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Item No. 5
Halifax Regional Council
December 13, 2022

TO: Mayor Savage and Members of Halifax Regional Council

Original Signed

SUBMITTED BY:

Caroline Blair-Smith, Acting Chief Administrative Officer

DATE: December 5, 2022

SUBJECT: Diversity & Inclusion Framework Annual Report 2021/2022

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 2021/2022 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

There are no financial implications related to the content in this report.

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 3 (2021-2022)

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, Manager of Office of Diversity & Inclusion/ANSAIO, 902.4

Diversity & Inclusion Framework

Annual Report Year 3 (2021-2022)

Recognizing diversity and inclusion in our
organization and our communities



HALIFAX



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Background

At the Halifax Regional Municipality, we value diversity and inclusion in all that we do, think and pursue. We work to actively identify and dismantle 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 taking actions to eliminate barriers, so all 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 & Inclusion Framework

Established in August 2018, the municipality’s *Diversity & 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 & Inclusion Framework* drives diversity and inclusion at an operational business strategy level by transforming the Framework's goals into 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 & Inclusion Leadership Working Group

Established in 2017, the Diversity & Inclusion Leadership Working Group was the force behind the development of the *Diversity & Inclusion Framework*. The group is comprised of the Chief Administrative Officer and all business unit Executive Directors. The group advises on and monitors all matters related to the diversity and inclusion vision, mission, goals and deliverables.

In 2018, 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 the 2019-2020 fiscal year. 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, Halifax Regional Fire & Emergency and Planning & Development acknowledged the need to have Diversity & Inclusion advisors as integral part of their internal staff, while continuing to liaise with the Office of Diversity & Inclusion as required.

Diversity & 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 unit Executive Directors. Each business unit has one to four 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 monitor and report on the implementation of their business units' diversity and inclusion goals. As well, they build bridges within their business units, across the municipality and the community. They find and create opportunities to celebrate the diversity of the Halifax Regional Municipality. They liaise with the Office of Diversity & Inclusion and reach out to their respective Diversity & Inclusion Advisors as needed. They attend the Champion Table meetings and prepare Diversity & Inclusion reports. This report is the summary of elaborated updates provided by the business units' Champions.



Office of Diversity & Inclusion/ ANSAIO

The Office of Diversity & Inclusion/African Nova Scotian Affairs Integration Office (ANSAIO) provides leadership, strategic direction, policy advice,



professional development and expertise to all aspects of diversity and inclusion within the 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.



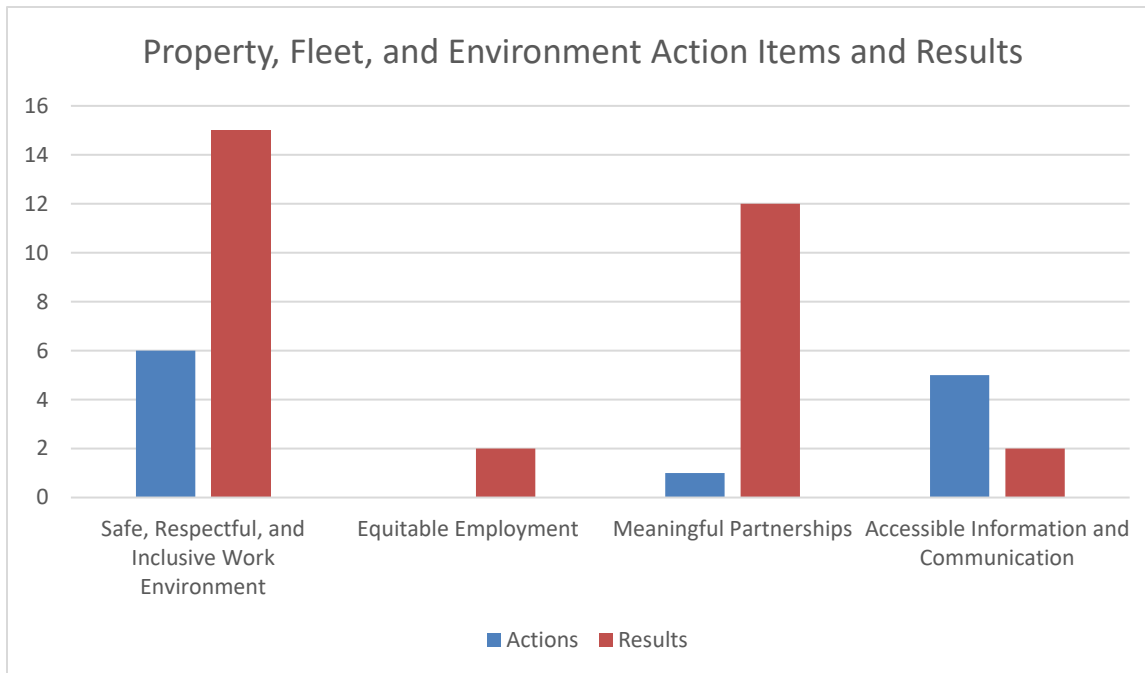
Business Unit D&I Goals and Achievements:

Property, Fleet & Environment (PFE)



Property, Fleet, and Environment (PFE)

The chart below depicts the number of action items that Property, Fleet, and Environment 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 & Inclusion Framework goals.



In total, Property, Fleet, and Environment reported a total of 12 action items and 31 results.

Safe, Respectful, and Inclusive Work Environment

Action Items:

Facility Design & Construction (FDC)

1. Conduct assessments on all PFE locations to determine opportunities for providing universal washrooms.
2. Incorporation of Diverse, Inclusive, Accessibility Principles to Built Environment Projects.

Corporate Accommodations



3. 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. Each project has been designed to meet federal B651-18 National Standard of Canada which exceeds current NS provincial building code. Each project also incorporates additional RHFAC program recommendations.
4. Design features include:
 - a. hard surface flooring,
 - b. wide corridors and aisleways,
 - c. high contrast finishes,
 - d. accessible sinks, counters, appliances, and outlets,
 - e. tactile and bilingual signage
 - f. multi sensory safety alarms
 - g. employee wellness rooms which also serve as prayer rooms or lactation rooms,
 - h. universal locker rooms & washrooms with accessible showers.
5. All workstations and office suites allow a minimum 5ft turn radius for accessibility and include ergonomic features such as a height adjustable worksurfaces, fully articulating dual monitor arms and adjustable keyboard trays.
6. Training to Employees

Result:

Facility Design & Construction (FDC)

1. PFE Universal Washrooms -The inventory of washrooms that could be potentially changed into universal washrooms at PFE locations was completed in 2020. Information on costing organized.
2. COVID-19 stalled further progress in this area during 2020, 2021. The project is on hold while FDC works with D&I to finalize universal washroom criteria. Project will need to be carried forward to 22/23.
3. Facility Design and Construction (FDC) Built Environments that include Consultations with D&I and/or Accessibility Focus:



4. Note: All Park washrooms are being designed with universal washrooms only.
5. Installation of Beach Mat at Penhorn Lake, providing accessible access to the lake - completed summer 2021.
6. Community and D&I office Consultation on FDC Projects: Africville Consultation - Africville Community Consultation re: Windsor Street Exchange and Macintosh Depot Project. Ongoing.
7. Accessibility Audits: Roster Call for Consultants to complete audits in 2-3 years issued and closes in late Oct. The goal is to complete accessibility audits at all HRM buildings, playgrounds, and parks in preparation for the 2030 Access by Design strategy for the NS Accessibility Act.
8. Rick Hansen Foundation Accessibility Certification (RHFAC): PFE currently has two employees certified. Two additional team members of FDC will be completing this training in Fall 2021.
9. Social Procurement: Finance introduced the Social Procurement Policy in 2021. This is focused ensuring RFPs/Tenders speak to the provision of Community Benefits objectives, Workforce Development and Supplier Diversity. FDC has included Social procurement in the following tenders/RFPS: Alderney Gate Upgrade projects, Fire Station #2, Grahams Grove Facility, Halifax Commons Aquatics, MacIntosh Depot, Needham Park washrooms, Ragged Lake Transit Centre expansion, Turner Drive Fuel Depot.
10. Implementation: To date, HRM Space and Furniture Standards have been successfully implemented in 9 administrative office projects. By March 2022, the Standards will have been applied to approximately 175,000 square feet of renovated space and over 850 staff.
11. HRM Space and Furniture Standards have also been applied to the design of several new operational projects including the new Mackintosh Depot and HRFE HQ.
12. 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, starting with the Alderney Gate 6th Floor renovation completed in 2020.

13. Process Improvements: Accommodations staff have developed a document explaining Inclusive Design* and highlighting the elements incorporated in each project. This document is included in the Welcome Package provided to each staff member when they move to their new space and is also available on the Corporate Accommodations intranet page.
14. Corporate Fleet has been collaborating with HRM Corporate Training with the creation of a new training titled “Building A Better Public Service”. This training is intended to provide advanced education and understanding in topics such as: accessibility awareness, Values, Gender inclusive language, harassment, combatting bias, practices for fostering gender inclusion.
15. With COVID restrictions being lifted March 21, in consultation with Corporate Training, the scheduling of this training will be facilitated in April 2022.

Equitable Employment

Action Item:

Results:

1. Utilizing the Fair Hiring Policy, the HR Generalist & HRBP ensure our staffing planning includes discussion with hiring managers on Preferred and Designated recruitment.
2. In the past year, the number of PFE Job Postings listed as ‘Designated’ or ‘Preferred’ are as follows: Designated: 1; Preferred: 8, resulting in 3 candidates from employee equity groups being hired in PFE positions. This includes diverse hires for the positions of Fleet Service Advisor and Business Analyst in the Corporate Fleet division.

Meaningful Partnerships

Action Items:



1. Several CCS Service Areas will develop partnerships with educational institutions and communities.

Results:

FMO/Corporate Fleet

1. **Skilled Trades Virtual Information Session - Nov 10/21.** FMO & Corporate Fleet partnered with HR and D&I to organize this virtual session for the promotion and education of careers in skilled trades in HRM to diverse audience. The presenters included supervisors and employees of both divisions. The main link is with ISANS. Event was promoted via HRM social media.
2. **NS Apprenticeship Program---***PFE discussed opportunities/challenges of this program with HRBP-Recruitment, Erin Miller, who plans to initiate a task force to work with NS Apprenticeship on solutions, including HR and managers. Status March 2022-* Municipal Fleet is currently working with Erin Miller to update the current CUPE MOU in the collective agreement in preparation of upcoming bargaining negotiations, to create apprentice opportunities in our skilled trades. This is in response to recognizing the existing industry shortage and projected to become more challenging in the years to come as many skilled trades persons retire. The current MOU is outdated.

Customer Contact Centres

1. **French Services Fair DansMaVille—September 2021—**The objective is to allow members of the Acadian and Francophone community to discover existing French language services and to give visibility to Francophone and/or Acadian businesses and organizations in the Halifax area. CDÉNÉ produced a series of short videos featuring representatives of businesses and organizations to promote the many services available in French in the Halifax area. **311 made a French video to promote 311 services among**



Francophone residents which was included by CDENE in the video series.

2. Working with the **Province of NS** to assist in **supporting the promotion of the Heating Assistance Rebate Program to low-income customers of Halifax Regional Municipality** with the cost of home heating rebates.
3. Kim Jollimore, Director of Customer Contact Centres participated in the **Accessibility Advisory Committee's Annual Town Hall** November 10, 2021

PFE as a Whole

1. **Community Circles**---PFE works with Ziyen to find opportunities for participation. (focused on 311 education)
2. **Talking Circle/Sessions**---PFE works with Ziyen and D&I to arrange education and conversation for our Management team, on topics such as Anti-Black Racism, Indigenous topics, Accessibility, etc.

Most Recent/Upcoming at PFE:

1. **"Indigenous Perspectives"** - On Sept 21/21, D&I Advisor, Cheryl Copage-Gehue attended PFE Management session to present on Indigenous Perspectives covering Treaty Education, History, Residential school impacts.
2. **"African NS Virtual Community Circle"**- On Oct 13, 2021. This session focused on presenting the African NS community groups with information on employment at HRM and promoting these opportunities. BUs participating included Parks & Rec, P&D, and PFE with representation by Danielle Paris (Coordinator at Corporate Fleet) who was one of the presenters. This session focused on Working in HRM.
3. **African Heritage Film and Discussion-** On **March 30, 2022**. In honour of **African Heritage** month theme *Through Our Eyes: The Voices of African Nova Scotians*, the PFE extended management team welcomed **Tamar Brown, Senior Advisor, African NS Affairs**



Integration Office (ANSAIO) join us to screen the film "**Africville- Can't Stop Now**", followed by discussion (also in attendance was a former resident of Africville).

4. **Indigenous Blanket Exercise with D&I Advisors for PFE**
Management is booked for Sept 27/22.

Accessible Information and Communication

Action Items:

1. Communication tools and products to promote diversity and inclusion
2. Increased number of external promotional tools supporting diversity and inclusion initiatives.
3. Promote Diversity within our Business Unit.
4. Optimize the Affordable Access Program
5. Streamline the application intake of the affordable access program to speed internal processing and to make it easier for clients to apply for the program and annually renew their application.

Results:

1. PFE Divisions---Introduced internal mini newsletter template, which will be use for regular communications to the employees in a division from Directors of Corporate Fleet and Corporate Real Estate (making information more accessible to frontline employees).
2. Internal work continues to optimize the Affordable Access Program process for clients. To fully optimize the application process, funding will be required to implement system changes.



