DI learning opportunities for staff.

- CFO, Wendy Stephanson was featured in a women.net event, submitted a video to International Women's Day 2021 #ChooseToChallenge and includes DI communications in CFO monthly newsletter, departmental updates, communication to managers, and presentation to Revenue Services with DI Specialist
- The department is retrieving data on how many staff have completed DI training with a view to promoting and monitoring
- Diversity lead attended three-day Uplifting Impact Allyship Conference and shared learnings.

#### *Innovative Client Services (ICSD)*

ICS continues to apply an equity lens in policy development and revisions as well as actively improves outreach, recruitment and hiring practices including:

- *Workplace Violence and Harassment Policy*

The Workplace Violence and Harassment Policy supports the City's commitment of putting employees first and reinforcing the culture of safety in the workplace where

civility and respect are the standard. The policy was updated and posted. Key policy changes include greater empowerment of affected employees, investigations conducted by a qualified neutral third party, clear resolution timeframes and the extension of the City's obligations to former employees.

- *Code of Conduct and Ethics Training*

A new online training module, *Our City, Our Code: The Employee Code of Conduct and Ethics*, is now mandatory for all employees to complete. The Code is a guide for employees to ensure ethics and integrity are central to the way we think about doing our jobs and to reinforce what is expected of us as public servants. The online training focuses on the importance of ethics and the Code in our daily work and what we can do to encourage a transparent, accountable, and respectful workplace.

- *External Outreach and Recruitment Events*

ICSD participated in external outreach and recruitment events that reached priority designated groups. Human Resources attended virtual employer sessions for co-op programs that included Algonquin College on March 8 and the University of Ottawa on March 10.

#### *Office of the City Clerk (OCC)*

OCC is proactive in promoting and tracking training at managers/supervisors meetings, identifying and promoting employee opportunities for employment equity groups and encouraging participation of employees in corporate DI initiatives:

- reviewing all positions and identifying positions to determine achievable targets and at least one member of OLT will participate in a City lead external outreach and recruitment event each quarter;
- OCC staff established and manages the Francophone Affinity Group;
- Respective OCC Managers sent out communications to promote Count Me In survey, including video to encourage participation in Count Me In survey.

*Ottawa Public Health (OPH)*

Prior to COVID-19, Ottawa Public Health was working to increase capacity to understand and address health inequities that result from people's underlying social circumstances. Related to this, OPH had been working to build internal capacity to understand systemic racism and reflect diversity in staffing. The COVID-19 pandemic has amplified inequities and bolstered OPH's work in this area. Some examples of initiatives and activities are summarized below.

- Released the [Mental Health of Ottawa's Black Community](#) report in August 2020 and hosted a panel to discuss the findings from their Mental Health of Ottawa's Black Community Research Study;
- Alongside the Ottawa Local Immigration Partnership, released data highlighting the disproportionate impact of COVID on racialized populations in Ottawa to guide development of tailored approaches to address the needs of Somali, Arabic, African, Caribbean, and Black Francophone populations;
- Actively supporting and collaborating with Indigenous partners on COVID communications, community-led COVID research initiatives, context, specific interpretation of COVID guidelines, and culturally safe COVID vaccination services for First Nations, Inuit and Métis adults.

*Ottawa Public Library (OPL)*

Diversity, equity, and inclusion is a strategy on OPL's Strategic Plan and OPL actively works to promote EDI internally and externally.

- The Ottawa Public Library Management Team has started an anti-racist book club that meets regularly to work through reading *Me and White Supremacy* by Layla Saad as a group. OPL is using this book as a starting point for a larger, ongoing discussion about diversity in the workplace. OPL has a Microsoft Teams chat where MPE employees reflect on the book's prompts, and share related content, and then also meet regularly over Teams to work through some of the questions the book poses and to have a larger, ongoing discussion about being a more actively anti-racist organization;
- OPL is also planning several HR-related initiatives that will make for a more

diverse, inclusive workplace including actively promoting all of its external job opportunities with a network of equity-deserving groups across the City and OPL managers frequently filter their larger, external competitions using the four protected groups as way of developing their initial shortlist.

