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Item No. 6
Halifax Regional Council
December 12, 2023

TO: Mayor Savage and Members of Halifax Regional Council

Original Signed

SUBMITTED BY:

Cathie O'Toole, Chief Administrative Officer

DATE: September 28, 2023

SUBJECT: Diversity & Inclusion Framework Annual Report – 2022-2023

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, S.N.S. 2008, c. 39:

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.

[...]

(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 2022/2023 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 4 (2022-2023)

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, 902.490.3677

Diversity & Inclusion Framework

Annual Report Year 4 (2022-2023)

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.

Diversity, equity and inclusion discussions are now incorporated into the Executive Leadership team discussions and diversity and inclusion objectives are embedded in senior leaders' mandate letters. The Diversity & Inclusion Leadership Working Group, as a standing committee, is under review.

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.



About the 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.



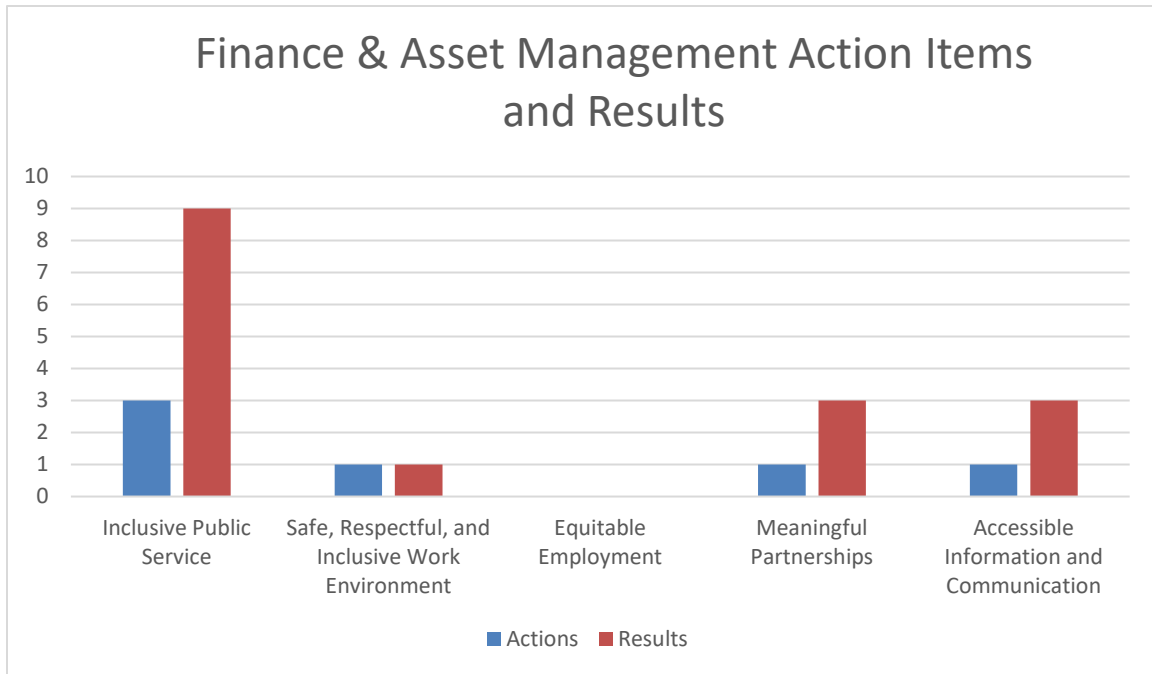
Business Unit D&I Goals and Achievements:

Finance & Asset Management (FAM)



Finance & Asset Management (FAM)

The chart below depicts the number of action items that Finance & Asset Management 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 16 results.

Inclusive Public Service

Action Items:

1. 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.
2. Disposal of Surplus HRM property: Community interest category



3. Optimize 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 Grants Program Re-Design

1. Survey and draft guidebook completed. Survey distribution to external stakeholders:
 - i. Online for public
 - ii. Mailing to 36 applicants to 2021 program (no e-mail address)
 - iii. E-mail to 291 past applicants 2019-2021
 - iv. Volunteer conference attendees
 - v. HRM community centres by geographic region
 - vi. French version available
 - vii. Poster and HRM digital screens
 - viii. Social media notificationsDistribution to HRM Staff that deliver a grant program (initial interviews) and community development staff. Employee bulletin. Survey respondents have option to link to data summary upon completion of compilation. Draft administrative order complete. Commerce staff report July/August.
2. Communications strategy completed: Expanded to include marketing the program via community news papers with focus on rural areas. Possible inclusion of community radio stations. PSA for councillor Support Office to be included in Councillor's District Newsletters. Promotion of designated web page for information on all HRM Grant Programs www.halifax.ca/grants. Draft administrative order complete. Presentation to Grants Committee November 2022.
3. Administrative Order approved by Regional Council. Revised guide published. Program opened to applications January 2023.
4. Community Grants Program Res-design is essentially complete.



Disposal of Surplus HRM Property: Community Interest Category

5. North Preston Medical Society – Direct sale consideration approved. Interdepartmental review underway.
6. Mi'kmaw Native Friendship Society – Direct sale consideration approved by Regional Council. Notification sent to the Society and review will commence upon receipt of Society's proposal.
7. Property sale to North Preston closed, sale of property to Mi'kmaw Native Friendship Society approved but closing date TBD.

Optimize Affordable Access Program

8. Staff are assigned and are working on this project.
9. Work continues this initiative. This is a complex project that requires cooperation among several internal business units and external organizations such as IT, CRA, and Access and Privacy engagement.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Promote Diversity within our own Business Unit.

Results:

Promote Diversity within our own Business Unit

1. As a FAM BU Diversity Champion, we communicate and promote all Diversity related material to all our employees. We encourage them to participate in training opportunities, speaker series, events, and celebrations in our communities.

Meaningful Partnerships

Action Items:

1. Meaningful Partnerships: Customer Contact Centers will continue to develop partnerships with Universities, Colleges, and Community Groups (via information sessions and events) to reach diverse communities in support of the municipality's diversity and inclusion



goals and objective related to employment and education on municipal services.

Results:

1. C3 worked in collaborate with Department of Service NS and Internal services to share information with HRM residents on the following programs and services: Heating Assistance Rebate, Property Tax Rebate for Seniors, Home Energy Assistance Top Up Fund, and the New Seniors Care Grant. C3 is committed to participating in the Community Circle events as they are scheduled.
2. Customer Contact Centres continues to work with Diversity and Inclusion and is committed to participating in the Community Circle events once sessions are rescheduled. C3 is collaborating with The Province of Nova Scotia's Engagement Coordinator, Corporate, Business and Consumer Services to host our second information session at our Customer Service Centres October 27, 2022. The sessions are planned to share information with HRM residents on the following programs and services: Heating Assistance Rebate, Property Tax Rebate for Seniors, Home Energy Assistance Top Up Fund, and the Seniors Care Grant.
3. Community Circle Events hosted by D&I have not been scheduled in some time. A review to determine if these are to be continued in the future or removed from D&I goals.

Accessible Information and Communication

Action Items:

1. Accessible Service Delivery Enhancements – Analysis and Evaluation: Customer Contact Centers will research and evaluate additional service channels to incorporate more inclusive tools to assist in how we communicate and deliver services to out customers and community on their terms.

Results:



1. We continue to work with IT to research and identify possible solutions. A meeting with IT is planned for Q3 to review and provide timelines and resources to assist C3 with possible new service channels.
2. Customer Contact Centers continue to work with IT to find an added service delivery channel to incorporate more inclusive tools to assist in how we communicate and deliver service to our customers and community on their terms. Meetings continue with possible service providers/partners to assist in finding solutions. IT has met with Bell and has returned with positive information on a possible solution that includes using TTY for the caller and a Bell operator or acts as the mediator for the caller and HRM's 311 agents. We are awaiting further meetings to research this solution. We expect to have the research and evaluation finalized before year end.
3. Numerous meetings were attended by C3 and IT to determine possible partners for added accessibility service channels for the deaf, hard of hearing, and speech impaired communities. Today no viable service provider has been identified that is able to integrate with HRM and 311. We continue to research and have a meeting set for the end of March to determine if there is a solution going forward for this project.



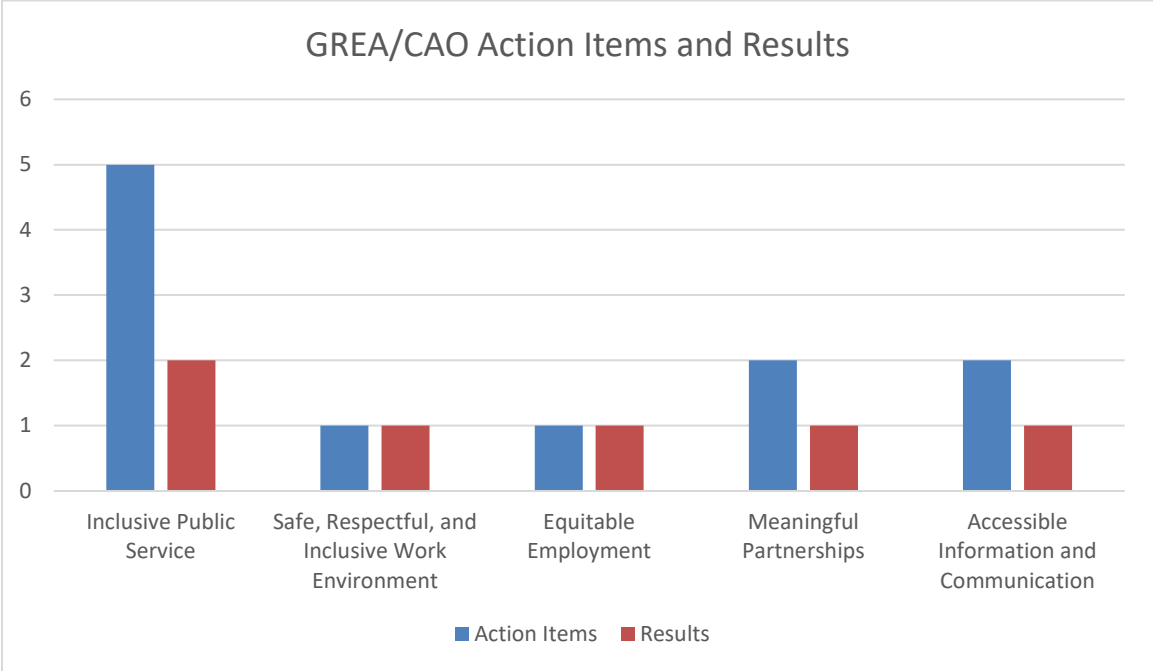
Business Unit D&I Goals and Achievements:

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



Government Relations and External Affairs (GREA)/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/CAO reported 11 action items and 6 results.

Inclusive Public Service

Action Items:

1. Collaborate on and pilot Anti-Black Racism training as a 2022/23 priority
2. Support D&I on a range of policy & training initiatives and products, including Council Reports.



3. Continue to take strategic steps to detect and remove bias from Municipal policy & regulation
4. Community-based high-impact consultation project with ResearchNS underway.
5. Continued work with EngageNS to collaborate on more effective outreach and data sensitivity.

Results:

1. GREA has seen significant restructuring and re-envisioning this year which has led to re-examining the social policy component of the division's work
2. Deployed 3-part outline to guide development of the GREA ABR Action Plan

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Continue to work closely with D&I team to incorporate continuous learning into GREA's work environment

Results:

1. Significant collaborative project work was undertaken throughout 22-23.

Equitable Employment

Action Items:

1. Targeted Recruitment

Results:

1. An African Nova Scotian male was a successful candidate for secondment position (NU9),

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. GREA continues to work directly with D&I to facilitate strong, representative community-based engagement and knowledge sharing.

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. Continued and ongoing work in all facets of GREA's larger projects, including collaboration & policy projects.



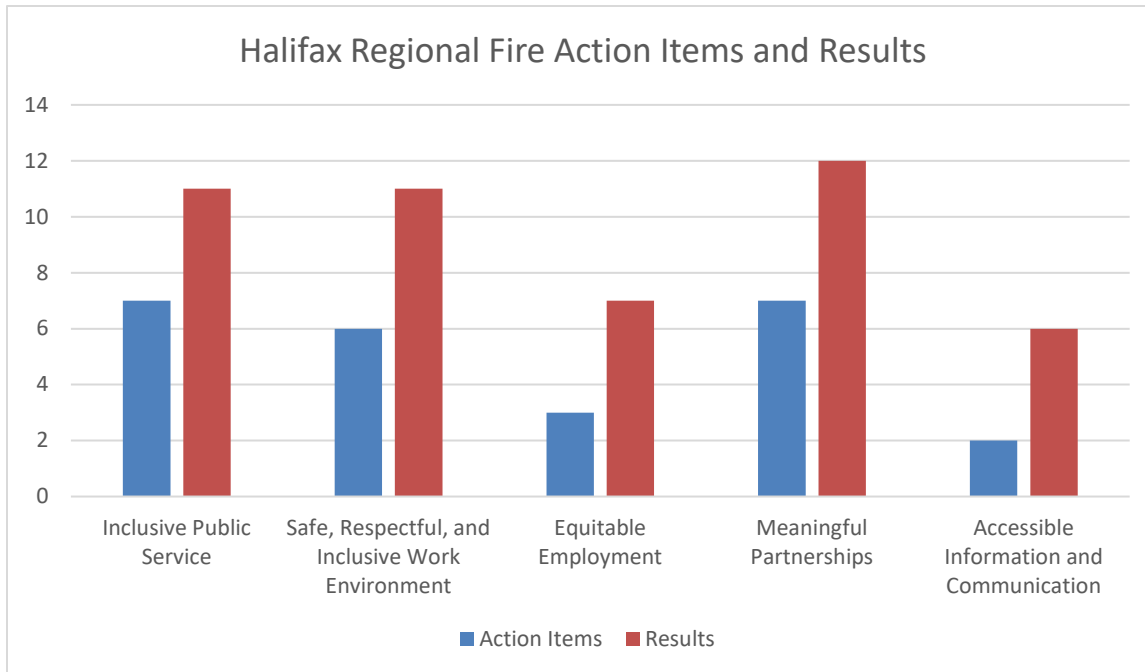
Business Unit D&I Goals and Achievements:

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 25 action items and 47 results.

Inclusive Public Service

Action Items:

1. HRFE members participate in mandatory gender inclusion training.
2. HRFE recognizes Pride 2022.
3. HRFE members prepare for Truth and Reconciliation and Mi'kmaw History month.
4. Emancipation Day recognized - Flag Raising attended and awareness messaging sent to membership.
5. Mi'kmaw History Month recognized by HRFE – events and awareness initiatives shared.



