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Item No. 2
Halifax Regional Council
December 7, 2021

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY:

Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: October 14, 2021

SUBJECT: Diversity & Inclusion Framework Annual Report 2020/2021

INFORMATION REPORT

ORIGIN

The Diversity and Inclusion Framework was passed by Regional Council in 2018. Following that approval, the Office of Diversity and Inclusion/ANSIO committed to provide Regional Council with an annual update on the progress of the Framework goals.

LEGISLATIVE AUTHORITY

The *Halifax Regional Municipality Charter*, S.N.S. 2008, c. 39, subsections 7A, 34(1) and 34(3) provide:

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 the municipality in its continued efforts to build a diverse and inclusive workforce and provide programs and services to residents by adopting diversity and inclusion lenses. The Framework identifies key priorities to help advance these efforts both in internally and externally, now and into the future. The Framework also

acknowledges that embracing diversity and inclusion helps strengthen the municipality's social and economic capitals. The Framework supports the municipality's goal to 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 2020/2021 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.

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

FINANCIAL IMPLICATIONS

No financial implications at this time.

COMMUNITY ENGAGEMENT

All business units were consulted, and each engaged as needed with members of the community to meet their diversity and inclusion goals.

ATTACHMENT

Attachment 1 – Diversity & Inclusion Framework: Annual Report, Year 2 (2020-2021)

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.

Report Prepared by: Tracey Jones-Grant/Managing Director Office of Diversity and Inclusion/ANSAIO
902.490.3677

Attachment 1

Diversity & Inclusion Framework

Recognizing diversity and inclusion in our organization
and our communities

Annual Report/ Year 2 (2020-2021)



HALIFAX

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Background

At Halifax Regional Municipality we value Diversity and Inclusion in all that we do, think, and pursue. We value diversity and Inclusion 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. Diversity means understanding and utilizing different views, ideas, life experiences, skills, and knowledge. Inclusion is about actions, meant to eliminate barriers, so all of members of the community can fully participate and contribute to the community's social and economic development. 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.



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, cultural, and economic capitals.

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. 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' Executive Directors. 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. For a summary of these assignments, click [here](#) and [here](#). In 2020-2021 some business units acknowledged the need to have Diversity and Inclusion advisors as integral part of their internal staff while liaising with the Office of Diversity and Inclusion. These are Halifax Regional Fire & Emergency and Planning & Development.



Office of Diversity and Inclusion/ ANSAIO

The Office of Diversity and Inclusion/ ANSAION 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 business functions, initiatives and services.

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.



Quotes from Council and Staff on Diversity and Inclusion

“What are we actually doing is telling our history, honouring our history.” Mayor
Mike Savage

“We are leading the way locally in Nova Scotia.”
Councillor Waye Mason

“The Strategy did not just define accessibility. It defines what inclusion means, what it looks like, and this beautiful behaviour of working together.”
Councillor Cathy Deagle-Gammon

“This course was interactive and engaging. It challenges your ways of thinking and pushes you out of your comfort zone to make you think about things and ideas you wouldn’t normally think about.”
Training Participant

“Reconciliation is about what we value today and building a better present and future.” Former
Councillor Stephen Adams

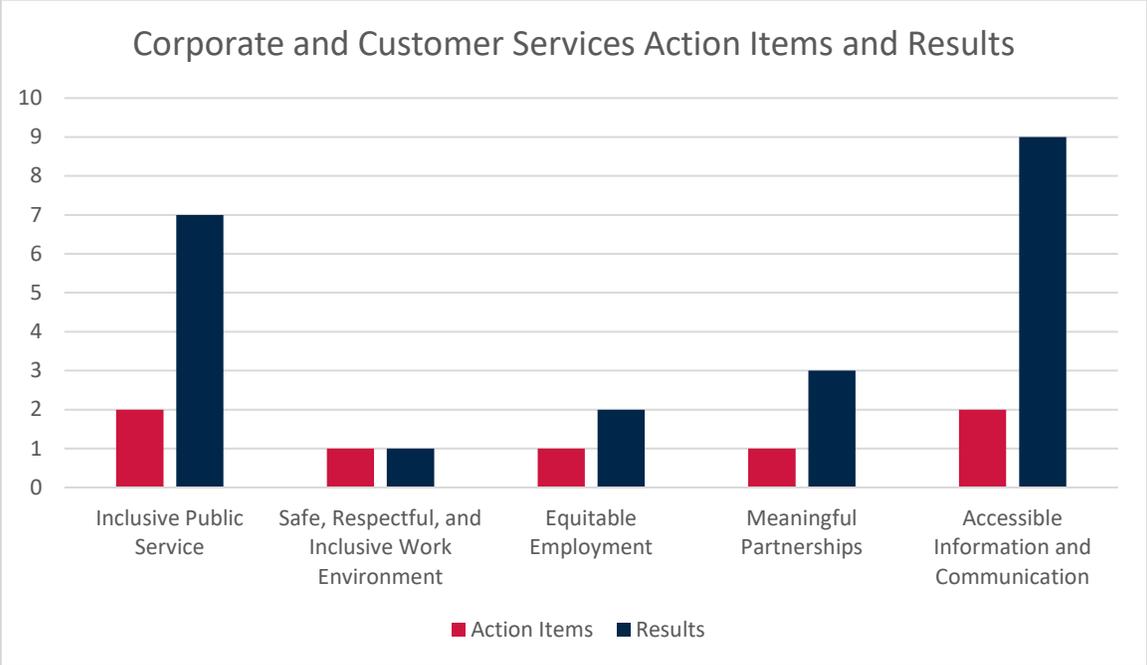
I really enjoyed the session today. It provided the opportunity for me to do some self-reflection and evaluate my current approach and also provide a lot to think about moving forward. Training Participant



Business Units D&I Goals and Achievements

Corporate and Customer Services (CCS)

The chart below depicts the number of action items that Corporate and Customer Services reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity and Inclusion Framework goals.



In total, Corporate and Customer Services reported a total of 7 action items and 22 results.

Inclusive Public Service

Action Items:

1. Corporate Facility Design and Construction (CFDC) will conduct assessments on all CCS locations to determine opportunities for providing universal washrooms.
2. Incorporation of Diverse, Inclusive, Accessibility Principles to Built Environment Projects.



Results:

1. Universal Washrooms—The inventory of washrooms that could be changed into universal washrooms at CCS locations has been completed. Information on costing is being gathered for implementation in 21/22.
2. The new St. Andrews Centre facility is fully accessible.¹
3. A beach ramp was installed at Chocolate Lake in Summer 2020.
4. Accessible Ramp Upgrades at Chocolate Lake Community Centre (Summer 2020) and Kinap Athletic Club (December 2020).
5. Penhorn Lake installation of Universal Washrooms (Summer 2020).
6. Installation of Universal Washrooms and elevator at Beazley Grandstands.
7. Two employees of CCS have achieved the Rick Hansen Foundation Accessibility Certification (RHFAC).

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Respond to anti-Black racism

Result:

1. Management team engaged in conversation with D&I staff on Anti-Black racism in July 2020.

Equitable Employment

Action Item:

1. Diversify workforce

Results:

1. CFDC—Bringing onboard a diverse candidate for one-month work practicum in Construction Project Management in March/April 2021.

¹ with universal washrooms and locker rooms, a multi-purpose room, a youth and senior room, a day care, indoor playground, and streetscaped corridor with multiple seating areas.



2. Feb 2/20—Invited Human Resources Business Partner to Management meeting to provide overview of new HR Fair Hiring Policy with deeper discussion on Preferred and Designated Recruitment. Working closely with HR on applying Preferred and Designated recruitment.

Meaningful Partnerships

Action Items:

1. Develop partnership with educational institutions and communities.

Results:

1. **Customer Contact Centres:** Customer Contact Centres participated in the virtual French Services Fair “Dans Ma Ville”, November 2020. As part of this, Customer Contact Centres prepared a video about 311 services, presented in French for the Francophone community’s initiative.
2. **Corporate Fleet:** A Corporate Fleet staff member is the third woman in Nova Scotia to become a Red Seal Truck and Transport Mechanic. She was invited to participate as a peer exam reviewer for the NS Apprenticeship Board.
3. **Municipal Facilities, Maintenance and Operations (MFMO) /Corporate Fleet**
 - Nov 2020—Met with HR and D&I for a discussion on how to bring in these CCS divisions to HR/D&I partnering events for careers in skilled trades awareness.
 - Partnering with Nova Scotia Community College for promotion and education of careers in skilled trades.
 - Nov 2020--NS Apprenticeship Program---CCS discussed opportunities/challenges of this program with HR staff member, who is initiating a task force to work with NS Apprenticeship on solutions, including HR and managers.



Accessible Information and Communication

Action Items:

1. Develop communication tools and products to promote diversity and inclusion
2. Increase number of external promotional tools supporting diversity and inclusion initiatives

Results:

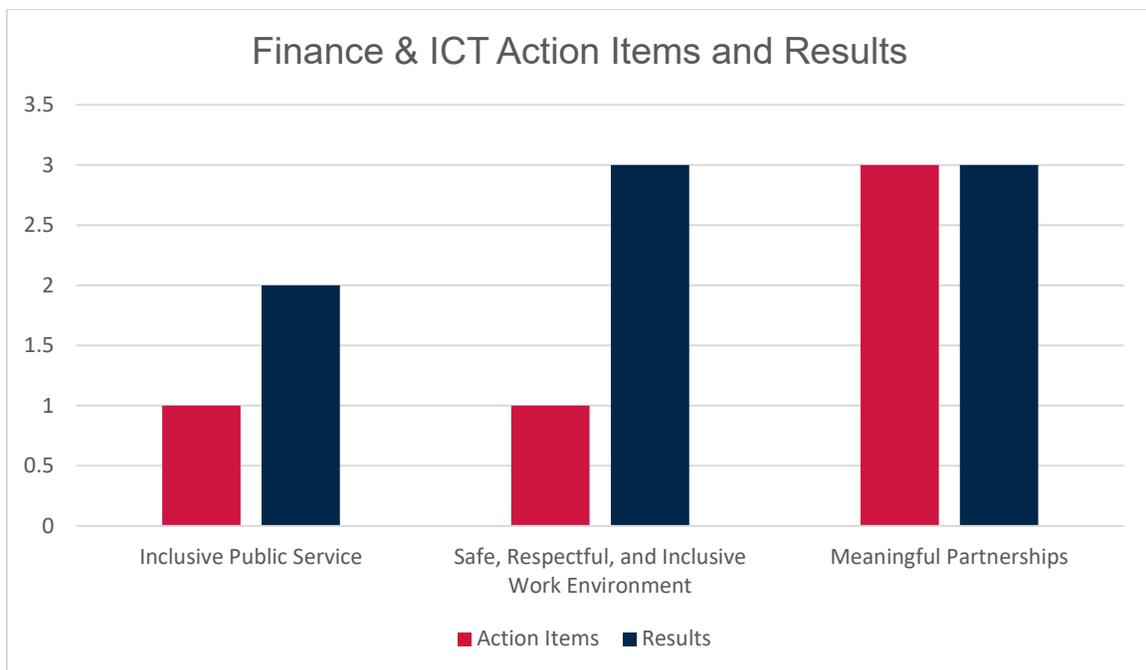
1. Contracted CART (for Closed Captioning) and ASL services for the COVID-19 media briefings at the Emergency Operations Centre. Livestreamed via municipal YouTube channel with feed available on halifax.ca. Worked with Eastlink to broadcast the briefings on channel 10 to improve reach.
2. Developed and launched multi-language “How to Ride Halifax Transit” videos and guides.
3. Developed and promoted content related to addressing anti-Black racism.
4. Promoted 311 services through a multi-language print ad that ran in a daily as well as community newspapers (languages included Arabic, Mandarin, French, and English).
5. Created [COVID-19 webpage](#) to provide centralized information for municipal services and municipal response to impacts of COVID-19.
6. Developed print and digital postcards re COVID-19 for targeted distribution to vulnerable communities in collaboration with Emergency Management Division, Public Safety Office and D&I/ANSAIO.
7. Developed suite of COVID-19 signage (for use in municipal facilities) that incorporates iconography to enhance accessibility to information.
8. Developed a publicly-accessible COVID-19 intranet page to improve employee access to information during the pandemic.



