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Item No. 10.1

**Halifax Regional Council
September 29, 2020
November 10, 2020**

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY:

Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: September 23, 2020

SUBJECT: Diversity & Inclusion Framework Annual Report 2019/2020

INFORMATION REPORT

ORIGIN

In accordance with HRM's Diversity & Inclusion Framework, the Office of Diversity & Inclusion supports the work of all business units and coordinates the annual reporting on diversity and inclusion initiatives.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter

7A The purposes of the Municipality are to (a) provide good government; (b) provide services, facilities and other things that, in the opinion of the Council, are necessary or desirable for all or part of the Municipality; and (c) develop and maintain safe and viable communities.

...

34 (1) The Chief Administrative Officer is the head of the administrative branch of the government of the Municipality and is responsible to the Council for the proper administration of the affairs of the Municipality in accordance with the by-laws of the Municipality and the policies adopted by the Council.

...

34 (3) The Council shall provide direction on the administration, plans, policies and programs of the Municipality to the Chief Administrative Officer.

BACKGROUND

Established in August 2018, the municipality's Diversity and Inclusion Framework aimed to help us in our continued efforts to build a diverse and inclusive workforce and provide programs and services to our residents by adopting diversity and inclusion lenses. The Framework identifies key priorities to help advance these efforts both in our organization and communities, now and into the future.

The Framework also acknowledges that embracing diversity and inclusion helps strengthen our social and economic capitals. It helps us attract and retain talents that will become the cornerstone of a strong community and an anchor of inclusive public service.

The Diversity and Inclusion Framework drives diversity and inclusion at an operational business strategy level by transforming the Framework's goals into on-ground programs and services. It provides a roadmap to embedding these values into the municipality's everyday work. Most importantly, the Framework helps the municipality identify and remove systemic barriers for employees and residents, to facilitate the full participation of everyone.

DISCUSSION

As part of business planning in 2019/20 each business unit was asked to identify diversity and inclusion goals. To support business units, Diversity and Inclusion Advisors worked with the business units over the past year to assist them in reaching their identified goals. Other corporate supports for this work included the Diversity Leadership Committee comprised of the CAO and business unit Directors or delegates. This group is responsible to:

- Champion strategies to achieve a diverse and inclusive workforce.
- Increase employee awareness of diversity and inclusion and its benefits.
- Support the elimination of barriers facing diverse communities with respect to policy development, hiring, programs and services.
- Monitor the implementation of the diversity and inclusion framework against planned strategic actions.

In 2018, to support the Leadership Committee a Champions Table was established. This group is comprised of members appointed by their business unit's Director and have responsibilities including:

- Participate in the development of their BUs' D&I action plans and diversity initiatives (e.g African Heritage Month, PRIDE, Mi'Kmaq History Month, Francophone month etc.);
- Monitor and ensure the implementation of their BUs' action plans;
- Advise their respective BUs on matters related diversity and inclusion in the workplace;
- Bring forward information that will support the development of Diversity and Inclusion plans for HRM;
- Communicate diversity and inclusion strategies and initiatives in their BUs;

The attached report details HRM's work aligning with our commitments of valuing diversity, equity and inclusion in the municipality.

FINANCIAL IMPLICATIONS

None identified.

COMMUNITY ENGAGEMENT

Various business units consulted and worked with community groups to advance their diversity and inclusion goals.

ATTACHMENTS

Attachment 1 – Diversity & Inclusion Framework: Annual Report, Year 1 (2019-2020)

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

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Diversity & Inclusion Framework

Recognizing diversity and inclusion in our organization
and our communities

Annual Report/ Year 1 (2019-2020)



HALIFAX

Vision



An inclusive organization as part of a community that values and reflect the diverse people we serve.

Mission



To remove barriers that prevent the full participation of our residents, business visitors and municipal employees in municipal programs and services.

Diversity

Utilizing different views and ideas.

Inclusion

Eliminating barriers, supporting participation, and valuing contribution.

Equity

Giving everyone what they need to succeed.



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Background

At Halifax Regional Municipality we value diversity and inclusion in all that we do, think, and pursue. Diversity is more than race, ability, sexual orientation, language, gender, or any other descriptive category. Diversity means understanding and utilizing different views, ideas, life experiences, skills, and knowledge. By recognizing diversity and inclusion as core values, we are laying the foundation for a municipality that aspires to accurately represent the communities it serves.

We value diversity by actively identifying and dismantling systemic barriers in our business practices, services, policies, procedures, and programs, so that we can capitalize on the strengths and talents of our community.

The Diversity and Inclusion Framework

Established in August 2018, the municipality's Diversity and Inclusion Framework aimed to help us in our continued efforts to build a diverse and inclusive workforce and provide programs and services to our residents by adopting diversity and inclusion lenses. The Framework identifies key priorities to help advance these efforts, both in our organization and communities, now and into the future.