- Members of the management team have attended a number of training sessions on promoting a diverse workforce, hiring newcomers, and developing an inclusive work environment; and

#### *Planning, Infrastructure, and Economic Development (PIED)*

Planning, Infrastructure, and Economic Development has completed and planned the following initiatives as part of its ongoing commitment to diversity and inclusion:

- Departmental communications from the General Manager to inform employees of cultural celebrations and observances;
- Celebrate Diversity Month edition of the internal newsletter that mentions the PIED Diversity and Inclusion Champion Team Kick-off – April 13, 2021 with 15 participants and PIED Diversity and Inclusion Plan summary – April 26, 2021;
- Pathways to Indigenous Learning Business and Technical Support Services (BTSS)/Planners Pilot training Part One, Module One – April 2021.

#### *Public Works and Environmental Services (PWES)*

The following actions have taken place with Public Works and Environmental Services to support the departmental and corporate diversity and inclusion efforts:

- Awareness training for Departmental Leadership Team (DLT) on the Corporate and Departmental Diversity and Inclusion Plan and Delivering Respectful Workplace Training – all new hires receive this training and 52 new employees have completed this in the last 12 months, since April 2020;
- General Casual Labour Pool Pilot Project established, and Memorandum of Agreement signed with CUPE Local 503 with an agreement that it will be used “to help PWES efforts to recruit a more diverse and inclusive workforce.” The Outreach and Recruitment Specialist and Diversity and Inclusion Specialist are engaged in providing support to identify and create awareness for candidates

from underrepresented Employment Equity groups;

- Partnering with CUPE Local 503 to deliver Anti-Harassment Training to operational staff. It was most recently delivered in 2019 and PWES will seek a shared resource to assist moving forward.

*Recreation, Cultural, and Facility Services Department (RCFS)*

The Recreation, Cultural, and Facility Services Department continues its pledge towards equity and inclusion with its commitment to various initiatives as a department and as part of the City of Ottawa. These commitments include:

- Supporting the City of Ottawa's first Women and Gender Equity Strategy (WGES). RCFS emerged through consultations as one of four service areas for focus. RCFS participated in the development of the WGES and has identified and is responsible for 10 strategic actions as part of Phase One implementation (2020 to 2022). Among the strategic actions, RCFS is applying a gender inclusive lens to policies and procedures due for review and the Parks and Facilities master plan public consultations. Additionally, gender neutral washroom signage is to be installed on single-occupant washrooms at identified recreation centres and libraries, providing safe inclusive washroom option to clients of all gender identities;
- Developing an updated and effective, comprehensive Municipal Commemoration Policy for the City of Ottawa that reflects Ottawa's diversity. The Arts and Heritage Development Branch has applied an intersectional Indigenous, gender and race equity lens to the membership of the City of Ottawa Commemoration Policy Advisory Group. This is an important alliance of academics and community members bearing deep knowledge of Ottawa cultures and history, who will provide high-level guidance, advice and support to staff for municipal commemoration policy development. Furthermore, one of the four City of Ottawa ex officio seats is shared by the Anti-Racism Secretariat and women and gender equity and Indigenous relations specialists;
- Implementing the City of Ottawa Algonquin Anishinabe Nation Civic Cultural Protocol and Five-year Implementation Plan. Developed in full collaboration with the Algonquin Anishinabe Host Nation, the civic protocol is a framework for working together in the areas of arts, heritage, and culture; and establishing the

Cultural Funding Equity and Inclusion Committee with Indigenous and equity-deserving community members to review cultural funding programs with the intention of eliminating barriers and increasing access to City funding.