6. CCDI Education.
7. African Heritage Month recognized by HRFE – events and awareness initiatives shared.

Results:

1. Pilot Building a Better Fire Service (BBFS) in-Person Curriculum developed. BBFS training pilot was attended by 9 diverse members from across the Business Unit. BBFS training was introduced to new leaders (Volunteer & Career Fire Captains) - completed by 20 members.
2. Collaboration between HRFE's Outreach and CIA committees as well as local partners like the Youth Project and Sobeys in support of Pride 2022 support and awareness initiatives.
3. Attendance by Administration and Operations Staff at Access Awareness Week, Indigenous History Month & Indigenous People's Day Flag Raising Ceremonies at City Hall.
4. HRFE Pride truck, Pipe and Drums Band and several members participated in Pride Parade. Pride T-shirts available and worn in recognition of community. Proceeds donated to Youth Project.
5. Orange T-shirts and pins worn by firefighters and staff during Indigenous events and throughout October. T-shirts proceeds were donated to the Mi'kmaw Native Friendship Centre.
6. Staff attended the delayed Truth and Reconciliation event Nov 27th held at the Mi'kmaw Native Friendship Center.
7. Awareness messaging distributed to all employees regarding reflection and recognition of our indigenous community.
8. Local artist contracted to create beaded pins to be worn on uniforms.
9. Families were invited to participate in firefighting activities and job awareness.
10. 3 CCDI education modules presented: History of Racism and Colonization, How to be an Ally to Racialized People, The Intersection of Race and Other Identities.



11. African Heritage Month: t-shirt design, Kente ribbons, education quiz, and a social media campaign initiated.

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. Continue supporting both Outreach and Culture and Inclusion Advisory Committees.
4. Gender lens is used to review HRFE's policies, programs, and services.
5. A restorative process is being investigated with Dalhousie University to assist with conflict resolution. A small L/M committee has been struck to initiate first steps.
6. Bell Let's Talk campaign supported by volunteer member social media posts.

Results:

1. New language in the Collective Agreement (CA) regarding underrepresented groups participation in Career Recruit Training. Equity-based language included in recruitment and promotion process to reflect our diverse communities. Collective bargaining in progress.
2. Equity-based language included in recruitment and promotion process to reflect our diverse communities. Halifax West School project underway.
3. Free menstrual products launched in several stations as a pilot project. The project and a survey were reviewed. Recommended to distribute menstrual products job wide. Free menstrual products project maintained with current supply. Full launch delayed due to product availability.



4. Ongoing collaboration with HPD, Navy, HRFE and EHS to support/mentorship program work with St. Stephens Elementary for African Nova Scotian students.
5. Circle and smudging held with elders, HRFE members and union to honour residential school survivors.
6. New recruits introduced to restorative problem solving. New Officers introduced to restorative conflict resolution within crew.
7. Cognitive Behaviour/Resiliency Training initiated for all 1100 employees. 8 hours of self-care and awareness training.
8. Workplace Intelligence – Employee engagement training through CPHR.
9. Three meetings of the Outreach and Culture and Inclusion Advisory Committees were held. Expression of Interest sent to all members to build committee’s diversity.
10. New terms of reference written by the committee to meet collective expectations.
11. Review of recruitment strategy in preparation for the next diversity-based recruitment.

Equitable Employment

Action Items:

1. Competency & Equity based recruitment process and diverse interview panels with bias training.
2. Female Firefighters and staff members were highlighted job wide for International Women’s Day.
3. A new Assistant Chief of Workplace Culture – Sept 2022.

Results:

1. 25 New career recruits and 52 new volunteer recruits started recruit training. Fall volunteer recruit class process underway.
2. Planning process underway for the next career recruitment process.



3. CIA/Outreach committee planning for ongoing recruitment for Volunteer/Career/JEMS streamlining website design and communication support material.
4. Update to website for ease of information collection.
5. Awareness messaging distributed to all employees to celebrate the women and roles they play in our organization.
6. Six women highlighted from career, volunteer, and support divisions.
7. Onboarding Sherry Dean as Assistant Chief Workplace Culture Sept 26, 2022.

Meaningful Partnerships

Action Items:

1. Staff and firefighters visited Ummah Masjid Mosque and Community Centre to engage in education and relationship building.
2. The Youth Project joined with fire apparatus at Peace and Friendship Park for @2SLGBTQ+ youth ages 5-10.
3. Camp Courage Emergency Services Camp were supported by HRFE staff and firefighters.
4. Continued support of Halifax Regional Center for Education (HRCE) Mentoring/Outreach initiatives.
5. Indigenous partnerships with elders, drummers and Mi'kmaw Native Friendship Center at various events.
6. Feed Nova Scotia basket deliveries throughout HRM were completed HRFE staff.
7. Women and girls networking between Camp Courage, Techsploration Mount St. Vincent and HRFE staff.

Results:

1. Agreement to pilot firefighter and headquarter education sessions. At Ummah Masjid Community Centre.
2. Continued relationship building with The Youth Project executive membership.
3. Proceeds donated from Pride, African Heritage and Indigenous T-shirt sales.



4. Camp Courage for Indigenous girls completed in July. Participants gain experience with Emergency Services as a vocation for young women. HRFE members participated as mentors. The Camp was supported financially and in kind with equipment, personnel, and facilities.
5. Confirmed dates with St. Stephen's Elementary, Joe Howe and Halifax West High School (continued).
6. Addition of Caledonia Junior High and J. W. MacLeod Elementary
7. Participated in "Student Lead" Job Fair at JL Ilsley to support grade 12 students in Leadership Program (HRM- HR, HRFE)
8. Job Fair and recruitment planning underway with MNFC, one attended on February 22nd.
9. Heritage Day Flag Raising event attended.
10. Several members participated in Christmas basket deliveries throughout HRM. Food donations accepted at headquarters.
11. Techsploration session on training ground for youth. Focus on women in underrepresented careers.
12. Mount St. Vincent Girls Conference.

Accessible Information and Communication

Action Items:

1. HRFE representative participates in internal HRM Accessibility Strategy Task Force.
2. Assessment of HRFE facilities for accessibility improvements underway.

Results:

1. HRFE actively participating in cross-organizational accessibility project continues.
2. CRR using accessibility lens for Community Comfort Center improvements.
3. Full building list distributed for prioritizing improved Accessibility to meet Rick Hansen Gold Standard. Feedback due April 1.



4. Recruitment material is being updated to reflect diversity within fire. Career/Volunteer.
5. Diverse representation in volunteer firefighter recruitment marketing campaign (ongoing).
6. Consistent and active online communication by Fire Chief about significant diversity, equity and inclusion events and initiatives such as Pride, Indigenous History Month, Asian Heritage Month, Access Awareness Week, and Indigenous Peoples Day.



Business Unit D&I Goals and Achievements:

Halifax Regional Police (HRP)



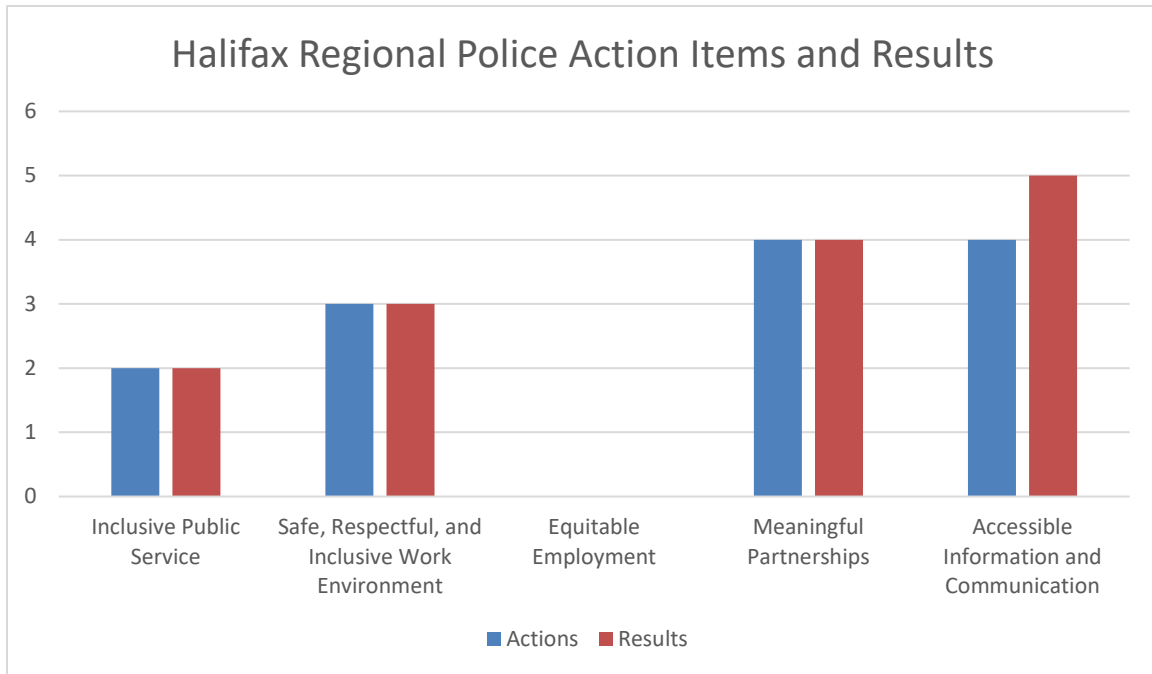
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D&I Framework | Annual Report Year 2022-2023

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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 13 action items and 14 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.
2. Included in the curriculum for this year's required training for HRP Officers and employees is a presentation focused on the 2SLGBTQIA+ Community. This training focuses on 2SLGBTQIA+



issues, language, history of Canadian policing and the queer community and understanding nuances around biological sex, gender identity, and sexual orientation.

Results:

1. Journey to Change continues to be offered on a regular basis (July 2022, October 2022, February 2023) and has received positive feedback from both HRP members and the community presenters and stakeholders. Journey to Change was also delivered to the Casers taking part in the Police Sciences Program as part of the diversity content. The program will continue to be offered with the ultimate goal of offering it service wide to all sworn and civilian employees.
2. This training piece has been well received by officers and employees. The goal of this training is to provide frontline officers and employees with the tools to have respectful interactions with members of the 2SLGBTQIA+ community as well as update language and understanding around gender identity and community members who identify as Trans. The training was created and being delivered by HRP officers and employees who identify as 2SLGBTQIA+.

Safe, Respectful, and Inclusive Work Environment

Action items:

1. HRP has supported the creation of an Internal Support Network (ISN) for 2SLGBTQIA+ officers within HRP. Diversity Officer will be supporting the creation of this network.
2. The See Myself project aims to highlight the organization's diverse workforce while also allowing employees from diverse backgrounds to see themselves displayed and celebrated within the workplace. This project was conceived by employees with diverse background who felt underrepresented by the photographs displayed within the buildings. The Office of the Chief has championed the project which has been carried out by the Diversity and Inclusion unit.



3. HRP is committed to providing its employees with support and wellness training. As part of yearly required training for HRP officers and employees, course content for this upcoming spring training has included Workplace Sexual Harassment Prevention Training, Employee Family Assistant Plan (EFAP) information, and a wellness presentation.

Results:

1. A few HRP employees who identify as 2SLGBTQIA+ have been actively leading the creation of an Internal Support Network with the support of the Diversity Officer. An initial meeting and call out to members who identify as 2SLGBTQIA+ has been made with an invitation to meet and determine the next steps in the formation of an ISN.
2. The See Myself project is nearing completion with almost twenty portraits of past and present Halifax Regional Police employees set to be put on display through various prominent office locations. The employees being showcased are from diverse backgrounds and showcase the depth of professional accomplishments as well as volunteer work endeavoured by these employees.
3. Workplace Sexual Harassment Prevention Training is being delivered in partnership with HRM who are facilitating the sessions. This training was mandatory for HRP supervisors and managers within this past year. HRP offers its employees support through the EFAP program. The upcoming presentation is to refresh employees on the variety of different supports and assistance the program offers. HRP's Wellness Coordinator round out this year's required training with a presentation around wellness in the workplace as a means to better equip employees with tools to deal with stress at work and home.

Meaningful Partnerships

Action Items:



1. With recruitment for the 2023 HRP Police Sciences Cadet Program currently ongoing, HRP has partnered with a number of key community organizations and groups with the goal to encourage candidates from diverse communities to apply for the program. HRP Strives to continue to diversify our workforce so that we represent the communities we police. HRP has made recruiting from diverse communities a priority.
2. HRP's Diversity and Inclusion office has been partnering with ISANS to deliver a police services presentation to newcomers completing the ISANS Immigrant Youth Employment Project (IYEP).
3. HRP is launching PAL, a new program which aims to build positive relationships with newcomers and diverse communities within Halifax. Educate them on how they can access and utilize police services and improve trust and confidence with communities we serve through meaningful interactions. PAL stands for HRP Police Activity League and is also a play on the word "Pal" as in a friend.
4. HRP is partnering with HRM's Office of Diversity and Inclusion to deliver Disability and Accessibility training to the Police Sciences Class. This training is to provide newly trained police officers with information around disabilities as well as tools to better provide service and support to people with disabilities.

Results:

1. Partnering with HRM's diverse communities and organizations, HRP held a number of in-person recruitment sessions at community centres across HRM with the goal of speaking directly to and encouraging potential candidates from diverse communities to apply. During this recruitment drive, HRP has partnered with the following community groups: ISANS, The Black Cultural Centre, The North End Library, The Mi'kmaw Native Friendship Centre, Ummah Masjid, the Atlantic Jewish Council, YMCA, and the Sudanese Association of the Maritimes. In addition, HRP held a number of virtual information sessions inviting members from the Jewish, Sikh, Bengali, Gujrati,



Pakistani, Afghan, South Indian and North Indian communities to learn more about HRP's recruitment and hiring process. HRP also held a virtual Policewomen's Panel with a number of female officers spoke about their careers in policing and answered questions posed by participating attendees.

2. HRP delivered the presentation to an Immigrant Youth Employment Project (IYEP) Cohort most recently in August. The presentation was well received and ongoing partnerships with ISANS to deliver this information to future newcomer programs will continue.
3. Outreach to community partners is underway. Activities in the program will include facilitating involvement in athletic programs and sports activities, mentorship programs. Youth engagement, and community engagement activities. Our key underlying objectives include fostering diversity and inclusion, helping provide a welcoming environment to newcomers to our community as well as building trust and confidence through a positive dialogue.
4. The Disability and Accessibility training supplements Autism Spectrum training HRP already delivers to frontline officers and the Police Science Program. The training is meant to provide a more robust understanding of Disabilities and is tailored toward police interaction and service provision. This training will be delivered to the PSP Class in June and will be instructed by HRM's Accessibility Advisor in partnership with HRP's Diversity Office.