The Framework also acknowledges that embracing diversity and inclusion helps strengthen our social and economic capitals. It helps us attract and retain talents that will become the cornerstone of a strong community and an anchor of inclusive public service.

The Diversity and Inclusion Framework drives diversity and inclusion at an operational business strategy level by transforming the Framework's goals into on ground- programs and services. It provides a roadmap to embedding these values into the municipality's everyday work. Most importantly, the Framework helps the municipality identify and remove systemic barriers for employees and residents, to facilitate the full participation of everyone.



In doing so we are upholding the values of respect, collaboration, diversity and inclusion, integrity, accountability, sustainability and evidence-based decision making as stated in [Halifax Regional Council's Strategic Plan 2017-21](#).

Diversity and Inclusion Leadership Working Group

Established in 2017, the Diversity & Inclusion Leadership Working Group was the force behind the development of the Diversity and Inclusion Framework. The group comprises of the Chief Administrative Officer and all Business Units' Directors or their representatives. The group advises on and monitors all matters related to the diversity and inclusion vision, mission, goals, and deliverables.

In 2018 and through a directive from the Chief Administrative Officer, all Business Units were required to include goals from the Diversity & Inclusion Framework Objectives in their budget plan for that fiscal year 2019-2020. Advisors from the Office of Diversity & Inclusion were assigned to various business units to provide support and help Business Units achieve their goals.

Diversity and Inclusion Champions' Table

Shortly after the launch of the Framework and with the support of the Diversity leadership group, the Diversity & Inclusion Champions' Table was established. This table comprises of members appointed by their respected Business Units' Directors. Each Business Unit has 1-4 D&I Champions depending on the need as well as the workforce and function in each Business Unit. The D&I Champions are committed to the values of Diversity and Inclusion. They work to build bridges within their business units, across HRM, and the community. They find/create opportunities to celebrate the diversity of the Halifax Regional Municipality. They work directly with the Office of Diversity and Inclusion to ensure the implementation of their respective Business Units goals as they appear in their Budget Plan 2019-2020. Data of this report has been shared by the D&I Champions or pulled from the annual accountability tracker reporting tool. The Diversity and Inclusion Champions Table held quarterly meetings 2019-2020.



Business Units' D&I Champions have been instrumental to implementing D&I goals within their respective Business Units. They are partners and coauthors of this report.

Office of Diversity and Inclusion

The Office of Diversity and Inclusion provides leadership, strategic direction, policy advice, professional development, and expertise to all aspects of the diversity and inclusion within Halifax Regional Municipality. The Office engages with partners in supporting the corporate diversity and inclusion initiatives and services. Besides driving corporate D&I goals, the Office also provides advise and support to other business units in achieving their own D&I goals.



Corporate D&I Framework Goals

1	Inclusive public service	To ensure inclusive and equitable access to and benefit of, municipal services, programs and facilities.
2	Safe, respectful and inclusive work environment	To have a diverse and inclusive workplace free of harassment, discrimination and systemic barriers.
3	Equitable employment	To attract and retain a skilled workforce that reflects the diverse residents of the municipality.
4	Meaningful partnerships	To develop positive and respectful internal and external partnerships that contribute to inclusive decision making.
5	Accessible information and communication	To communicate both internally and externally, in a way that demonstrates, exemplifies and embodies our municipal diversity and inclusion values.



Business Units D&I Goals and Achievements

Corporate and Customer Services	
D&I Goals	Business Unit Achievements
<p>Inclusive Public Service</p> <ul style="list-style-type: none"> C&CS will partner with Procurement to assess and update procurement contract language, with an aim to increase the numbers and types of diverse vendors, and the number of tenders that reflect a diverse workforce. 	<ul style="list-style-type: none"> Procurement Policy was reviewed. CCS is working with Procurement to plan an education session to the business community (focusing on purchases over \$25,000).
<p>Safe, Respectful, and Inclusive Work Environment</p> <ul style="list-style-type: none"> CFCD will conduct assessments on all C&CS locations to determine opportunities for providing gender neutral washrooms. 	<ul style="list-style-type: none"> Completed the inventory of washrooms that could be potentially changed into universal washrooms at CCS locations. Information on costing was gathered.
<p>Meaningful Partnerships</p> <ul style="list-style-type: none"> Several C&CS Service Areas will develop partnerships with educational institutions and Community Groups to reach diverse communities. 	<ul style="list-style-type: none"> Developed partnerships with international student and new immigrant groups, African Nova Scotian communities, and schools as part of the recruitment efforts for Customer Contact Centres, Corporate Fleet, and Municipal Facilities, Maintenance and Operations.