*Transportation Services Department (TSD)*

TSD continues its commitment to Diversity and Inclusion through creating internal departmental networks, promoting and participating in training and working across the City with staff representation in various corporate working groups that advance diversity and inclusion:

- In 2020, the Transportation Services Department formed a Departmental Integration Network (DIN) with representation from all departmental service areas and champions from key employee communities, including the 2SLGBTQQIA+ community and members of the department's Workplace Violence and Harassment Working Group. The DIN met their goal in 2020 of developing a shared vision statement and identifying key initiatives that will contribute to a thriving, respectful workplace. In 2021, DIN members will use those key initiatives to build an action plan focused on the continuous improvement of workplace wellness, inclusion and employee engagement.
- In 2020, the department continued to implement the in-house My Best Workplace Training, which incorporates material from Workplace Violence Awareness, Respectful Workplace and the City's Code of Conduct training. The training was moved to an online format so that it could continue to be implemented during the pandemic and was delivered to 3,664 staff.
- TSD continues to maintain consistent and proactive departmental representation on corporate working groups such as the Accessibility Working Group, the Older Adult Plan Working Group, and the Aboriginal Working Group.

***Moving Forward***

The City of Ottawa values equity, diversity and inclusion through its City Strategic Plan, its Corporate Diversity and Inclusion Plan, and through policies, procedures, celebrations and promotional activities which guide the operations, enhance service delivery, influence the corporate culture and benefit Ottawa residents and employees.

The successful implementation of the Corporate Diversity and Inclusion Plan will be an



important step towards building a more representative and inclusive workplace at the City.

To support the implementation and sustainability of the initiatives within the CDIP, the Equity Secretariat will utilize an outcomes-based approach with a focus on tracking and measuring progress twice per year to identify, understand and address barriers to equity. Staff from the Equity Secretariat will continue to provide strategic advice and oversight to ensure ongoing efforts evolve to meet the shifting needs within city departments.

The City also endeavors to identify opportunities to amplify the impact of existing efforts, while exploring a path forward that is grounded in processes to achieve equity.

### **FINANCIAL IMPLICATIONS**

There are no financial implications associated with the report recommendation.

### **LEGAL IMPLICATIONS**

There are no legal impediments to receiving the information in this report.

### **COMMENTS BY THE WARD COUNCILLOR(S)**

No comments as this report is City-wide.

### **ADVISORY COMMITTEE(S) COMMENTS**

Various projects and initiatives within the plan have been developed through consultation with groups such as the Accessibility Advisory Committee and French Language services, and through feedback received from other engagements such as employee pulse surveys, Women and Gender Equity Strategy and the Anti-Racism Strategy engagement sessions. In 2018 and 2021, the Accessibility Advisory Committee was consulted on the Count ME In! self-identification survey. Advisory Committees were not consulted in the development of this status update report.

### **CONSULTATION**

The CDIP was created in consultation with the Community Champions Table Network (CCTN), comprised of 20 representatives from community groups who represent the diverse population we serve including but not limited to: groups serving Indigenous

peoples, immigrants, newcomers, members of the 2SLGBTQQ2IA+, persons with disabilities, racialized people and women and gender diverse peoples.

The CCTN meets quarterly to discuss issues and provide feedback on diversity, inclusion, and outreach initiatives from an intersectional and inclusive lens in support of the City of Ottawa Equity and Diversity Policy and the Corporate Diversity and Inclusion Plan.

To develop the Count ME In! self-identification questionnaire, specific consultations with employee and community focus groups and other advisory tables were held, including the Accessibility Advisory Committee.

### **Legal Consultation**

Legal opinions were provided during the development and implementation of current the Count ME In! Self-identification questionnaire and for the development of the Diversity and Inclusion Strategic Hiring Policy, the Comparative Merit Model and Employment Equity Designated Positions Procedures. Labour Relations is integral to discussions between management and union executives to develop Letters of Agreements (LoAs) pertaining to the LEAD IT strategic hiring processes of which one LoA with CUPE 503 is finalized.

### **Engagement Goals**

The Equity Secretariat engaged with the CCTN to ensure that the CDIP addressed priority issues and concerns voiced by the community. The City will report progress on the plan to the CCTN through 2024, including the development of the new plan.