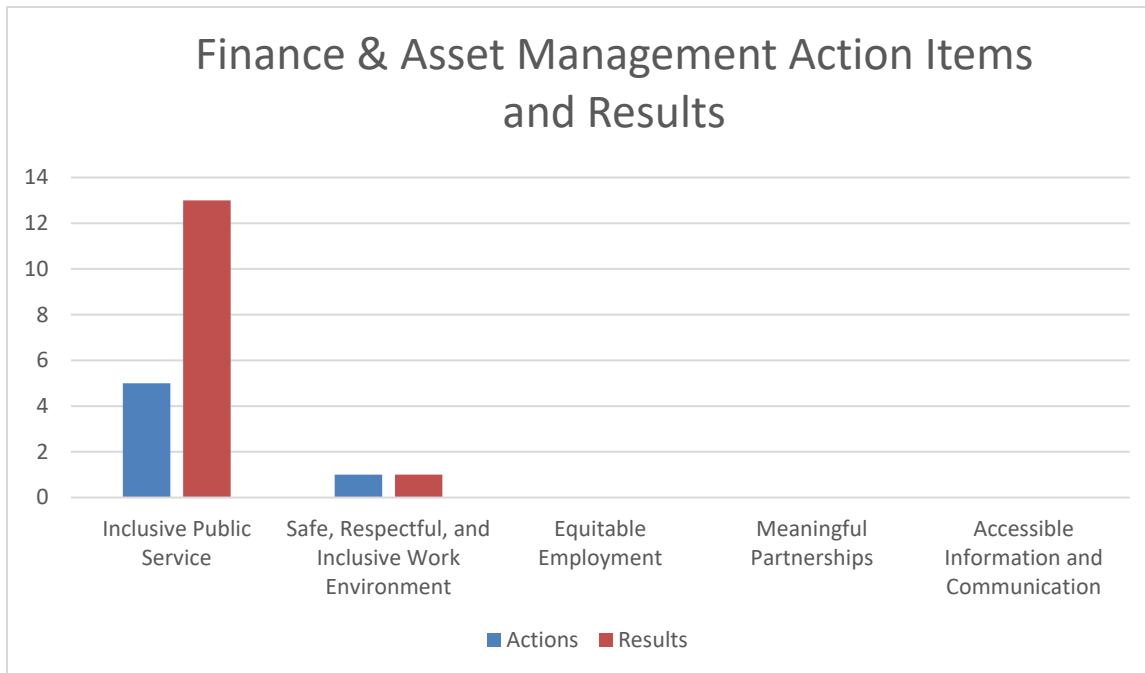
Business Unit D&I Goals and Achievements:

Finance & Asset Management (FAM)



Finance & Asset Management

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 & Inclusion Framework goals.



In total, Finance & Asset Management reported 6 action items and 14 results.

Inclusive Public Service

Action Items:

1. Community Visioning Engagement: Working with multiple stakeholders Corporate Planning will undertake an extensive community engagement to determine a 20-yr Vision for HRM as well as the community engaged. This engagement will focus on community future state, community priorities and extensive review of the elements of services delivered to communities to assist in determination of service priorities.



2. Community Grants Program Re-Design: Review of Community Grants Program in relation to other municipal grants programs and in relation to HRM 5-Year Strategic Priorities Plan. Re-design includes communications, navigation, funding priorities, and revised program materials to enhance access.
3. Anti-Black Racism Grants Program: Assistance provided to Diversity & Inclusion office staff.
4. Administrative Order 50: Response to an unsolicited request for the subdivision and donation of a defined portion of HRM park land.
5. Optimize the Affordable Access Program: Streamline the application intake of the affordable access program to speed internal processing and to make it easier for clients to apply for the program and annually renew their application.

Results:

Community Visioning Engagement

1. The 20-Year Community Vision is in development. A jurisdictional scan of Canadian and international municipalities has been completed and results presented to the CAO.
2. In the meantime, the municipality is conducting the 2021 Resident Survey in August / September with an expanded invitation process to encourage increased participation from all HRM communities.
3. 2021 Resident Survey closed on Sept 24th, a Regional Council Report with findings on approach will be publicly available Nov 23rd.
4. 2021 Resident Survey results are now available on Halifax.ca. Work will begin on the Community Vision document (a compilation of all existing strategies), as well internal stakeholder engagement will commence Q2 2022/23. A recommendation report on the approach will be provided to Regional Council in Q3 2022/23. *This initiative was put on as an under item for the BAL (budget adjustment list.) It was not selected in the process therefore not funded in the 2022/23 Budget.



Community Grants Program Re-Design

5. The Grants division hired a Bridging the Gap” intern to work on program design. A workplan was developed.
6. Communications strategy enhanced.
7. Methodology for external stakeholder input to draft re-design will be developed

Anti-Black Racism Grants Program

8. Responded to request to review draft program.

Administrative Order 50

9. Regional Council approval of less than market value consideration regarding conveyance of a portion of the North Preston Community Centre Park to abutting non-profit child-care service provider.

Optimize the Affordable Access Program

10. Internal work continues to optimize the Affordable Access Program process for clients. To fully optimize the application process, funding will be required to implement system changes.
11. This work continues investigating the most appropriate way to re-design this process for clients.
12. A position has been staffed that will be tasked with moving this redesign forward.
13. The position tasked to move this redesign forward is hired and undergoing onboarding to bring them up to speed to begin this work..

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Promote Diversity within our Business Unit.

Results:

1. As FAM BU Champions we communicate and promote all Diversity related material. We encourage our employees to participate in



training opportunities, virtual events, speaker series and celebrations in our communities.



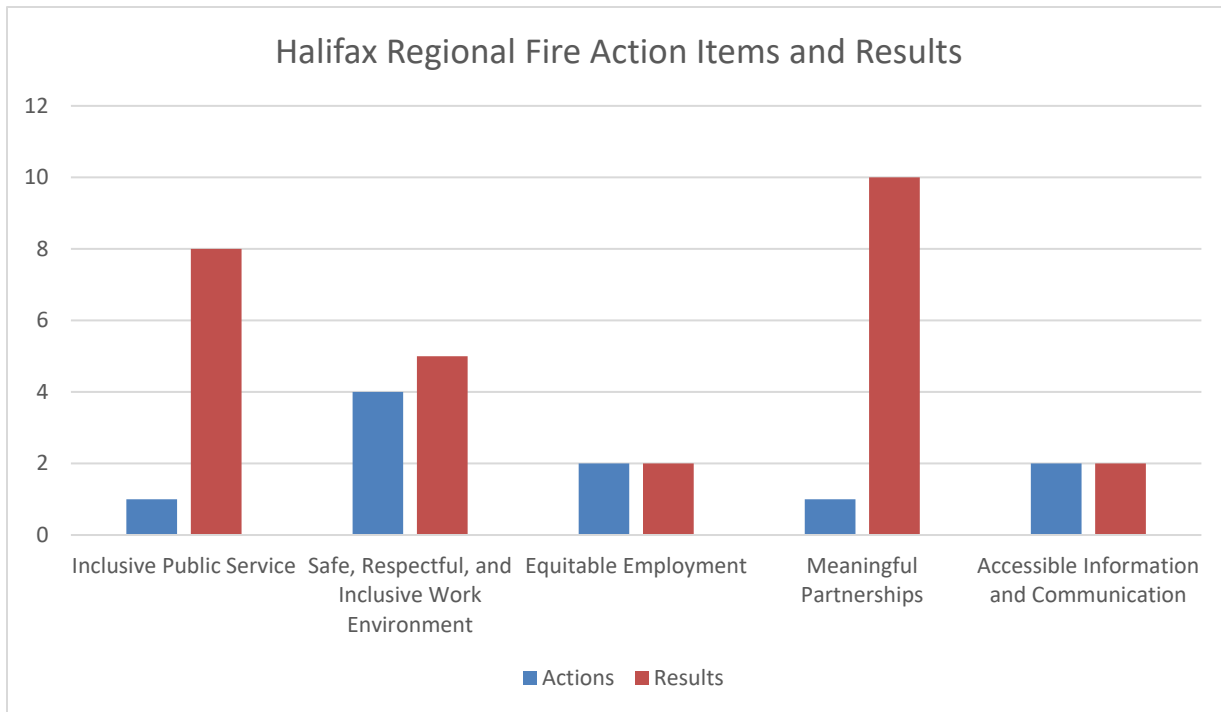
Business Unit D&I Goals and Achievements:

Halifax Regional Fire & Emergency (HRFE)



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 & Inclusion Framework goals.



In total, HRFE reported 10 action items and 27 results.

Inclusive Public Service

Action Items:

1. HRFE members participate in mandatory gender inclusion training.

Results:

1. Indigenous Cultures Lesson completed by 90% of HRFE members
2. Lesson 4A completed by 83% of HRFE members.
3. 20 new career recruits participate in full day D & I Overview training.



4. 20 new career recruits participated in full day workplace and sexual harassment training.
5. Display of orange flags on select fire trucks for Orange Shirt Day.
6. Lunch and Learn at Headquarters with live streaming of Senator Wanda Thomas Bernard on anti-racism and Emancipation Day.
7. Purchase, sale and use of progressive pride flag on t-shirts for HRFE members. Proceeds donated to Halifax Pride and local 2SLGBTQ+ businesses.
8. Chief Directive issued to HRFE members to encourage them to wear orange shirts or Moosehide Pins to commemorate National Day for Truth and Reconciliation.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. HRFE senior leadership, management and supervisors begin cultural proficiency assessments.
2. Collective bargaining process to be informed by internal inclusion and equity expertise.
3. D&I measurables included in all Mandates and My Action Plans (MAPs) for senior officers and leaders.
4. Continue supporting both Outreach and Culture and Inclusion Advisory Committees.

Results:

1. Fire strategic team Assessments completed by CCDI. Individual training plans provided and training continues
2. Collective bargaining is underway
3. Employee engagement initiative for Pride which included a customized quiz, learning opportunities and prizes
4. Increased engagement with partners and residents in Spryfield, Uniacke Park, Cherry Brook, and Mulgrave Park
5. Circle and smudging held with elders, HRFE members and union to honour residential school survivors.



Equitable Employment

Action Items:

1. Competency & Equity based recruitment process and diverse interview panels with bias training.
2. Measure impact of outreach initiatives.

Results:

1. HRFE hired 20 new firefighters who reflect the diversity of our communities. This is a first class of new employees hired with a competency and equity-based recruiting approach.
2. Planned after recruitment.

Meaningful Partnerships

Action Items:

1. Community Engagement Strategy, Action Plan & Community Partnership Map Evaluation Plan to measure impact of outreach and engagement on recruitment.

Results:

1. Joint initiatives with HRP (Diversity Office)
2. Joint initiatives with Housing
3. Joint Initiatives with Mulgrave Park & Uniacke Square
4. Emancipation Day celebration/BBQ (AKOMA)
5. Strengthening ties with Mi'kmaw Native Friendship Center
6. Collaboration with Sobey's for Pride Event
7. Participation in HRM's Truth and Reconciliation Planning Committee
8. Continued Partnership with ISANS.
9. Partnership with Halifax Libraries/halifACT - created newcomer emergency kits and we are actioning this again now. We will be extending this program to be provided in Arabic and Ukrainian.
10. Continuing to work with Mulgrave Park and the Preston communities on emergency planning and tailoring the needs to the communities. This is being extended to other vulnerable areas of HRM this year.



Public Education sessions with ISANS for Fire Prevention and Emergency Management are ongoing.

Accessible Information and Communication

Action Items:

1. HRFE representative participates in internal HRM Accessibility Strategy Task Force
2. Communicate commitment to diversity, inclusion and equity related initiatives.

Results:

1. Information gathering and sharing with participating members and Business Units
2. Frequent internal and external communication about diversity, inclusion and equity via emails with HRFE members and on social media with residents and community members.



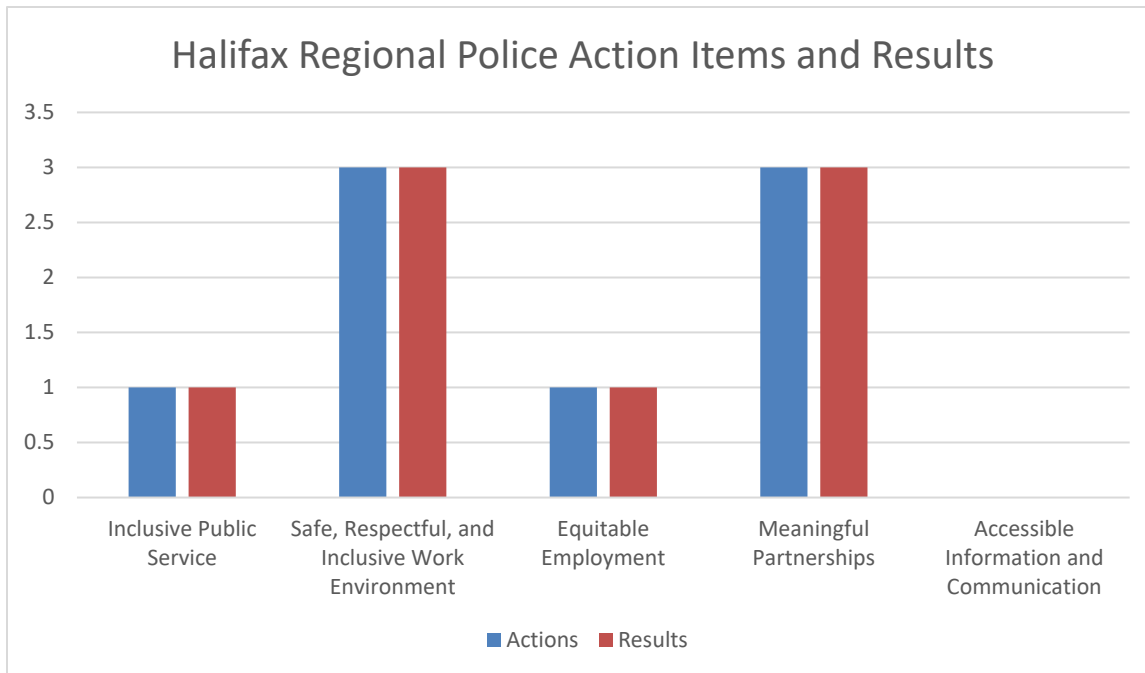
Business Unit D&I Goals and Achievements:

Halifax Regional Police (HRP)



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 & Inclusion Framework goals.