- Developed improved creative for Boards and Committees Recruitment, in collaboration with Diversity & Inclusion and the Clerk's Office.

Finance & Information Communication Technology (ICT)

The chart below depicts the number of action items that Finance & Information Communication Technology reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity and Inclusion Framework goals.



In total, Finance & ICT reported 5 action items and 8 results.

Inclusive Public Service

Action Items:

- Procurement Social Policy Lens:** incorporate a social policy lens in the public procurement process.



Results:

1. Council approved the revised Procurement Policy that includes the social procurement requirements. A final report including the [Social Value Framework](#), Supplier Code of Conduct and the Living Wage was approved by Council and is effective April 2021.
2. Procurement is conducting education sessions for Business Units to ensure staff are prepared to include social value in future procurements.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. **Corporate Accommodations Strategy:** Corporate Real Estate will consider the needs of all occupants and visitors through sensitive and thoughtful design of each space to be renovated.

Results:

1. **Implementation** – To date, HRM Space and Furniture Standards have been successfully implemented in 5 locations, affecting approximately 225 staff.
2. **Staff Training** – The Accommodations Project Coordinator successfully completed the Rick Hansen Foundation Certification™ (RHFAC) Accessibility Assessor Training in January 2020. Knowledge gained through this training has been applied to all subsequent HRM accommodation projects.
3. **Process Improvements** – Accommodations staff have developed a document explaining Inclusive Design* and highlighting the elements incorporated in each project. This document will be available to all staff.

Meaningful Partnerships

Action Items:

1. Optimize the Affordable Access Program



2. Partnerships between D&I advisors and Community Grant Program staff
3. Community Visioning Engagement

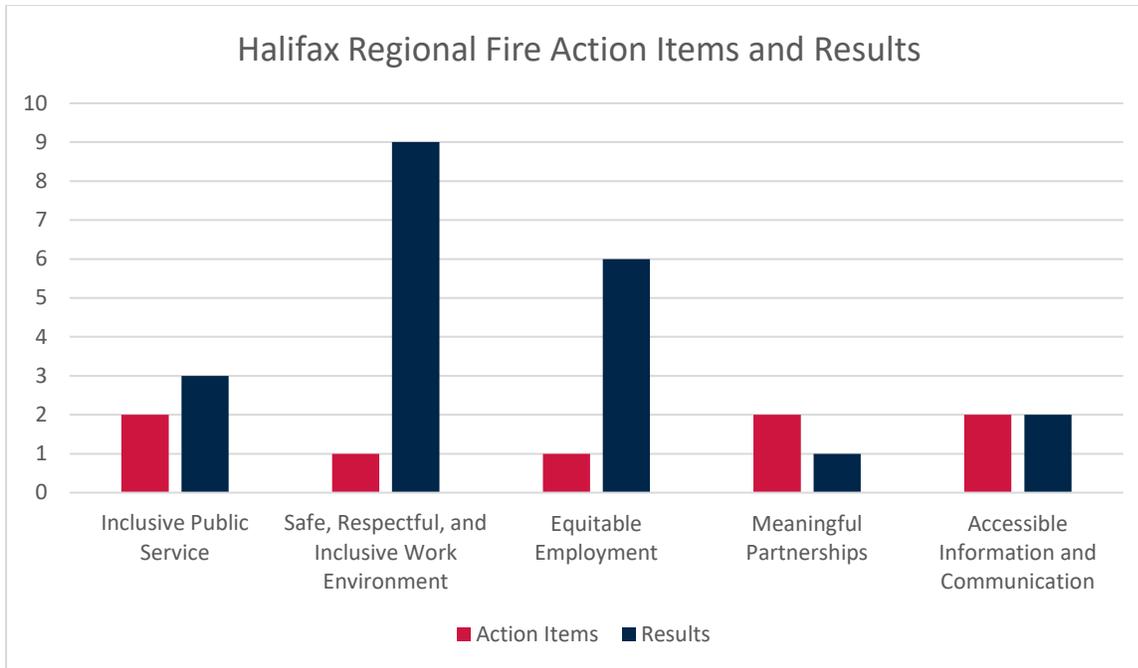
Results:

1. Streamline the intake application of the affordable access program to speed internal processing and to make it easier for clients to apply and renew.
2. D&I will connect with HRM Grants programs staff and explore possible alignment with development of the HRM Culture and Heritage Plan.
3. Corporate Planning will undertake an extensive community engagement to determine a 20-yr Vision both for HRM and for the communities. This engagement will focus on community future state, priorities, and extensive review of the elements of services delivered to communities to assist in determination of service priorities.

Halifax Regional Fire & Emergency (HRFE)

The chart below depicts the number of action items that Halifax Regional Fire & Emergency reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity and Inclusion Framework goals.





In total, Halifax Regional Fire & Emergency reported 8 action items and 21 results.

Inclusive Public Service

Action Items:

1. HRFE's public safety education materials are designed with a pictorial approach and using a gendered lens.
2. Senior leadership to include their pronouns in email signatures.

Results:

1. Public education materials present fewer language related barriers.
2. Internal and external communications are more inclusive and welcoming.
3. The use of gender-inclusive language is becoming more common in our communications

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Develop 5-year diversity & inclusion strategy and action plan



2. Develop and implement mandatory gender inclusion training for all HRFE members

Results:

1. A 5-year diversity & inclusion strategy and action plan was developed, shared with HRFE members and Year 1 actions implemented.
2. Increased awareness of inclusion related issues and more employees are seeking learning opportunities.
3. 735 members have completed the Accessibility Awareness Module.
4. 120 members have completed the Indigenous History Month module.
5. HRFE members (career and volunteer) began a series of mandatory 5 module sessions which focus on gender inclusion, bias awareness and harassment prevention. The program's current completion rate is 95%. These courses are mandatory for all HRFE members.
6. Designed D & I training in collaboration with the Office of Diversity and Inclusion/ANSAIO. For the fiscal year 2020-2021 two modules were offered and completed by 100% of career members.
7. Contracted Canadian Center for Diversity & Inclusion to provide cultural competency training for senior leaders and assessment of each senior leader's cultural competency and how the leadership team rated as a whole.
8. Renovated many washrooms to single use. Providing at least one accessible washroom in all our new fire stations and, where renovation is possible, in older stations.
 - Added 'quiet rooms' to many stations for prayer, meditation and lactation. This design feature will be part of any new fire station.
9. An Indigenous Spiritual Advisor has been added to the department's cadre of Chaplains and wellness supports.



10. Land acknowledgements are included in all formal events and a Mi'kmaw flag has been added to HRFE's boardroom and the department colours. HRFE continues to participate in internal and community events, HRM's Anti-Black Racism Strategy and Indigenous Reconciliation.

11. The new Fire Rescue boat was named "Kjipuktuk" (Halifax) and was dedicated by Chief Deborah Robinson, Elders and drummers during a smudging ceremony.

Equitable Employment

Action Items:

1. Reviewed HRFE hiring strategy to eliminate as many barriers as possible.

Results:

1. A competency and equity-based hiring plan was developed which will reduce barriers to employment (e.g., assessment tools).
2. Partnership between HRFE and community groups aims to create opportunities for women, 2SLGBTQ+ community members, racialized people, Indigenous peoples, Francophones, newcomers, and African Nova Scotians.
3. 6 virtual information sessions were held for applicants from underrepresented communities.
4. Media sessions with local television and print/web news agencies highlighted inclusion as a key part of our 2021 hiring.
5. HRFE and HR have completed an ambitious outreach program for career firefighter recruitment.
6. All prospective interview panelists have completed Hiring Manager Certification Towards Bias Free training.
7. A competent and diverse candidate pool has been created for hiring new firefighters.



Meaningful Partnerships

Action Items:

1. Internally, a Cultural Inclusion Advisory committee has been formed. An outreach committee is actively building external relationships with communities in HRM.
2. HRFE signed up as business partners with the Canadian Center for Diversity & Inclusion.

Results:

- Partnerships to support HRFE's equitable and competency-based recruitment drive were developed with:
 - a. Immigrant Services Association of Nova Scotia
 - b. YMCA
 - c. African Nova Scotian Affairs Integration Office (ANSAIO)
 - d. Women's Unlimited
 - e. Job Junction
 - f. The Mi'kmaw Native Friendship Centre, and
 - g. Human Resource and the Office of Diversity and Inclusion.

Accessible Information and Communication

Action Items:

1. Review communications and marketing for key initiatives such as recruitment, the yearly calendar and social media, and imagery on fire trucks using diversity and inclusion lens.