Accessible Information and Communication

Action Items:

1. During HRP's recruitment drive, a number of key community leaders were involved in the planning and promotion of the in-person Information Session.
2. HRP Diversity and Inclusion Office has been partnering with ISANS to deliver a police service presentation to newcomers completing the ISANS Immigrant Youth Employment Project (IYEP). HRP has also partnered with ISANS Settlement Coordinator to deliver the same



presentation to Ukrainian refugees who have recently arrived in Halifax. The aim of delivering this presentation to newcomers is to help alleviate fear of Canadian law enforcement some newcomers carry due to previous police interactions or perceptions from their country of origin.

3. In January 2022, HRP established a Hate Crime Unit, the first of its kind in Atlantic Canada. Recently, the Corporate Affairs Division, inclusion the Diversity Office, began the process of a series of community consultations. These consultations aim to connect with communities most targeted by hate, seek to increase the information flow between HRP and victims of hate crimes and affected communities, and thereby build on service delivery in the response to hate crimes and incidents.
4. HRP is working to improve its relationships with Halifax's 2SLGBTQIA+ Community. The newly created 2SLGBTQIA+ Internal Support Network is working with HRP Leadership in growing the community relationship.

Results:

1. HRP partnered with community leaders from the Black Cultural Centre, the Mi'kmaw Native Friendship Centre, the Sudanese Association of the Maritimes, the Atlantic Jewish Council, the North End Library, and the Ummah Masjid. Partnering on this recruitment drive with community leaders helped strengthen our relationship with communities, form new relationships with community members and created a process where consultation and feedback were integral to the success of the information session.
2. HRP delivered the presentation to a IYEP Cohort in March and will be delivering a second presentation to a Cohort in August. The presentation was well received and ongoing partnerships with ISANS to deliver this information to future newcomer programs will continue. Partnering with the ISANS Settlement Coordinator in early June, Chief Dan Kinsella opened the presentation welcoming



Ukrainian Refugees in which was then followed by the delivery of the newcomers presentation.

3. The Corporate Affairs Division, including the Diversity Office, met with members of the ISANS management team to begin community consultations. The consultation discussed the structure and purpose of HRP's new Hate Crime Unit, national investigative practices, and laws, and how newcomers to Canada might be assisted as a group at a higher risk of victimization by hate crimes. HRP will continue to work with ISANS in relation to educating newcomers and ISANS employees in this area. Plans to meet with additional diverse community groups is underway.
4. Prior to the Pride Parade this year, HRP's 2SLGBTQIA+ ISN met with Pride organizers to consult on HRO patrol members wearing Rainbow Pride Police Patches while assisting with traffic control for the Pride Parade. Resulting from these talks HRO purchased and distributed Rainbow Pride Police Patches which were worn by extra duty members to show HRP's solidarity with the 2SLGBTQIA+ Community. The Patches were well received by the public and HRP members.
5. To date consultations have been completed with ISANS and leaders from the Muslim, Jewish, and Indigenous communities. Plans to meet with additional diverse community groups is underway. The consultations to date have discussed the structure and purpose of HRP's new Hate Crime Unit, national investigative practices, laws and best practices, and how newcomers to Canada might be assisted as a group at a higher risk of victimization by hate crimes. HRP is already engaged with delivering information sessions to ISANS employees and hopes to deliver similar information sessions to employees from other community resource providers. Based on feedback received so far HRP will be providing educational workshops to ISANS and the Mi'kmaw Native Friendship Centre staff to help increase understanding around Hate Crimes, reporting, and victim support.



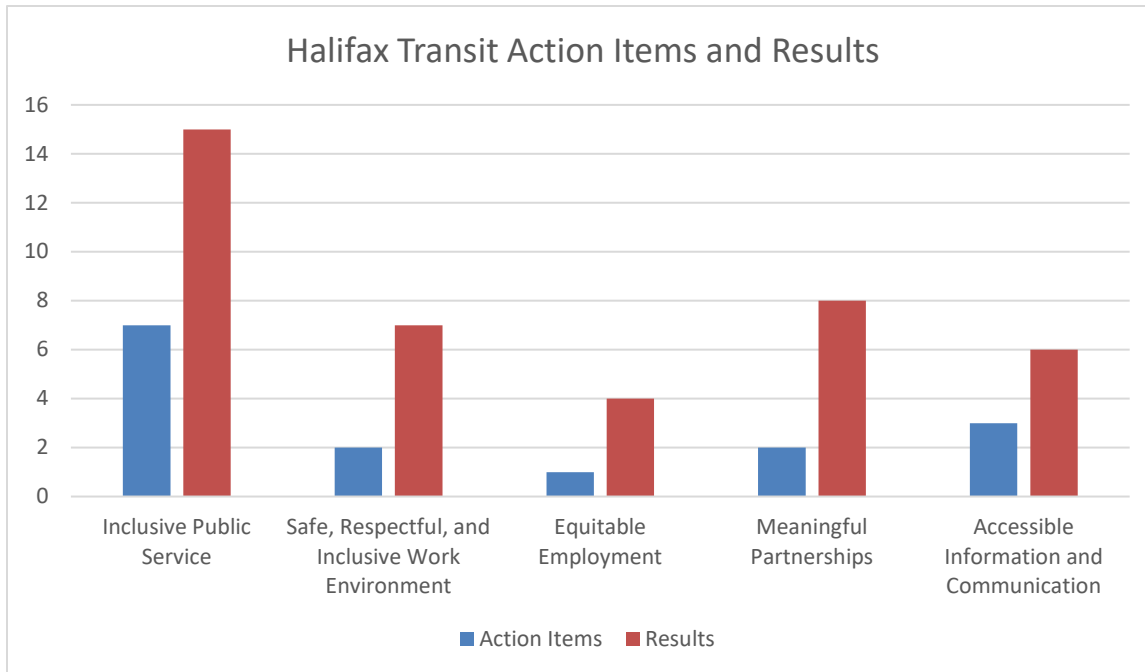
Business Unit D&I Goals and Achievements:

Halifax Transit Services (HTS)



Halifax Transit Services (HTS)

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 15 action items and 40 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.
7. Commemorate African Heritage Month.

Results:

1. We continue to use destination signs to show our support.
2. For the month of October, Halifax Transit will be installing interior and exterior bus ads on conventional buses to celebrate Mi'kmaw History Month. This will also be shared on Halifax Transit Twitter. This was a collaborative initiative with The Confederacy of Mainland Mi'kmaq to format specific designs for social creatives and bus ads based off of this years Mi'kmaw History Month poster:
<https://mikmaqhistorymonth.ca/posters/>.
3. Implementing the first phases of 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.
4. Wear Orange - May 31st, 2022 was designated as a day employees could wear orange in recognition of the residential school discoveries.
5. Moment of Silence – May 31st, 2022 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.
6. New “**Every Child Matters**” Destination Sign became available to operators beginning July 8, 2022.
7. Designed and installed bus wrap to commemorate Pride Month.
8. Provided pride flag themed masks to employees.
9. Completed and installed the anti -racism bus wrap.
10. 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.



11. 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.
12. After hearing recipient's 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.
13. 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.
14. 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. This has been extended to the 2022-2023 school year.
15. 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. Promote key principles and expectations of our passengers with focus on the values of Safety, Courtesy, and Respect.
2. Promote diversity, inclusion and allyship with employees through training and other learning opportunities.

Results:

1. Development of Anti-Sexual Harassment campaign as part of Transit Code Prohibited Conduct stream.
2. Continued with behind the driver signage to set expectations for our passengers. At present we have signage to promote the Transit Code Prohibited Conduct - Anti-Sexual Harassment Campaign.



3. Implementation of Transit Code in August 2021 with initial focus on anti-racism and zero tolerance for racism on Halifax Transit.
4. 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.
5. Transit Code key principles promoted via social media and through signage on transit and shelters.
6. 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.
7. 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. Halifax Transit continues to take measures in increasing the diversity of our workforce by participating in hiring events to attract candidates from underrepresented groups.
2. 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.
3. 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.
4. Recruitment initiatives promoted via social media.

Meaningful Partnerships

Action Items:



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

Results:

1. Partnered with The Confederacy of Mainland Mi'kmaq to create bus ads to celebrate Mi'kmaw History Month.
2. Preliminary explorative conversation on possibilities of removing potential barriers hindering increase in Indigenous community members recruitment.
3. 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.
4. Partnered with East Preston Family Resource Centre to promote & encourage residents to participate in the Route 401 engagement survey to inform route changes.
5. 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.
6. 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.
7. Partnered with Ukrainian Canadian Congress Nova Scotia Branch to display “Stand with Ukraine” message on destination signs.
8. Partnering with Prescott Group and TEAM Work Cooperative on the Accessible Transit Travel Training Pilot Program to provide clients of these organizations with on-site transit travel training through interactive presentations and a simulated bus trip with a real conventional bus and bus Operator. The training sessions focus on the basics of using the conventional bus system as well as trip



planning, bus stop preparedness, safety, etiquette, problem solving, etc.

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. Planning and Customer Engagement (PACE) team is working to create an online booking system for existing AAB clients. This online booking system will be available on the Halifax Transit website. There will be a soft launch/beta test of this new online booking system with about 50 staff members who are AAB clients who will test the system and provide their feedback before the public launch occurs. We are currently in the works of developing this system.
2. On going - Exploring effective ways to increase access to diversity and inclusion information for Transit Employees including dedicated bulletin boards for D&I educational materials.
3. Developed How to Ride Transit brochures and videos in multiple languages.
4. Developed route changes videos and brochures in multiple languages.
5. 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.
6. Created a new interactive [Retail Partner online map](#) on the transit website to assist users in locating where to purchase tickets and passes.



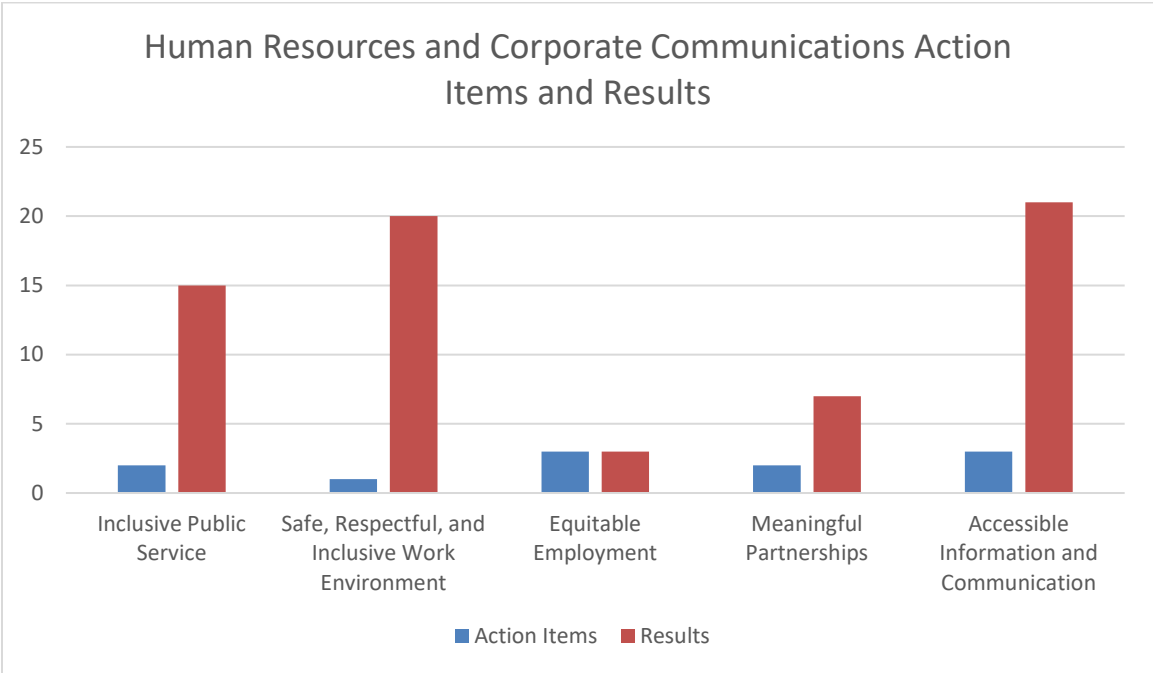
Business Unit D&I Goals and Achievements:

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 11 action items and 66 results.

Inclusive Public Service

Action Items:

1. To provide ongoing, strategic communications supports and services through a diversity and inclusion lens.
2. To build and maintain the municipality’s reputation as an inclusive, welcoming place to live and work (Public Affairs).

Results:



1. Provided ongoing support for media inquiries and issues management related to issues on racism and diversity, including facilitating media inquiries and preparing/releasing municipal statements, as needed.
2. Provided ongoing editorial support to communications materials to ensure readability for diverse range of audiences as well as ensuring accessibility standards were met.
3. Provided ongoing support with planning, drafting and issuing Public Service Announcements for civic events and public engagement opportunities related to diversity and inclusion, including:
 - [Municipality opens Jumpstart Inclusive Playground](#) PSA (October 19, 2022) along with Media Advisory.
 - Halifax Transit's [Anti-Sexual Harassment passenger education campaign](#) (July 11, 2022) with a goal to make transit a safer and more welcoming place for everyone.
 - National Acadian Day with Francophone Community [PSA](#)
 - Promoted upcoming job fairs, information sessions and opportunities to work with the municipality. See [PSA](#)
 - Provided support for the 2022 Municipal Services Survey (September 12, 2022). See [PSA](#).
 - Supported the planning, public engagement and promotion of the renaming of Cornwallis Street in Halifax. See [Residents invited to participate in second Cornwallis Street renaming survey](#) and [Cornwallis Street to be renamed to Nora Bernard Street](#).
 - [African Heritage Month PSA](#)
 - [International Women's Day PSA](#)
 - [KA'NATA Day PSA](#)
 - [Emancipation Day PSA](#)
 - [Municipal board recruitment PSA](#)
 - Planned, drafted, and distributed [Recruitment underway for African Descent Advisory Committee](#) PSA (Jan. 2023) and the



- follow-up [Recruitment extended for African Descent Advisory Committee](#) PSA.
- Planned, drafted and distributed [Celebrating African Heritage Month 2023](#) PSA (Jan. 2023).
 - Planned, drafted and distributed [Residents invited to adaptive equipment Try-it Day](#) PSA (Feb. 2023).
 - Planned, drafted and distributed [Municipal Service level adjustments for Nova Scotia Heritage Day 2023](#) PSA (Feb. 2023).
 - Planned, drafted and distributed [Art project unveiling to Commemorate the African Methodist Episcopal Zion Church](#) PSA (Feb. 2023).
4. Supported the opening of the multi-use pathway in the Cogswell District which opened in December 2022. The MUP plays an integral role in the All Ages and Abilities network to develop a safer, more accessible and multi-modal transportation system for the municipality.
 5. Supported the promotion of the Public Safety Strategy, which outlines public safety priorities and activities for 2023-2026. The public safety strategy guides the development and implementation of preventative and evidence-informed strategic initiatives to improve conditions that contribute to safety and wellbeing.
 6. Supported external communications for National Day for Truth and Reconciliation, Mi'kmaq History Month, DEAM, and Treaty Day.
 7. Supported the promotion to celebrate International Day of People with Disabilities.
 8. Implemented detailed/ALT text when attaching maps to Public Service Announcements (where possible). Example can be seen [here](#) where streets are listed in addition to being identified via map.
 9. Applied the *Corporate Communications Writing and Style Guide* to ensure plain language and readability across diverse audiences.
 10. Provided communications support for the installation of bilingual (English/French) stop signs around the Conseil scolaire acadien provincial (CSAP) schools within the municipality.