<p>Accessible Information and Communication</p> <ul style="list-style-type: none"> • Corporate Communications will focus on upgrading communication and information tools (inclusive of a review of HRM website photos, written content, non-written tools [video, pictures, icons] to incorporate an inclusive lens on how we communicate. 	<ul style="list-style-type: none"> • Developed an Accessible Guideline to ensure that online materials were screen reader friendly, and that fonts used were accessible and had the necessary colour contrast. • Planned to adding photos and icons to the website, as well as French translations to CCS services.
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<p>Finance, Asset Management & ICT</p>	
<p>D&I Goals</p>	<p>Business Unit Achievements</p>
<p>Inclusive Public Service</p> <ul style="list-style-type: none"> • To ensure societal concerns are considered in decisions, procurement will incorporate a social policy lens to the public procurement process. 	<ul style="list-style-type: none"> • Used Social Policy lens to assist the Procurement team to inform procurement fairness when looking at RFPs and contracts. • ICT launched the French micro-site halifax.ca/fr in collaboration with French Services of the D&I Office.
<p>Safe, Respectful and Inclusive Work Environment</p> <ul style="list-style-type: none"> • To ensure inclusive and equitable access to municipal offices, Corporate Real Estate will consider the needs of all occupants and visitors through sensitive and thoughtful design of each space to be renovated. 	<ul style="list-style-type: none"> • Corporate Real Estate worked on improving access to municipal offices to ensure equitable access to municipal spaces. • Managers from Finance attended the Reaching Out from an Afro-Centric Place training.



<p>Equitable Employment</p> <ul style="list-style-type: none"> • To advance diversity and foster innovation in our environment, FAM&ICT will certify all hiring managers under the “Hiring Managers Certification Program” and support the employee self identification survey. 	<ul style="list-style-type: none"> • FAM&ICT managers attended “Hiring Manager Certification” training. • FAM&ICT managers and supervisors attended “Towards Bias-Free Practices” training.
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Halifax Regional Fire	
D&I Goals	Business Unit Achievements
<p>Safe, Respectful, and Inclusive Work Environment</p> <ul style="list-style-type: none"> • Complete a Diversity and Inclusion Meter survey. • Complete and begin implementation of an HRFE Diversity & Inclusion action plan 2019/2020. 	<ul style="list-style-type: none"> • Completed a Diversity and Inclusion Meter survey. • Hired Assistant Chief of Workplace Culture and Inclusion to help integrating diversity and inclusion within all aspects of their business unit. • In partnership with the D&I Office, hired a Diversity and Inclusion Advisor to create inclusive programs, policies, training and services such as initiatives focusing on gender equity. • Increased the number of Spiritual Advisors to include more religions and faiths. • Formed and supported an internal advisory committee, the Culture



	<p>and Inclusion Advisory Committee. The committee was tasked with honouring the voices of those who are underrepresented in the fire service.</p> <ul style="list-style-type: none"> • Developed and delivered resilience training course, called Road to Mental Readiness (R2MR). R2MR aimed to address early signs of mental health issues and help with coping strategies. • Reviewed the washrooms, dorms and first floors in fire stations with the goal of incorporating universal design principles such as inclusive, gender-neutral washrooms and accessible entrances.
<p>Equitable Employment</p> <ul style="list-style-type: none"> • Create more equitable employment opportunities 	<ul style="list-style-type: none"> • Began an equity-based recruitment drive for career firefighters and volunteers. • Developed an outreach plan for underrepresented communities led by firefighters’ Outreach Committee.
<p>Meaningful Partnerships</p> <ul style="list-style-type: none"> • Fulfill HRFE’s emergency management portfolio 	<ul style="list-style-type: none"> • Worked collaboratively with the Public Safety Office to build relationships with diverse HRM communities through the Community Mobilization Teams (CMT).



Halifax Regional Police	
D&I Goals	Business Unit Achievements
<p>Inclusive Public Service</p> <p>To ensure inclusive and equitable police services for community</p>	<ul style="list-style-type: none"> • After an extensive consultation with members of the African Nova Scotian community, HRP offered a historic apology to members of the community on November 29, 2019. The apology included commitments and specific follow-up actions. • Established an advisory committee to the Chief to guide the work following HRP's apology to the African Nova Scotian community. • Developed a booklet to guide interactions with members of the Trans community.
<p>Safe, Respectful, and Inclusive Work Environment</p> <ul style="list-style-type: none"> • Diversity & Inclusion Meter Tools (2019-20) 	<ul style="list-style-type: none"> • Action plan based on the result of the Diversity Meter Tool was under-development in collaboration with the Police Diversity Working Group. This plan aimed to support the goals of HRP's Strategic Plan and HRM's Diversity and Inclusion Framework over a two-year period.