In total, Halifax Regional Police reported 8 action items and 8 results.

Inclusive Public Service

Action Items:

1. Journey to Change Anti-Black Racism Training created with direct involvement of ANS community leaders and educators. One of the key areas of focus for the training is to help officers understand important realities like the lived experience of racialized communities and reflecting on the impact of anti-black racism.

Results:



1. Journey to Change continues to be offered on a regular basis and has received positive feedback from both HRP members and the community presenters and stakeholders. Three sessions have been offered so far, including one to HRP's new cadet class. Further sessions will be offered.
2. Journey to Change Training continues to run with a session completed in December 2021. The training was well received from participants, receiving positive feedback from both civilian and sworn officers. Another session is planned for January 2022 (COVID dependent).

Safe, Respectful, and Inclusive Work Environment

Action items:

1. Identified leads for an Internal Support Network for 2SLGBTQ+ officers within HRP. Diversity Officer will be supporting the creation of this network.
2. HRP is taking part in the Accessibility Task Force currently managed by HRM's Diversity and Inclusion Office. The Accessibility Task Force's purpose is to bring various HRM Business Units together with the mandate to make Halifax more accessible by 2030. The Task Force is working on specific action items that were developed from HRM's Diversity and Inclusion Strategy. HRP will focus on examining HRP buildings and training to ensure we are meeting the accessibility needs of the community.
3. The See Myself Campaign has been developed in consultation with HRP employees and management. The project aims to redesign certain spaces within HRP buildings to better reflect employees with diverse backgrounds as well as diverse community members accessing those areas. The project will see photographs of past and present employees who represent a variety of diverse backgrounds displayed in certain areas of HRP buildings. The aim is to make employees and community members feel safer and more accepted by seeing themselves in HRP spaces.



Results:

1. Supt. Simmonds and Cst. Goldsmith are currently sitting on the Internal Built Environment Subcommittee, with the first virtual meeting being held on January 13th. The development of the subcommittee happened in December 2021 and the focus so far has been on familiarization with the Diversity and Inclusion Strategic Plan and the action items which HRP will be involved in.
2. The See Myself Campaign is currently well underway with almost 20 different past and present employees selected for the features. The majority of materials have been compiled and the project has reached the late stages of design. The project is being managed by the HRP Diversity Officer.
3. In early stages at this point. Officer feedback is currently being solicited.

Equitable Employment

Action Items:

1. The role of the Francophone Officers is currently being reviewed by HRP with the intention to expand and shape a French strategy to build on in the future. We will be engaged with HRM Diversity and Inclusion Office on this.

Results:

1. The HRP Diversity Officer in the initial stages of review of the Francophone Officers role and will be developing a plan for expansion and structure

Meaningful Partnerships

Action Items:

1. With the COVID-19 pandemic limiting community outreach programs currently, HRP has taken the opportunity to examine our current Youth Outreach Initiatives with the goal of building on existing programs as well as creating new initiatives.



2. Marketing for the upcoming recruit class was mostly virtual this year due to the pandemic. HRP worked with various community partners as well as with HRM D&I office to make various connections with community representatives.
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 committee. In addition, HRP has developed Hate Incident Task Team, and is currently developing a program to appropriately identify and investigate hate incidents in HRM.

Results:

1. For HRP to take-action on hate-motivated incidents in our community, it's important for HRP to properly record and identify these occurrences. We are now introducing some additional aspects to the way in which we respond to incidents where there is hate, bias or prejudice suspected or alleged.
2. Meetings are scheduled in January with Community Resource Officers, Community Relations and Crime Prevention Officers, as well as Operational Management team members to begin an evaluation process of programs already offered and developed by the organization.
3. New HRP Cadet class began June 2021, with partnerships with various stakeholders in the community, which resulted in one of HRP's most diverse cadet classes. The class consists of 40% women, 30% racially visible, and two self-identify as being members of the 2LGBTQ+ community.



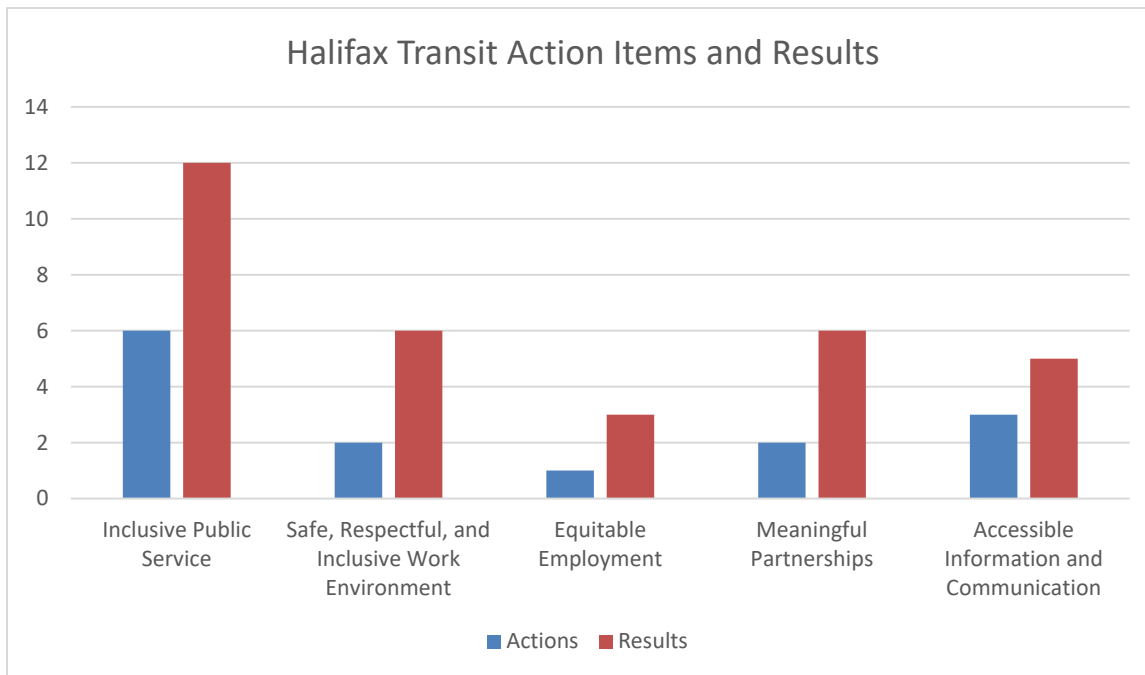
Business Unit D&I Goals and Achievements:

Halifax Transit



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 & Inclusion Framework goals.



In total, Halifax Transit reported 14 action items and 32 results.

Inclusive Public Service

Action Items:

1. Bring awareness as well as support Indigenous peoples who were and continue to be impacted by the residential school system.
2. Bus Wrap to commemorate Pride.
3. Anti-Black Racism Strategy & Action Plan.
4. Activities to bring awareness as well as recognition of the residential schools' discoveries.



5. Examine and implement ways to make Transit more accessible for all.
6. Implement programs to assist residents who may need financial support to ride Transit.

Results:

1. Wear Orange - May 31st was designated as a day employees could wear orange in recognition of the residential school discoveries.
2. Moment of Silence – May 31st at 2:15 all, operators asked to pull over in a safe location for two minutes to remember and honour the children who were impacted by the residential school system.
3. New “Every Child Matters” Destination Sign became available to operators beginning July 8.
4. Designed and installed bus wrap to commemorate Pride Month.
5. Provided Pride flag themed masks to employees.
6. Completed and installed the anti-racism bus wrap.
7. Partnered with D&I, Halifax Libraries and ANSAIO to design and install the African Heritage Month bus wrap as well as Behind the Driver Signs on conventional buses to commemorate African Heritage Month. Additionally, Transit flew the Pan-African Flag on ferries for the month of February and promoted African Heritage Month via social media.
8. Assisted with Accessible Taxi-like Style Service engagement campaign to help implement an increase in accessible transportation in HRM to better meet the needs of residents.
9. After hearing recipients’ sensitivity in referring to the “Low-Income Transit Pass” in public, the name of the program was changed to “Affordable Access Transit Pass” to be more inclusive and respectful.
10. Discounted Bulk Transit Fares program was approved and will be implemented to offer discounted fares to non-profit and charitable organizations as well as organizations hosting large events in HRM.
11. The 2021-22 Student Transit Pass Pilot Program provides free, annual transit passes to students from four local high schools to use



on all Halifax Transit conventional buses, Access-A-Bus, and ferries during the 2021-2022 school year.

12. Currently developing an in-person accessibility training program for newcomers and those with disabilities to help improve their experience and access to public transportation in the municipality. A public education piece will also be included in this.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Activities to bring awareness as well as recognition of the residential school discoveries.
2. Promote key principles and expectations of our passengers with focus on the values of Safety, Courtesy, and Respect.

Results:

1. Implementation of Transit Code in August 2021 with initial focus on anti-racism and zero tolerance for racism on Halifax Transit.
2. Development of signage and planned install of Transit Code signage at all transit facilities. This includes prohibited conduct signage to promote passenger and employee safety.
3. Transit Code key principles promoted via social media and through signage on transit and shelters.
4. Development of Anti-Sexual Harassment campaign as part of Transit Code Prohibited Conduct stream.
5. New D&I program, Becoming an Ally, is now part of Basic Operator Training, beginning November 2021. Implemented as a continuous training module for Bus Operators, with the first sessions in March 2022. Future considerations to have peer facilitators partner with trainers to present to all Halifax Transit employees.
6. Guest speakers for the BOT based on the calendar of events started in March 2022. Sgt Craig Smith gave a presentation on the history of African Nova Scotians.



Equitable Employment

Action Items:

1. Diversify our workforce to accurately represent HRM's population.

Results:

1. Ongoing – discussions underway to promote recruitment of more female bus operators as well diversity within the truck and transport mechanic employee group for Transit Fleet.
2. Transit Fleet made changes to the qualifications, removing the barrier for recent graduates to be considered for the position and enabling increased interest from women and other minority groups.
3. Recruitment initiatives promoted via social media.

Meaningful Partnerships

Action Items:

1. Engage with other business units.
2. Engage with community organizations.

Results:

1. Preliminary explorative conversation on possibilities of removing potential barriers hindering increase in Indigenous community members recruitment.
2. Engaged with multiple organizations and community partners to expose any barriers that newcomers may face when accessing transit. Also explored ways to better engage with a broader client base for the How to Ride Transit program and other transit programs in the future. A report was compiled with our findings.
3. Partnered with East Preston Family Resource Centre to promote & encourage residents to participate in the Route 401 engagement survey to inform route changes.
4. Partnered with IKEA, KENT, and the Greater Burnside Business Association to promote and encourage their employees as well as



- residents in HRM to participate in the Bus Routes in Burnside & Dartmouth Crossing Engagement to inform potential route changes.
5. Partnered with accessibility advocates, organizations, and stakeholders on the Accessible Taxi-like Style Service engagement to inform the potential implementation of additional Accessible Taxis in HRM.
 6. Partnered with Ukrainian Canadian Congress Nova Scotia Branch to display “Stand with Ukraine” message on destination signs

Accessible Information and Communication

Action Items:

1. Access to D&I information for Transit employees.
2. Develop informational materials in multiple languages.
3. Promote or inform residents via multiple platforms to better reach and inform our diverse population.

Results:

1. Ongoing - Exploring effective ways to increase access to diversity and inclusion information for Transit Employees including dedicated bulletin boards for D&I educational materials.
2. Developed How to Ride Transit brochures and videos in multiple languages.
3. Developed route changes videos and brochures in multiple languages.
4. Promoted major route changes via multiple platforms to engage and reach a diverse audience. This was shared via newspaper ads, radio, direct resident mail-outs, posters, pop up events throughout HRM, social media, online and tv ads.
5. Created a new interactive Retail Partner online map on the transit website to assist users in locating where to purchase tickets and passes.