11. Provided editorial support for the [African Heritage Month](#) and [Addressing Anti-Black Racism](#) webpages.
12. Provided editorial support for the 2023 Accessibility Strategy Update.
13. Provided communications advice and editorial support around social media posts to explain the Call to Prayer for Ramadan (Mar. 2023).
14. Human Resources has drafted a Duty to Accommodate Policy that will be rolled out to the organization in 2024. The objectives of the policy are:
 - To foster a diverse and inclusive environment through increasing Employee and job Applicant awareness of, and accessibility to, the Accommodation process.
 - To define roles and responsibilities for Leaders, Employees, Job Applicants, and all other parties engaged in the accommodation process.
 - To promote procedural consistency in the Accommodation process throughout the Organization.
 - To ensure that individuals who are otherwise able to work are not discriminated against by being excluded from doing so when working conditions can be adjusted up to the point of undue hardship.
15. Human Resources continues to action the recommendations from the Employment System Review ([Employment Systems Review | Progress Report | Halifax](#)). The recommendations support equity and inclusion throughout the organization in areas such as equitable hiring practices, a diverse workforce and inclusive organizational culture. There are currently 8 of the 80 recommendations remaining for completion and all have an anticipated completion date in 2024.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. To support Our People administrative priority outcomes by engaging our workforce and reinforcing inclusive values amongst employees (Internal Communications).



Results:

1. Provided ongoing internal communications support of identified [significant dates](#) throughout the year, including:
 - **July**
 - World Day Against Trafficking in Persons
 - Halifax Pride Festival
 - **August**
 - National Acadian Day
 - Emancipation Day
 - **September**
 - Gender Equality Week
 - National Day for Truth and Reconciliation
 - **October**
 - Treaty Day
 - Mi'kmaq History Month
 - Disability Employment Awareness Month (DEAM)
 - **November**
 - Indigenous Disability Awareness Month
 - Remembrance Day & National Aboriginal Veterans Day
 - **December**
 - National Day of Remembrance and Action on Violence Against Women
 - International Day of People with Disabilities
 - International Human Rights Day
 - **February**
 - African Heritage Month resources and events (February)
 - Nova Scotia Heritage Day (February 20)
 - **March**
 - 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)
 - Ramadan (March 23)



2. Showcased the Jumpstart Inclusive Playground initiative through the CAO's Celebrating Excellence Newsletter and Employee Bulletin.
3. Wrote a [year-in-review story](#) on the Employee Hub, highlighting 2022 efforts towards the Accessibility Strategy.
4. Implemented ALT text in Employee Bulletin newsletter and Employee Hub.
5. Developed and shared closed captioned and/or text-based videos and digital screens.
6. Showcased our diverse workforce through ongoing employee profiles, to support a connected and engaged workplace culture.
7. Provided ongoing communications support for [ABR Educational Workshop Series](#).
8. Communications support of French Language Training opportunities.
9. Provided ongoing communications support for the inaugural Anti-Black Racism Leadership Conference (March 9, 2023). Participated as conference attendees.
10. Communications support for the African Nova Scotian Affairs Integration Office open house.
11. Communications support for new monthly employee accessibility training.
12. Communications support for the new African Descent Advisory Committee.
13. Participated in monthly Anti-Black Racism Steering Committee meetings as committee members.
14. Participated in the Accessibility Task Force as members.
15. Conducted Corporate Communications Annual Planning with full D&I team.
16. Applied the *Corporate Communications Writing and Style Guide* to ensure plain language and readability across diverse audiences.
17. Communications support for a poster highlighting the services offered to BUs by the Office of Diversity & Inclusion/ANSAIO.
18. Human Resources is developing and implementing the recommendations from the Management of Respectful Workplaces Audit conducted by the Office of the Auditor General. This includes the review and actioning of 13 recommendations in support of



creating a workplace safe and inclusive workplace reflective of the organization's values.

19. Human Resources in collaboration with our partners in GREA and further to the Management of Respectful Workplaces Audit is developing a Respectful Workplace Program that includes an update of the Workplace Harassment Prevention Policy to the Respectful Workplace Policy as well as the creation of a Whistleblower Policy. This will be completed and rolled out to the organization in 2024.
20. Human Resources has reviewed the results of the 2022 Engagement Survey ([Employee Engagement Survey \(halifax.ca\)](https://www.halifax.ca/employee-engagement-survey)). A dedicated position has been established within Human Resources to support the development of an engagement strategy for the organization.

Equitable Employment

Action Items:

1. Continued education/discussion with hiring managers regarding the benefits of a diverse workforce representative of the community we serve.
2. Addressing labour relations considerations for employment equity and designated hiring.
3. 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.

Results:

1. Of 714 of job posting requisitions created in 2022-23, 10 were identified by the hiring manager as designated and 33 were identified as preference given to qualified candidates who self-identify as a member of an employment equity group.



A total of 638 candidates who self-identified as a member of an employment equity group were hired, accounting for 41.8% of all hires in the fiscal year, an increase of 12 percentage points over the previous fiscal year.

2. Five internal collective agreements contain language allowing the union and employer to agree to designate job postings for members of underrepresented group. Since January of 2023, Talent Acquisition has updated the staffing plan template to include a conversation with hiring managers about preferred and designated competitions.
3. A designated Aspiring Leaders Program (ALP) cohort was offered for employees who self-identify as African Nova Scotian or of African descent to further develop their leadership skills and prepare them for future leadership opportunities with the municipality. Further revisions to the ALP are being implemented for the 2023-24 cohort that will designate seats in future cohorts for employees who identify as a member of an employment equity group.

Meaningful Partnerships

Action Items

1. Promote HRM employment opportunities through engagement with community-based organizations who support employment equity groups.
2. Work with community-based organizations to create an accessible, welcoming, and inclusive municipality.

Results

1. Attended first annual BIPOC Atlantic Job Fair and supported the event as a Platinum sponsor.
2. Assisted the Office of Diversity & Inclusion in delivering the inaugural Anti-Black Racism Leadership Conference and attended the event as participants.



3. Attended YMCA Out & Equal Job Fair. Continuing to build a relationship with the LGBTQ2S+ community.
4. Attended African Nova Scotian Community Circle in the North Preston community to discuss employment opportunities with Halifax Transit. Continuing to build a relationship with the African Nova Scotian community in partnership with the Office of Diversity & Inclusion.
5. Attended Mi'kmaw Native Friendship Centre Job Fair. Continuing to build a relationship with the Indigenous community in partnership with the Office of Diversity & Inclusion.
6. Attended Immigration Settlement Association Nova Scotia open house. Continuing to build a relationship with ISANS.
7. Human Resources has requested the addition of an Immigration Specialist position in the 2024-25 fiscal year to support current and future employees in navigating the path to permanent residency.

Accessible Information and Communication

Action Items:

1. To promote accessible information and diversity and inclusion initiatives.
2. To support and promote municipal efforts to residents focused on building welcoming, inclusive communities (Marketing).
3. To support administrative priority outcomes by reinforcing inclusive values and providing exceptional customer service to internal clients (Print Services).

Results:

1. Implemented and followed the [municipality's Best Practices for Accessible Online Communications](#).
2. Provided ongoing graphic design support for D&I/ANSAIO initiatives, both internal and external, using accessibility guidelines as part of the



design process, as well as the D&I/ANSAIO emblem as required to support branding efforts.

3. In support of the Office of D&I/ANSAIO, designed and delivered a new people illustration suite to represent the diversity of the communities we serve. Application used in creative assets for communications campaigns, both internally to employees and externally to residents.
4. Leveraged website and social media channels to share D&I/ANSAIO initiatives and opportunities externally, including:
 - Supported (designed assets, external communications via social media, digital screen network, and/or halifax.ca) National Day for Truth and Reconciliation, Mi'kmaq History Month, DEAM, and Treaty Day
 - Website content and social media promotion to celebrate [International Day of People with Disabilities](#)
 - Website content added to halifax.ca and social promotion to create awareness around [inclusive Halloween etiquette](#) and tips to make trick-or-treating more accessible
 - Social media recognition of National Day of Remembrance and Action on Violence Against Women
 - Promotion (paid / unpaid ads, digital screen for the African Decent Advisory Committee
 - Promotion (paid / unpaid ads, digital screen, live stream for the Accessibility Town Hall
 - African Descent Advisory Committee - created the new postcard and poster for distribution
5. Supported the development of collateral for the BIPOC Atlantic Job Fair, a Diversity Employment Network initiative (municipality participated in event with a booth, sharing information on recruitment opportunities).
6. Supported efforts to enhance accessibility by piloting the use of software to generate narration for short format videos produced in-house. Intention is to adopt this for all videos moving forward.



7. Grand Oasis promotion (paid / unpaid ads, social media, digital screens, web content) for Acadian Day, [Emancipation Day](#), Pride, Truth & Reconciliation, and Indigenous Peoples Day (see [halifax.ca](#)).
8. Gathered new photos of municipal participation at Pride (HRM float, HRFE, Halifax Transit).
9. MADIOR story on renaming of Cornwallis Street to Nora Bernard Street.
10. Promotion (unpaid posts) for the Jumpstart Playground.
11. D&I Framework Annual Report - style guide review and edit.
12. Collaborated with Halifax Transit on the Anti-Sexual Harassment passenger education campaign.
13. Promotion for African Heritage Month.
14. Promotion for International Women's Day, including live stream setup for International Women's Day event.
15. Promotion for Francophonie Month/Day.
16. Promotion for ANS artwork unveiling at the African Methodist Episcopal Zion Church.
17. Promotion for the new African Descent Advisory Committee.
18. Applied the *Corporate Communications Writing and Style Guide* to ensure plain language and readability across diverse audiences.
19. Designed and developed a condensed version of the Immigration Strategy 2022-26.
20. Communications support for the installation of bilingual (English/French) stop signs around the Conseil scolaire acadien provincial (CSAP) schools within the municipality.
21. Provided ongoing print services support for development and distribution of D&I/ANSAIO materials, including:
 - Promotional posters for significant dates, as required
 - Customized accessibility business cards featuring braille and large font, developed in coordination with the Accessibility Advisor
 - Hard copies of Gender Based Analysis + toolkit training resources



- Ongoing production of print collateral for Solid Waste, including guides in French, Mi'kma'ki, and other languages as required
- Support with printing and distributing African Heritage Month posters across the organization
- Print support for the Anti-Black Racism Leadership Conference
- Print support for Afrocentric resources postcard for employees
- Print support for Office of D&I/ANSAIO services poster



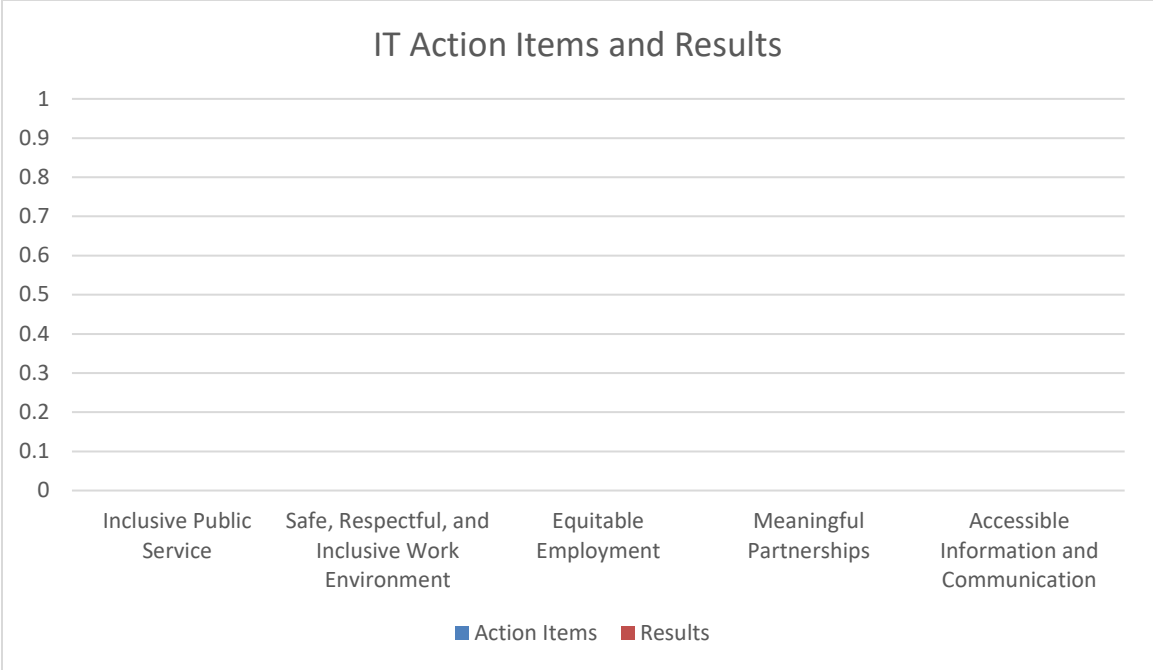
Business Unit D&I Goals and Achievements:

Information Technology (IT)



Information Technology (IT)

The chart below depicts the number of action items that IT 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, IT reported 0 action items and 0 results.

In June of 2022, Chief Information Officer David Thorpe was appointed Executive Director, Information Technology and CIO. Information Technology (IT) officially became its own business unit effective 01 June 2022. In November of 2022, IT’s Coordinator was named to the Diversity & Inclusion Champions’ Roundtable. Business Relationship Manager Sarah Jane Angevine, BRM for Diversity & Inclusion/ANSAIO was named to the Accessibility Taskforce. Moving forward IT will develop action items in their 2023/24 IT Strategic Plan to address the goals of the D&I Framework.