Halifax Transit	
D&I Goals	Business Unit Achievements
<p>Safe, Respectful, and Inclusive Work Environment</p> <ul style="list-style-type: none"> • Establish a Respectful Workplace Committee • Commence positive messaging initiative 	<ul style="list-style-type: none"> • Respectful Workplace Committee was developed. The committee is comprised of members from Halifax Transit Management Team, ATU Executive, Office of Diversity and Inclusion Staff and Transit employees. • 2SLGBTQ+ Advisor term position seconded to work within the Office of Diversity & Inclusion for a term of six months. • Developed 2SLGBTQ+ Workplace Inclusion Course. • Reviewed Operator Handbook through a D&I Lens as well as revisions for gendered language. • Positive messaging initiative endorsed by Transit Director. Positive messaging committee consists of Transit HRBP, Transit Respectful Workplace Chair, D&I Advisor. • 2SLGBTQ+ Advisor provided guidance on 2SLGBTQ+ issues. Ex. supporting Transgender employees' washroom/changeroom access.
<p>Equitable Employment</p> <ul style="list-style-type: none"> • Review recruitment processes to ensure an equitable approach and 	<ul style="list-style-type: none"> • Reviewed interview questions with HR to ensure questions were free of colloquialisms and would be easy to



<p>improve recruitment marketing and communication to remove barriers and provide equal opportunity to all.</p>	<p>understand for those whose first language was not English.</p> <ul style="list-style-type: none"> ● Provided feedback to our testing provider on aspects of the test that some candidates struggle with (colloquialisms and phrases that those with English as a second language may not understand). ● Printed interview questions for candidates to follow along. ● Encouraged candidates at the beginning of the interview to ask for clarification as needed. ● Took factors that could have been potential barriers into consideration while scoring (i.e. is English not the candidate’s first language, scored based on what the candidate said not how they said it, tried to understand the perspective from which they were answering the question). ● Used probing questions to ensure all candidates had a fair chance to answer questions effectively. ● Called all individuals who did not respond to testing invitation via email to ensure they received it (not everyone has computers). ● Scheduled an alternate testing sessions for those who were unable to attend the original testing session. ● Remained flexible with references for those who were new to Canada (i.e. used a leader of a non-profit
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	<p>group for those who did not have work reference in Canada).</p> <ul style="list-style-type: none"> • Explained conditional job offers for candidates in-person to ensure that each candidate has clear understanding of what expected of them to ensure clarify and get question answered. • Meeting one-on-one seemed to have created a safe and trusting relationship.
<p>Accessible Information and Communication</p> <ul style="list-style-type: none"> • Consider inclusivity when planning information and communication tactics related to transit route network changes. • Develop a strategy to reduce language and access barriers. • Work with immigration partners to ensure new Canadians are actively engaged. 	<ul style="list-style-type: none"> • Information booklet for transit service change was translated into 10 languages and distributed through community organizations, public libraries and HRM’s website and social media channels. • Developed partnerships with leaders within various community groups to help attract diverse talent. • Worked with ISANS and the YMCA Centre for Immigrant Services, Nova Scotia Works on outreach activities. • Visited multiple sites and gave information sessions to potential candidates. • Updated recruitment promotional materials (posters, ads) to include photos that represent the community we serve. • Sent posters and job postings to diverse organization and



	<p>communities to share with their networks.</p> <ul style="list-style-type: none"> • Worked with the Office of D&I to translate materials into French to share with our Francophone partners and other diverse communities.
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Human Resources	
D&I Goals	Business Unit Achievements
<p>Safe, Respectful, and Inclusive Work Environment</p> <ul style="list-style-type: none"> • RFP for external review of human resources policies and programs to be complete in Q2 19/20. • Implement recommendations for HR from the human resources policy and program external review (19/20). 	<ul style="list-style-type: none"> • Review done by KPMG and recommendation submitted to HR, May 2019. • Implemented recommendations for HR from the human resources policy and program external review (19/20). • Revised the hiring process and policies to emphasize diverse community outreach. • Developed a Hiring and Community Engagement Strategy to address these needs with a 12-18-month implementation plan. • Achieved a 90% completion rate of the Hiring Manager Certification Training. • D&I/HR completed the Make Yourself Count-Diversity Survey in March 2020. Process was



	<p>interrupted due to Covid-19, analysis of information underway.</p> <ul style="list-style-type: none"> Organizational Development team has commenced a comprehensive review of several HR polices, practices, and procedures.
<p>Equitable Employment</p> <ul style="list-style-type: none"> Revised hiring policy drafted which will include recommendations from the Employment Systems Review (ESR); approval estimated Q2 19/20 Hiring 2.0 – Hiring managers will be certified to lead their own hiring panels, including training on bias-free hiring (19/20) 	<ul style="list-style-type: none"> Fair Hiring Policy in draft stage as of Mar 2020. Over 90% of Hiring Managers were certified representing over 280 people to date (as of March 31, 2020). Received strong feedback and scores from course evaluation forms. Added the Program to the Corporate Training Calendar to offer on an ongoing basis and expand training to interview panel members and other staff who help administrate the recruitment process. Plan to develop an online re-certification program by 2022 to update training on new standards and offer a refresher on bias free hiring approaches.