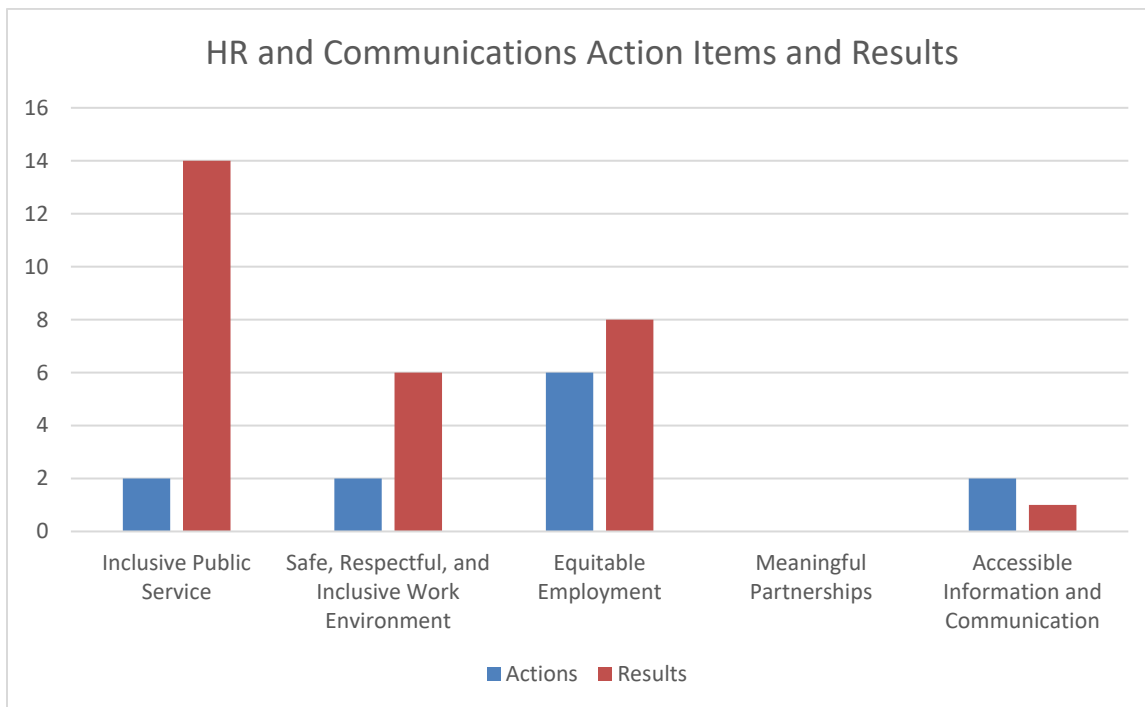
Business Unit D&I Goals and Achievements:

Human Resources & Corporate Communications (HR&CC)



Human Resources & Corporate Communications (HR&CC)

The chart below depicts the number of action items that Human Resources & Corporate Communications 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 & Inclusion Framework goals.



In total, Human Resources & Corporate Communications reported 12 action items and 29 results.

Inclusive Public Service

Action Items:

1. To support and promote municipal efforts focused on building welcoming, inclusive communities.
2. To build and maintain the municipality's reputation as an inclusive, welcoming place to live and work.



Results:

1. Worked with Accessibility Advisor to write and finalize the HRM Best Practices for Accessible Online Communications.
2. Promotion for African Heritage Month.
3. Promotion for International Women’s Day, including live stream setup for International Women’s Day event.
4. Promotion for Francophonie Month.
5. MADIOR story of Accessible On-Demand Transportation.
6. Promotion for 15 Ships to Sierra Leone.
7. MADIOR story for Africville Visioning Process.
8. Promotion for ANS artwork at the African Methodist Episcopal Zion Church.
9. Promotion of Adaptive Equipment Loan Program Survey.
10. Working on promotion of International Day for the Elimination of Racial Discrimination.
11. Provided ongoing support with issuing Public Service Announcements for civic events and public engagement opportunities related to diversity and inclusion, including:
 - Planned, drafted, and distributed [Residents Invited to Celebrate African Heritage Month 2022](#) PSA (Jan. 2022)
 - Planned and drafted [International Women's Day PSA](#) (Feb. 2022)
12. Support for Anti-Black Racism initiatives: Coordinated publication of 1300 word article on the municipality’s Anti-Black Racism initiative for Municipal World Magazine. Public Affairs provided editing and style support.
13. Planned, drafted, and distributed Municipality observes National Day for Truth and Reconciliation PSA (Sept. 2021).
14. Cogswell Event (Nov. 2, 2021): Worked directly with the Office of Diversity & Inclusion/ANSAIO to identify speakers, speaker coordination, speaker remarks, land acknowledgment as well as the



smudge ceremony. Collaborated on event accessibility and best practices.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. To support Our People administrative priority outcomes by engaging our workforce and reinforcing inclusive values.
2. To support administrative priority outcomes by reinforcing inclusive values and providing exceptional customer service to internal clients.

Results:

1. Provided ongoing communications support of identified significant dates throughout the year, including:
 - Gender Equality Week (September)
 - National Day for Truth & Reconciliation (September 30)
 - Persons Day (October)
 - Disability Employment Awareness Month (October)
 - Mi'kmaq History Month (October)
 - Treaty Day (October 1)
 - International Day of People with Disabilities (December 3)
 - National Day of Remembrance and Action on Violence Against Women (December)
 - African Heritage Month resources and events (February)
 - Francophonie Month resources and events (March)
 - International Women's Day resources and events (March 8)
 - International Day for the Elimination of Racial Discrimination (March 21)
 - Sexual Assault Awareness Month (April)
 - Access Awareness Week (May 29 to June 4)
 - Ramadhan (April to May) – Awareness/educational information on Hub
 - Asian Heritage Month (May)



- Missing and Murdered Indigenous Women & Girls Awareness Month (May)
 - National Indigenous Peoples Month & Day (June 21)
 - Halifax Pride Festival (July)
 - Emancipation Day (August 1)
2. Provided ongoing communications support for ABR Educational Workshop Series.
 3. Communications support of French Language Training opportunities.
 4. Showcased our diverse workforce through ongoing employee profiles, to support an enhanced and engaged workplace culture.
 5. Developed an internal communications plan for the introduction of the Employment Equity Program and Steering Committee (March)
 6. Provided ongoing print services support for development and distribution of D&I promotional materials.

Equitable Employment

Action Items:

1. Information and Awareness Campaign to support Employment Equity
2. Designated and Preferred Hiring
3. Addressing labour relations considerations for employment equity and designated hiring.
4. Draft a pilot for a leadership placement program for Employment Equity candidates in leadership positions.
5. Build career development programs and tools to support employment equity candidates being successful in achieving leadership positions and promote equitable access to such career development opportunities.
6. ANS Employment Circle planned for February 2022 and another for end of March 2022.

Results:



1. Communications rollout of the Make Yourself Count Diversity Census Results completed on August 11, 2021 by the CAO to the entire organization: Results Overview, Full Report.
2. Employment Equity Education Campaign in draft mode but will include Communications, FAQs, definitions, key messaging/myth-busting.
3. Legal scan and jurisdictional scan completed on designated hiring policies. Committee drafted proposal and process guide that will be shared with Legal for review.
4. Work is actively being done to enhance employment equity language in collective agreements for HRPA. IAFF, NSUPE, and NSGEU are entering bargaining and the Committee are assisting with research and bargaining prep in these areas. This process is ongoing.
5. A Pilot Program is under development for non-union leadership positions. The initial focus will be on the Aspiring Leaders group and it will leverage the new succession program.
6. The Committee identified that we already offer a number of career resources or programs, but they are not easily accessible, and many employees are not aware of them. The Committee are first focusing on consolidating these resources into one Career Toolkit or Career Portal.
7. ANS Employment Circle planned for February 2022 and another for end of March 2022.
8. Accommodations procedures and templates created for vaccine mandate support individual seeking medical and religious exemptions.

Accessible Information and Communication

Action Items:

1. To promote accessible information and diversity and inclusion initiatives.
2. To provide ongoing, strategic communications supports and services through a diversity and inclusion lens.



Results:

1. Implement detailed/ALT text when attaching maps to Public Service Announcements (where possible).



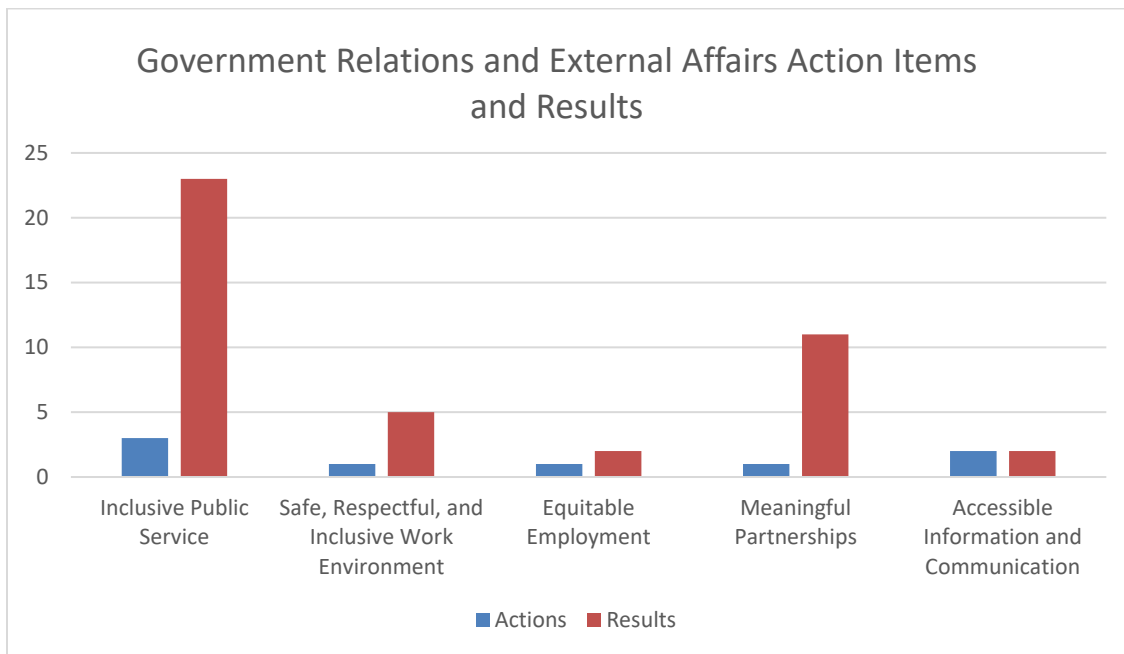
Business Unit D&I Goals and Achievements:

Government Relations & External Affairs (GREA)/Chief Administrative Office (CAO)



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 & Inclusion Framework goals.



In total, GREA reported 9 action items and 43 results.

Inclusive Public Service

Action Items:

1. Develop and Implement a team Action Plan to incorporate D&I into GREA's work with focus on Anti-Black Racism as a 2021/22 priority
2. Take strategic steps to remove bias from Municipal policy & regulation
3. Community has input and say in what is happening in their community. We support by listening, providing resources, training, and providing opportunities to lead.



Results:

1. The HRM Regulatory Impact Assessment tool has been updated to include a stronger D&I lens with new requirements for staff to consider whether:
 - i. proposed regulation or service delivery processes could impact diverse communities and businesses differently;
 - ii. regulatory engagement activities are reaching diverse groups of people;
 - iii. new regulation could contribute directly to removing barriers to accessing services and business development opportunities
2. Crisis Response Mobilizations
3. April 2021 – Mulgrave Park CMT discuss concerns around the shooting that took place on April 26, 2021.
4. July 2021 – Central North CMT – Initiated & facilitated service meetings Re: community concerns regarding drug use in community
5. Knowledge exchanges sessions
6. May 2021 - Victim Services presentation by Dolly Mosher to members of the CMT in Mulgrave Park.
7. May 2021 - IWK Mental Health and Addictions program – Information on their programming as well as community feedback on how the IWK MH and addictions program can meet the needs of the ANS community – our children, youth, families, & maternal mental health.
8. July 2021 - RCMP- Provided CMT with information in regards to recent shootings as well as a community debriefing session
9. CMT Community Projects
10. Opening of Community Garden
11. Community Viewing of Story Mapping Project
12. HRM Social Policy Team
13. To implement the Social Policy, a Social Policy Team (SPT) was established and has been meeting monthly since June, 2020. Membership on the SPT includes: GREA, Planning and Development, Emergency Management, Public Safety Office, the



Office of Diversity and Inclusion, Finance, Parks and Recreation, and Halifax Libraries. The SPT meets with stakeholders to help advance ideas and initiatives related to Social Policy both internally and in community.

14. Women's Safety Assessments
15. The use of Women's Safety Assessments give 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 they frequent, as well as to share feedback about what changes must be made to make the space feel safer to them
16. April - Findlay Park, Dartmouth
17. June - Simmonds Rd. North Preston
18. July - St Agnus School, Halifax
19. Developed a 3-part outline to guide development of the GREA ABR Action Plan
20. Hosted meeting with HRM's ABR Strategy Working Group to help support development of the Corporate ABR Strategy
21. Hosted a team learning session with Jackie Barkley, Halifax Social Worker Re: White Fragility and White Identity.
22. Initiated meeting with D&I staff to explore "Adding Diversity to HRM Engagement" to improve Regulatory Modernization work.
23. Began best practice research and review of HRM's Regulatory Impact Assessment Tool to improve D&I elements.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Hold monthly D&I team meetings to incorporate continuous learning into GREA's work environment

Results:

1. Two PSO members participate in the ABR Steering Committee and two working groups of the committee, which brought the ABR Framework to RC in June.
2. Moderated ABR ANSAIO HRM session with Robert Wright



3. PSO Staff participated in ABR ANSAIO speaker sessions
4. Participated in 3 GREA monthly ABR sessions & planning meetings
5. Collectively watched the ANSAIO Speaker Series video: Robert Wright, “Contemporary Issues Affecting African Nova Scotian’s” and discussed impacts in the HRM workplace.

Equitable Employment

Action Items:

1. Targeted Recruitment

Results:

1. Two designated Employment Equity Group positions were filled, one with female, ANS and one female.
2. An ANS female filled a established position (NU7), Manager of Programs and Engagement

Meaningful Partnerships

Action Items:

1. Improve D&I representation/voice on the Regulatory Modernization Project
2. Cultivate 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.