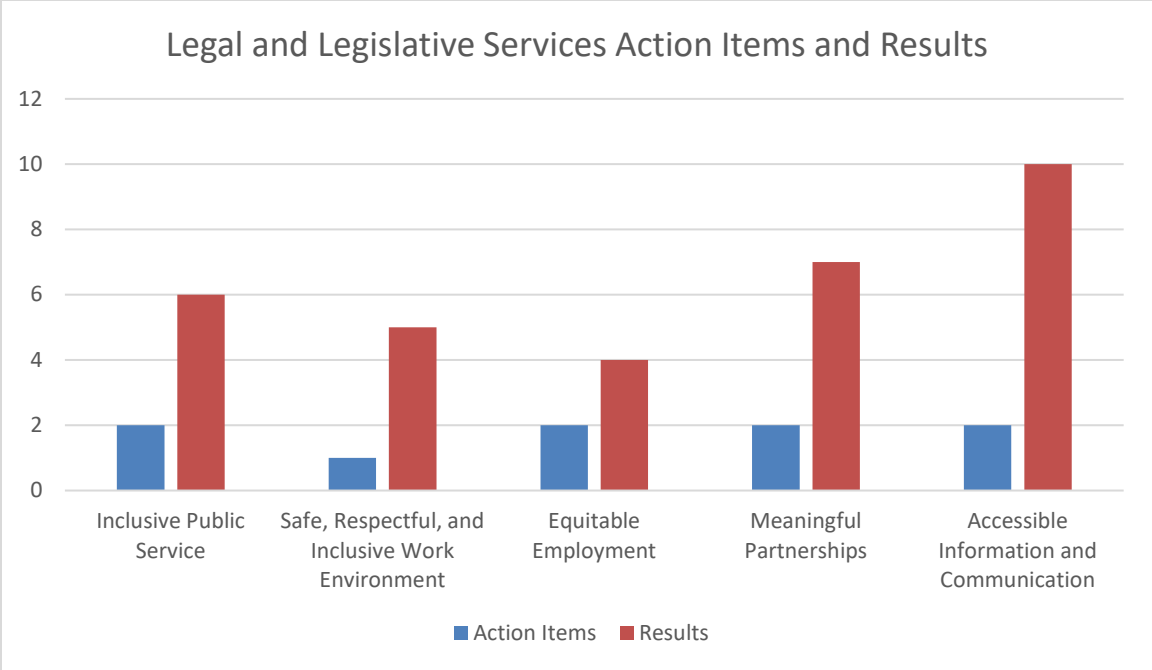
Business Unit D&I Goals and Achievements:

Legal & Legislative Services (LLS)



Legal & Legislative Services (LLS)

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 9 action items and 32 results.

Inclusive Public Service

Action Items:

1. All BU Staff are made aware of the priority of Diversity and Inclusion and a key principle within the HRM and provided opportunity for personal and professional growth specifically for formal Diversity and Inclusion training.
2. Project and operational work are completed with D and I as key stakeholder to ensure actions represent inclusive measures for the HRM.



Results:

1. Corporate training opportunities from Office of Diversity and Inclusion are available and promoted to all staff.
2. Internal Staff Sessions for 2022/2023 all had formal engagement through the HRM D and I office.
3. Ward Boundary public engagement included specific sessions and hybrid sessions based on the recommendations of Diversity and Inclusion.
4. 100% of Employees provided the opportunity to participate in corporate training programs including those offered by D&I Office/ANSAIO other Diversity & Inclusion training.
5. Halifax Municipal Archives staff participated in conferences and training opportunities specific to issues of diversity, accessibility, and anti-racist practices in archival institutions.
6. Accessible parking space added to parking at Corporate Information Management building in Burnside.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Staff are provided the tools and resources to complete their responsibilities.

Results:

1. Ergonomic assessments provided for all workspaces in Legal and Legislative Services office space completed.
2. Ergonomic and accessibility assessments completed for all workspaces and action items to complete being finalized.
3. Weekly training sessions held providing technical and soft skill training and collaboration within Clerks office.
4. Staff health and safety are prioritized for office, WFH and off site (in meeting) work.



5. Revised onboarding process completed for new Legislative Assistant staff to provide clear support and expectations while providing support when beginning the role.

Equitable Employment

Action Items:

1. 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.
2. Business unit staff have access to corporate health and wellness resources including the new corporate Wellness Strategy.

Results:

1. 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. All competitions within Legal and Legislative services completed with engagement from the D and I office.
4. 100% of new programs and resources circulated to all BU staff when they become available.

Meaningful Partnerships

Action Items:

1. Internal and external partners are included throughout the governance process and included within the planning stages. Considerations for engagement with internal and external stakeholders are prioritized when processes are created and reviewed.
2. Per the AO2022-009-ADM Respecting Information Management and Archives, outreach activities should foster cooperation with other heritage organizations to promote the history of the region.

Results:



1. 100% of requests for accessibility support, offered by the HRM, in legislative meetings met.
2. 100% Post Council debrief sessions included internal business partners.
3. 100% of ABC recruitment processes are reviewed up front to identify needed/necessary external partners. In partnership with D and I, 100% of those selected are approached to support recruitment. worked with community partners to advertise committee and ensure that ANS communities were fairly represented in the ADAC.
4. Internal and external presenters are provided accessible support during public meetings.
5. Agencies Boards Committee recruitment is completed by engaging with external partners and utilizing their contacts and partnerships.
6. Partnered with the Africville Museum to coordinate a scan-a-thon to preserve Africville's history and enhance the Museum collection
7. Offered a tour of Archives to representatives from Sipekne'katik First Nation; provided a site visit to Sipekne'katik to offer advice regarding preservation concerns of oral history archival material.

Accessible Information and Communication

Action Items:

1. Maintain open and accessible public engagement for meetings of Regional Council, Standing Committees, Legislative Boards and Citizen Advisory Bodies of the Halifax Regional Municipality.
2. Ensure that the government records and information assets of the Municipality are effectively and efficiently managed to promote accountability and provide open and equal access to government records.

Results:

1. 305 public meetings of Council and Committee meetings were held.
2. 238 meetings were webcasted.
3. 13 meetings had ASL Interpretation services provided.



4. 55 meeting had CART captioning provided.
5. 59 individuals from the public participation in Budget COW publication participation.
6. 31 individuals from the public participated in Community Council & Standing Committee public participation.
7. 44 individuals from the public participation in Board of Police Commissioners budget public participation and options were available to participate in person or virtually.
8. In January 2023, technology upgrades were made the Harbour East Marine Drive Community Council Chamber to allow for webcasting of meetings. The first webcast was held on January 12, 2023. This technology now allows for meetings of Harbour East Marine Drive Community Council and Board of Police Commissioners to be webcasted to the public when meeting in person. Other Boards and Committees can consider using this space for their in person meetings to webcast proceedings to the public.
9. Archives staff developed a language redescription project with the input of D&I to assess and correct offensive and outdated language in archival descriptions.
10. Archives staff have reviewed Africville records for restricted information and have made redacted digitized copies available to the public online.



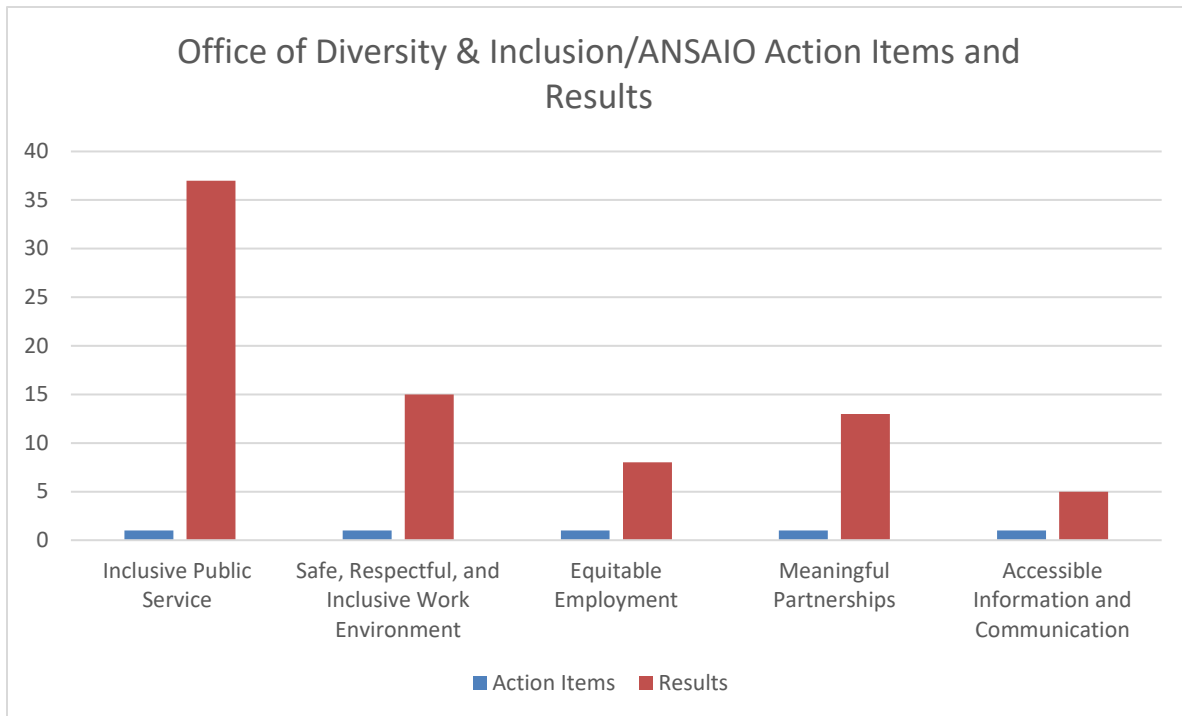
Business Unit D&I Goals and Achievements:

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 78 results.

Inclusive Public Service

Action Items:

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

Results:



1. In recognition of Autism Acceptance Month, the Accessibility Advisor held a Lunch and Learn with Jill Cormier on *'Understanding Autism: Exploring the Spectrum.'*
2. For Access Awareness Week 2022, the Accessibility Advisor held multiple events including two Speaker Sessions. The first Speaker Session took place with Roger Jones, who spoke on *'Closing the Gaps to Accessibility and Inclusion in Nova Scotia.'* The second Speaker Session was hosted by Kristen Habermehl on *'Meaningful Access for Everyone: A Rick Hansen Foundation Accessibility Certification Information Session.'* An additional information session was also facilitated by Kristen Habermehl specifically for Councillors on the Rick Hansen Foundation Accessibility Certification (RHFAC).
3. HRM hosted the first annual flag raising event for Indigenous Disability Awareness Month.
4. For International Day of Persons with Disabilities, the Accessibility Advisor hosted the following Speaker Session with Senator Wanda Thomas Bernard: *'When Race and (dis)ability Intersect: The Experiences of African Canadians with Disabilities.'*
5. The [Accessibility Strategy Annual Update](#) was provided to Council in May 2022.
6. Accessibility Advisor continues to support the Accessibility Strategy Task Force Committee and associated sub-committees: *Exterior Built Environment Subcommittee, Interior Built Environment Subcommittee, Employment Subcommittee.*
7. The French Services Advisor led the year 2 implementation of the French-language Services Strategy. Details on the progress of the implementation can be found in the [2022-23 French Language Services Strategy Annual Update report](#).
8. French Services supported the translation of 20 communication items (22,242 words) produced by the municipality from English to French.
9. French Services offered a total of 101 seats to municipal employees to participate in part-time French classes provided by the Université



Sainte Anne in the 2022 spring, summer, fall and 2023 winter sessions.

10. The three-hour corporate training module, Parlez-vous français? – Understanding Acadian and Francophone Communities and French Services was launched in August 2022 and offered three times between April 2022 and March 2023. A total of 32 municipal employees participated in the training.
11. In recognition of African Heritage Month, the ANSAIO Senior Advisor in Collaboration with the AHM Association in Partnership with the Halifax Library held the AHM Opening Night Event (2022 & 2023).
12. African Heritage Month Programs 2022 & 2023
13. Events ranged from Pan African Flag Raising events (2022 & 2023), ABR speakers, lunch & learns, first annual ANSAIO interactive Open House (2023) as well as lunch and learns for BU's including Africville former residents and Director of AHT short film discussion. ANSAIO Senior Advisor also held a Lunch and Learn in collaboration with the D&I Immigration Advisor with the Coordinator of Welcoming Communities Colleen Belle from Immigrant Services Association of Nova Scotia (ISANS).
14. Emancipation Day Flag Raising Event, Natal Day/Emancipation Day UACWA Parade Marshalls, and evening event 2022.
15. Emancipation Day 2023 Flag Raising event and evening event at Parade Square with Senator Wanda Thomas Bernard, Mayor Savage providing the Proclamation reading, Tracey Jones Grant and Councilor Lindell Smith with words on Emancipation Day and assorted entertainment to commemorate the day.
16. Partnership event with the Human Right's Commission in recognition of Elimination of Racial Discrimination-first annual and second annual event at the Halifax Central Library (2022 & 2023) 2023 event entitled "When Communities Unite, They Will Tie Up Racism."



17. Development of the African Descent Advisory Committee which will report to the Committee of Council (2023-on going).
18. ANSAIO provides on-going Corporate Training offerings “Reaching Out from and Afrocentric Place” as well, later in 2023 will be offering Anti Black Racism Training available for all HRM employees.
19. New onboarding training course on Africville being developed by Senior Advisor ANSAIO, ANSAIO Outreach & Research Coordinator in collaboration with Human Resources to be completed 2023.
20. The [Gender Based Analysis Plus Toolkit for Municipal Staff](#) training has continued for staff to support employees to integrate inclusive and evidence-based decision making into their policies, programs and services.
21. Inclusive public engagement online and in-person sessions were held with community partners such as the Nova Scotia League of Equal Opportunities, Nova Scotia Migrant Women’s Association, Femmes Action Halifax, and African Nova Scotian Communities and attended by 50 residents to help inform the forthcoming [Women and Gender Equity Strategy](#).
22. Received funding from the Federation of Canadian Municipality’s and Women and Gender Equity Canada (WAGE) to create an *Indigenous Women and Two Spirit Leadership Summit and Campaign School* to encourage and support Indigenous women and two-spirit people to take part in Municipal government and leadership roles, as well as other elected and non-elected leadership roles within their communities. This was part of the [Canadian Women in Local Leadership](#) (CANWill) initiative, beginning work in Fall 2022, continuing into Fall 2023.
23. The Immigrant services Advisor led the work on an initiative to expand the Calls to Prayer (supported by senior leadership and regional council). The municipality’s approval had a great impact on the Muslim community boosting the feeling of belonging and building bridges of trust and appreciation with the Municipality.