### **Public Notification**

This information report is the formal public notification of the CDIP. Workforce demographic information has also been made public through various media interviews with staff and articles.

### **Record of Engagement**

Since 2018, CDIP drafts were shared with the CCTN and over 150 employees and community members were consulted as part of the Count ME In! questionnaire.

In 2018 and 2021, the Accessibility Advisory Committee was consulted on the Count ME In! self-identification survey.

In 2021 employee focus groups, departmental diversity leads were consulted for the Count ME In! Campaign.

## **ACCESSIBILITY IMPACTS**

The Corporate Diversity and Inclusion Plan allows for greater and more equitable employment opportunities for people with disabilities through a number of initiatives and programs. Through the Community Champion Tables Network targeted outreach has been done with organizations like Employee Accessibility Resource Network (EARN). People with Disabilities Affinity group has allowed for greater connection and support, and there has been increased awareness of lived experiences of persons with disabilities, their intersectional identities and contributions through ITL articles, commemorative day events such as guest speakers and panels.

City staff continue working to remove barriers and enhance inclusion by making accessibility part of our everyday business. The City recognizes the disproportionate employment rate amongst job-seekers with disabilities and strives to remove employment barriers. The City is committed to ensuring that its employment policies, programs, services, goods and facilities are delivered in a manner that respects the dignity of persons with disabilities and that the implementation of accommodations and accessibility standards is equitable in relation to the broader public. This commitment extends to residents, visitors and employees with visible or non-visible disabilities.

Departmental accessibility plans articulate how each department ensures accessibility to stakeholders and employees, not only by meeting the requirements of provincial legislation and the Accessibility for Ontarians with Disabilities Act, but also by implementing best practices wherever possible.

On April 6, 2020, the City partnered with Sign Language Interpretation Associates of Ottawa (SLIAO) to provide American Sign Language (ASL) and langue des signes québécoise (LSQ) during a media conference, which was available to the public through the City's YouTube channels. This was a first for the City and has set a new standard for emergency communications in the future. Since then, sign language interpretation in ASL and LSQ has been provided for all COVID-19-related communication, City media conferences, virtual Town Halls, and technical briefings. The City is committed to

accessible and inclusive communications for all residents, and this was an important step towards that goal.

### **ASSET MANAGEMENT IMPLICATIONS**

There are no asset management implications.

### **CLIMATE IMPLICATIONS**

There are no climate implications

### **ECONOMIC IMPLICATIONS**

There are no economic implications

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

### **INDIGENOUS GENDER AND EQUITY IMPLICATIONS**

The Corporate Diversity and Inclusion Plan is in alignment with and supports the objectives of the City's Reconciliation Action Plan, Women and Gender Equity Strategy, and upcoming Anti-Racism strategy.

The CDI Plan outlines processes to remove barriers that prevent the participation of any individual or group, making fair treatment and access to opportunity, advancement, and positive outcomes possible for all individuals. This is demonstrated through approaches to the recruitment, hiring, and on-boarding of members of Employment Equity Groups through the LEAD IT process, as well as the supports offered to Affinity Groups.

The development of the Equity and Diversity Strategic Hiring Policy and the Employment Equity Designated Positions Procedures as part of the LEAD IT Strategy, take into account Indigenous Policy Considerations. These guidelines and procedures will allow specific positions to be designated to Indigenous candidates, ensuring strategic partnership building, outreach, recruitment, and engagement strategies to be developed to support equal opportunities for Indigenous peoples. In addition, awareness building about the distinct rights of Indigenous peoples is supported through the Pathways to Indigenous Learning training – Part 1. Discussions with local

Indigenous partners to develop Part 2 of this training on the Algonquin Host Nations and the urban Indigenous experience are in progress.

The CDIP has positive impacts for all equity-deserving groups, including Aboriginal peoples, persons with disabilities, racialized people, women, gender diverse, 2SLGBTQIA+, Francophones, youth, older adults, rural residents, persons living in poverty, newcomers, and immigrants. This is demonstrated through the development of a robust data management framework that will enable the City to track hiring, participation of equity-deserving groups in professional development opportunities, promotions, training, and events. Measuring the experience of members of these groups is underway and will help inform decision-making and new initiatives to increase a sense of belonging.