Legal, Municipal Clerk, and Government Relations and External Affairs	
D&I Goals	Business Unit Achievements
<p>Inclusive Public Service</p> <p>Civics 101</p> <ul style="list-style-type: none"> To promote public participation in municipal government, the Clerk’s Office will conduct broad public outreach using Civics 101 training and gather feedback to better understand barriers to participation across HRM’s diverse population. 	<ul style="list-style-type: none"> Engaged high school students in Lower Sackville to coincide with the District 15 special election in 2019. Conducted sessions over three days for approximately 270 students, teaching them about how Council works and how to get involved with municipal committees. Bridging the Gap position was designated for equity groups per Employment Equity Policy. Posted signs in the Archives respecting patrons’ choice of pronouns. All washrooms in CIM were made gender neutral. CIM staff included their pronouns in their email signatures. Produced a video on civic education, designed to increase civic engagement for diverse groups.
<p>Safe, Respectful and Inclusive Work Environment</p> <ul style="list-style-type: none"> All staff will have completed Code of Conduct for Municipal Employees training and training on diversity and inclusion. 	<ul style="list-style-type: none"> Public-facing staff have taken HRM’s Reaching Out from an Afro-centric Place and Diversity and Inclusion training. Staff attended tours of Africville Museum and Black Cultural Centre. Staff attended professional development sessions on how to



	<p>diversify the archival profession including the recent Association of Canadian Archivists 2020: Seeing Archives Differently which focused on perspectives of decolonization, social activism and advocacy, accessibility, community engagement, and trauma-informed approaches to the archival profession.</p>
<p>Equitable Employment</p> <ul style="list-style-type: none"> Supported by HR/DI Business Unit will train all hiring managers on fair hiring practices 	<ul style="list-style-type: none"> Reached out to D&I and Africville Museum and Black Cultural Centre contacts to encourage applications to our “Diversify the Archives” designated bridging the gap internship Staff attended professional development sessions on how to diversify the archival profession and have encouraged black students to consider archival work.
<p>Meaningful Partnerships</p> <ul style="list-style-type: none"> To develop positive and respectful internal and external partnerships that contribute to inclusive decision making. 	<ul style="list-style-type: none"> Provided school group sessions on primary sources on Africville during African Heritage Month, coordinated with their visit to Africville Museum. Worked with HPL on providing additional content – such as a blog post on HPL’s Local History, blog on Africville sources – as well as plans for workshops hosted at libraries across HRM on a variety of topics, such as donations of community records and Africville resources.



	<p>Initiated partnership with Delmore Buddy Daye Learning Institute regarding potential partnerships, including tours, designated research times, workshops, and resource-sharing; such as digitization of community records, assistance with original research, and Municipal Archives Search Tool training.</p>
<p>Accessible Information and Communication</p> <ul style="list-style-type: none"> To communicate both internally and externally, in a way that demonstrates, exemplifies and embodies our municipal diversity and inclusion values. 	<ul style="list-style-type: none"> Created Africville Source Guide to acknowledge the 2010 Apology to Africville residents. Digitized all relevant material and published them for the 2020 Africville Heritage Day. Prioritized review of closed records related to Africville to provide access with MGA restrictions. Planning for community engagement regarding files with Personal Information as well as participatory archiving, such as crowdsourcing better descriptions of files related to the Africville and broader ANS community. Sorted out descriptions and indexes to identify African Nova Scotians sources to assist with African heritage research. Copy and use fees were waived for Africville Museum projects. Worked with HRM staff for Africville Interpretive panels.



	<ul style="list-style-type: none"> • Met with Communications and ANSAIO to develop plan for relevant weekly social media posts throughout each February to celebrate African Heritage Month. • Participated in African Heritage Month tours, providing context to Africville records held by HMA. • Developed a plan for acquiring a more diverse collection of community records, with preference given to records that reflect the African Nova Scotian, Black, and Indigenous communities. • Purchased publications for the Reference Collections related to African Nova Scotian history to support the public and staff research. • Invited new D&I staff to attend Municipal Archives Search Tool training.
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Legal, Municipal Clerk, and Government Relations and External Affairs/Public Safety Office (PSO)	
D&I Goals	Business Unit Achievements
Inclusive Public Service	<ul style="list-style-type: none"> • Helped lead a Community Clean- Up of Upper Governor Street.