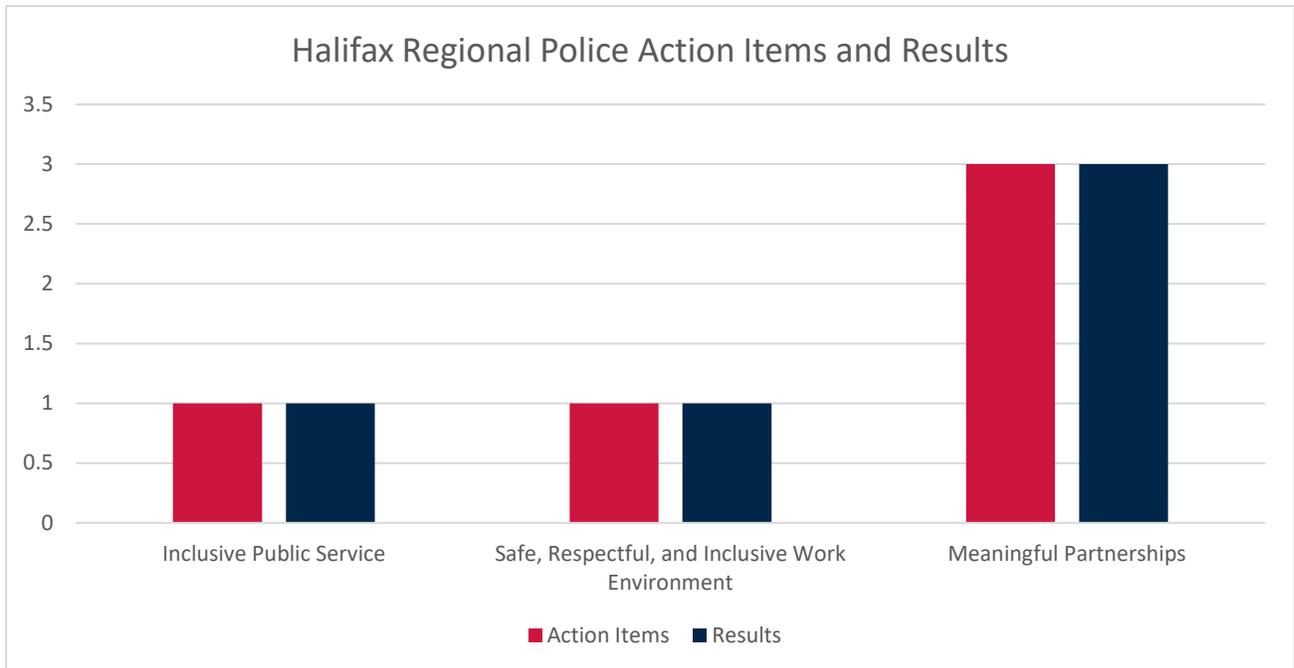
Results:

1. Started outreach campaign for our next recruitment.
2. Developed more HRFE communications and marketing materials that are inclusive and reflect the diversity of the municipality. For example: print and digital recruitment materials like posters, social media posts, communications by senior leadership, etc.



Halifax Regional Police (HRP)

The chart below depicts the number of action items that Halifax Regional Police reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity and Inclusion Framework goals.



In total, Halifax Regional Police reported 5 action items and 5 results.

Inclusive Public Service

Action Items:

1. Consult with the African Nova Scotian leaders and educators in the creation of the “Journey to Change” with the goal to help officers understand the lived experience of racialized communities and reflect on the impact of anti-black racism.

Results:

1. Evaluation of the first two sessions held so far showed a positive reception for the training. A total of 45 employees have received JTC



training so far. Members spoke of gaining important understanding on the impacts of generational trauma, systemic racism and bias and its potential and real impact on policing interactions. Further sessions are planned.

Safe, Respectful, and Inclusive Work Environment

Action items:

1. Identified leads for an Internal Support Network for 2SLGBTQ+ officers within HRP with support of the Diversity Officer.

Results:

1. In early stages at this point. Officer feedback is currently solicited.

Meaningful Partnerships

Action Items:

1. Implemented a virtual recruitment marketing campaign (due to the pandemic).
2. Worked with community partners as well as D&I to connect with potential candidates.
3. Set up a Chief's Advisory Committee with leaders from the ANS community who will serve as key advisors to HRP in its follow up to its Nov 2019 apology to the community

Results:

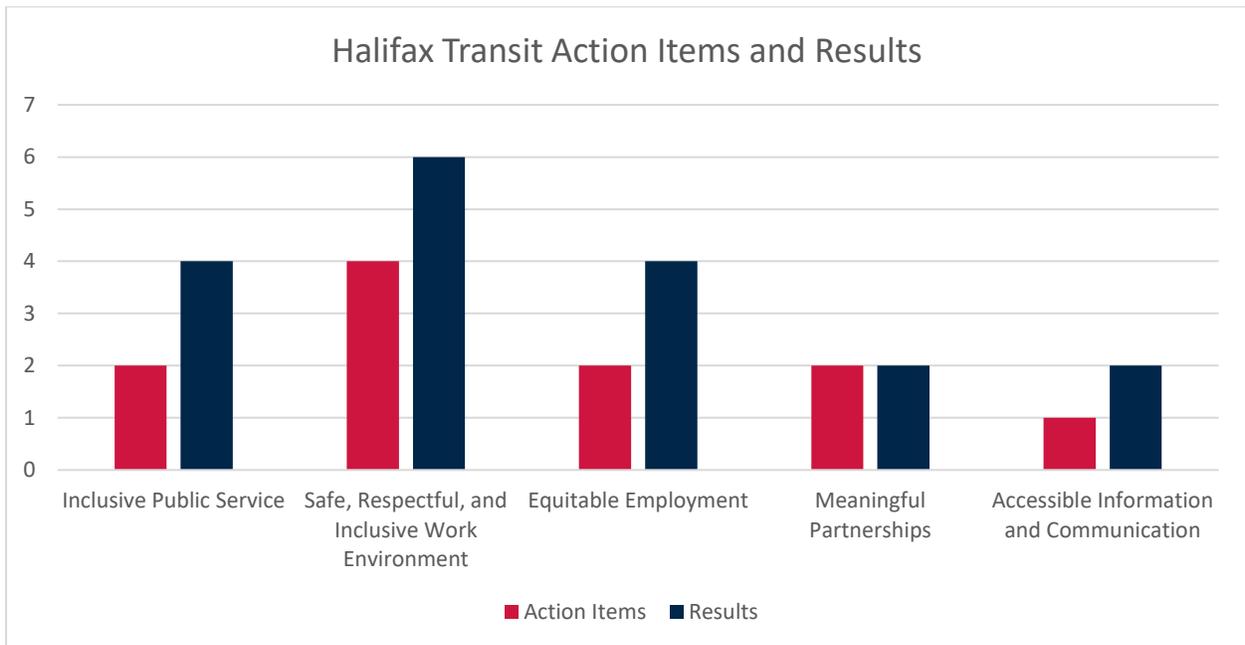
1. Utilized new ways to connect with a variety of communities and formed new relationships; e.g. connection with Mi'kmaq community through various Native Employment Officers (NEO).
2. To improve accessibility to information and facilitate communication during a pandemic environment, a variety of in person and virtual engagements were used for recruitment marketing. The involvement of the Mi'kmaq Friendship Centre allowed us to access important



3. Journey to Change training was one of the first major initiatives that originated from the ANS partnership and rolled out since the apology. It had direct and significant input from members of the committee.

Halifax Transit

The chart below depicts the number of action items that Halifax Transit reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity and Inclusion Framework goals.



In total, Halifax Transit reported 11 action items and 18 results.

Inclusive Public Service Action Items:

1. Create an Action Plan to help combat discrimination with a focus on anti-Black racism.
2. Support Black Lives Matter Movement.



Results:

1. Organized 7 conversation sessions on combatting anti-Black Racism and working on creating an action plan to be distributed, implemented, and evaluated annually.
2. Highlighted Transit/Orange Shirt Day - commemorating the experience and ongoing healing journey of Indigenous Residential School survivors and their families. Operators and employees were encouraged to wear orange shirts on September 30.
3. “Black Lives Matter” destination code made available and operators encouraged to use it.
4. A public declaration of Transit’s commitment to an inclusive service and community was sent out. It was well received by both employees and the public.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Establish Respectful Workplace Committee – Expression of Interest closed in Feb 21.
2. Work with 2SLGBTQ+ Advisor on several work environment issues.
3. Develop training and reference materials to establish a better understanding of Diversity & Inclusion matters.
4. Celebrate diversity and acknowledge the hardships racialized and underrepresented groups have endured in the past.

Results:

1. The committee established and started meeting as of Mar 2021. Union and management would work closely with the committee on initiatives, projects, and events.
2. Worked with 2SLGBTQ+ term Advisor to update signage for washrooms/ changerooms in operator lounges.
3. Reviewed Maintenance Handbook, SOP, and Operator Handbook for gendered language.



4. Circulated links for review regarding “Walking Together” and other educational resources to employees. Encouraged registration to CCDI webinars and training sessions.
5. An ongoing dialogue with BIPOC employees about how to better support each other and ensure a safer and inclusive workplace.
6. Included a section for Diversity & Inclusion in monthly Toolbox Talks.

Equitable Employment

Action Items:

1. Reviewed interview process for accessibility.
2. Diversify our workforce to accurately represent HRM’s population.

Results:

1. Applied accessibility best practices to the interview process to make questions and testing accessible for potential employees.
2. Removed some barriers that would prevent immigrants from applying, such as accepting references from local volunteer work or employment outside Canada.
3. Made intentional choices on where to hold recruiting information sessions to reach a more diverse candidate pool.
4. Updated promotional materials to include photos that represent our workforce and community.

Meaningful Partnerships

Action Items:

1. Partner with ISANS, YMCA, and NS Works
2. Work closely with D&I advisors

Results:

1. Worked with local organizations such as ISANS, YMCA, and NS Works to develop partnerships to help with diversifying recruitment and training efforts.
2. Worked with D&I advisors to help with in-house efforts.