### **RISK MANAGEMENT IMPLICATIONS**

There is a degree of public attention concerning the representation of diverse employees, particularly racialized groups, in the City's workforce. If the City does not reach its workforce targets and/or demonstrate progress in this area, negative perception and lack of public trust may result. For example, the public may view the City as having barriers to employment including systemic discrimination that prevents equal opportunities to diverse candidates. Mitigation strategies include pro-active publication of demographic representation data along with a context report and high-level action plan so public is aware of what is being done to advance goals.

### **RURAL IMPLICATIONS**

There are no rural implications.

### **TECHNOLOGY IMPLICATIONS**

There are no technology implications.

### **TERM OF COUNCIL PRIORITIES**

The CDIP aligns with the Thriving Workforce priority.

### **SUPPORTING DOCUMENTATION**

**Document 1:** Corporate Diversity and Inclusion Plan

**Document 2:** CCTN Membership List

**Document 3:** Affinity Group List 2021

**Document 4:** A Note on Terminology

**DISPOSITION**

The City's Staff in the Equity Secretariat will action any direction received as part of City Council consideration of this report. Staff will work with other city departments and relevant community partners towards the ongoing implementation of this report.

Document 1: Corporate Diversity and Inclusion Plan

*Outreach, Recruitment and Hiring*

Theme	Objective	Action	2021	2022	2023	2024
<b>Process Reviews</b>	Develop fluid application / hiring process for greater diversity in candidate pool	Engage community groups to identify barriers and improvements in application & hiring processes; research alternate assessment processes	X	X	X	
<b>Implement Lead IT</b>	Bridging Opportunities – priority hiring	Priority hiring mechanisms and designation of positions		X	X	
<b>Job Descriptions</b>	Demonstrate diversity lens in Job descriptions	Revise to recognize diverse perspectives		X	X	
<b>Interview Panel Pool</b>	Diverse hiring panel	Develop corporate-wide pool of employees to sit on diverse panels		X		
<b>Student Program</b>	Build a pipeline to future workforce - students	Use gapping funding to increase positions		X	X	X
<b>Internship Programs</b>	Build a pipeline to future workforce - Equity in Internships	Develop intern program, guarantee interviews to Employment Equity co-op students after graduation: reintroduce Professional Internship for Newcomers Program (PIN)		X	X	X
<b>Customized Entry</b>	Greater Pool of Employment Equity	E.g. Funded Training program		X	X	X

<b>Opportunities</b>	Candidates	for Heavy Equipment Operators				
<b>Target Recruitment</b>	Community Outreach – bridging opportunities	Focused recruitment campaigns and outreach activities	X	X	X	

***Learning & Awareness***

Theme	Objective	Action	2021	2022	2023	2024
<b>Learning Assessments</b>	Reinforce City learning at all levels	Conduct by department and integrate training into D&I departmental plans	X	X	X	X
<b>Equity and Inclusion Lens Training</b>	Promotes priority of D&I	Make mandatory for new employees and incorporate EI Lens training targets for existing employees	X	X	X	X
<b>Leading a diverse workforce Training</b>	Promote priority of D&I	Include targets into departmental plans		X	X	X
<b>Indigenous Awareness Training</b>	Increase Awareness of the Indigenous experience	Launch for City Councillors and all City employees	X	X	X	X
<b>Bias Awareness Training</b>	Improve self-awareness of bias	Develop for hiring managers and promote to all staff	X	X		
<b>Learning My Way Sessions</b>	Increased participation/awareness of inclusivity	Promote and develop new accommodation supports tools for managers		X	X	X



<b>Story-Telling</b>	Increase Awareness and Inclusivity	Use to share positive experiences and promote participation in self-identification campaign	X	X	X	X
<b>Diversity and Inclusion Management Forum</b>	Embed D&I into day-to-day practices	Plan and implement to share experiences and learn / discuss best practices		X	X	X