<ul style="list-style-type: none"> • Ensure that CMT uses a diversity and Inclusion lens in their work. • Ensure that PSO team reflects the communities and people they serve. • Seek and value community Input. • To provide opportunity for community to have input and say in what is happening in their community. • To supports by listening, providing resources, training, and providing opportunities for the community to lead. • To focus on underserved and underrepresented communities, and who are more vulnerable to stigma, violence, racism, and poverty. 	<ul style="list-style-type: none"> • Developed a community survey and presented it to the community to see if they were in favor or against having cameras installed on the road to stop illegal dumping. • Supported a community led Memorial Service and healing session for many tragedies in Mulgrave Park. • Provided the following training sessions: <ul style="list-style-type: none"> ○ First Aid Training - offered to the Community of Mulgrave Park. This was a 2-day session where 10 community members received training. May 4-5, 2019. ○ Storytelling Training – This was a 1.5-day training 23 CMT members from Mulgrave Park, Uniacke Square, Dartmouth North and North Preston travelled to Tatamagouche to learn the art of storytelling and getting their point across. September 21-22, 2019 ○ Volunteer Conference – Four members of the CMT in North Preston, and Mulgrave Park were offered the opportunity to attend 2 days of training with other volunteers from Halifax. November 15-16, 2019. ○ Women’s Safety Audit Training - This two-day
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	<p>session that was offered to CMT members as well as women from various communities and organizations throughout HRM. A total of 33 individuals participated. Jan 26-27, 2020.</p> <ul style="list-style-type: none"> • Collaborated in the development of Trauma Informed practices for Black Community Facilitation – developed with North Preston CMT, Robert Wright. • Supported Community Debriefing Sessions after a tragic event. • Hosted a train-the-trainer session where a group of 20+ participants learned to use a Women’s Safety Audit tool to assess the built and social environment around, January 2020. • The Women’s Safety Audit checklist was relevant for different public spaces and access needs (i.e. a checklist for children, wheelchair users, library). • The use of Women’s Safety Audits gave women and other groups, who have historically been excluded from decision-making in city planning spaces, a tool to make note of their experiences in the spaces and share feedback about what changes must be made to make the space feel safer to them.
Equitable Employment	



<ul style="list-style-type: none"> To attract and retain a skilled workforce that reflects the diverse residents of the municipality. 	<ul style="list-style-type: none"> The PSA hired three positions for the PSO in 2019/2020; all three positions were designated to EE groups. One of these was designated ANS. Three of the four employees in the PSO identify as ANS, or 75% of the PSO workforce. PSO primarily works with ANS communities, thus it is critical that the office reflects their experience and worldview.
<p>Meaningful Partnerships</p> <ul style="list-style-type: none"> Within the structure of the CMT's PSO has meaningful partnerships between internal HRM departments, community organizations, and community members which help in breaking down barriers, building community and creating a welcoming and inclusive environment. 	<ul style="list-style-type: none"> PSO established a Community Safety working group which consists of several internal departments such as: Emergency Management Services, HRP, RCMP Youth Services, Parks & Rec, D&I, Solid Waste Resource, and Regional Planning. PSO partners with community-based organizations in each community such as: Caring and Learning Centre, Phoenix Youth, Parent Resource Centre, 902 Man Up, East Preston Daycare, East Preston Parent Resource Centre. Partners attended CMT meetings and participated in community events and planning – Community Events such as RCMP/Community Ball Tourney, Canada Day Celebrations, Community BBQ. Provided support and navigation to Municipal services and resources.



	<ul style="list-style-type: none">• Provided support during Hurricane Dorian, answering community questions regarding municipal Services, and providing help with debriefing sessions.• Retreated to Tatamagouche which brought communities together to talk about storytelling and build cross community partnerships.• Following the Women’s Safety Audit training, PSO developed a relationship with the group of participants which was maintained over the course of the COVID-19 pandemic through periodic updates, sharing resources, and planning for future opportunities to train others on using the tool.• The PSO worked with several groups and organizations with regards Women Safety Audit including NS Status of Women, Office of Diversity and Inclusion, the newly formed Women’s Advisory Committee of Halifax (WACH) and others.• As part of the scoping study for the UN Women Safe Cities Safe Public Spaces, PSO connected with people from organizations across the HRM whose work aligns with the goal of ending sexual violence in public spaces.
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Office of Diversity and Inclusion	
D&I Goals	Business Unit Achievements
<p>Inclusive Public Service</p> <ul style="list-style-type: none"> • To ensure inclusive and equitable access to and benefit of, municipal services, programs and facilities. 	<ul style="list-style-type: none"> • Completed Council recommendation report for the establishment of the Women’s Advisory Committee of Halifax (WACH). • Drafted the Accessibility Strategy, as prescribed under the Provincial Accessibility Legislation. • Through Canada-Nova Scotia Agreement on French-language Services, French Services continued to offer free French language training to municipal employees. In 2019-20, 3 sessions of 10 week/22.5 hours French training were offered to a total of 92 employees. • French Services Strategy was drafted. • Indigenous Services introduced Blanket Exercise for business units to learn more about Indigenous history. • D&I Office along with Local Immigration Partnership Coordinator drafted an updated Immigration Strategy • Local Immigration Partnership received a new IRCC, federal funding for 5 more years (2020-2025).



Safe, Respectful and Inclusive Work Environment

- To have a diverse and inclusive workplace free of harassment, discrimination and systemic barriers.