Accessible Information and Communication

Action Items:

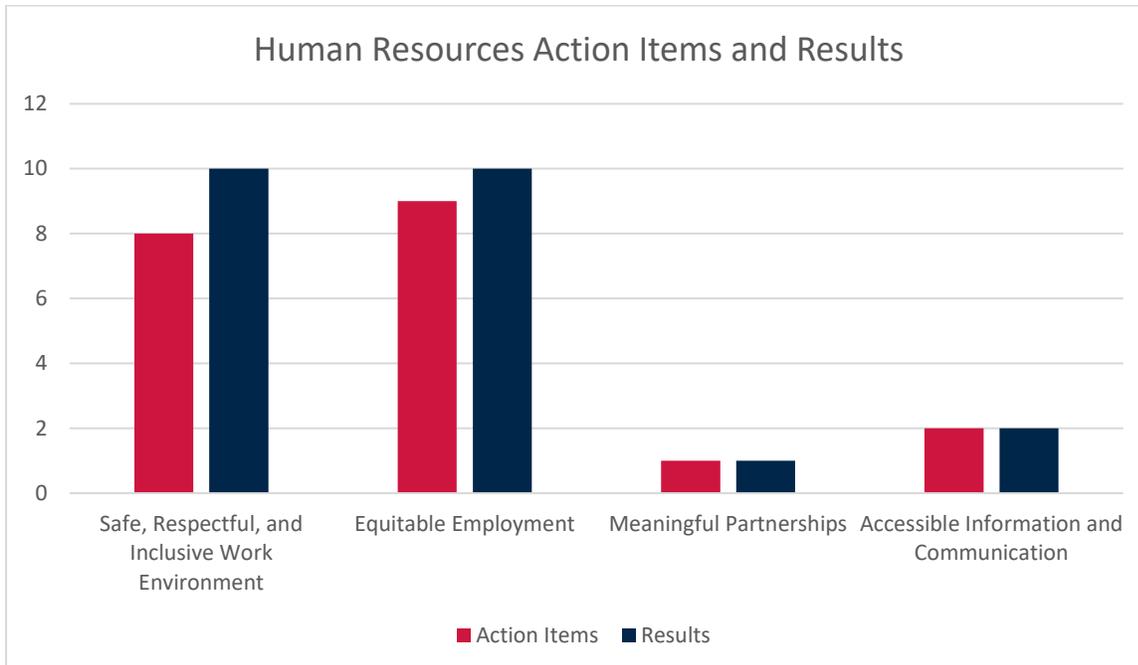
1. Update recruitment promotional materials to include inclusive language and photos that represent the community we serve.

Results:

1. Recruitment promotional materials updates
2. Sent posters and job postings to diverse organizations and communities to share with their networks.

Human Resources (HR)

The chart below depicts the number of action items that Human Resources reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity and Inclusion Framework goals.



In total, Human Resources reported 20 action items and 23 results.



Safe, Respectful, and Inclusive Work Environment

Action Items

1. Update the Hiring Manager Certification Training with enhanced content including a D&I lens.
2. Enhance Online Application Process
3. Establish Fair Hiring Policy
4. Develop Flex Work Program
5. Enhance Manager's Toolkit
6. Update the Diversity and Inclusion Interview Question Bank
7. Diversify Professional Development of HR Team
8. Support Team and BU Development regarding Anti-Black Racism

Results:

1. Revised the Hiring Manager Certification program in collaboration with D&I/ANSAIO to have greater emphasis on human rights, employment equity, inclusive recruitment, systemic barriers, bias training.
2. The Fair Hiring Policy was launched in Feb 2021 with the aim to apply principles of fair hiring to all elements of the recruitment process.
3. Designed the Flex program to create conditions for employees to perform their best and to allow managers to support flexibility in where, when and how work is done. A pilot of this program is currently underway within HR.
4. Implemented HR Best Practices for D&I in the Manager's Toolkit in January 2021. The toolkit provides several self-serve resources to help managers be successful in promoting an inclusive workplace.
5. HR enhanced the employment requisition template to better track and measure the success of designated and preferred hiring.
6. Rolled out a new database of interview questions developed in collaboration with D&I/ANSAIO that aims to assess all employee competencies through the D&I lens.



7. Through a concentrated effort on strategic recruitment and designated hiring, HR has been enriched by a wealth of diverse talents and backgrounds in all areas within the Human Resources teams.
8. HR Client Services team members participated in several D&I focused professional development events both internally and externally.
9. HR Client Services enhanced collaborative partnerships with D&I/ANSAIO by holding joint team meetings to cover key topics such as engagement between business units, supporting hard conversations around equity issues and anti-Black racism.
10. Client Services created a document to specifically support Directors and Managers on issues relating to Anti-Black racism. HR also provided support to individual business units on the development of their own, unique messages and supports regarding ABR.

Equitable Employment

Action Items:

1. Establish Diverse Hiring Panel training with the aim to create an equitable, inclusive, and welcoming environment.
2. Support the HRP Cadet Recruitment & Hiring Training
3. Support the HRFE Career Firefighter Recruitment
4. Support the Diversity Municipal Elections Recruitment
5. Enhance Employment Equity Tracking
6. Establish the Employment Equity Steering Committee
7. Roll-out Conflict of Interest and Confidentiality Form
8. Facilitate Job Fairs, Information Sessions and Community Partnerships
9. Enhance the Summer and Seasonal Recruitment Process

Results:

1. Launched the Diverse Hiring Panel Program in partnership with D&I/ANSAIO. 39 employees across business units participated in the program. To date, they have participated in over 70 hours of interviews on various competitions.



2. HR and D&I/ANSAIO reviewed outreach for Police Cadet recruitment to broaden engagement efforts and share networks. HR also supported the review of assessment tools in the recruitment process to address priority elements such as cultural competency, bias, etc.
3. HR and D&I/ANSAIO supported the review of the career firefighter recruitment strategy to enhance employment equity hiring. Analysis of process, assessments tools, screening tools, and website content were reviewed.
4. HR supported Elections Recruitment to attract a diverse pool of candidates. HR worked with Ready, Willing & Able to provide accommodations to members of the disability community, which led to some successful placements.
5. Reviewed and revised online application materials and website, including a revised employment equity statement, a Duty to Accommodate statement, new job posting templates, and other features to address accessibility considerations.
6. Led the creation of the Employment Equity Steering Committee to commence work on an Employment Equity Program for HRM.
7. Rolled out a new Conflict of Interest and Confidentiality Form to ensure hiring panels are aware of their roles and responsibilities within the hiring process.
8. Employment-related community outreach work spans a range of activities and initiatives, from partnership meetings to networking events, and job fairs and information sessions. With the onset of the pandemic, our engagement work has been maintained and moved to more virtual formats.
9. The community engagement work completed by HR Client Services between April 1, 2020 until present includes holding over 79 different employment related events and partnership meetings representing over 74 hours of community engagement and outreach to over 835 people to date. The switch from in-person to virtual events increased our outreach and number of events to reach as broad an audience as possible during the pandemic.



10. HR and D&I/ANSAIO partnered to promote seasonal employment opportunities to a more diverse audience and to review accommodation requirements. HR is delivering training on the new Fair Hiring Policy for the seasonal hiring managers in Parks and Recreation. HR is also leading community engagement sessions around seasonal and summer recreation recruitment.

Meaningful Partnerships

Action Items:

1. Develop Hiring and Community Engagement Strategy

Results:

1. Developed a new Hiring and Community Engagement Strategy to enhance our targeted outreach to employment equity groups and other underrepresented populations. This strategy has been amended to reflect changing priorities as a result of the pandemic and to enhance the focus on Anti-Black racism and gender parity.

Accessible Information and Communication

Action Items:

1. Ongoing EDI Review to of HR Documents and Communications
2. Create Virtual Hiring Tools and Best Practices

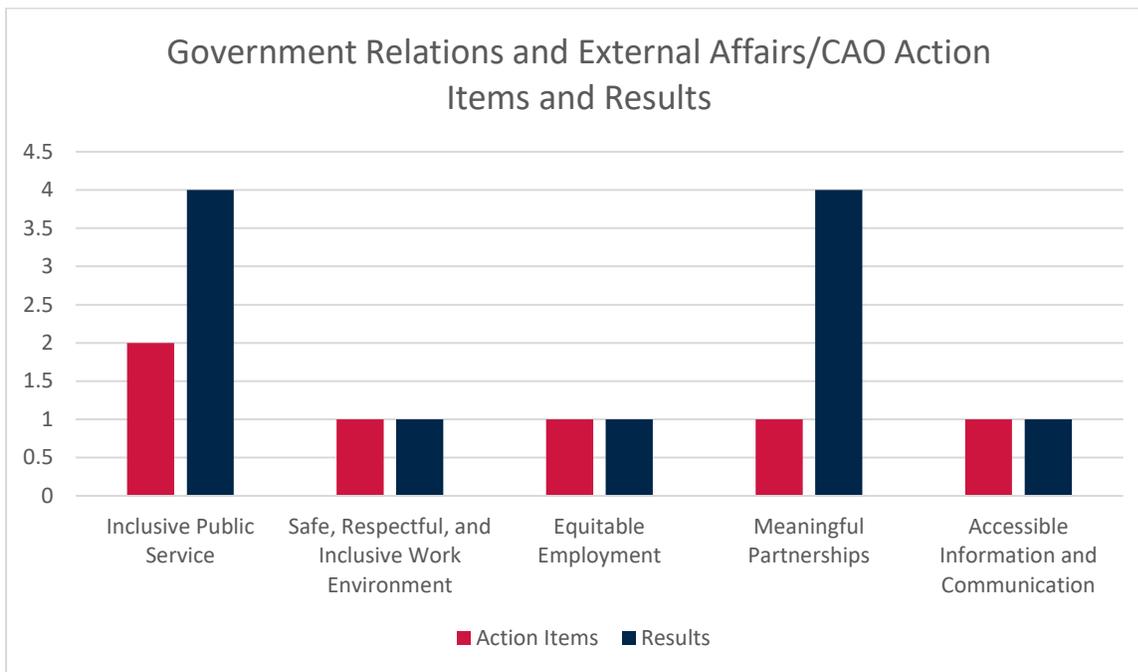
Results:

1. On an ongoing basis, HR reviews the wording in our Collective Agreements, website, applicant tracking system, tools, templates, and policies to ensure the language used exemplifies HRM's diversity and inclusion values.
2. HR Client Services worked in partnership with D&I/ANSAIO to develop a suite of Virtual Hiring Tools and templates to support the organization's recruitment transition and to reduces barriers to participation and inclusivity in this virtual format.



Government Relations and External Affairs/Chief Administrative Office (CAO)

The chart below depicts the number of action items that Government Relations and External Affairs/CAO reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity and Inclusion Framework goals.



In total, Government Relations and External Affairs/CAO reported 6 action items and 11 results.

Inclusive Public Service

Action Items:

1. Support communities to combat violence and promote safety in HRM.
2. Gather community input.

Results:

1. Community Mobilization Teams (CMT) supported a community-led Vigil and Counselling Service to stop violence in HRM.



2. Emergency Management Planning attended training sessions including “Working Cross Culturally” and “Mental Health First Aid”.
3. Held knowledge exchange sessions with community: Presentations from Akoma holdings, HRM traffic engineer, Dalhousie’s SuperNova Program.
4. Community Mobilization Team led a few projects including: Community Garden, Story Mapping Project, Community Asset Maps, Women’s Safety Audits.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Respond to anti-Black racism

Results

1. Team organized and participated in two Anti-Black racism Sessions.

Equitable Employment

Action Items:

1. Designate more positions for equity-seeking groups

Results:

1. Designated the position of Community Outreach Coordinator and filled it with the successful African Nova Scotian candidate.