***Partnerships & Engagement***

Theme	Objective	Action	2021	2022	2023	2024
<b>Action Plans</b>	Develop action plans to support partnerships	Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD) Truth & Reconciliation Calls to Action UN Declaration Rights of Indigenous People Decade for People of African Descent Electricity HR Canada's Gender Equity Accord		X		
<b>Engage Community Partners</b>	Embed lived experience into solutions	Continue to build partnerships with community groups and educational institutions Establish new and innovative ways to collaborate, e.g. Bang the Table.	X	X	X	X
<b>Public Facing Strategies</b>	Increase public trust	Collaborate with Anti-Racism Secretariat, Women and Gender Equity Strategy, and	X	X	X	X

		Reconciliation Action Plan				
<b>Affinity Groups</b>	Demonstrate importance of City's value of diversity	Demonstrate corporate support and promote inclusive spaces	X	X	X	X
<b>Union Engagement</b>	Collaboration rather than barriers to diversity	Enhance engagement with unions through D&I Input into Employee and Labour Relations Strategy		X	X	X

### ***Accountability, Governance & Policy***

Theme	Objective	Action	2021	2022	2023	2024
<b>Reporting Process</b>	Demonstrate progress to representational targets	Communicate targets to the public and report on progress; Include focus on leadership roles		X	X	X
<b>D&amp;I Competencies</b>	Demonstrate D&I competencies as valued and champion diverse workforce	Integrate into all job descriptions and develop key performance indicators for leadership positions		X	X	X
<b>D&amp;I Principles</b>	Embed D&I principles into day-to-day	Incorporate principles into corporate policies and procedures, update D&I policies, communicate changes		X	X	

### ***Data Management & Workforce Analytics***

Theme	Objective	Action	2021	2022	2023	2024
<b>Data Management Framework</b>	Evidence-based decision making	Develop a comprehensive D&I dashboard to assist departments identify gaps, target strategies,		X		

		and measure progress			
<b>Count Yourself in Self-ID Survey</b>	Increased self-identification	Refresh and promote to gain a more accurate picture of City's representation across Employment Equity groups	X		
<b>Municipality Networks</b>	Recognition as an innovator	Increase engagement to learn about and share innovative data tools	X	X	X

**Document 2: CCTN Membership List**

Organization	Organizational and/or Participant Information
Somali Centre for Family Services	Established in 1991, the Somali Centre for Family Service's main goal is to assist refugees and immigrants in need—particularly the needs of Somali families and individuals living in Ottawa—through partnerships, services, and programs that are timely, culturally appropriate, and address their concerns.
Tungasuvvingat Inuit (TI) Ottawa	Tungasuvvingat Inuit is a registered, charitable, not-for-profit organization, offering more than 20 highly integrated, front-line services. The agency is the only Inuit-specific service organization of its kind in urban Canada offering support through the entire life cycle.
Kagita Mikam Aboriginal Employment and Training	Kagita Mikam extends employment and training services to all eligible Aboriginal peoples living in Ottawa. Kagita Mikam was established in 1991 to provide a cooperative working relationship with the Indigenous and local communities, organizations and associations. Ottawa Aboriginal Committee member.
Canadian Friends of Somalia	Canadian Friends of Somalia (CFS) is a non-profit organization established in 2004. Our mission is to serve Somali children, youth and families in a manner that builds from resiliencies, empowers change and transforms adversity.
Hire Immigrants Ottawa (HIO)	Hire Immigrants Ottawa (HIO) is an initiative that brings together employers, immigrant agencies and stakeholders to enhance employers' ability to access the talents of skilled immigrants in the Ottawa area. The initiative was launched in 2006 as a response to a growing need to identify and address barriers and challenges employers face in attracting, hiring and integrating skilled immigrants into the