24. Indigenous History Month events included from the Mi'kmaq Flag raising and proclamation reading events in Grand Parade Square and Grand Oasis Stage Musical Showcase.
25. In recognition of National Indigenous Peoples Day (2022), the Indigenous Services Team in Collaboration with the Mi'kmaw Native Friendship Centre erected a Tipi in DeWolf Park and hosted cultural crafts & teachings for youth including Tipi Teachings and creating faceless dolls.
26. The Indigenous Services team volunteered to assist with set up and participated in the Mi'kmaw Native Friendship Centre's annual Mawita'jik Pow Wow hosted at the Zatzman Sportsplex in Dartmouth.
27. In recognition of Kana'ta Day (Canada Day) the Indigenous Services team along with the D&I/ANSAIO Office, members of Halifax Regional Fire & Emergency, and Indigenous elders erected two Tipi on the Halifax Commons. On July 1st, 2022, a traditional Mawio'mi was hosted on the Halifax Commons featuring Indigenous dancers, drummers, vendors, food, and cultural demonstrations. This was followed by an Indigenous focused musical performance on the Grand Oasis Stage in Grand Parade Square.
28. Four additional members of HRM staff were trained in September 2022 to perform the Settler Role for the "Indigenous Blanket Exercise" which continues to be offered through Corporate Training on a regular basis and at the request of various HRM Business Units.
29. The National Day for Truth & Reconciliation 2022 Flag Raising event was held in Grand Parade Square, this event was smaller than originally planned due to the impacts of Hurricane Fiona on the Indigenous community. Orange shirts were purchased for D&I/ANSAIO staff from the Mi'kmaw Native Friendship Centre in recognition of this significant date.
30. The Indigenous Services team worked with the Mi'kmaw Native Friendship Centre to plan a Mawio'mi for the National Day for Truth



& Reconciliation which was postponed to November 27th due to the impacts of Hurricane Fiona.

31. The Treaty Day Flag Raising and Proclamation Reading was held on October 3rd in Grand Parade Square, preceded by the Treaty Day Church Service & Veterans Parade. This Flag Raising event was also held in recognition of Mi'kmaq History Month and included performances by hand drummers and words from Chief Deborah Robison of Acadia First Nation.
32. Celebrations for Mi'kmaq History Month included two Lunch & Learns focusing on the Mi'kmaq Language, multiple blanket exercises, the distribution of the Mi'kmaq History Month educational poster, a digital downtown light show (Old Halifax Public Library), and the display of various Mi'kmaq History Month videos around HRM.
33. The Indigenous Services team and D&I's Accessibility Advisor held HRM's first annual Flag Raising event in recognition of Indigenous Disability Awareness Month (November) on October 31st, 2022. This event featured a dance performance by a local Indigenous artist from Cape Breton and a speaker's panel discussing the unique experiences of Indigenous people living with various forms of disabilities.
34. Cornwallis Taskforce Recommendation – Working on the implementation of the 20 recommendations the for taskforce report. (Multi-year approach).
35. The Indigenous Service Team, Gender Equity Advisor for the Office of Diversity & Inclusion, and Indigenous Partner Organizations are coordinating an Indigenous focused Campaign School and Leadership Summit for Indigenous Women & Two-Spirit individuals to be hosted in May 2023.
36. The Indigenous Service Team planned a Flag Raising Ceremony and event to celebrate 2023's Heritage Day honoree, Mi'kmaq poet Rita Joe. This event included a hand drumming performance and



poetry reading by members of the Mi'kmaw Native Friendship Centre.

37. Provided training to Halifax International Airport staff on how to carry out the Indigenous Blanket Exercise for other airport staff in preparation for NAIG 2023.

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 6 training sessions of *Going from Support to Inclusion: Accessibility Training*.
2. The Accessibility Advisor facilitated two Accessibility Workshops. One was delivered during the HRM Annual Volunteer Conference in November 2022, and one was delivered to Pier 21 in March 2023.
3. French Services supported the Public Works to install over 150 bilingual stop signs on municipal roads in the neighbourhoods of the Conseil scolaire acadien provincial schools in the Halifax region.
4. ABR Coordinator hosted several sessions on various ABR topics in 2022-2023: This virtual series included seven workshops to date, each with a different topic presented by external subject matter experts. This series will help deepen municipal employees' understanding of anti-Black racism, and how to address and combat these issues as they arise. Youth panel discussion to take place fall 2023 as well as additional sessions will be on-going.
 - [Session 1: What is Anti-Black Racism \(ABR\)? A Deeper Look Into Unpacking ABR](#)
 - [Session 2: Black History in Nova Scotia: They Real Story, Our Story](#)
 - [Session 3: Black Mental Health](#)
 - [Session 4: White Privilege, Systemic Racism, and Allyship](#)



- [Session 5: Journeying Through the valleys of Anti-Black Racism to Holistic Wellness](#)
 - [Session 6: Black Health Equity and why Equity Diversity & Inclusion is just not enough](#)
 - [Session 7: Beyond Djembe and Libation: A Call to Real Action Against Anti-Black Racism](#)
5. Inaugural Anti Black Racism Conference for Senior Leadership took place in March 2023.
 6. Anti Black Racism conference for Employees to be held October 19th, 2023.
 7. ABR coordinator supports and updates the ABR Steering Committee
 8. 4 GBA+ Toolkit Training sessions were held.
 9. International Women’s Day Event was held at City Hall with the theme of *Every Woman Counts*.
 10. Collaborated with Halifax Regional Fire & Emergency launched 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.
 11. In recognition of Ramadan, the Immigrant services Advisor held a Lunch and Learn with Imam Abdullah Yousry, titled “Ramadan, all you need to know”. 63 staff attended the session.
 12. Hosted Building intercultural competency training session with ISANS
 13. Created a new inhouse training module, Building intercultural competency.
 14. The Indigenous Services Team hosted multiple “Indigenous Blanket Exercise” training sessions through both corporate training and at the request of various HRM Business Units during the 2022/2023 year. 178 HRM staff members took part in this training during the past year, covering topics covered in this training include pre-contact, creation of treaties, the 60’s Scoop, Residential Schools, the Indian Act, and ways to better support Indigenous co-workers and community members. This training was also provided to a limited number of Halifax International Airport staff and will be provided to Halifax Bridge Commission staff in 2023.



15. A guide was created for HRM staff on how to properly write and perform Land Acknowledgements in Mi'kma'ki and is now available on the Intranet.

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, the Accessibility Advisor hosted two Speaker Sessions. The first took place with Brian Foster from Ready, Willing and Able on 'Building Inclusive Practices and Workplaces: Ready, Willing and Able.' The second took place with Shelley Adams and Katie Csernyik from CNIB, entitled 'Speaker's Session: Creating Accessible and Inclusive Workplaces for Individuals with Sight Loss.'
2. French Services rolled out the *French-Language Services Human Resources Guidelines* to HR and the guidelines are now available on the Intranet.
3. French Services supported Client Services (HR) and worked with YMCA-French Services to deliver one information session (focused on municipal job opportunities) and two workshops (one focused on resume building and the other on interview skills) to Francophone and bilingual job seekers.
4. ANSAIO held Employment Circles held in Partnership with Halifax Transit and North Preston Community Center to recruit Halifax Transit Operators (2022), with more sessions coming in 2023 and beyond until at capacity.
5. 2023 will have employment circles in ANS communities with Dexter's for the Cogswell project employment opportunities to help build capacity and representation.
6. 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.

7. In May 2022 the position of Coordinator of Indigenous Community Outreach & Research in the Office of Diversity & Inclusion was filled by Jerid Watton.
8. Members of the Indigenous Services Team were invited to sit on multiple interview panels for HRFE Firefighter Interviews in the winter of 2022/2023.

Meaningful Partnerships

Action Items:

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

Results:

1. French Services continued to support the work of the Halifax Acadian and Francophone Partnership. The French Services Advisor continued to serve as the co-chair of the Partnership and participate in the subcommittees on welcoming new residents, partnerships with REC centres and celebrating the Francophonie Month.
2. French Services supported the partnerships between the municipal divisions and community organizations to host celebrations of the 2022 Acadian Day and the 2023 Francophonie Month, to offer 2 French REC programs at the Sackville Sports Stadium in the spring of 2023 and to place a French-speaking volunteer at the Solid Waste division.
3. Collaboration & Partnership with the Halifax Partnership, specifically for ANSAIO the Road to Economic Prosperity.
4. Regular reporting to Council on REPP as well as participation by ANSAIO Outreach Coordinator and Senior Advisor on councils and subcommittees.
5. Africville Heritage Trust. The Senior Advisor ANSAIO participates as a board member of the AHT as well as subcommittee work.



6. Senior Advisor and ANSAIO staff support the Africville Genealogy Society with the annual Africville Reunion events (2022& 2023).
7. Partnerships were developed with the following external organizations in order to support the development of the [Women and Gender Equity Strategy](#):
 - a. Nova Scotia League of Equal Opportunities
 - b. Femmes Action Halifax
 - c. Nova Scotia Migrant Women's Association
8. Partnerships were developed with the following external organizations in order to support the development of the FCM Indigenous Campaign School:
 - a. The Federation of Canadian Municipality's
 - b. The Nova Scotia Native Women's Association
 - c. Mi'kmaw Circle of Hope
 - d. Mi'kmaw Native Friendship Centre
9. Partnerships were both developed and strengthened with the Federation of Canadian Municipalities (FCM), The Mi'kmaw Native Friendship Centre, Mi'kmaw Circle of Hope, and The Nova Scotia Native Women's Association to support the development of the Indigenous Women and Two-Spirit Leadership Summit and Campaign School.
10. The Indigenous Services Team partnered with the Mi'kmaw Native Friendship Centre to celebrate a number of significant dates in the Indigenous Community including National Indigenous Peoples Day, Indigenous History Month, Kana'ta Day, The National Day for Truth and Reconciliation, Mi'kmaq History Month, and Treaty Day.
11. Members of the Indigenous Services Team have also worked with the Treaty Day Committee and Mi'kmaq History Month Committee to assist in planning activities to recognize these significant dates in HRM.
12. Partnerships were developed between the Indigenous Services Team, North American Indigenous Games Staff, and Halifax International Airport Staff in preparation for NAIG 2023.



13. Partnership developed between Halifax Immigration Partnership, YMCA, Halifax Public Libraries, and ISANS, as part of the HIP Intercultural Connections working group which promotes Indigenous Cultural activities to newcomers in Halifax. The first activity this group hosted was a Pow Wow protocol workshop hosted in partnership with the Mi'kmaw Native Friendship Centre in the spring of 2023.

Accessible Information and Communication

Action Items:

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

Results:

1. Accessibility Advisor created and shared one resource document on the Intranet, entitled 'Outsourcing Web Accessibility Testing.'
2. French Services worked with the Halifax Local Immigration Partnership to make all static content on the New in Halifax website available in French: [Guide pour les nouveaux arrivants à Halifax \(newinhalifax.ca\)](https://newinhalifax.ca).
3. French Services supported Civic Events to deliver a presentation on municipal Event Grant Programs to members of the Halifax Acadian and Francophone Partnership.
4. For the public Partnership event (Elimination of Racial Discrimination), in March 2022 & 2023 ANSAIO provided CART and ASL services for the event.
5. ANSAIO project outline for Africville Visioning project requires that all engagements be in an accessible location.



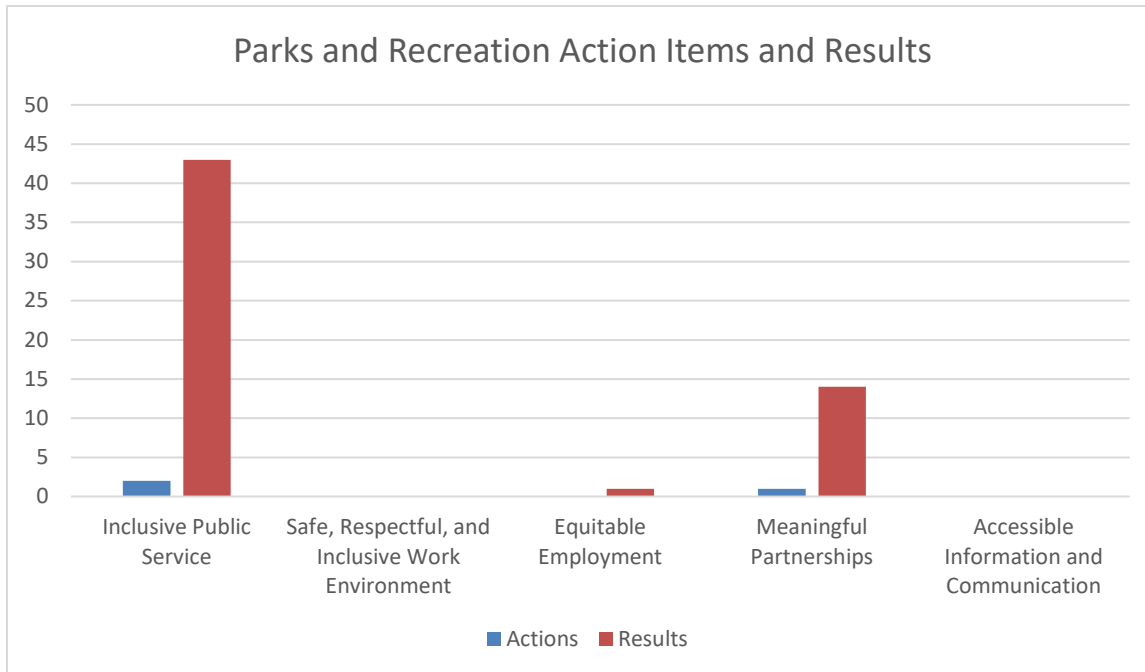
Business Unit D&I Goals and Achievements:

Parks & Recreation (P&R)



Parks and Recreation (P&R)

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, 2023. 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 4 action items and 57 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 asset development:

1. Modify equipment for participants inclusion needs and increase the capacity of the equipment loan program with a new GRIT chair.