Meaningful Partnerships

Action Items:

1. Cultivate meaningful partnerships between HRM staff, community organizations, and community members to help break down barriers, build community, and create a welcoming and inclusive environment.



Results:

1. Public Safety Office (PSO) took part in a North Preston Community Response working group which consists of several community members and organizations.
2. PSO continues to partner with community-based organizations in each CMT community. New relationships built included the Association of Black Social Workers, Health Association of African Canadians COVID-19 Impact Team, Preston Township Response Team, North End Community Health Centre.
3. Community connections: Mainline response to needle debris around MGP/Needham, Street Navigators.
4. Mobile Food Market: CMT helped distribute food hampers to North Preston, Uniacke Square and Mulgrave Park. Also helped distribute garden and seed packs.

Accessible Information and Communication

Action Items:

1. Provide various communication tools for information sharing.

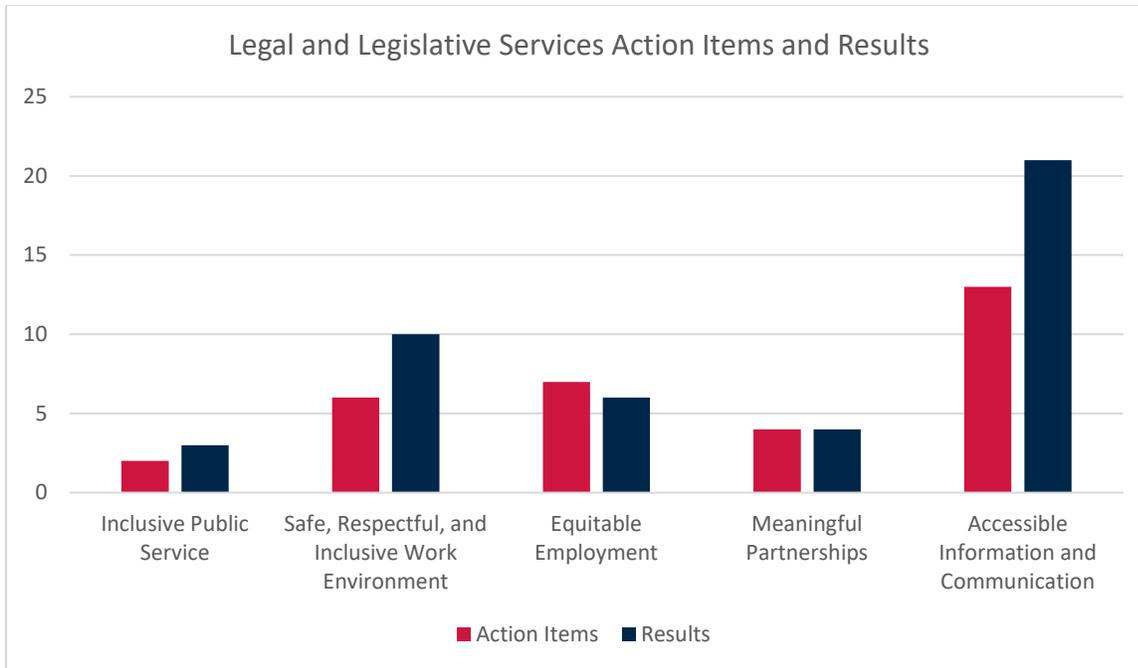
Results:

1. Due to Covid-19 PSO created alternative communication platforms to reach out to community partners such as Telephone chat lines, Zoom, Microsoft Teams, and targeted mailouts. These platforms helped maintain community engagement and information distribution.

Legal & Legislative Services

The chart below depicts the number of action items that Legal and Municipal Clerk reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity and Inclusion Framework goals.





In total, Legal & Legislative Services reported 32 action items and 44 results.

Inclusive Public Service

Action Items:

1. Archives will maintain remote reference service and Municipal Records Centre (MRC) maintain will limited services during COVID and will re-open when it is safe to do so – to ensure accessibility to all.
2. Diversify Archives through intern hiring.

Results:

1. Ensured access to information and records throughout the 1st and 2nd wave of the pandemic. Processed nine (9) FOIPOP requests through the Clerk's Office and 950 requests for information and records that were submitted to Legal & Legislative Services. The Archives Databased continued to be accessible through Halifax.ca, supporting web-reading technology for accessibility. Municipal Archives also provided support in-person and virtually including



French and Spanish translations. The Municipal Archive catalogue is available in English and French.

2. Reference requests and MRC services now back to pre-COVID levels. There have been 786 external reference/information requests from April 2020 – March 2021, and 164 internal requests.
3. Additional 12-month work contract arranged to continue Archives work with a focus on outreach and engagement.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Gender Pronouns: Recommend the use of self-identified gender pronouns among employees and between residents, councillors, and Legal and Legislative Services.
2. Flexible Work Locations: Flexible work locations to accommodate health & safety needs.
3. Team Cooperation and Communication: Ensure that opportunity/space is provided to communicate upcoming tasks to identify collaboration/cooperation opportunities.
4. Employee Appreciation: Establish a culture that values employees and provides opportunities to learn from each others' unique talent/skills.
5. Diversity and Inclusion training: Attend Diversity and Inclusion training and workshops.
6. MS Teams & SharePoint: Investigate accessibility functionalities in the Microsoft Teams and SharePoint applications. These accessibility functionalities would allow for a more inclusive workspace that takes into consideration language skills, and cognitive, hearing and visual abilities across the Municipality's employees.

Results:

1. Self-identification gender pronouns added in communications. 65% of the Legal & Legislative Services staff have embedded pronouns in



communications to clearly communicate staff preferred pronouns but also to signal to the community at large that staff respect their gender identity and choice of pronouns.

2. Work accommodations meet HRM policies and needs of the specific business units while allowing for appropriate flexibility.
3. Updated policies in Legal & Legislative Services to use gender neutral language in documents when referring to an individual.
4. Transitioning from Microsoft Teams to Zoom promoted the accessibility and transparency of boards/committees/councils to communities.
5. Team Cooperation and Communication continues to create and maintain a safe, respectful and inclusive work environment that supports team development.
6. Supervisor shares positive things that have happened or are happening at the Office/Team to employees, especially highlighting work by members of the Diversity and Inclusion division and presenting opportunities to develop skills.
7. Employee shares talent and skills with colleagues to develop each other and enhance the overall team performance.
8. Some business unit employees attended Dr. Joy DeGruy - Anti-Racism in Work Culture (ANSAIO Speaker Series).
9. All public-facing and MRC staff have previously taken HRM's Reaching Out from an Afro-centric Place and Diversity and Inclusion training.
10. Other sessions attended by staff this year include HRM's Our Values and CCDI's Allyship: Your Role in Supporting Minorities. One staff member completed French proficiency level testing this year in anticipation of enrollment in the upcoming fiscal year and two more are enrolled in an effort to be accessible to our francophone community. In total there were 176 enrolments across the Business Unit in training to support Diverse and Inclusive training ranging from classes such as "Reaching out from an Afrocentric Place", "Diversity and Inclusion", "Our Values", and many other titled training sessions.



Equitable Employment

Action Items:

1. Support the creation and implementation of the Employee Equity Program developed by HR/D&I.
2. Ensure compliance with HR policies specific to the diversity of job interview panels.
3. Ensure continuation of assessment reviews by managers/supervisors with candidates' names hidden.
4. Ensure that vacancy candidates are given appropriate time to complete assessments, as decided with HR.
5. Ensure that appropriate accommodation is provided when requested by candidates.
6. Ensure that jobs posted include Equitable Employment encouragement.
7. Consider request to provide placements from employment support services.

Results:

1. Percentage of interviews conducted in accordance with HR policy is 100%
2. Accommodation needs requested by candidates are met when possible
3. Ensured hiring managers acknowledged and considered Equitable Employment processes.
4. During the 2020 Municipal Election, Election Area Officers were encouraged to and did hire residents from the disability and accessibility community.
5. Election Area Officers ensured diverse representation of residents at all polling locations and ensured there was representation within leadership positions within the election.
6. Election Area Officers accommodated members of the disability community for training to ensure participation



Meaningful Partnerships

Action Items:

1. Support Council of Nova Scotia Archives in the formation of a Reconciliation Working Group to support members to act on Truth and Reconciliation Calls to Action.
2. Work with Museum of Immigration and the Jamaican Cultural Association of Nova Scotia to highlight contributions of Mabel Johnson.
3. Liaise with Africville Museum.
4. Access D&I advice to review publications and provide contacts.

Results:

1. Archivist involved in initial establishing of Reconciliation Working Group and terms of reference.
2. Through work with the Museum of Immigration and the Jamaican Cultural Association of Nova Scotia, a [new web-page](#) created and promoted. This resulted in a new offer to liaise in the acquisition of Halifax Chinese laundry records. As of April 28, 2021, the 73-page views have already resulted in further relationships being built and further promotion will lead to more relationships developed within the Municipality and its communities.
3. Attended meeting with former Africville residents; provided tour to Museum intern and copies of material free-of-charge.
4. Sought ANSAIO's input on African Heritage Month posts which was very helpful for alignment with D&I values.

Accessible Information and Communication

Action Items:

1. Provide more access for meetings, including Regional Council and Committee meetings.
2. Provide additional supports in meeting procedures:
 - CART Captioning
 - ASL Interpretations (upon request)



- Virtual Public Participations
 - Meeting Live Stream
 - Social media promotion and links to meetings
3. Provide support for members of the public to indicate languages of fluency.
 4. Provide detailed communication through various methods for members of the public to assist with their understanding of the process/procedure when communicating with Council, boards, and committees.
 5. Ensure accessibility for applicants and complainants. Application records to be provided in accessible media format whenever possible (Access & Privacy).
 6. Identify and redact restricted information in records related to Africville in liaison with Access & Privacy staff, solicitors, the Africville Museum, ANSAIO and former residents towards making these records as accessible as possible while respecting the residents' agency and privacy.
 7. Provide individualized reference service to former Africville residents researching their cases.
 8. Seek out opportunities to highlight D&I in holdings and in response to external events.
 9. Investigate the creation of African Nova Scotian source guide
 10. Acquire publications and records from diverse communities
 11. Acquire training and plan to host community scanning day with former Africville residents that could be replicated with other communities
 12. Continue participating in training, workshops, and conferences that explicitly center anti-racist and diversity practices.
 13. Plan to develop style guide for future social media posts, blogs, website source guides and exhibits, and database descriptions to promote inclusive and culturally-sensitive language.