Results:

1. The engagement approach for HRM’s Corporate Regulatory Modernization work is being reviewed and adjusted to ensure that red tape reduction and regulatory reform initiatives are more inclusive including:
 - i. The Business Advisory Panel for the Joint Project for Regulatory Modernization was disbanded in December



- 2021 to design a more inclusive and innovative model of engaging with business
- ii. An action plan for communicating and consulting with a diverse range of business interests is in development for launch in winter/spring 2022
2. Partnered with Mainline needle exchange HRCE and Parks to install HRM's first needle disposal box
 3. Participating in Healthy Alcohol Coalition with stakeholders across HRM to reduce impacts of harmful alcohol consumption on marginalized groups
 4. Delivered two staff recommendation reports that direct staff to engage with partners to reimagine public safety with non-policing partners, and initiate planning for a sobering centre with partners in health and homeless-serving organizations.
 5. Participating in stakeholder group for North End Community Health Centre's Health is Wealth Project
 6. North End Parent Resource Centre Board
 7. Participate in East Preston Active Transportation Engagement Team
 8. GREA meets monthly with United Way to ensure a constant flow of community to help identify and support areas for partnerships.
 9. Between the Bridges and GREA are working together to advance issues related to digital inclusion and housing/homelessness.
 10. Appointed Mathew Martel, Chief Operating Officer, Black Business Initiative to the Joint Project for Regulatory Modernization Business Advisory Panel
 11. Met with Indigenous Advisor from the Office of D&I/ANSAIO, to help identify an urban indigenous representative for the Advisory Panel (TBD)

Accessible Information and Communication

Action Items:

1. To promote accessible information and diversity and inclusion initiatives.



2. Provide various communication tools for information sharing

Results:

1. Broad and consistent sharing of information across GREA and GREA's broader network
2. Advocacy for and use of accessible communication tool such as translation, interpretation, ASL in stakeholder and public engagements.

*Please note that Q4 updates are currently being processed and will be submitted as an addendum to this Report.



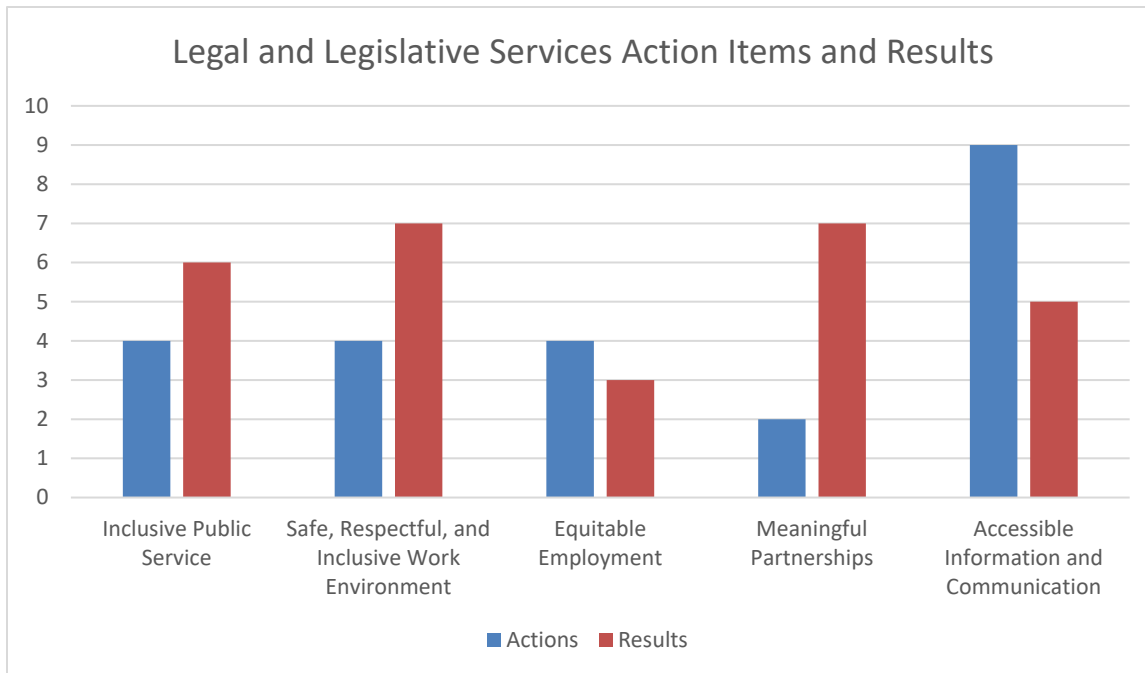
Business Unit D&I Goals and Achievements:

Legal & Legislative Services



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 & Inclusion Framework goals.



In total, Legal & Legislative Services reported 23 action items and 28 results.

Inclusive Public Service

Action Items:

1. Standardized corporate communications followed across the Business Unit.
2. Halifax.ca webpage audit to ensure the use of plain language, updating languages around diversity & inclusion (updating language to comply with Employee Equity Handbook (EE)).
3. All Public and In Camera (In private) meetings compliant with accessibility standards and public health directives.



4. Enrolment in upcoming (new) trainings on Gender Based Analysis +.

Results:

1. 75% of Legal and Legislative Services incorporate updated standardized corporate email signatures.
2. 65% of Leg and Legal sites have been reviewed have been reviewed for up-to-date information and inclusive language.
3. 100% of meetings currently held virtually. As move to in person begins accessibility measures will be updated.
4. 100% of business unit staff have access to and opportunity to complete the GBA+ training course.
5. 100% of meetings held between December 1, 2021 and March 17, 2022 currently held virtually.
6. 100% of meetings held in person held in locations with approved accessibility access procedures.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Ergonomic and accessibility standards met for all staff members in their workspaces.
2. Corporate training opportunities from Office of Diversity and Inclusion are available and promoted to all staff.
3. Legal & Legislative employee manuals compliant with most recent corporate professional standards for respectful work environments.
4. Providing discussion space to talk about safe, respectful, and inclusive work environment as a team and help each other to develop soft skill.

Results:

1. Ergonomic assessments provided for all workspaces in Legal's new office space complete.
2. Ergonomic workspaces were created as part of renovations and recent moves for all employees in Legal and Legislative Services.



3. Ergonomic and accessibility assessments completed for all workspaces and action items to complete being finalized.
4. [100% of] Employees offered enrollment in additional corporate training offered by D&I Office/ANSAIO other Diversity & Inclusion training.
5. 100% of handbooks updated while being reviewed to ensure compliance with corporate standards for respectful work environments
6. Training sessions held in Q1 providing technical and soft skill training and collaboration.
7. 6 training sessions held in Q2 providing technical and soft skill training and collaboration.
8. 8 training sessions provided for staff for return to in person council meetings to ensure all staff can confidently work in meetings.

Equitable Employment

Action Items:

1. Internal staff processes are reviewed with direction given by D&I/ANSAIO (Accessibility Strategy, Anti-Black Racism Strategy, French Service Strategy).
2. Business unit staff have access to resources like EFAP, employment equity handbook, other information for medical benefits.
3. When internal procedures are reviewed and revised corporate direction and applicable programs such as Accessibility Strategy, Anti-Black Racism Strategy, French Service Strategy are referenced and applied where applicable.
4. Business unit staff have access to corporate health and wellness resources including the new corporate Wellness Strategy.

Results:

1. 21 internal staff procedures updated to ensure compliance with directives from People, Communications, and Information Technology.
2. 100% of staff have access to support services and resources.



3. 100% of announcements regarding new programs and resources circulated to all BU staff when they become available.

Meaningful Partnerships

Action Items:

1. Internal and external presenters are provided accessible support during public meetings.
2. Agencies, Boards, and Committees (ABCs) recruitment engages with external partners and utilizes their contacts and partnerships.

Results:

1. 75 of meetings offered accessible support.
2. 73 included other partners including other business units.
3. 11 Post Council debrief sessions included internal business partners
4. 12 positions for 6 different committees filled in Q1.
5. 100% of requests for accessibility support, offered by the HRM, in legislative meetings met.
6. 100% Post Council debrief sessions included internal business partners.
7. 100% of ABC recruitment processes are reviewed up front to identify needed/necessary external partners. In partnership with D&I are 100% of those selected are approached to support recruitment.

Accessible Information and Communication

Action Items:

1. Provisions of CART captioning services at virtual hearings of Regional Council and Community Council.
2. Provision of ASL Interpretation services.
3. Promotion of virtual public participation opportunities via social media for Regional Council, Community Council and Standing Committee
4. Increased speaker support by Municipal Clerk's Office staff to assist residents to participate in meetings compared to pre-COVID.
5. Use of inclusive language and spelling out acronym on public record. (youth engagement).



6. Number or percentage of meetings streamed to the public.
7. Interpretive services are provided for court matters when requested.
8. Lessons learned from virtual meetings and potential move to keeping in virtual setting.
9. Review of legislative amendments to see what can be implemented to use for accessibility measures.

Results:

1. 97 public hearings were offered with CART captioning services
2. 14 public hearings utilized ASL interpretation services
3. 166 Public Participation and Public Hearing notification were provided twice before each meeting on social media (Instagram, Twitter and Facebook)
4. 166 meetings had support for internal and external participants
5. 280 of public meetings streamed



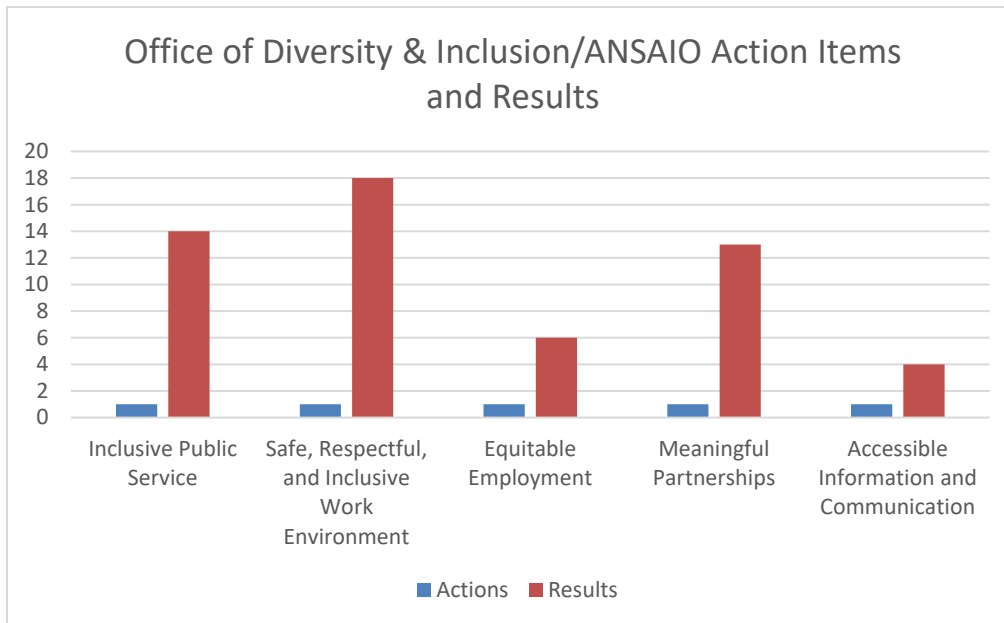
Business Unit D&I Goals and Achievements:

Office of Diversity & Inclusion/ANSAIO



Office of Diversity & Inclusion/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 & Inclusion Framework goals.



In total, Office of Diversity & Inclusion/ANSAIO reported 5 action items and 55 results.

Inclusive Public Service

Action Items:

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

Results:

1. For Access Awareness Week 2021, the Accessibility Advisor held multiple events, including two lunch and learns, including one with CNIB, and one with CHMA. There was also a Speaker's Session with



Dr. Judy MacDonald on moving from awareness to full inclusion of individuals with disabilities in Canada.

2. The Accessibility Strategy was approved by Council.
3. Accessibility Advisor assembled the Accessibility Strategy Task Force Committee and associated sub-committees: *Exterior Built Environment Subcommittee, Interior Built Environment Subcommittee, Employment Subcommittee*
4. The French Language Services Strategy was approved by the Council.
5. The French Services Advisor led the year 1 implementation of the French-language Services Strategy. Details on the progress of the implementation can be found in the [2021-22 French Language Services Strategy Annual Update report](#).
6. The *Gender Based Analysis Plus Toolkit for Municipal Staff* was created to support employees to integrate inclusive and evidence-based decision making into their policies, programs and services.
7. Inclusive public engagement online and in-person sessions were held with community partners such as the Nova Scotia Native Women's Association, YMCA Immigrant Programs, The Youth Project, and ISANS and attended by 90 residents to help inform the forthcoming [Women and Gender Equity Strategy](#).
8. Collaborated with community partners such as Transition House Association of Nova Scotia, Halifax Public Libraries, Province of Nova Scotia's Status of Women, and Immigrant and Migrant Women's Association to host an accessible and intersectional virtual International Women's Day event for HRM staff and residents called ["Disrupt and Celebrate: The Future of Gender Equality for Women, Girls & Gender Diverse People in the Halifax Region."](#) Speakers and artists included: Guyleigh Johnson, Natteal Battiste, Sarah Landy, Jen Powley, Suzy Hansen, Monique Fong Howe, Ahrthyh Arumugam, Minister Karla MacFarlane, Sue Goyette, Denise Schofield, and Åsa Kachan.
9. ANSAIO Community Circles 3 session were held for ANS communities to provide opportunities for citizens to better understand



municipal government. This included sessions on recruitment, outreach, employment, and how to better understand how municipal government works. Collaboration with other business units supported each session.

10. Cornwallis Taskforce Recommendation – Working on the implementation of the 20 recommendations for taskforce [report](#). (Multi-year approach).
11. HRM Statement of Reconciliation & United Nations Declaration on the Rights of Indigenous People ([UNDRIP](#)) - All work should be reflective of this work and formalized approach toward implementation of these works is underway.
12. Cornwallis Street Renaming – Review and develop a short list for Council consideration. (Fall 2022)
13. Renaming of municipal assets and streets with the words Indian & Micmac as per direction of regional council.
14. Work is underway toward renaming of streets to their traditional Indigenous names.

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. Accessibility Advisor held 3 training sessions of *Going from Support to Inclusion: Accessibility Training*.
2. The French Services Advisor coordinated 3 sessions of French language training for HRM employees. 8 virtual French lunch and learn sessions were offered.
3. The French Services Advisor developed a *French-Language Guide for Municipal Employees* and a *French-Language Guide for Municipal Councillors* as supporting tools.