2. Overcome language barriers by offering technology specific to translation services and support newcomer families wanting to participate in programs.
3. Opened the new Jumpstart Inclusive Playground at the George Dixon Centre Park to accommodate physical, cognitive and sensory considerations for children of all age and abilities.
4. Dartmouth North Community Centre: Provided a ramp for easy access into the rink at the Gray Arena for a participant in a wheelchair.
5. Work completed to make George Dixon gymnasium washrooms accessible. Extension of path for access to rear door of multipurpose room and approval of installation of Apollo multigym in Dixon Centre Park.
6. St. Mary's Boat Club: The accessibility ramp was upgraded at the facility to meet current code requirements. The exterior bathroom stall is being upgraded to make it accessible.
7. Power House Youth Centre – Braille signage was added to the building to assist those who are visually impaired in identifying rooms, spaces, and safety objects in the building.
8. The goal is to complete accessibility audits at HRM buildings, playgrounds, and parks in preparation for the 2030 Access by Design strategy for the NS Accessibility Act. An RFP was issued for an accessibility audit of three HRM playgrounds to be awarded in 2023/24.

Create more opportunities for inclusive programming and events:

Civic Events

9. Civic Events staff worked with the Team at D&I to revise the SETF Special Events Application late last fall. The SETF Special Event Application encourages events to look critically at their program and event sites to increase the level of inclusion, diversity and accessibility when planning and delivering their current and on-going events.



10. Civic Events division hosted three culturally significant anniversaries / programs as part of their annual event calendar: Emancipation Day, Acadian Day and National Indigenous People's Day.
11. Civic Events continue to work closely with North American Indigenous games (NAIG) organizers to support the planning of the largest indigenous sport & culture celebration in Atlantic Canada, as well as planning the first Cultural Youth Performers showcase.
12. The Dartmouth Sunshine Series (DSS) partnered with the Jamaican Canadian Association of Nova Scotia (JCANS) and the 9th Caribbean Diaspora Multicultural Celebration in their first year of a successful move to the Dartmouth Waterfront on Sunday, August 7th.
13. Natal Day hosted an all-star selection of African Nova Scotian Music Association (ANSMA) artists with the Annual ANSMA Freedom Festival, celebrating the gospel tradition of Nova Scotia Black Artists on the Dartmouth Waterfront on Sunday, July 31st.
14. Canada Day at the Dartmouth Sunshine Series was celebrated by hosting two extremely popular July 1st culturally unique programs. The Canada Day Drumming HFX was a celebration and experience of global drumming including Chinese Drumming, indigenous drumming and drumming from various cultures around the world. This was followed by the African Nova Scotian Music Association's ANSMA Canada Day Concert a celebration of Nova Scotian black artists.
15. In close collaboration with Indigenous communities, KANA'TA: HFX Canada Day was hosted to offer programming that honours the traditions of the Mi'kmaw Nation and celebrates pan-Indigenous communities that call the municipality home.
16. The Glow Event at Fleming Park represented all the colours of the rainbow with a diverse staff who welcomed everyone, regardless of background, race, religion, or gender. The event was accessible to those using wheelchairs or strollers, shuttle buses provided free rides into the park for those using the transit system and the Wontanara



African Drum and Dance group performed both African dance and drumming as a warm-up for participants.

African Heritage Month

17. Held a large African Heritage Month free celebration at the Emera Oval featuring live music, announcements commemorating significant Black Nova Scotians, and giveaways for all who attended. Celebrated African Heritage Month by dedicating bulletin boards in each centre to showcase the history and significance of African Heritage Month in Nova Scotia and HRM.
18. Promoted African Heritage Month throughout the centre and within our art/preschool programs (Sheet Harbour).
19. Hosted African Heritage Month events including culture share night where youth cooked Bermudian style fish cakes, a traditional African drumming workshop, film screenings and “What Does Brown Mean to You?” themed arts programs (Power House).
20. Continued support of Africville Homecoming Reunion weekend.
21. Anti-Black Racism Conference: On March 9, 2023, leadership from all levels in P&R participated in this corporate event.

Youth Focused Recreation Programming

22. Affordable Access Program: municipality provided \$750,678 on recreation funding access discounts in 2022/2023.
23. In 2022/23, 523 Free Programs were attended by 6,828 clients. Of the Free Programs offered, 37% of programs were for Youth Leadership and 94% were for Child/Youth & Families. Many of the free programs, such as Youth Leadership and Lifeguard training, are important to maintaining staff at HRM facilities.
24. Aquatics – offered free lifeguard and instructor training to over 100 youth across HRM, provided inclusion swimming lessons to over 50 children and continued to provide Angel Fish training to swim



instructors. More than 1,500 youth participated in free swimming lessons offered at HRM beaches.

25. Several Recreation Facilities had free drop-in programs specifically targeted to youth (13-25) participants; including weekly youth nights, after-school hoops, other programs (and free family fun day in the Winter to encourage outdoor play. Youth programming is publicized to encourage youth at risk to attend.
26. Power House (youth specific program) expanded their use of sensory toys and equipment to help everyone participant fully. The youth were directly involved in determining what types of support will best meet their needs. Power House hosted free drop-in programs for youth and weekly Gay Straight Alliance youth groups were formed.
27. Dartmouth North Community Centre: Offered accessible Open Rink Program at the Gray Arena and participated in Community BBQ with the Dartmouth North Public Library and East Dartmouth Community Centre.

Girl/Gender Diversity Focused Recreation Programming

28. St Andrews Community Centre –a free program for girls aged 10-14, living in the Bayer’s Westwood community. Those in the program are encouraged to actively participate in the planning of their weekly activities.
29. Sackville Sports Stadium: Offered girls only intro to boxing, basketball, and soccer programs to encourage pre-teens and teen girls’ participation in sports.
30. Chocolate Lake Community Centre – 2 x Girls Just Want to Have Fun (9-12 years) summer camps that exposed participants to a mix of cultural, leisure, sports, and rec activities to build confidence and create awareness of activities within their community.
31. Due to popular demand, another Girls Basketball Program for ages 9-13 years was added to programming.



French Language/Languages Other Than English

32. Partnered with CSAP to host Francophone Night at Emera Oval where Francophone artists were featured during the skate.
33. Offered two French fitness classes (Conditionnement Physique Doux) out of the Acadian House Museum in Chezzetcook.
34. French language classes offered to two communities in consultation with CSAP, Office of Diversity and Inclusion and community members.

Inclusion Support

35. Provided 1:1 support to over 25 children in Fall/Winter/Spring programming and offered inclusion training for all summer staff which increased 1:1 support to accommodate 180 children participating in summer camps.
36. Continued to offer Ready for Rec Multisport at two locations in July and August.
37. Provided inclusion support to 170 children in HRM summer camps and had 11 youths attend a summer camp for youths with disabilities.
38. Senior Programs – a number of recreation centres offering free accessible programming for the senior community with over 36 participants registered.
39. The Sackville Sports Stadium has introduced Inclusion hours in the fitness centre for members and it is led by our Fitness Centre Specialist. Any member who requires inclusion services or extra support can visit between identified hours. Respectful workplace and inclusion training was offered at the Sackville Sports Stadium.

Equipment Loan

40. Inclusion and Accessibility hosted a “Try It Day” for the adapted outdoor equipment.



41. Cole Harbour Recreation: Loaned skates and helmets to newcomer families participating in the skating program who did not have access to the proper equipment.
42. LeBrun Recreation Centre and Findlay Community Centre have guitars, both adult and youth sizes, to lend to participants registered in the guitar lessons offered at these facilities.
43. Emera Oval purchased 6 CSA approved multi-impact helmets that are custom made to fit over Sikh head coverings (patkas) for children as part of the equipment inventory available to be loaned free of charge.

Equitable Employment

Action Items:

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

Results:

1. Hiring at recreation centres is being done to help ensure the staff reflect the community being served, this includes racial diversity, neurodiversity, 2SLGTQIA+ persons.

Meaningful Partnerships

Action Items:

1. Connect with underrepresented groups to ensure greater access to recreation opportunities.

Results:

Sheet Harbour

1. Partnered with The Deanery Project in February to provide a day of outdoor programming at the Deanery to the YMCA's New Immigrant group with participants newly here from Ukraine, Congo, and Syria.



North Preston Community Centre

2. Nothing For Us Without Us Conference held in February 2023, 41 youth within Preston area participated.
3. Step Up to Leadership Program for youth held December 22nd to January 23rd within North Preston and Cherry Brook/Lake Loon.
4. Development of accessible Family outdoor kitchen and garden area.
5. North Preston Streetscaping project support.

Halifax Peninsula

6. Supported the launch of the George Dixon Community Garden as an independent non-profit included in our Community Garden Program.
7. Worked with Dalhousie Therapeutic Rec professor and student to organize a day trip for community youth to attend a day at Dalhousie University.
8. Partnered with local artists (Aquaculture) and other local organizations to out on a community concert family event for the George Dixon centre with hopes of future community events.

St. Andrews Community Centre

9. In partnership with Parasport NS, have begun a free weekly program for wheelchair users: Powerchair Soccer.

Sackville/Musquodobit Valley

10. Support community groups through partnerships to support special events e.g., Elderbank Winter Carnival, Sackville Snow Days.

Power House

11. Power House Youth Centre and Youth Counsellor started to work with the Youth Project to coordinate monthly supports and education for 2SLGBTQIA+ youth attending drop-in programming.

Other Results



12. Partnered with Easter Seals to offer learn to sledge and learn to wheel programming and with Lakeshore Curling Club to offer wheelchair/stick curling programming.
13. Provided summer and afterschool programs, in partnership with Learningo, at Sackville Sports Stadium and Captain William Spry for children and youth with disabilities.



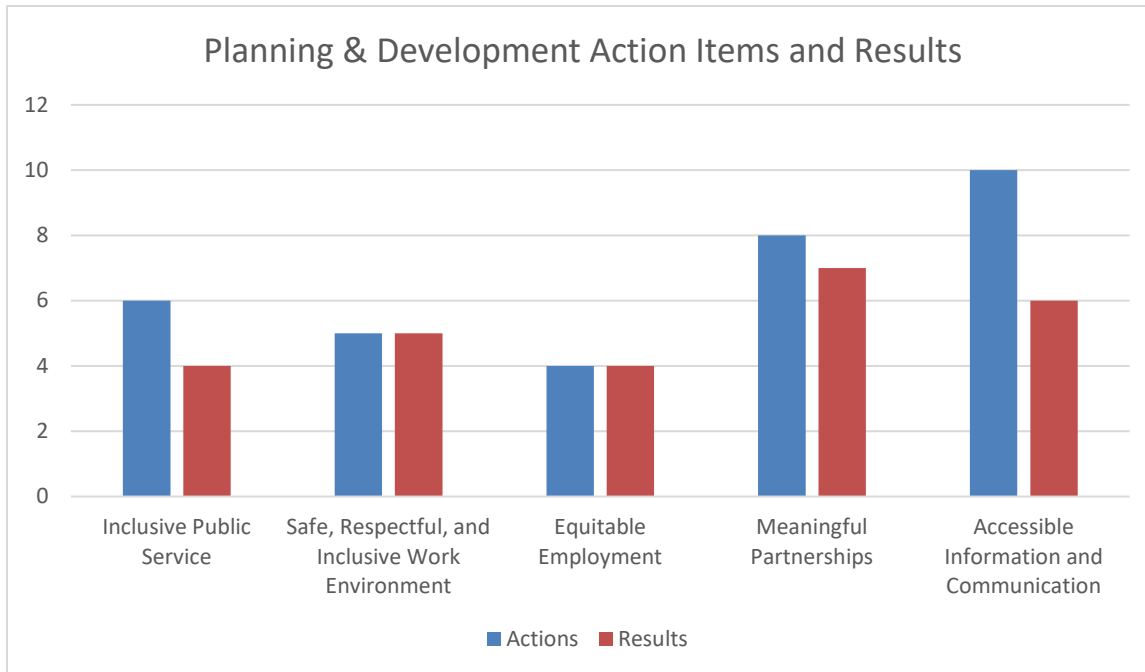
Business Unit D&I Goals and Achievements:

Planning & Development (P&D)



Planning & Development (P&D)

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 33 action items and 26 results.

Inclusive Public Service

Action Items:

1. Commemorative Names – added Mi'kmaw & indigenous names to HRM's Commemorative Name List.
2. Correct spellings on HRM signs – especially for Indigenous names (use of apostrophes).
3. Work with Corporate Communications to reduce planning jargon with public engagement materials.



4. Collaborate with Corporate Communications to develop a comprehensive neighbourhood planning infographic for use on websites and in public engagement materials.
5. Set a standard engagement approach that includes a variety of ways to participate in the planning process and provide feedback.
6. Coordinate meetings with key stakeholder groups for specific projects in areas of significant environmental and cultural value.

Results:

1. Council approved the new names (2022) and number of new signs were installed.
2. Simplified language in our public facing documents has helped the public understand how they can participate and what feedback can influence planning policy and regulations.
3. High volumes of website views, recorded presentation views, and survey responses (over 500, some projects over 1,000).
4. Generally positive feedback from public meeting attendees on the format and staff's response to come back if the original format did not support inclusive and respectful participation.

Safe, Respectful, and Inclusive Work Environment

Action Items:

1. Cornwallis Street Renaming – Public Consultation was completed.
2. Promote training opportunities for staff led by HRM and by external agencies.
3. Work with staff to identify accommodation or flex work arrangements for individual needs.
4. Establish project teams in support of professional and cultural learning and development, collaboration, and teamwork.
5. Support staff through public engagement sessions by setting a no tolerance standard for discriminatory comments and aggressive behaviours.



Results:

1. Council approved the name change in 2023.
2. Staff continue to take courses to broaden their understanding of D&I. All staff have taken D&I training including An Overview, Reaching Out from an Afrocentric Place, the Indigenous Blanket Exercise and Gender Based Analysis Plus Toolkit.
3. We discuss, as a team, ways to improve our engagement and operating procedures based on training, individual experiences, and feedback received. Continuous improvement to our practice has promoted staff input and innovation among the team.
4. Staff have acknowledged the support from leadership in inappropriate situations with members of the public.
5. Staff have expressed positive feedback on establishing project teams – improved efficiency, reduced stress, broadened experience, and advanced learning.

Equitable Employment

Action Items:

1. Introduce Planning as a career choice to High School students while they are making plans for their future.
2. Created and Hired NS African Heritage Intern position.
3. Community Recognition – Worked with Local African NS groups on Public Artwork on Gottingen Street.
4. Work with HR to better advertise job postings and attract talent from diverse groups.

Results:

1. Made contact with a HRCE representative and committed to hosting a co-op student in 2022 semester.
2. The position helps shape the Heritage approach to African NS projects and initiatives.



3. The Public Art was Announced and erected on Gottingen Street in 2023. The project has been recognized with a Canadian Association of Professional Heritage Consultants (CAPHC) award.
4. While the team is currently fully staffed, there is a notable lack of cultural diversity among the team. Recent postings had very little applicants which limited opportunities to consider visibly minority groups.