Results:

1. Residents are able to participate in all forms of meetings as observers or through direct meeting engagement during COVID-19. Legal and Legislative Services has promoted the engagement with the transition from Microsoft Teams to Zoom promoted accessibility and transparency for residents.
2. CART Captioning - Increased number of meetings with CART Captioning Service. This resulted in eighty-six (86+) meetings supported with CART.
3. ASL interpretation services are provided at all meetings where requested. This resulted in nine (9) supported with ASL.
4. Technology and process changes have allowed for virtual public participation has been reintroduced as of May 6, 2021.
5. Meeting Live Streams have increased to all board/committee/council meetings. An increase from 20% to 100% of meetings are now livestreamed on accessible platforms.
6. Social media is used to promote each meeting of Council daily. Meetings with Public Hearings are promoted through social media in advance of the hearing to allow public participation.
7. Continued assistance to residents for public participation (public hearings) and public presentations. Minimum one staff support per meeting dedicated solely to facilitating public engagement.
8. Communication through email, telephone, letter mail allows engagement of community members of technical abilities to engage with Council(s), agencies, boards, and committees. Support is also provided to individuals in need of technical support in meetings.
9. While maintaining standards set out by Access and Privacy, all available records are presented in media that is screen-reader friendly, colour-blind friendly, and otherwise entirely accessible.
10. 1000s of pages reviewed; approx. 1500 redactions identified to balance accessibility and protection of privacy.
11. All individuals looking for more information are provided exceptional customer service. Indication of self-identified languages of fluency in



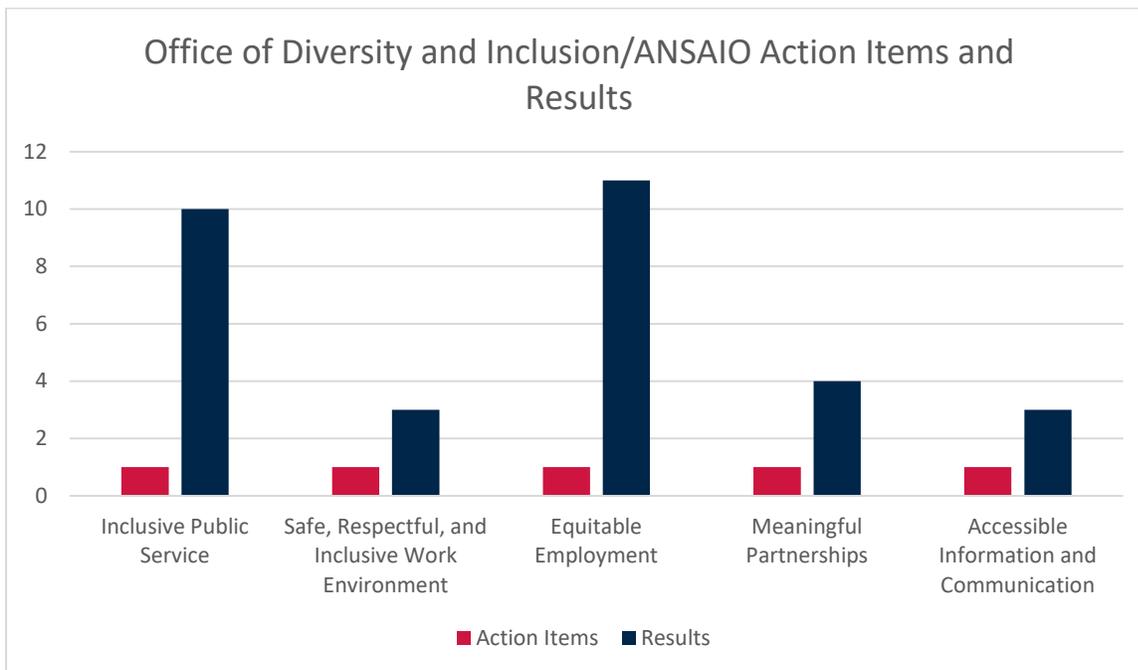
email signatures and on employee badge. Assist residents in multiple languages when needed.

12. Allocated resources to investigate the creation of African Nova Scotian source guide. Website went live March 12, 2021.
13. Acquired seven (7) new publications from diverse authors.
14. Communication with the public is clear and succinct allowing for more engagement for HRM with reduced barriers to participation. Communication policies and Halifax.ca web posting standards are in place to ensure communication is easy for residents of all ages and abilities.
15. Ongoing collaboration with Access and Privacy and Legal Services on redactions and plan for future accessibility.
16. FOIPOP policies and procedures revised to promote easier access to information and records. Over the last year nine Freedom of Information requests processed for residents.
17. Commitment from Municipal Archives to continue building trust and relationships with residents.
18. Commitment to continue community education and outreach activities.
19. Purchased new publications for Reference Collection.
20. Archivist – Previously taken training/development:
 - Recovering Voices: Connecting Communities to Collections
 - Archiving as a Means of Liberation – Dr. Lynn Jones
21. Upcoming training/development for Archivist:
 - Description and Access for Anti-Black Archival Materials (June 2021).
 - Incorporating Indigenous Ways in Archival Policy and Procedure Development (June 2021).
 - Association of Canadian Archivists 2021 Conference – Home Improvement: Building Archives Through Change (June 2021).



Office of Diversity and Inclusion/ANSAIO (D&I/ANSAIO)

The chart below depicts the number of action items that Office of Diversity and Inclusion/ANSAIO reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity and Inclusion Framework goals.



In total, Office of Diversity and Inclusion/ANSAIO reported 5 action items and 32 results.

Inclusive Public Service

Action Items:

1. Ensure inclusive and equitable access to and benefit of, municipal services, programs and facilities.

Results:

1. Organized International Women's Day in collaboration with African Nova Scotian /Racially Visible Women's Network and Halifax Public



Library. The event was live-streamed with over 200 audience attending virtually.

2. D&I/ANSAIO is partnering with Engage Nova Scotia to develop a quantitative research analysis to better understand diverse women's quality of life in HRM using an intersectional approach.
3. A Gender Based Analysis Plus toolkit has been drafted to support HRM employees apply this analytical process to their work.
4. Drafted the Accessibility Strategy, as prescribed under the Provincial Accessibility Legislation, to be presented to Council in 2021.
5. In Collaboration with HRF Accessibility Awareness training taken by 735 employees (HRF).
6. Team facilitated conversation and educational sessions on the impact of Anti-Black Racism and how to combat it (7 with Transit/, 1 with CCS, 2 with Traffic Services, 2 with GREA, 2 with P&D, 1 with Solid waste around disengagement in connection to anti-Black Racism, add sessions with other business units.
7. Through Canada-Nova Scotia Agreement on French-language Services, French Services organized 3 French language training sessions for municipal employees (122 seats taken, totalling 360 hr). French services also organized 10 lunch and learn sessions on French language, French services and Acadian and Francophone communities, and 2 conversation sessions for French training participants.
8. Indigenous Services providing Blanket Exercise for business units. Indigenous history lesson developed in collaboration with HRF attended by 120 employees in Jun 2020 Indigenous Culture & Protocols material were developed. Mi'kmaq Language Lunch & Learn sessions were held during Mi'kmaq History Month.
9. Indigenous Advisor work in collaboration with Halifax Regional Libraries developed 6 indigenous virtual celebrations for Missing Murder Indigenous Women & Girls Awareness Day, Orange Shirt Day, Treaty Day, Indigenous Day, Indigenous History Month and Mi'kmaq History Month.



10. ANSAIO Speakers Series was developed to create a space to better understand the realities of African Nova Scotians (ANS) community, to challenge staff to embark on lifelong learning around cultural understanding and to encourage tangible actions in addressing disparity in HRM's engagement with the ANS community (6 sessions held, attended by 305 employees)
11. ANSAIO, in partnership with the Halifax Partnership supported the ANS community in the development of the Road to Economic Prosperity Plan (REPAC). The plan is aimed at helping to advance ANS economic development and community priorities. ANSAIO continues to support the advisory committee in organizing its membership and moving the implementation of the plan forward.
12. ANSAIO has been leading the municipality's effort to address anti-Black racism. Through the endorsement of the Chief Administrative Officer (CAO), ANSAIO facilitated a Working Group of Black employees to provide recommendation to the CAO on the path forward with addressing anti-Black Racism. ANSAIO is also leading an Anti-Black Racism Steering Committee who is guiding the efforts of the Municipality in the development of an HRM wide anti-Black Racism Strategy and Action Plan which will be presented to Regional Council by the end of 2021.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Facilitate the establishment of a diverse and inclusive workplace free of harassment, discrimination and systemic barriers.

Results:

1. The office continued offering the following training modules: Diversity and Inclusion: An Overview (3 sessions attended by 31 employees); Reaching Out from an Afrocentric Place (6 sessions attended by 111 employees); Going from Support to Inclusion was piloted with HR in the fall of 2020, and its first official offering was in Winter 2021; (2 sessions attended by 21 employees); and Towards Bias-Free



Practices (offered quarterly, winter session attended by 12 employees).

2. In collaboration with HRFE, the Office developed and launched a blended learning program called Building a Better Fire Service focused on gender inclusion. To date, 3 online modules have been offered and the Fire Service has achieved 100% completion of approximately 1000 employees completed the modules.
3. Created a 5-year Diversity and Inclusion Strategic Priorities and Action Plan with HRFE

Equitable Employment

Action Items:

1. Attract and retain a skilled workforce that reflects the diverse residents of the municipality.

Results:

1. Joined Employment Equity Program steering committee and working on Year one implementation plan.
2. Disseminated information on job fairs, recruitment campaigns and job postings to diverse community groups.
3. Cofacilitated Hiring certification for diverse panels- with HR (3 sessions attended by 25 employees).
4. Encouraged diverse community members to apply and connected them with networking opportunities within HRM as appropriate.
5. Advised Business Units on venues and agencies to hold career information sessions to reach diverse populations.
6. Reviewed interview questions to ensure language inclusivity and clarity as required.
7. Updated Diversity and Inclusion Interview Question Bank and rolled it out to HR
8. Sat in interview panels and provided feedback on the hiring process as required, as required.
9. Encouraged hiring managers to attend Towards Bias-Free Practices session.



10. Advised Halifax Regional Fire and Emergency on their equity focused recruitment drive in 2021.
11. Coordinated outreach and information sessions with several community partners to engage with underrepresented residents.