4. The French Services Advisor developed a three-hour training module *Parlez-vous français? – Understanding Acadian and Francophone Communities and French Services*.
5. A new training module to support HRM staff with the application of Gender Based Analysis Plus (GBA+) was developed.
6. 4 GBA+ Toolkit Training sessions were held.
7. Indigenous Blanket Session rolled out 2 pilot sessions. This training has been included in the corporate training curriculum.
8. 7 Indigenous Protocols were developed to provide guidance on work how to work with Indigenous communities.
9. A Council Report was developed for an Amendment to AO1 for inclusions of an Indigenous land acknowledgement. The [Report](#) was approved and is part of all Regional council meetings and committees of council. D&I team has incorporated this into all training modules offered.
10. A Council [Report](#) was developed and approved to begin discussions with Acadia First Nation, Sipekne'katik First Nation, Millbrook First Nation, the Mi'kmaw Native Friendship Center, Assembly of Nova Scotia Chiefs, and Mi'kmaw Gran Council to create Friendship Accords.
11. Resources were developed to create more understanding about the Indian Residential Schools and discovery of mass graves. Uncovering a dark side of History to move towards reconciliation.
12. 1 Professional Development session for D & I staff on the Tipi Pole Teachings.
13. 1 *GBA+ In Action Speaker Session* (lunch and learn) was held to support municipal staff to learn more about how to use Engage Nova Scotia's Women's Quality of Life Report data in the GBA+ process. Speakers included Greg DaRos (ICT), Amy Siciliano (HRM Public Safety) and Taylor Hill (Engage Nova Scotia).
14. Collaborated with Halifax Regional Fire & Emergency to develop and launch 3 mandatory *Building a Better Fire Service Training Program* modules to support the creation of a gender inclusive fire service.



Topics included: harassment and discrimination, gender bias and practices to foster inclusion.

15. Collaborated with Halifax Regional Fire & Emergency to facilitate *Building a Better Fire Service Training* focused on gender-based discrimination and harassment for new supervisors (volunteer and career Captains/Officers)
16. 1 lunch and learn session with the Legal Information Society of Nova Scotia about Bystander Intervention and Workplace Harassment was organized for the CAO's Business Unit and D & I Champions.
17. ANSAIO ABR education series was developed and is vital for the organization as we work towards addressing and understanding Anti-Black Racism. The ABR education series supports this initiative and provides continued learning opportunities for employees. Workshop series offered and provided an in-depth look into issues related to ABR. The desired outcome was that employees gain a better understanding of how they can be in a position of support to aid in combating Anti-Black Racism. Subject matter experts provided practical and proven lessons, suggestions and solutions that could be applied in the workplace and the community. The series began in January 2022 and continued until March 2022. The sessions were virtual using Microsoft Teams. Sessions included the following topics: Unpacking Anti-Black Racism, The History of African Nova Scotians as told by us, Black Mental Health, White Privilege & Systemic Racism/Allyship. Education and learning opportunities will be ongoing. ANSAIO staff have been receiving boundless positive feedback from employees across the organization as a result of these learning opportunities.
18. A panel discussion was held in June 2021 and moderated by the ABR Coordinator deliberating the incident that claimed the life of African American George Floyd in Minneapolis on May 25th, 2020. Panelists discussed the incident and its connection to Anti-Black Racism and its impact both on and in society one year later. The session was held for HRM employees and was recorded and is available on the internal intranet. The session utilized four panelists



(two males and two female). The panelists included a local activist, a local Black mother, an American professional football coach, and local educator who teaches on the topic of systemic racism.

Equitable Employment

Action Items:

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

Results:

1. For National Disability Employment Awareness Month 2021, there was a Speaker's Session with Kevin Penny, from the Province of Nova Scotia, on inclusive employment strategies.
2. The French Services Advisor worked with HR to revise and update the French-Language Services Human Resources Guidelines.
3. The French Services Advisor supported the delivery of two information sessions on municipal job opportunities (one general and the other targeting summer REC jobs) and two workshops (one on resume building and the other on interview skills) to Francophone and bilingual job seekers.
4. Supported Halifax Regional Fire & Emergency's ongoing competency and equity-based recruitment process and outreach activities by participating in events with equity-deserving and historically underrepresented communities.
5. D & I was approved to recruit and hire an additional position for Indigenous Services, Indigenous Community Outreach & Research Coordinator.
6. HRM Social Benefits Agreement has created an advisory committee of Indigenous and African Nova Scotian members to ensure increased participation in both the Cogswell & Windsor St. construction projects.

Meaningful Partnerships

Action Items:



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

Results:

1. The Office of Diversity & Inclusion/ANSAIO partnered with Engage Nova Scotia to create the *Women's Quality of Life in HRM Report* to provide a benchmark or snapshot which can assist in measuring progress towards improving women's quality of life over time.
2. Participated in the International Women's Day 2022 planning committee comprised of the following partners:
 - Transition House Association of Nova Scotia, Halifax Public Libraries, Province of Nova Scotia's Status of Women, and Immigrant and Migrant Women's Association.
3. Hosted a focused engagement session with community partners help inform the forthcoming [Women and Gender Equity Strategy](#)
4. Collaborated with Halifax Transit, Avalon Sexual Assault Centre, the Black Social Workers Association, and YMCA Immigrant Programs – Gender Based Violence Prevention Program to organize focus groups on the Transit Code Anti-Sexual Harassment Campaign.
5. Partnership with the Mi'kmaw Native Friendship Center to amplify and support community-based projects and initiatives.
 - Halifax Urban Indigenous Coalition
 - [Every One Every Day Initiative](#)
 - Community Advisory Board for Reaching Home Initiative
 - Mawita'jik
 - National Truth & Reconciliation events
6. Partnership has been established to create more opportunities to showcase Halifax's Inuit community with [Atelihai Inuit](#).
7. Cultural support & training has been provided to Canoe 2022. Indigenous Blanket Training was provided to staff & volunteers.
8. Ongoing partnership & support for upcoming North American Indigenous Games 2023 ([NAIG](#)) to be hosted in Halifax/Kjipuktuk.



9. Partnership was developed with the Mi'kmaw Circle of Hope in the creation of an Allyship Toolkit for Mi'kma'ki.
10. Partnership with the Halifax Regional Library to create a Ready to Go Art [project](#), called Tipi Teachings.
11. Partnership with Nova Scotia Human Rights Commission, Halifax Public Libraries to look at “Reimagining Human Rights” Through our Eyes. This was to engage in meaningful conversations around anti-Black racism with 4 panelist.
12. The French Services Advisor supported the work of the Halifax Acadian and Francophone Partnership, served as the co-chair and led the work of its subcommittees (employment & partnership with REC).
13. Partnerships were developed with the following external organizations in order to support the development of the [Women and Gender Equity Strategy](#):
 - The Youth Project
 - The Nova Scotia Native Women’s Association
 - Immigrant Services Association of Nova Scotia
 - YMCA Immigrant Programs – Gender Based Violence Prevention Program
 - Femmes Action Halifax
 - Nova Scotia League for Equal Opportunities
 - Ummah Masjid and Community Centre (UMCC)

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:

2. Accessibility Advisor created and shared 5 resource documents on the Intranet:
 - *Accessing Zoom Through a Browser*



- *Best Practices for Accessible Online Engagement*
 - *Best Practices for Online Training and Presentations*
 - *Best Practices for Accessible Word and PDF Documents*
 - *Web Content Accessibility Guidelines (WCAG) 2.1 Checklist*
3. The French Services Advisor updated and expanded the [French micro-site](#).
 4. Ongoing support provided to business units and Regional Council on Mi'kmaw language translations.
 - Fire boat name Kijpuktuk
 - Indigenous street names
 - Peace & Friendship Park signage
 - Par & Rec "Let's Chat" benches
 5. Collaborated with Corporate Communications to share information and raise awareness for municipal staff on the following significant dates:
 - Gender Equality Week (September)
 - Persons Day (October)
 - National Day of Remembrance and Action on Violence Against Women (December)
 - Sexual Assault Awareness Month (April)
 - National Indigenous Peoples Month & Day (June 21st)
 - Mi'kmaw History Month (October)
 - Treaty Day (October 1st)
 - Missing and Murdered Indigenous Women & Girls Awareness Month (May)
 - National Day for Truth & Reconciliation (September 30th)
 - International Day of Persons with Disabilities (December 3rd)
 - Accessibility Awareness Week (May/June)
 - Disability Employment Awareness Month (October)
 - African Heritage Month (February)
 - Acadian Day (August 15th)
 - Francophonie Month (March)



- Asian Heritage Month (May)



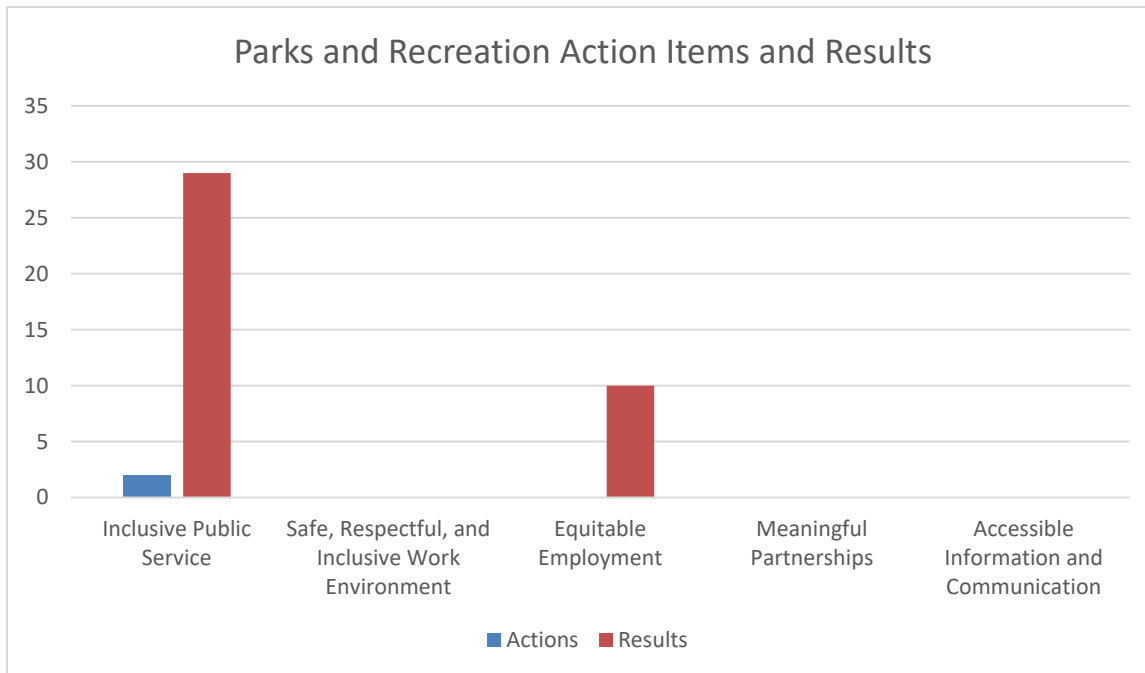
Business Unit D&I Goals and Achievements:

Parks & Recreation



Parks and Recreation

The chart below depicts the number of action items that Parks & 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 D&I Framework goals.



In total, Parks and Recreation reported 2 action items and 39 results.

Inclusive public service

Action Items:

1. Create more opportunities for inclusive asset development
2. Create more opportunities for inclusive programming and events

Results

Create more opportunities for inclusive programming and events

Partnerships



1. Continued with Easter Seals partnership – Sledge Hockey program and Learn to Wheel.
2. ISANS multi-sport partnership program at St. Andrews Centre in April 2022.
3. Newcomer focused Ready for Rec Winter program in collaboration with the Adventure Earth Center.
4. Sackville Sports Stadium-Working with D&I office (on behalf of Francophone community) to determine if any existing programs could be offered in French to meet the needs of the Francophone community.

Summer Camps

5. Various modified sensory equipment based on individual needs of children in community centre programming.
6. Specialized Inclusion Summer Program (Ready for Rec summer camp) resumed since being paused due to Covid19. 25 campers were in this program. Summer camps for youth with disabilities were expanded this year to include an additional 8 youth.
7. Specialized Inclusion Programs (Ready for Rec Outdoor Fun) has expanded due to increased interest. Run in partnership with Inclusion and Adventure Earth. Ready for Rec multi-sport continues to run in Dartmouth.
8. 154 children and youth came through the inclusion summer camp program (117 registered through the barcode)
9. Increase in adapted equipment loans

Events

10. Power House Youth Centre hosted a Pride 2021 event with over 20 youth attending
11. 75 black artists commissioned to create music, art, dance, spoken word poetry live to residents.
12. Grand Oasis Summer Stage
 - 500+ Artists paid to perform



- Over 50% of these performers were visible minorities
 - Over 50% of performers were female
 - \$100,000+ invested to BIPOC Artists over the 12 week program
13. Fawohodie: Staff created and coordinated the first official Emancipation Day event at City Hall with 12 hours of entertainment and learning live on stage.
 14. Mini Documentary created by HFX Civic Events, Gamechangers902 and KeKe Films with the theme of black liberation from the eyes and ears of our local black communities.
 15. Treaty Day + Truth & Reconciliation Day: Worked with HRM D&I division to host two days of indigenous performance and commemoration. Alongside award winning Pow Wow singers and dancers, Grand Parade was a space for residents to show support and the sea of orange was a beautiful and powerful sight.
 16. Acadian Day: Worked with the Communautaire de Grand Havre, HFX Civic Events enhanced the offering for Acadian Day by providing professional production and budget for top tier French Artists to perform live at City Hall.
 17. Pride Festival: First official Celebration of Pride Week produced by HFX Civic Events division. All day event with performers and presentations by members of the 2SLGBTQ+ community.
 18. ANSMA Showcases: Worked with the African Nova Scotian Music Association to host two days curated by the Music Association. It was a stage takeover for ANSMA featuring emerging black artists in Reggae, R&B, Blues and Jazz.
 19. illumINATION: Worked with Neon Dreams, Iron Tide Singers & Drummer and Gerald Gloade, staff created a National Television broadcast dedicated to the Winter Solstice. Told the story of Adrian Morris from Neon Dreams growing up without much influence from his Mi'kmaq culture.
 20. Grand Parade main flagpole: Flew new flags on the Main front steps flagpole at City Hall. Removed the corporate crest and replaced it with the Mi'kmaq, Pride, Acadian and Pan-African flag. Although just a



small initiative all organizers were extremely happy to get pictures with their performers and staff at the front of City Hall.