- ANSAIO continued supporting the Racially Visible Employees Caucus (RVEC), provided logistic and administrative support.
- 9 of the 12 regularly scheduled meetings were held in 19/20.
- Worked with the CAO’s Office to establish a quarterly check-in for RVEC with the CAO.
- Supported the African Nova Scotian and Visible Minority Women’s group (ANS/RV). The group focuses on personal and professional development of its members.
- ANS/RV met quarterly to share talents and stories of resilience, empowerment, and connectedness.
- ANS/RV hosted an International Women’s Day 2020 along with D&I Office, over 200 people attended.
- D&I Overview training exceeded its goal for 2019-2020 with 657 participants and over 90% participants’ satisfaction.
- Training module “Reaching Out from Afrocentric Place” 8 sessions were held with 102 participants.
- Piloted Towards Bias-Free Practices training module which was a great success.

Equitable Employment

- Disseminated information on job fairs, recruitment campaigns and



<ul style="list-style-type: none"> • To attract and retain a skilled workforce that reflects the diverse residents of the municipality. 	<p>job postings to diverse community groups including Indigenous, African Nova Scotians, Immigrants, Youth, People with Disabilities, 2SLGBTQ+ communities, Acadian and Francophone communities.</p> <ul style="list-style-type: none"> • Encouraged diverse community members to apply and connected them with networking opportunities within HRM as appropriate. • Advised Business Units on venues and agencies to hold career information sessions to ensure accessibility to diverse populations. • Reviewed interview questions to ensure language inclusivity and clarity. • Sat on interview panels (when requested) and provided feedback on the hiring process as required. • Created/revised a collection of diversity and inclusion question for Business Units to select from. • Invited and encouraged hiring manager to attend Towards Bias-Free Practices session.
<p>Meaningful Partnerships</p> <ul style="list-style-type: none"> • To develop positive and respectful internal and external partnerships that contribute to inclusive decision making. 	<ul style="list-style-type: none"> • The African Nova Scotian Affairs Office continued to link ANS community with Municipal projects including Beechville project, the Triple A bike project, the Africville accessibility project, Cogswell Redevelopment Project, and the African Nova Scotian Economic Strategy.



	<ul style="list-style-type: none"> • ANSAIO conducted community circles to receive feedback on the upcoming African Nova Scotian Strategy. • Conducted information and consultation sessions with the immigrant community and immigrant services providers in the process of developing the Immigration Strategy, attended by over 150 immigrants and key immigrant serving agencies. • French Services conducted 4 sessions of community consultation: 2 sessions about French micro-site (11 participants); 2 sessions about French Services Strategy draft (21 participants).
<p>Accessible Information and Communication</p> <ul style="list-style-type: none"> • To communicate both internally and externally, in a way that demonstrates, exemplifies and embodies our municipal diversity and inclusion values. 	<ul style="list-style-type: none"> • Through Canada-Nova Scotia Agreement on French-language Services, French Services continue to offer free French translation services. In 2019-20, 35 documents were translated. • French Services Advisor completed 10 translation assignments

Parks and Recreation	
D&I Goals	Business Unit Achievements
Inclusive Public Service	



<ul style="list-style-type: none"> • To ensure inclusive and equitable access to and benefit of, municipal services, programs and facilities. 	<ul style="list-style-type: none"> • Created a checklist to examine and assess all components of parks from parking lot to facilities including playgrounds through D&I Lens. • Moved towards the creation of fully accessible washrooms in HRM. • Working towards the creation of the Regional Public Washroom Strategy.
<p>Equitable Employment</p> <ul style="list-style-type: none"> • Work towards increasing diversity over management team in all employment equity (EE) categories. • All managers to receive training under the “Hiring Managers Certification Program” which includes the HRM’s Employment Equity Policy and Hiring Policy. 	<ul style="list-style-type: none"> • Created and filled a senior manager position in February 2020. • Created and filled a position designated for African Nova Scotian as a category within Employment Equity Policy. • 90% of Park & Recreation managers completed “Hiring Managers Certification Program”. That translates to 35 staff members. • Created and filled two positions to support the work of the North American Indigenous Games that were slated to be held in July 2020. These are an HRM NAIG Project Manager and an HRM NAIG Coordinator.
<p>Safe, Respectful and Inclusive Work Environment</p> <ul style="list-style-type: none"> • Disseminate information about all training programs offered through the Office of Diversity and Inclusion and encourage staff to attend them. 	<ul style="list-style-type: none"> • All Staff including CUPE members were encouraged to take the full suite of training programs offered through the Office of Diversity & Inclusion.