Meaningful Partnerships

Action Items:

1. Develop positive and respectful internal and external partnerships that contribute to inclusive decision making.

Results:

1. The African Nova Scotian Affairs Integration Office continued to provide advice to and support ANS focused Municipal projects including Beechville Development project, the Triple A bike project, the Africville accessibility project, Cogswell Redevelopment Project, Africville Interpretive Project, the Road to Economic Prosperity Action Plan, Pan-African Crosswalk in Cherry Brook, Maroon Commemoration, AKOMA development, Black Lives Matter Response and the Beechville Lakeside Timberlea Recreation Centre.
2. ANSAIO continued to foster relationship building and through active engagement internally and externally. Over the reporting period, ANSAIO was involved in over 200 community meetings and over 250 ANS focused internal meetings
3. Indigenous Services worked on creating links with Urban Indigenous community through the Cornwallis Taskforce, Participatory Cities Wji'wien, Windsor St. Junction, Cogswell Redevelopment, Mi'kmaq History Month Planning Committee, Treaty Day Committee and the Urban Indigenous Coalition.
4. Indigenous Services focused on relationship building, over 133 meetings were held with Indigenous Urban Communities & Organizations. Over 205 meetings were held with HRM Business Units seeking cultural or protocol guidance and support on building & fostering relationships building with Indigenous communities.



5. Local Immigration Partnership continued collaborating with community partners to ensure immigrants' benefit and engagement in municipal services and program.
6. French Services continued to support the work of the Halifax Acadian and Francophone Partnership to strengthen relationships and partnerships between the municipality and various Acadian and Francophone community stakeholders.

Accessible Information and Communication

Action Items:

1. Communicate both internally and externally, in a way that demonstrates, exemplifies and embodies our municipal diversity and inclusion values.

Results:

1. Through Canada-Nova Scotia Agreement on French-language Services, French Services, French Services continued offering French translation services. 17 communication items (29 736 words) produced by the municipality were translated. In addition, the French Services Advisor continued to complete urgent translation assignments for business units. 12 documents (1 922 words) were translated by the advisor.
2. Offered Mi'kmaw language translation services.
3. Collaborated with Corporate Communications to develop a GBA+ communications plans.
4. Increased frequency of communications around gender and women (i.e. National Day of Remembrance and Action on Violence against Women).
5. Actively communicate municipal programs, services and activities with HRM's diverse community.

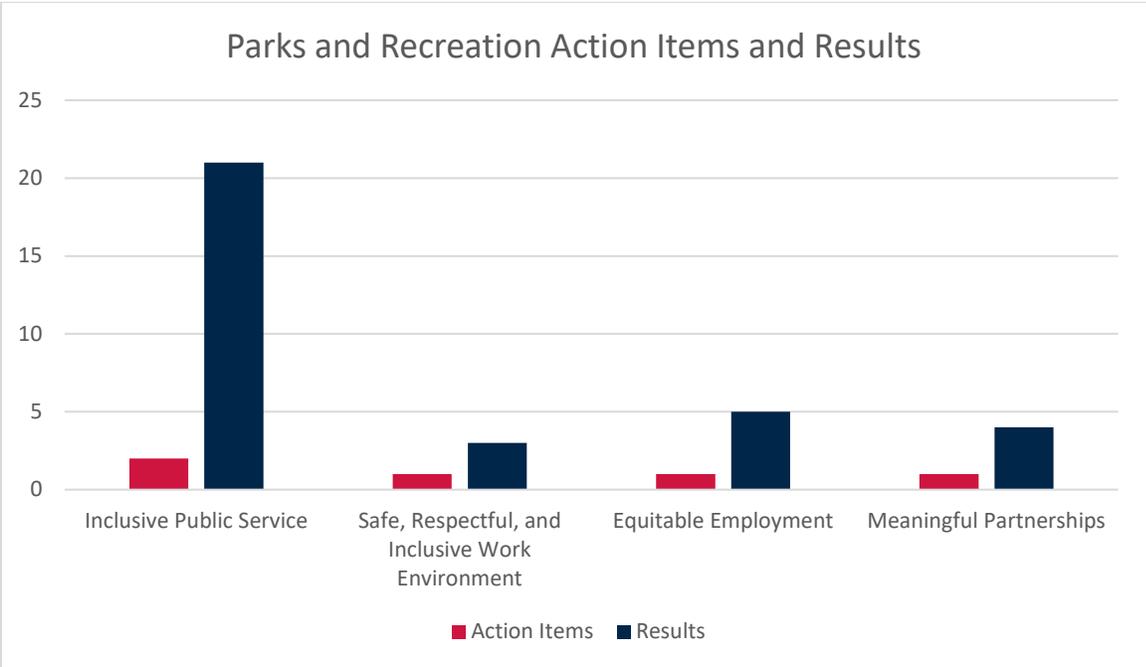
As mentioned in Action Item #6 under Inclusive Public Service, D&I/ANSAIO hosted an Anti-Black Racism session with GREA. The image



below was created as a result of that session, outlining some of the topics discussed.

Parks and Recreation

The chart below depicts the number of action items that Parks and Recreation reported for each of the five D&I framework goals, as well as the number of results of these action items that have been completed as of March 31st, 2021. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity and Inclusion Framework goals.



In total, Parks and Recreation reported 5 action items and 33 results.

Inclusive Public Service

Actions:

1. Focus on Affordability.
2. Focus on Supports and Adaptations.



Results:

1. Parks and Recreation is a participating partner in the Halifax Regional Municipality Affordable Access Program along with other Business Units.
2. Developed 20Hr position to assist with intake of patrons requiring inclusion support and to provide staff training.
3. Inclusion specialist took on the role of processing Affordable access applications along with the use of Cityworks, creating a more streamlined process.
4. Added one more Inclusion specialist, with a third inclusion specialist to be added in 2021.
5. Adapting Inclusion specialist roles to be more involved with each unit in a designated geographical area.
6. Participated in the review of the Halifax Common Master Plan to make adaptations for accessibility.
7. Purchased and installed a Portable Hoyer Lift at the Emera Oval, along with purchasing bikes.
8. Installed accessibility matts and Mobi Access Beach Chair at 3 beaches, with a fourth to be installed in 2021.
9. Purchased Lifejackets for patrons with disabilities.
10. Purchased a second Hippocampe All Terrain Wheelchair for lending.
11. Added Sensory equipment (kits) for summer camps.
12. Increased the number of aquatic one-on-one classes. for patrons requiring special considerations.
13. Virtual year round and summer Training Developed for Part time Staff.
14. 30 accessible picnic tables purchased and placed in various parks in 2020.
15. Accessible Public Washroom construction has begun at Fort Needham Memorial Park and Kiwanis Grahams Grove Park.
16. Budget approval for accessible inclusive playground to be installed at Harbourview Elementary School Park in 2021.



17. All new playgrounds are constructed with an accessible safety surface and the majority have inclusive components.
18. Developed a series of “Ready for Rec” programming to support Children/Youth.
19. Added NBA Wheelchair Basketball program.
20. Hosted All Bodies Swims.
21. Hosted Women’s Only Swims.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Focus on Staff Training

Results:

1. Two staff completed an internationally acclaimed training course called “Hard Conversations: Whiteness, Race, and Social Justice”
2. Two new Inclusion and Access Specialist hired within Recreation are Certified Therapeutic Recreation Specialists
3. Three staff within Recreation are now trained as Instructors for the Crisis Prevention Institute to offer training to staff year-round

Equitable Employment

Action Items:

1. Diversify Workforce

Results:

1. Recruited intern through ISANS internship with Parks Division to assist in developing internal customer service processes.
2. Increased diversity in our management team in all employment equity areas.
3. Supported students in the area of internships/employment and volunteer opportunities.
4. Supported a staff person (Youth Advocate Worker) to take on a leadership team role in the HRM Anti-Black Racism project.



5. Supported a staff person who participated in the Aspiring Leaders Program African Nova Scotian Cohort to take a 90-day term in a pilot managerial job shadowing initiative.

Meaningful Partnerships

Action Items:

1. Focus on Community Services and Partnerships.

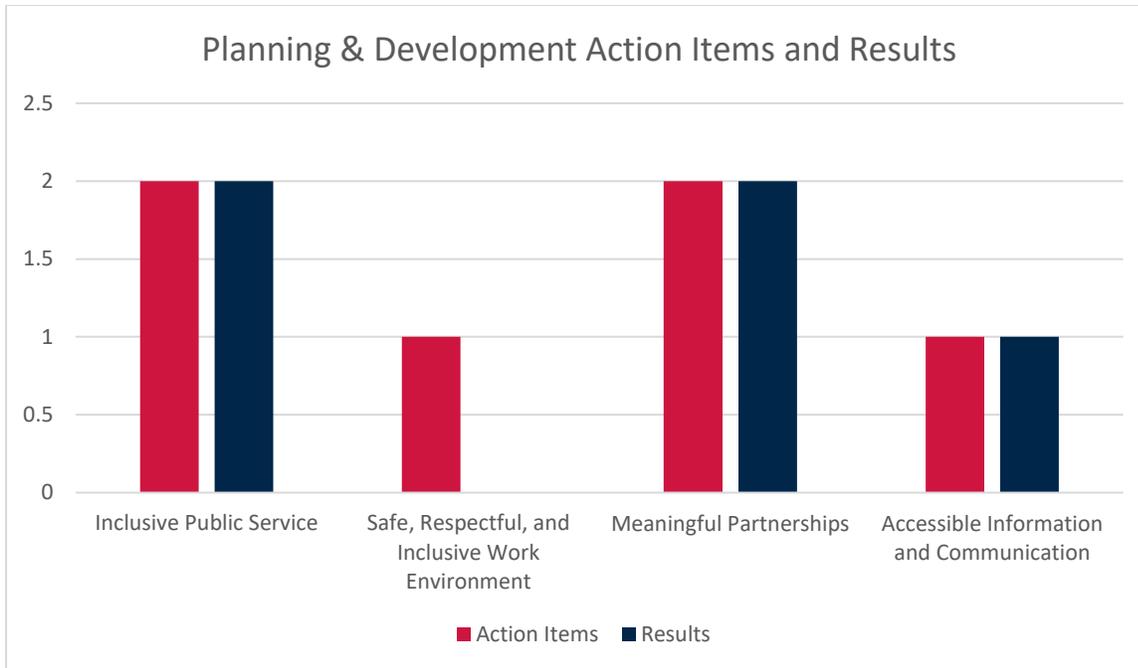
Results:

1. Partnered with parasport for Beach accessibility audits, aquatic inclusion programming and wheel chair basketball.
2. Worked with ISANS and YMCA to help newcomers get access to programs.
3. Working with Lifesaving Society to create more inclusion training and tools.
4. Accessible Parks Facilities and assets audits will continue to set benchmark for built environment standards.

Planning & Development

The chart below depicts the number of action items that Planning & Development reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity and Inclusion Framework goals.





In total, Planning & Development report 6 action items and 5 results.

Inclusive Public Service

Action Items:

1. Remove policy barriers to affordable housing - removing unnecessary, inconsistent and outdated policy and regulatory barriers to Special Care Facilities/ Shared Housing and Secondary and Backyard Suites.
2. Participate in year two of a two-year nationally funded project, Local Energy Access Programs (LEAP).