Supported Events

21. This Is Us: Local designer and model, Solitha Wallace had a vision for an outdoor fashion show at Grand Parade that would showcase fashion and diversity with over 100 models from more than 25 countries.
22. Hopscotch: The longest standing Hip Hop Festival in Atlantic Canada and was the only major festival in Nova Scotia that featured an Indigenous act as its main headliner. With hosts Gamechangers902, the audience both celebrated and learned about Black Culture & Music for three days and it was the most attended event of the summer. Zoolman (Juno Winning Producer) did free production lessons for youth and United Masters collaborated with Hopscotch to allow local young performers free studio sessions with TONA and other well-known established Canadian Artists.
23. Reachability Showcase: The Bluenose Ability Arts & Film Festival (BAAFF) is a multidisciplinary arts festival that presents innovative work by leading artists with disabilities. Their showcase in Grand Parade featured powerful moments from community members and artists. Focused on mental health and allowing residents to learn more about disabilities and how to support artists suffering in our community.

Create more opportunities for inclusive asset development

24. An all-inclusive Jumpstart Playground (Jumpstart) has been approved in the capital list for 2022/23. Finalization of the project with Jumpstart is underway.
25. 9 additional playground recapitalizations will have accessible play elements.
26. Based on the July 21, 2020, approved “Report – Task Force on the Commemoration of Edward Cornwallis and the Recognition and



- Commemoration of Indigenous History,” this park is identified for initial consultation and redesign as approved in the 2022/23 budget.
27. New accessible pathways and bleachers for some sport field and ball diamond rehabilitation projects.
 28. New accessible paths to selected sport court rehabilitations.
 29. New accessible parking lots/paths for new park development (Viscount Run Park).

Equitable Employment

Results:

1. Three new staff on the Front Desk team represent employment equity groups. This is a 25% increase over last year
2. Approximately a 10% increase of summer camp staff over last year that represent employment equity groups
3. Half of the Ready for Rec (Specialized Inclusion program) Summer Staff identified as being a part of an employment equity group
4. Overall increase in summer inclusion staff (2021: 8 coordinators/32ft5pt/ 2022: 12 coordinators/50ft3pt)
5. 2/3rds of the summer civic events staff identified as BIPOC
6. Creation of an Outdoor Aquatics Inclusion Coordinator position
7. An additional Inclusion and Accessibility Specialist was hired
8. Inclusion and Accessibility Specialist to attend Rick Hansen Foundation Accessibility training
9. Twenty Summer Youth Leadership Coordinators underwent the GBA (Gender Based Analysis) Toolkit training
10. Youth Section Community Developer is working with the North American Indigenous Games youth volunteers to provide them with training and learning opportunities. Estimated 20 indigenous youth volunteers will be participating in 2022



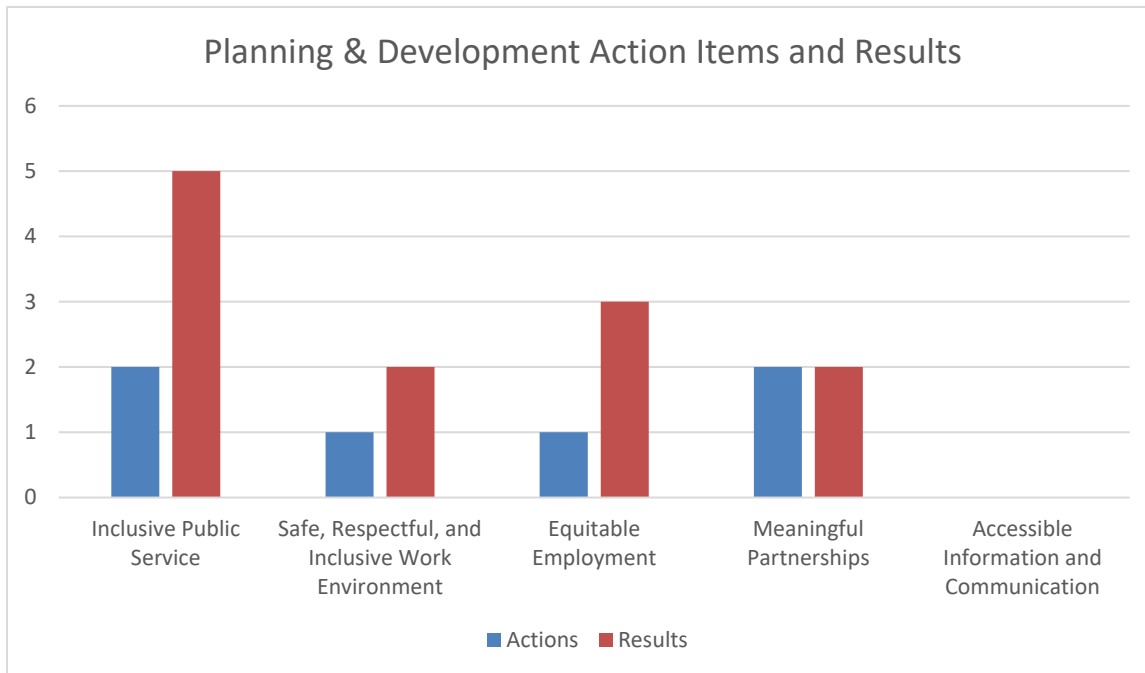
Business Unit D&I Goals and Achievements:

Planning & Development



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 & Inclusion Framework goals.



In total, Planning & Development report 6 action items and 12 results.

Inclusive Public Service

Action Items:

1. Ensure all P&D front line staff complete Diversity & Inclusion training
Executive Director to send out message regarding expectation that all P&D staff will attend a D&I educational training session
2. Coordinator to track all attendance

Results:

1. BU Coordinator requested and received a list of D&I trained employees and is comparing against the full P&D staff list to see who



still requires training. Through conversations with D&I, it won't be possible to train all P&D staff due to training class restraints. Executive Director has sent an update to all P&D Staff that included the expectation that all P&D staff will attend a D&I educational activity this year (external or internal) and send their attendance to the coordinator. Next steps include defining what "front-line" staff means and ensuring that they take or have already taken the HRM D&I introductory course.

2. The Diversity and Inclusion Advisor has developed a draft Anti-Black Racism resource guide specific to planning and with it an Anti-Black Racism workshop.
3. Staff are encouraged to attend a D&I training session now that in class learning has been made available with easing of COVID restrictions. Other options include online learning, self paced learning, and involvement in D&I hosted activities and seminars.
4. Continue to circulate D&I led training/experiential opportunities and encourage attendance.
5. Anti Black Racism resource guide – developed and presented to P&D Senior Management Team. This is intended to become a BU deliverable for 22/23 to ensure all P&D staff are exposed to the material.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Establish P&D D&I Champions Table.

Results:

1. Terms of reference document has been drafted. This group will mimic the Corporate Champions table and be used as a communications and knowledge hub to share stories and knowledge. In addition to our own projects, this group could also act as a resource and sounding board for M4s and corporate initiatives. A volunteer call out is pending.



2. The group met to discuss opportunities to engage diverse populations to planning as a career. It was determined that a good start would be to engage Halifax Regional Centre for Education and determine if there is interest in creating a Co-Op opportunity for the 2022/23 school year.

Equitable Employment

Action Items:

1. Develop an outreach strategy in partnership with HR to attract candidates from under-represented groups. Meet with HR to discuss options.

Results:

1. P&D staff met with HR Business Partner to discuss and brainstorm the opportunities available to attract candidates from under-represented groups to planning careers. One idea that came up was connecting with the High School Coop Program Administrator with Halifax Regional Centre Education to see if there would be interest in a multidisciplinary Municipal Government coop opportunity. This could potentially expose Municipal Government opportunities to more under-represented young adults as they make educational decisions regarding their future. Other business units have hosted these programs successfully in the past. The Diversity & Inclusion Advisor will reach out to their connections with D&I to discuss the potential for this type of program. The P&D Coordinator will engage the HRCE Co-op Program Coordinator. The Diversity & Inclusion Advisor also suggested that we connect with ANSAIO's African Nova Scotian Affairs Advisor and Community Outreach and Research Coordinator who has been directly involved in the virtual employment circles work with HR.
2. Continue to work with HR to determine that best strategies to attract candidates from under-represented groups. P&D will continue to provide opportunities to under-represented groups by designating



Bridging the Cap Intern opportunities as well as having diverse interview panels and increasing awareness by actively participating in initiatives led by the Office of Diversity and Inclusion.

3. Contact has been made with LLPANS and Halifax Partnership for potential initial brainstorming conversation. Black Business Initiative (BBI) to be contacted and included

Meaningful Partnerships

Action Items:

1. Planning and Development Engagement Guidebook
2. Corporate Community Engagement Strategy

Results:

1. On August 9, 2022 Regional Council approved recommendations to direct the Chief Administrative Officer to develop a new Administrative Order on Public Participation and draft a Public Participation Program. Until the Administrative Order is approved, the 1997 public participation resolution is still effective. However, the Planning and Development Engagement Guidebook attached to the August 9th staff report encourages staff to review potential engagement needs for the community.
2. P&D staff continue to support work to update the corporate Community Engagement Strategy.



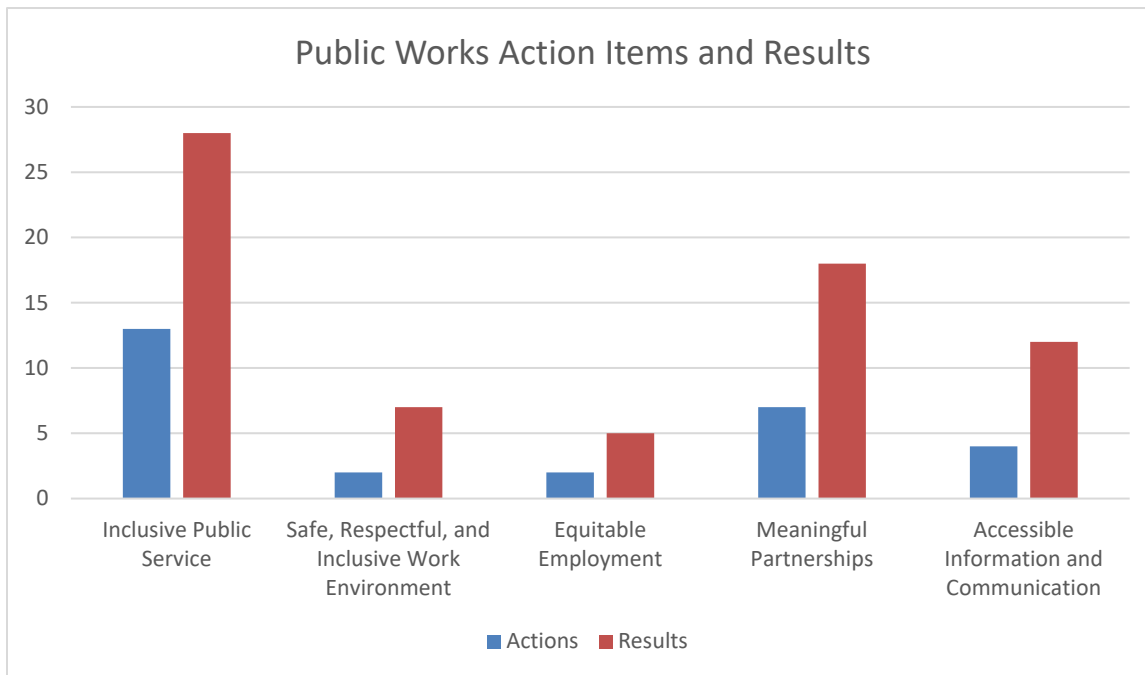
Business Unit D&I Goals and Achievements:

Public Works



Public Works

The chart below depicts the number of action items that 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 & Inclusion Framework goals.



In total, Public Works reported 28 action items and 70 results.

Inclusive Public Service

Action Items

1. Develop Accessible Guidelines.
2. Participate on Accessibility Steering Committee.
3. Explore Green Infrastructure options with a focus on planting trees in neighbourhoods that were historically overlooked.
4. Implement road and safety improvements in North Preston.
5. Ensure residential waste collection contractors deliver Diversity and Inclusion Training to staff.



6. Implement road and safety improvements:
 - a. Accessible Pedestrian Signals (APS) changes
 - b. Guy wires review
7. Support Planning & Development with Red Book updates.
8. Support Halifax Transit in identifying and upgrading inaccessible bus stops.
9. Update pride crosswalk design in consultation with Diversity and Inclusion.
10. Ensure Social Procurement Policy compliance.
11. Develop Accessible Surveys.
12. Provide and provide Diversity and Inclusion training.
13. Ensure Cogswell District Project enhances accessibility within the district and meets Rick Hansen Certification Gold level certification.

Results

Develop Accessible Guidelines.