	Coordinated Indigenous Blanket Ceremony for staff. 34 participants attended the sessions.
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Planning and Development	
D&I Goals	Business Unit Achievements
<p>Inclusive Public Service</p> <ul style="list-style-type: none"> Secure dedicated Diversity & Inclusion Advisor resource to support both internal initiatives and community engagement strategies 	<ul style="list-style-type: none"> Created a full-time position for D&I advisor support P&D meet their internal and external commitment to the diversity and inclusion values. Applied a D&I lens to P&D policies and plans with a focus on community engagement, including a step-by-step community engagement process. Developed outreach & recruitment strategy.
<p>Equitable Employment</p> <ul style="list-style-type: none"> Develop outreach & recruitment strategy in partnership with Human Resources to attract candidates from under-represented groups. 	<ul style="list-style-type: none"> Developed plans for meaningful ways to engage the African Nova Scotian community.
<p>Meaningful Partnerships</p> <ul style="list-style-type: none"> Explore partnership opportunities with the Halifax Partnership and Office of Diversity & Inclusion to identify methods to engage African NS communities in the 	<ul style="list-style-type: none"> Developed a D&I guidebook with tools to enhance P&D practices. Developed an engagement strategy focusing on low-income families as well as racialized and immigrant populations.



development of planning documents.	
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Transportation and Public Works	
D&I Goals	Business Unit Achievements
<p>Inclusive Public Service</p> <ul style="list-style-type: none"> • Traffic Management will arrange vision loss training for HRM staff to ensure understanding of challenges visually impaired pedestrians experience. • Project Planning & Design will continue to review and implement opportunities for improvement to street related infrastructure that supports enhanced accessibility. 	<ul style="list-style-type: none"> • 16 municipal staff completed vision loss mobility training through Canadian National Institute of the Blind (CNIB) to gain insight into the experience of pedestrians who are blind/or visually impaired. • Accessible Street Infrastructure was made the standard for all Road and Active Transportation capital projects. • All existing accessible parking spaces were inventoried, evaluated for accessibility and are now publicly available on a GIS map. • Due to safety and accessibility concerns staff determined it would not be feasible to offer accessible parking for free at meters. • Parking Services investigated feasibility of enabling accessible permit holders to park for free at paid parking stalls. • Worked to make new Parking Technology stations in English and French. • Parking Services developed an Arabic resource to educate mosque



	<p>attendees on how to avoid being issued a ticket.</p> <ul style="list-style-type: none"> • Solid Waste added Mandarin and French languages to their recycling app. • Solid Waste regularly checked-in with ISANS to determine shifts in demand for translated information. • Solid Waste staff conducted 32 in-person recycling presentations at ISANS reaching 742 newcomers. • Provided sorting guides in French, Arabic, Farsi and Mandarin. The Halifax Recycles app also supports French (4,400) and Mandarin (8,900) users. • Produced and distributed paper copies of the recycling information in French, Arabic, Farsi and Mandarin.
<p>Safe, Respectful and Inclusive Work Environment</p> <ul style="list-style-type: none"> • All Managers and Supervisors will complete mandatory Diversity and Inclusion training 	<ul style="list-style-type: none"> • Most TPW Managers / Supervisors completed Hiring Manager training. • Going forward, as required, staff will complete Hiring Manager training.
<p>Equitable Employment</p> <ul style="list-style-type: none"> • To designate more opportunities for employment equity categories 	<ul style="list-style-type: none"> • Parking Services designated four positions.



	<ul style="list-style-type: none"> • ROC designated one management position and awarded another non-designated management
<p>Accessible Information and Communication</p> <ul style="list-style-type: none"> • Solid Waste will engage with community stakeholders as needed to determine if communication and outreach can be enhanced. • Traffic Management will endeavour to publish Accessible Pedestrian Signals and Parking Spots, in a format that is accessible to all, on www.halifax.ca. 	<ul style="list-style-type: none"> • Solid Waste staff offered workshops customized to CNIB clients and were developing audio and large print versions of waste sorting guide. • Accessible parking spots and accessible pedestrian signal locations were published in HRM's Open Data catalogue and accessible parking spots can be publicly viewed on a GIS map.



Members of D&I Champions' Table 2019-2020

Business Unit	D&I Business Unit Advisor	Business Unit Champion(s)
Chief Administrative Office	Tracey Jones-Grant	Sally Christie
Corporate and Customer Services	Ziyan Yang	Jenny Boenes
Finance, Asset Management, & ICT	Ziyan Yang	Lanna Prowse Bruce Fisher
Halifax Regional Fire & Emergency Service	Ayo Aladejebi Caroline Hemstock	Nadya-Lyse Pare Kevin Reade Jermaine Mombourquette
Halifax Regional Police	Cheryl Copage-Gehue	Amit Parasram
Halifax Transit	Huwaida Medani	William Cutler Kyle Wilcox Victoria Pierce-Goodland
Human Resources /Office of Diversity and Inclusion	Melissa Myers	Erin Miller Vion Rizzardo
Legal/Clerk's Office/GREA	Melissa Myers	Sherryll Murphy
Parks & Recreation	Cheryl Copage-Gehue	Ray Walsh
Planning and Development	Mapfumo Chidzonga	Kate Greene
Transportation & Public Works	Ayo Aladejebi	Bev Audet