Results:

1. Region wide amendments to permit Secondary and Backyard Suites accessory to low density residential uses were approved by Regional Council in September 2020. The Shared Housing report continues to be under technical review and will likely proceed in the early summer 2021. Staff completed the project requested by Regional Council to explore removing unnecessary, inconsistent and outdated policy and regulatory barriers to tiny home developments.



2. HRM participated in (LEAP), along with other Canadian cities to learn better how to design a program through a lens of equity and inclusion. A public energy poverty and equity map for Canada was created as part of this initiative.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Ensure all P&D front line staff complete Diversity & Inclusion training

Results:

Unable to complete this year due to COVID. This initiative will be carried over into the 21/22 business plan deliverables.

Meaningful Partnerships

Action Items:

1. Continue to partner with the Halifax Partnership and D&I/ANSAIO to identify methods to engage African NS communities in the development of planning documents
2. Support HRM's role in the promotion of food security and explore the development of a Halifax Food Action Plan in partnership with the Halifax Food Policy Alliance

Results:

1. Partnership with the Halifax Partnership and D&I/ANSAIO is ongoing.
2. HRM and the Halifax Food Policy Alliance are co-leading the development of JustFOOD: an action plan centered on food justice and ensuring that the local food system is prosperous and sustainable. A draft Framework has been developed, outlining food systems goals based on the principles of the Halifax Food Charter.



Accessible Information and Communication

Action Items:

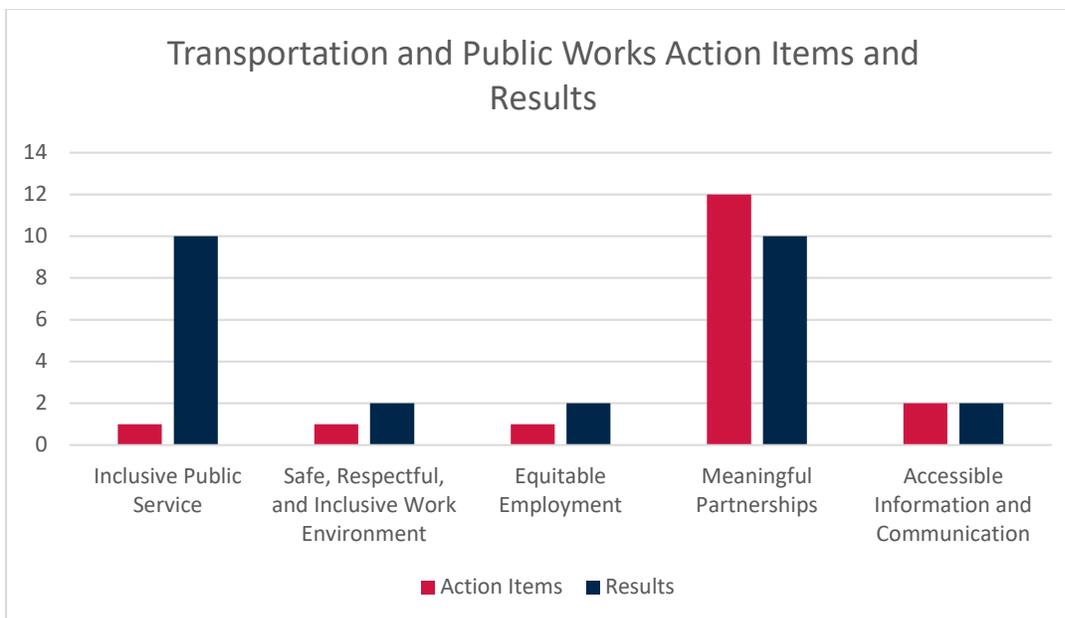
1. Revise communication and engagement process with diversity & inclusion as a core consideration, using information from best practice research conducted 2018-19.

Result:

1. The draft Guidebook has been reviewed by the P&D project team, and now is going through review with other internal and external partners. This work has been delayed by COVID. It is expected to come forward in mid-2021.

Transportation and Public Works

The chart below depicts the number of action items that Transportation and Public Works reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity and Inclusion Framework goals.



In total, Transportation and Public Works reported 17 action items and 28 results.

Inclusive Public Service

Action Items:

1. Provide opportunities for cultural competency education.

Results:

1. Supported community education to de-escalate racial and neighborhood dispute issues in the community.
2. Staff work with Council to respond to matters regarding planning in Hammonds Plains and service improvements in Lucasville.
3. Staff attended various Diversity related training and education opportunities.
4. The Micromobility Readiness Study demand analysis included an equity lens that considered income levels and designated groups in understanding locations for bikeshare and e-scooter share stations. Analysis considered income levels in communities.
5. Staff attended a presentation entitled “Spaces that work for me and spaces that don’t” which focused on accessibility to older adults and persons with vision loss.
6. Hosted a session with D&I/ANSAIO on recognizing disengagement with communities.
7. Creation of a temporary, two-person, accessibility focused hand crew / team to clear snow from pedestrian ramps and ensure access to push buttons.
8. Adjusted the programming of Accessible Pedestrian Signals at all locations to remove the requirement for the push button to be held for 3 seconds to activate the audible tone and allow for single press activation.
9. Developing a process to test all Accessible Pedestrian Signals (push buttons) monthly.
10. Implemented Social Value Procurement language in consultation with D&I related to workforce development for equity seeking groups.



Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Focus on Safe Spaces.

Results:

1. Commissioned the design of and ordered “safe space” stickers for new location in consultation with D&I/ANSAIO.
2. Hosted talking circle facilitated session with staff from D&I on anti-black racism.

Equitable Employment

Action Items:

1. Diversity workforce.

Results:

1. Hired a temporary employee via the ISANS internship program.
2. Hired a new non-union employee using a designated position.

Meaningful Partnerships

Action Items:

1. Mitigate impacts of the transportation system on projects in the right of way.
2. Develop succession plans that optimize staff capacity and stabilize service to citizens.
3. Develop a performance measurement framework that improves service delivery and links performance to Regional Council's strategic priorities.
4. Build on the curbside priority chart, Parking Services will implement curbside management principles in the Spring Garden Business District in anticipation of the complete street transformation project.
5. Lead the review and development/ update of Winter Operations service standards.



6. With Human Resources support, Road Operations and Construction will complete an assessment of supervisory burden including spans of control within business functions to reduce risk and improve performance.
7. Issue and score the Request for Proposal (RFP) and Project Agreement for the delivery of the 60,000 tonne organics management program.
8. Traffic Management will continue to lead consultation process for the development of the Traffic Safety Act regulations and advocate for changes that align with municipal best practices in the Province of Nova Scotia.
9. To enhance accountability and consolidate updates to the CAO and Regional Council, a Project Management Office (PMO) will be explored to oversee complex transportation construction projects.
10. Parking Services will develop accessible parking guidelines. Staff will work with the Province of Nova Scotia to improve the accessible permit program.
11. The Active Transportation Planning group is conducting planning projects in six African Nova Scotian Communities.

Results:

1. Established a Integrated Mobility Plan (IMP) working group that includes Parking Services, Active Transportation, Strategic Transportation Program and Transit to focus on equity and inclusion.
2. North Preston Active Transportation Planning process: Formed a community group to advise on the project. Special consultant materials were created relevant to North Preston Community. Provided honorariums to community members to assist with engagement.
3. East Preston Greenway design: Working directly with the community-based group to gather views on facility options.
4. Africville Active Transportation connections project. Following a petition submitted by Africville Museum, staff is working to identify



best options to implement safer and more comfortable Active Transportation connections to the rest of the community. Staff is collaborating on a consultation process looking at broader transportation connections into the site in conjunction with the Windsor Street Exchange Project.

5. Active Transportation team partnered with the PLANifax project to produce a video to support increased knowledge of the Africville Active Transportation connections project.
6. Partnering with Halifax Transit to identify and address bus stops that are currently inaccessible.
7. Winter Operations Service Standards created for push buttons to match the priority of the ramp.
8. Creation of P1 Winter Operations Service Standards for designated sidewalks for schools and health centres.
9. Winter Operations Service Standards created for protected bike lanes and local street bikeways to correspond with adjacent street priority.
10. Draft Accessible Parking standards are nearing completion and will be presented to the Accessibility Advisory Committee in 2021.
11. Project Planning and Design in partnership with Planning & Development engagement with D&I regarding the new Halifax Complete Streets Guidelines (Red Book)
12. Provided feedback on the Provincial Built Environment Regulation recommendations and have begun or continue to apply the recommendations.

Accessible Information and Communication

Action Items:

1. Offer bilingual access at pay stations and multilingual access for ticker reviews.
2. Meet community language and accessibility needs

Results:

1. Parking Pay station offered in French and English, and ticket reviews offered in preferred language.



2. Created a how-to park safely pamphlet translated in Arabic for a Mosque in Fairview.



Members of D&I Champions' Table 2020-2021

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	Caroline Hemstock	Nadya-Lyse Pare, Kevin Reade, Jermaine Mombourquette
Halifax Regional Police	Cheryl Copage-Gehue	Amit Parasram
Halifax Transit	Huwaida Medani	Victoria Pierce-Goodland, Gagan Jaggie, Nathan Nobantu, Jacqueline Pepper, William Cutler
Government Relation & External Affairs	Ayo Aladejebi	Amy Sicilano, Paul Johnston
Human Resources	Melissa Myers	Erin Miller, Vion Rizzardo
Legal & Clerk Office	Melissa Myers	Sheryll Murphy
Parks & Recreation	Cheryl Copage-Gehue	Ray Walsh
Planning and Development	Mapfumo Chidzonga	Kate Greene
Transportation & Public Works	Ayo Aladejebi	Bev Audet



Members of D&I Champions' Table 2021-2022

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Finance, Asset Management, & ICT	Ziyan Yang	Lanna Prowse
Halifax Regional Fire & Emergency Service	Caroline Hemstock	Jermaine Mombourquette, Dave Meldrum
Halifax Regional Police	Cheryl Copage-Gehue	Craig Upshaw Kara Evans
Halifax Transit	Huwaida Medani	Victoria Pierce-Goodland, Gagan Jaggi, Nathan Nobantu, William Cutler
Government Relation & External Affairs	Ayo Aladejebi	Holly Richardson
Human Resources	Melissa Myers	Erin Miller, Vion Rizzardo
Legal & Clerk Office	Melissa Myers	Iain MacLean
Parks & Recreation	Cheryl Copage-Gehue	Nalini Naidoo, Angela Green, Ray Walsh
Planning and Development	Mapfumo Chidzonga	Rita Clarke Kate Greene
Transportation & Public Works	Ayo Aladejebi	Victoria Horne