Organization	Organizational and/or Participant Information
	labour force.
Employment Accessibility Resource Network (EARN)	Employment Accessibility Resource Network (EARN) is a community initiative, led by United Way Ottawa, that brings together in partnership employers, service providers and other stakeholders with the goal of increasing employment opportunities for people with disabilities and promoting inclusive and accessible workplaces.
City for All Women Initiative (CAWI)	City for All Women Initiative (CAWI) is a unique collaboration of women from diverse communities, organizations, and academia working with municipal decision makers to create a more inclusive city and advance gender equality.
Ottawa Carleton Immigrant Services Organization (OCISO)	The Community Economic Development (CED) program delivers career mentoring and networking programs to support newcomers to obtain employment in their field, develop an understanding of the Canadian workplace culture, build networks and develop strategies for employment maintenance and advancement within the Canadian workplace.
Chinese Community representative	Individual contributor.
Ontario Disability Employment Network (ODEN)	The Ontario Disability Employment Network is a network of employment service providers who serve people with a disability in Ontario, Canada.

Organization	Organizational and/or Participant Information
International Talent Acquisition Centre (In-TAC)	The International Talent Acquisition Centre (In- TAC) aims to connect Canadian small and medium enterprises (SMEs) with skilled international talent to help businesses diversify their employee base, expand their markets and compete globally.
Agilec Ottawa	We act as a liaison between job seekers, employers, and the valuable services offered by the provincial and federal governments.
Bruce House	Bruce House is a community-based organization providing housing, compassionate care and support in Ottawa for people living with HIV and AIDS, based on the belief that everyone has the right to live and die with dignity.
613/819 Black Hub	The 613-819 Black Hub regularly brings people of African descent in Ottawa-Gatineau together to coordinate volunteer-led efforts to address anti-Black racism through systemic change primarily in education, justice, employment, business and politics.
Ottawa Local Immigrant Partnership (OLIP)	The Ottawa Local Immigration Partnership (OLIP) was founded in October 2009 by the City of Ottawa and Local Agencies Serving Immigrants (LASI). The partnership is funded by Citizenship and Immigration Canada with the mandate of improving local capacity to attract, settle and integrate immigrants. OLIP is one of over 40 Local Immigration Partnerships in Canada.
Immigration, Refugees and Citizenship Canada	Representing Federal Internship for Newcomer's program.
Capital Pride	Capital Pride's mission is to create opportunities to celebrate, advocate, educate and connect people,

Organization	Organizational and/or Participant Information
	respecting the full diversity of the 2SLGBTQ+ community.
Causeway	Causeway is a not-for-profit agency that helps people with mental illness and other challenges find meaningful, rewarding work and live more independently. By helping everyone overcome their challenges and reach their full potential, we are helping establish stronger and more inclusive communities.

**Document 3: Affinity Group List 2021**

Group Name	Objectives
First Nations, Inuit and Métis Affinity Group	This group is an opportunity for staff who self identify as First Nations, Inuit and Métis to come together for networking, discussion and celebration of experiences as the First Peoples. Specific activities to be determined by members of the group.
The Diverse Employees Network (The DEN)	The DEN mission is centered on creating opportunities for City of Ottawa racialized employees to develop networking relationships that enhance their professional development, growth and involvement in the organization.
women.net	We are a networking group organized by women, for women and everyone is welcome. We offer: opportunities to network with women in other areas of the organization, exposure to senior leaders and their stories, a community of support and a venue to learn together
Employees with Disabilities Affinity Group	This group is for any staff that self-identifies as living with any type of disability. This is an opportunity for networking, discussion and celebration of experiences as people with