1. Accessible Parking Guidelines developed and presented to the Accessibility Advisory Committee and Regional Council. Guidelines adopted and submitted for inclusion in next Red Book review.
2. Dalhousie University student hired and conducted audit of existing accessible parking spaces against new accessible parking guidelines.
3. Consistent standards and treatments for accessible parking in right of way. Provides clarity for criteria, placement, and treatment at spaces. Aids in decision making for capital work and prioritizing high-use spaces.

Participate on Accessibility Steering Committee.

4. Representatives at Accessibility Advisory Town Hall.
5. Supports municipality achieving Provincial Accessibility goals and requirements.

Explore Green Infrastructure options with a focus on planting trees in neighbourhoods that were historically overlooked.

6. Improved tree planting investment offering best value to less advantaged communities.

Implement road and safety improvements in North Preston.



7. 45 new streetlights installed in the community on following streets:
 - Amos Walter Drive
 - Simmonds Road
 - North Preston Road
 - Johnson Road
 - Clarence Street
 - Cain Street
 - Upper Governor Street
8. Municipal Traffic Authority requested the province to implement speed zone reduction from 70 km to 50 km/hr in East Preston.

Ensure residential waste collection contractors deliver Diversity and Inclusion Training to staff.

9. Diversity and Inclusion training offered. Raises awareness of unconscious bias and other barriers, supports a respectful, inclusive work environment.

*Implement road and safety improvements:
Accessible Pedestrian Signals (APS) changes
Guy wires review*

10. Accessible improvements:
 - Converted all APS to single push.
 - Single push activates audible signal vs. pushing and holding for 3 seconds.
11. Guy wires that impact pedestrian movement have been / will be relocated.

Support Planning & Development with Red Book updates.

12. Updated, consistent and increased accessible transportation design standards.

Support Halifax Transit in identifying and upgrading inaccessible bus stops.

13. Accessible transit network to compliment the accessible bus fleet.

Update pride crosswalk design in consultation with Diversity and Inclusion.

14. Pride design updated to progressive pride flag. Recognizing and supporting diversity within the municipality.



Ensure Social Procurement Policy compliance.

15. Supports social value in municipal operations
16. New condominium waste collection contracts, effective Nov 1, 2021, include provisions to be compliant with Social Procurement Policy, including living wage requirement.
17. Social Procurement requirements in Requests for Proposal and Tender solicitations.
18. Uniacke and Artz Streets Tenders issued with community specific social value requirements developed with Diversity and Inclusion support.
19. Staff representative on Procurement Social Policy committee. Assisting in identifying, with industry, how municipality can best represent diversity within our work.

Develop Accessible Surveys.

20. Urban Forestry consulted with Diversity and Inclusion and developed accessible Halifax Urban Forestry Survey.

Provide and provide Diversity and Inclusion training.

21. Well trained staff that have a better understanding of the communities they serve and how to address difficult situations while being culturally sensitive.
22. Parking Services worked with Diversity and Inclusion and Corporate Training to develop customer service training with a cultural competency lens. Training delivered to staff. Improved issue resolution and equipped staff with tools needed for various situations.
23. Director, Parking Services completed Reconciliation Education through first nations University of Canada training.
24. Lunch & Learn training provided: Connecting with ANS Communities on their Terms.
25. Staff attended GBA+ training presented by Diversity and Inclusion/ANSAIO. Promote and support inclusive workplace and employee development.
26. Staff attended Reaching Out from an Afrocentric Place training.

Ensure Cogswell District Project enhances accessibility within the district and meets Rick Hansen Certification Gold level certification.



27. Accessibility elements are included, as possible, in the tendered design of the Cogswell District to ensure the project is accessible to all segments of society
28. Cogswell District Project launch ceremony location was accessible.

Safe, Respectful, and Inclusive Work Environment

Action Items

1. Promote and support a safe, respectful and inclusive work environment.
2. Promote and support employee development.

Results

Promote and support a safe, respectful and inclusive work environment.

1. Creates an inclusive work environment with staff feeling welcomed and comfortable.
2. Parking Services worked with Diversity and Inclusion to create and deliver 2SLGBTQ+ stickers for new Parking Services office space.
3. Parking Services provided training to staff on supporting colleagues who identify as transgender.
4. New Parking Services location (September 2021) is fully accessible; accessible lockers, accessible furniture, universal washroom and locker room, fully adjustable sit/stand desks, and meeting room technology that facilitates virtual participation.

Promote and support employee development.

5. Promotes and support inclusive workplace and employee development.
6. Road Operations and Constructions will continue to support the Aspiring Leaders, Designated Cohort program. Develops leadership skills in employees who are not yet in management roles.
7. Road Operations and Construction championed staff involvement in Racially Visible Employee Caucus (RVEC) and African Nova Scotia (ANS) Advisory Committee.

Equitable Employment



Action Items

1. Promote and employ diverse and non-traditional hires.
2. Establish a diverse hiring panel within Road Operations and Construction.

Results

Promote and employ diverse and non-traditional hires.

1. Road Operations and Construction hired 6 diverse employees.
2. Parking Services hired 5 diverse employees.
3. Solid Waste Resources held a competition with a preference to hire an Employment Equity candidate.
4. Solid Waste Resources applied for the Clean Leadership Summer Internship Program and was selected for the Black and African Nova Scotian Internship Stream of candidates. Resulting in a hiring an African Nova Scotian University student.

Establish a diverse hiring panel within Road Operations and Construction.

5. Diverse hiring panel established resulting in inclusive work environment and improved reflection of work force.

Meaningful Partnerships

Action Items

1. Partner with Human Resources and Diversity and Inclusion to develop inclusive strategies and processes.
2. Partner with Diversity and Inclusion and other municipal stakeholders to facilitate cleaning illegal dump sites in African Nova Scotian communities.
3. Partner with Parks and Recreation and, African Nova Scotian and Mi'kmaq communities in the development and implementation of an art and commemoration program for the Cogswell District Project.
4. Partner with internal and external stakeholders to ensure and implement social procurement.



5. Partner with contractors and other stakeholders to mitigate risk of injury by construction signs.
6. Partner with internal resources to develop community outreach programs.
7. Partner with internal and external stakeholders to ensure inclusive and welcoming municipal service.

Results

Partner with Human Resources and Diversity and Inclusion to develop inclusive strategies and processes.

1. Developed a customer service strategy with a diversity and inclusion lens resulting in inclusive workplace.

Partner with Diversity and Inclusion and other municipal stakeholders to facilitate cleaning illegal dump sites in African Nova Scotian communities.

2. Road Operations and Construction partnered with Solid Waste Resources to support clean up of illegal dumping on Upper Governor Rd located between East and North Preston.
3. Solid Waste Resources and Diversity and Inclusion partnered to develop a Prevention Plan related to illegal dumping activities on Upper Governor Rd.

Partner with Parks and Recreation and, African Nova Scotian and Mi'kmaq communities in the development and implementation of an art and commemoration program for the Cogswell District Project.

4. Identification and implementation of opportunities to have stories and histories of these two communities told and represented through art and commemoration moments in the Cogswell district.

Partner with internal and external stakeholders to ensure and implement social procurement.



5. Cogswell District Project partnered with Diversity and Inclusion, the African Nova Scotian Affairs Integration Office and Mi'kmaq community groups and implemented social benefits provisions of the construction contract. Worked with contractor and other stakeholders to identify and investigate opportunities to maximize local social and economic impact to include persons traditionally underrepresented in municipal procurement activities and civil infrastructure projects.

Results:

- development and implementation of a workforce development plan which demonstrates a commitment to recruiting, providing apprenticeship opportunities and employing labour from the local community from equity seeking groups: African Nova Scotian and Mi'kmaq.
 - development and implementation of a supplier diversity plan that demonstrates a commitment to subcontracting from small and medium sized businesses and diverse suppliers.
 - Hiring a community liaison by the project contractor, who must be a member of the African Nova Scotian or Mi'kmaq community, to support the achievement of the community benefits objectives.
 - Formation of a community advisory committee comprised of representatives from 902 ManUp; the black Business Initiative; the Mi'kmaq Native friendship Centre; the Mi'kmaq Economic benefits Organization and/or such other local equity seeking groups as recommended by HRM, to provide input and advice on the contractor's development and implementation of the workforce development and supplier diversity plan.
6. Project Planning & Design worked with Procurement, the office of Diversity and Inclusion, and industry to enhance social value procurement for transportation capital projects. Inclusive contractors and community and, social value support.
 7. Contractors awarded work under the Regional Centre All-Ages-And-Abilities Bikeway Project are required to report the hours of employment of designated groups (women, New Canadians, African



Nova Scotian) and on work that has been awarded to African Nova Scotian owned small and medium-sized enterprises. Inclusive contractors and community and, social value support.

Partner with contractors and other stakeholders to mitigate risk of injury by construction signs.

8. Traffic Management continues to educate contractors on construction sign installation height requirements to avoid hazards for pedestrians, especially those who are visually impaired.
9. Traffic Management sent a request to the provincial government to reduce construction sign size in urban areas. If approved will mitigate risk of sign hazards.

Partner with internal resources to develop community outreach programs.

10. Increased staff education and understanding and improved community outreach with the African Nova Scotian and Indigenous communities:
11. Solid Waste Resources met with the African Nova Scotian Affairs Integration Office (ANSAIO) to plan outreach opportunities in African Nova Scotian communities.
12. Solid Waste Resources met with the Advisor of Indigenous Community Engagement to discuss potential outreach programs for Indigenous communities.
13. Active Transportation hired a community-based group, One North End, to undertake engagement on the future of streets in the Halifax North End.
14. Active Transportation continues to collaborate with African Nova Scotian community groups in East Preston, North Preston and Lucasville to plan and implement Active Transportation facilities.

Partner with internal and external stakeholders to ensure inclusive and welcoming municipal service.



15. Solid Waste Resources presented a What Goes Where presentation to Immigrant Services Association of Nova Scotia (ISANS) members and will continue to deliver these as requested by ISANS.
16. Solid Waste Resources sent communication to DIRECTIONS Council Members promoting services and programs aiding and supporting member organizations.
17. Solid Waste Resources consulted Diversity and Inclusion, to provide recommendation for school visits to the Discovery Centre hosted by Divert NS.
18. Parking Services continues their partnership with the Fairview Mosque to provide education and translated material informing on how to park safely. Provides education opportunities over enforcement.

Accessible Information and Communication

Action Items

1. Develop inclusive and accessible education and communication campaigns.
2. Ensure accessible municipal applications.
3. Ensure printed resources are available in multiple languages.
4. Ensure training and training material is accessible.

Results

Develop inclusive and accessible education and communication campaigns.

Appropriate, community focused and inclusive engagement and communication:

1. Solid Waste Resources worked with ANSAIO to develop communications for East and North Preston.
2. Solid Waste Resources developed a public education campaign to mitigate illegal dumping; highlighting impacts to marginalized communities.



3. Project Planning & Design developed public engagement materials for the North Preston Active Transportation Planning project which were customized to be reflective of the community.
4. Traffic Management with assistance from Corporate Communications, created a short video demonstrating how Accessible Pedestrian Signal (APS) pushbuttons work. Results in improved communication and safe, unobstructed pedestrian access through all right of way construction zones.
5. Public Works continues to prioritize construction zone accessibility, including appropriate signage, supporting pedestrian safety/travel through a construction zones and improved construction communication.
6. Active Transportation developed a process to assess and communicate multi-use pathways network accessibility. Inclusive communication.

Ensure accessible municipal applications.

7. Public Works continues to work with Information Technology to improve RoadWorks application accessibility resulting in Inclusive and accessible information.

Ensure printed resources are available in multiple languages.

8. Solid Waste Resources Sorting Guides are offered in multiple languages including Arabic, Chinese, English, Farsi, and French.
9. Chinese Mandarin signage installed in waste rooms at multiple condominiums.

Ensure training and training material is accessible.

10. Solid Waste Resources provided waste sorting guides in Farsi, French, Arabic and Chinese to condo buildings as part of the Clear Bag for Condominium project.



11. A Solid Waste Resources Educator who speaks Chinese Mandarin attended condominium education sessions to provide effective communication.
12. Solid Waste Resources conducted a French presentation for a Grade 6 French Immersion students.



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
Property, Fleet and Environment	Ziyan Yang	Jenny Boenes
Finance, Asset Management, & ICTS	Ziyan Yang	Lanna Prowse, Bruce Fisher
Halifax Regional Fire & Emergency	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 Relations & 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 & Development	Mapfumo Chidzonga	Kate Greene



Transportation & Public Works	Ayo Aladejebi	Bev Audet
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Business Unit	D&I Business Unit Advisor	Business Unit Champion(s)
Chief Administrative Office	Tracey Jones-Grant	Sally Christie
Property, Fleet and Environment	Ziyan Yang	Jenny Boenes
Finance, Asset Management, & ICT	Ziyan Yang	Lanna Prowse
Halifax Regional Fire & Emergency	Baylee Brown	Sherry Dean, Dave Meldrum
Halifax Regional Police	Cheryl Copage-Gehue	Madeleine Goldsmith
Halifax Transit	Melissa Myers	Victoria Pierce-Goodland, Gagan Jaggi, Nathan Nobantu, William Cutler, Crystal Rudolph, Lindsay Mullin
Government Relations & External Affairs	Tracey Jones-Grant	Paul Johnston
Human Resources & Corporate Communications	Melissa Myers	Amber Rethman, Natasha Winters
Legal & Clerk Office	Tamar Brown	Iain MacLean
Parks & Recreation	Cheryl Copage-Gehue	Nalini Naidoo Ray Walsh



Planning & Development	TBD	Rita Clarke Kate Greene Kasia Tota
Public Works	Melissa Myers Tamar Brown	Victoria Horne