Group Name	Objectives
	disabilities. Specific activities to be determined by members of the group.
City Employees from India	<p>This is a group for any employees who hail from India. The objective is to:</p> <ul style="list-style-type: none"> <li>- come together for networking</li> <li>- find ways to celebrate our festivals</li> <li>- support and help each other as we navigate through our unique challenges</li> </ul> <p>Specific activities will be decided by members of the group.</p>
Groupe affinitaire d'employés francophones / Affinity Group for Francophone Staff	<ul style="list-style-type: none"> <li>• Permettre aux personnes issues de mêmes horizons de vivre des expériences communes et de s'échanger des stratégies pour réussir</li> <li>• Donner aux employés l'occasion de se réunir, d'interagir et de nouer des liens sociaux et professionnels avec d'autres employés municipaux</li> <li>• Promouvoir la langue française et sa diversité culturelle et linguistique</li> <li>• Explorer des façons de célébrer la richesse de nos cultures</li> </ul>
City of Ottawa Muslim Community	<p>The focus of this group is to:</p> <ul style="list-style-type: none"> <li>- Create a sense of community within the workplace for City of Ottawa staff who self-identify as Muslim.</li> <li>- Create an opportunity for Muslim staff within the City of Ottawa to come together, network, learn, and celebrate their experiences.</li> </ul>
Rainbow Employees Network	A place for 2SLGBTQQIA+ (Two-Spirit, Lesbian, Gay, Bisexual, Trans, Queer, Questioning, Intersex and Asexual) employees and allies to provide community and support.
Asian Heritage Affinity Group	To bring employees of Asian heritage together as a community to support each other, share common



Group Name	Objectives
	<p>experiences, interests, and concerns, enabling them to grow personally and professionally;</p> <p>To foster a space for employees to learn from each other, creating opportunities to gain new skills and knowledge that can be applied to the workplace and beyond;</p> <p>To create a safe space where everyone feels heard and included, and is treated fairly, respectfully, and with dignity.</p> <p>Mission: Connection, Compassion, Confidence</p>

#### Document 4: A Note on Terminology

##### ***Diversity***

A wide range of qualities and attributes within a person, group or community. When we celebrate diversity, communities and workplaces become richer as they draw upon the variety of experiences, perspectives and skills that people can contribute<sup>7</sup>.

##### ***Employment Equity Act***

Under the Employment Equity Act, the Federal government seeks to “*achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability and, in the fulfilment of that goal, to correct the conditions of disadvantage in employment experienced by women, Aboriginal peoples, persons with disabilities and members of visible minorities by giving effect to the principle that employment equity means more than treating persons in the same way but also requires special measures and the accommodation of differences*”<sup>8</sup>.

##### ***Equity***

Equity is treating everyone fairly by acknowledging their unique situation and addressing systemic barriers. The aim of equity is to ensure that everyone has access

<sup>7</sup> [Equity & Inclusion Lens Handbook \(ottawa.ca\)](https://www.ottawa.ca), P. 12

<sup>8</sup> [Employment Equity Act \(justice.gc.ca\)](https://www.justice.gc.ca)

to equal results and benefits<sup>9</sup>..

### ***Equity Lens***

The EI Lens Handbook is a nationally recognized initiative that has attracted interest across Canada and internationally for its efforts to promote more equitable and inclusive interactions among Ottawa City of Ottawa staff, as well as interactions between City staff and residents. The Lens continues to be used and was designed to enhance the capacity of City staff, management, and Councillors to consider equity and inclusion in their employment practices, policy development, and the delivery of programs and services. The EI Lens is the product of a collaborative partnership between City for All Women Initiative (CAWI) and City of Ottawa, funded by the Status of Women Canada.

### ***Inclusion***

Acknowledging and valuing people's differences so as to enrich social planning, decision making and quality of life for everyone. In an inclusive city, we all have a sense of belonging, acceptance and recognition as valued and contributing members of society<sup>10</sup>.

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<sup>i</sup> [https://www.un.org/development/desa/indigenouspeoples/wp-content/uploads/sites/19/2018/11/UNDRIP\\_E\\_web.pdf](https://www.un.org/development/desa/indigenouspeoples/wp-content/uploads/sites/19/2018/11/UNDRIP_E_web.pdf)

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<sup>9</sup> [Idem](#), P. 10

<sup>10</sup> [Employment Equity Act \(justice.gc.ca\)](https://www.justice.gc.ca/employment-equity-act)