Meaningful Partnerships

Action Items:

1. Planning and Development Community Engagement Guidebook.
2. Beechville Policy and Boundary Review.
3. Staff began the process of renaming Lakeside Park Drive to Beechville street renaming.
4. Worked on completing the public consultation on CHPP with various underrepresented groups and Internal staff (D&I and P&R).
5. Initiated an African Heritage Pilot Project to better represent and tell the stories of African Nova Scotian's.
6. Planning and Development Public Participation Policy.
7. Establish a consistent contact for Akoma to guide them through the various planning projects in support of their overall master plan. Clarify information as needed on the planning process, project timelines, scope of studies, government agencies involved, and materials needed in support of Akoma's development. This involves coordinating and facilitating meetings with Akoma and other agencies.
8. A staff member from the Planned Growth team has volunteered to be the formal P&D French language liaison to the Conseil Scolaire Acadien Provincial (CSAP) and an informal liaison with the wider Francophone and Acadian communities.

Results:

1. Staff report being developed for Beechville Boundary review.



2. Lakeside Park Drive was changed to Beechville Park Drive in 2023.
3. CHPP will be in front of Council before the end of 2023.
4. Project is still in the early stage as of 2023 due to resources.
5. Staff completed a new public participation policy for Planning and Development that includes a new minimum standard for engagement, new requirements for engaging with abutting municipalities, and a new Planning and Development Engagement Guidebook, that helps guide community engagements. This guidebook was created in collaboration with the Planning and Development Diversity and Inclusion Advisor, and is informed by best practices in engaging with diverse communities.
6. Acknowledging that continuous improvement is needed, efforts have increased understanding of the planning process and positively impacted relationships with the community.
7. The Akoma master plan is being considered through a technical study funded by the Province that will inform future planning and development for the site. Staff are facilitating a meeting with Akoma and other ANS interest groups with the consultant to inform them of the work and how it fits with the overall planning process.

Accessible Information and Communication

Action Items:

1. Putting more data on the website as Open Data.
2. Open Mic House DA application – 2SLGBTQIA+ community.
3. Dr. Donald Skeir Way – street name.
4. Dr. Clement Ligoure– North Street – registration.
5. Parris Lane – Street name Identified by Akoma.
6. Akoma Lands registration.
7. Develop interactive map to assist partner agencies in assessing future facility needs in support of growth and community development.
8. Points under Inclusive Public Service also apply here.



9. Debrief with staff after project completion to identify ways to improve engagement, information sharing and communication through planning process.
10. Collect feedback from residents on engagement program format.

Results:

1. This is a continuous process to be more transparent and accessible.
2. DA will be in front of Council in the Fall of 2023 – sub alteration has already been approved.
3. Approved two African Street names in 2022 for Akoma Lands.
4. Approved the registration of Akoma Land into Heritage registry as well as Doctor Ligoure House on North Street (2022).
5. Points under Inclusive Public Service also apply here.
6. Adjustments are made to our standard operating procedures after completion of every project.



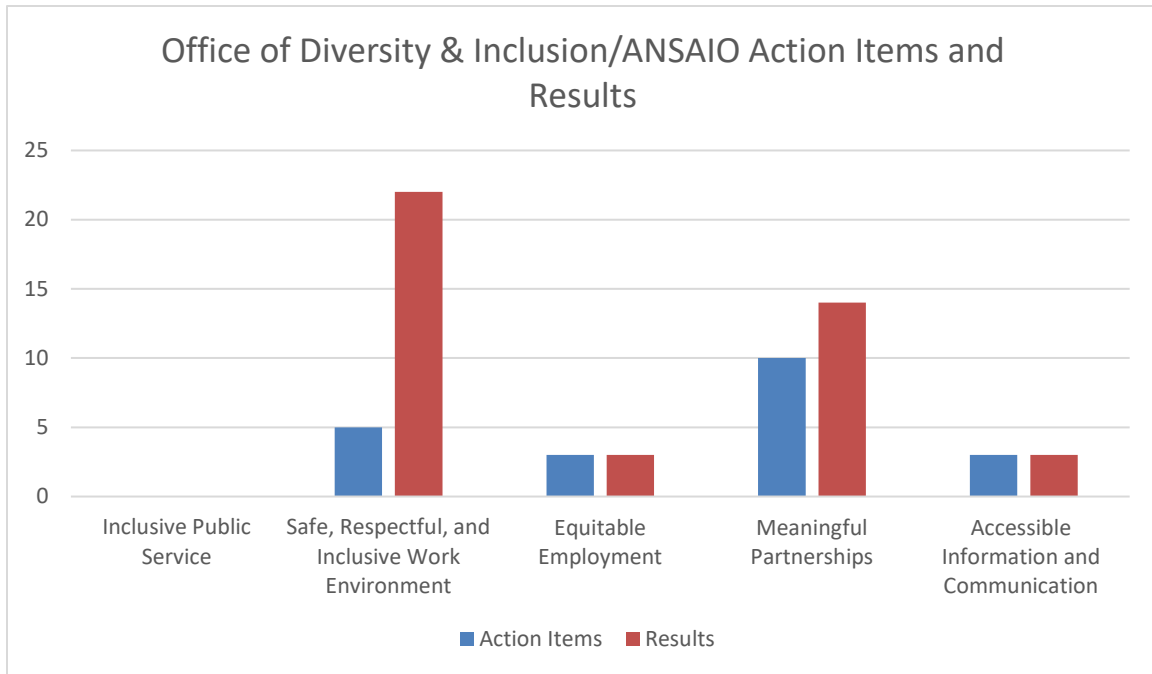
Business Unit D&I Goals and Achievements:

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 21 action items and 42 results.

Safe, Respectful, and Inclusive Work Environment

Action Items:

Facility Design & Construction (FDC)

1. Assessments for 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. 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.
4. 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.
5. Training to Employees.

Results:

1. Universal Washrooms: FDC worked with D&I to finalize universal washroom criteria. Public consultation is planned for Fall 2023.
2. FDC Built Environments that include consultations with D&I and/or Accessibility Focus: All park washrooms are being designed with universal washrooms only.
3. Project Manager & Halifax Public Libraries Director Consultation: met with D&I to discuss strategies for community engagement for the Halifax North Library Renovation Project.



4. Project Manager for Graham's Grove Consultation: met with D&I to discuss an opening ceremony for the new Grahams Grove. Washroom which is built on a location of significance in Dartmouth.
5. The goal is to complete accessibility audits on HRM buildings, playgrounds, and parks in preparation for the 2030 Access by Design strategy for the NS Accessibility Act.
6. The Accessibility Audit Intern position was hired in Nov 2022, via the HRM Bridging the Gap internship program. Accessibility Audits are underway, with completed 15 audits completed thus far in Parks & Recreation buildings and Park facilities, Halifax Libraries, Halifax Police.
7. PFE currently has five (5) employees certified, as two additional team members of FDC recently obtained the certification, as of March 2023.
8. All tenders (per Procurement Policy) include social value as one of the determinants for a successful bid.
9. Implementation: As of December 2022, HRM Space and Furniture Standards have been successfully implemented in 10 administrative office projects. The Standards will have been applied to approximately 175,000 square feet of renovated space and over 750 staff.
10. 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.
11. The newest CAP project, to renovate Alderney Gate 5th floor for FAM, is being designed to achieve RHF Gold Certification in addition to meeting B651-18. 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. All new RFEI's for leased space now include a requirement for prospective landlords to demonstrate how they are supporting workforce diversity, social responsibility, and community involvement as well as environmental and climate change initiatives.
15. In collaboration with Accessibility Task Force – Employment Sub Committee, we have begun developing a list of workplace accommodations available to support employees with disabilities. Status: deferring this work to 2023, pending review of the Workplace Accommodations Policy which is underway by HR. Equitable Employment.
16. Corporate Fleet: Corporate Fleet has collaborated with HRM Corporate Training on the creation of a new training course titled “Building A Better Public Service”. This training is intended to provide all employees with advanced education and understanding in topics such as: *accessibility awareness, Values, Gender inclusive language, harassment, combatting bias, practices for fostering gender inclusion.*
17. Employees at Emergency Fleet & Municipal Fleet have completed “Building A Better Public Service Module II – “Introduction to Gender and Sexuality.”
18. Corporate Fleet Business Analyst, Oluwaseun Ayebiwo, is enrolled in the Aspiring Leaders Designated Cohort, planning for an October 2023 graduation.
19. Facility Design and Construction: Three newly hired Project Managers completed training: Diversity & Inclusion: An Overview (part of mandatory onboarding training).



20. FDC hosted the D & I team at a management meeting in January 2023. The D&I Team gave an overview including Service categories (Accessibility, French Services, ANSIO, Immigration Services, Gender Services and Urban Indigenous Engagement), identified Business Unit Support Person and Champions for future collaboration on built projects.
21. Anti-Black Racism Conference: On March 9, 2023, leadership from all levels in PFE participated in this corporate event.
22. African Heritage month activities organized by PFE included: Films list for division viewing with employees, African History Quiz with prizes, visit to the ANSAIO Open House at City Hall.

Equitable Employment

Action Item:

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. Mentorship for ISANS and MentorAbility.
3. Clean Foundation Designated Black & African Nova Scotian Leadership 15-week internship.

Results:

1. PFE Job Postings that were posted as either “Designated” or “Preferred” in this update period: Designated: 1, Preferred: 1, resulting in 1 candidate from employee equity groups being hired in PFE positions. Corporate Fleet recently hired a Garage Helper for the Police Garage that was identified as a designated position.
2. The Environment & Climate Change (E&CC) Director is an ongoing mentor for newcomers to assist them in securing work in the environmental sector.
3. ECC hired a summer intern with The Clean Foundation’s Clean Leadership program. 15-week Black & African Nova Scotian Leadership internships are aimed at youth 18-30 years old who self-



identify as Black, African Nova Scotian or a Person of African Descent (high school students are not eligible). The internships will run from May 15th – August 25th, 2023. The Leadership positions must provide opportunity for interns to have greater responsibility for project planning and implementation and requires that they will be in a supervisory role for at least a portion of their internship. This could be towards another Clean Leadership intern (preferable), employee, or volunteer. The Collective Impact and Engagement Intern will be working with ECC on projects related to ANS and Mi'kmaq engagement over the summer of 2023.

Meaningful Partnerships

Action Items:

1. Work with D&I to develop partnerships with educational institutions and communities as opportunities arise.
2. Climate Action Challenge V2.0.
3. CEO Climate Action Charter launched.
4. ECC worked with Diversity and Inclusion to identify opportunities to engage diverse communities in our Climate work.
5. Climate and Equity Dialogue.
6. Co-host a Networking Event for African Nova Scotian Youth and Climate Leaders in collaboration with One North End.
7. Deep Energy Retrofit Program.
8. Community Mobilization Team Engagement.
9. Halifax Public Libraries Pop-up Engagement.
10. Solar City Outreach.

Results:

1. Three teams in the second Climate Action Challenge were led by and/or serving diverse communities.
2. 20+ CEOs across HRM formally and publicly committed to moving faster and further on climate change – a collaboration of HRM and



the Halifax Partnership. The commitments include a focus on a just and equitable transition to a low carbon economy.

3. ECC met with Tamar Brown to inform how we support communities who are inquiring about Solar Power in the North Preston, East Preston and Cherrybrook Communities.
4. Also engaged with Tamar to discuss electric vehicle test drive opportunities in North Preston.
5. E&CC working closely with Tracey Jones-Grant and Shehab Matar from Diversity & Inclusion to create newcomer resources about climate change impacts and extreme weather events. These resources are to be translated into French, Arabic, Ukrainian and Swahili. Our office also formed a partnership with the YMCA Centre for Immigrant Programs to develop these resources.
6. HalifACT staff did a “Listening Tour” with Climate Leaders in the City. A significant theme emerged around thinking differently and working more intentionally across silos on Climate Equity work. At the same time, our close partner, [HCl3: Halifax Climate Investment, Innovation, and Impact Fund](#) received a call for funding for Climate and Equity work. In collaboration with HCl3, we began convening a group including the Ecology Action Centre, One North End, Inspiring Communities, NS Dept of Environment and Climate Change and NS Dept of Natural Resources and Renewables to explore what might be done if there were funding to support it.
7. This work led to an event Co-hosted by ONE North End and Hope Blooms aimed at building bridges and sharing stories and findings around building pathways for African Nova Scotian Youth to the green economy. It was an opportunity to share about the Climate Action Challenge and HCl3 funding opportunities that helped fuel the work.
8. ECC has, and will continue to, engage with the D&I office to inform the development deep energy retrofit program. We are looking for ways to include a target for ANS vendor participation in our Retrofit program.



9. E&CC met with Raven Glasgow to explore partnerships with the Community Safety facilitators and opportunities to present to the Central North and Lake Loon-North Preston-East Preston-Cherrybrook Community Mobilization Teams this summer.
10. Team members were invited to local community conversations in North Preston, East Preston, and Cherry Brook.
11. Rodney Small, of One North End, hosted conversations in Cherry Brook with local community members. Sean Kelly Consulting presented on Community/Shared solar and Chris Bernard presented on Halifax Solar City and options for getting Churches and homes into the program.
12. Matthew Thomas, with Deep Water Church, hosted conversations online for the East Preston Community where Chris presented on Solar City.
13. During all outreach events with the local communities, there was open dialogue with Q&A regarding household residential solar and potential future community solar programs. The group explored the benefits it can have for local communities (reducing energy poverty, while increasing employment opportunities, intergenerational wealth and environmental stewardship).
14. In partnership with Halifax Public Libraries, the municipality launched public [engagement activities](#) to gain feedback on climate action in our communities. The libraries are a great partner because they are on the front lines with many vulnerable communities in Halifax. We are excited by what we are hearing so far.

Accessible Information and Communication

Action Items:

1. Communication tools that ensure information is accessible to and inclusive.
2. Storm Kits for Newcomers – Emergency Preparedness.
3. Virtual hub for HalifACT.

Results:



1. PFE Divisions (ongoing): The internal mini newsletter template, which is used for regular communications to the employees in a division from Directors of Corporate Fleet, FMO, Corporate Real Estate (making information more accessible to frontline employees).
2. Environment & Climate Change is working with Halifax Libraries and the Emergency Management staff on the next phase of the Storm Kits for Newcomers project. In the next steps, we are planning to create handout/public education materials and have those translated to enhance accessibility and understanding of emergency situations and how best to prepare. This work is being done in collaboration with the Offices of Diversity & Inclusion and Communications. The resources were created and submitted to Communications for design by March 31, 2023.
3. ECC has been working with IT and Corporate Communications to develop a virtual hub for HalifACT that allows two-way communication and is accessible to a broad audience. IT presented their proposed solution, and we are moving forward with next steps.



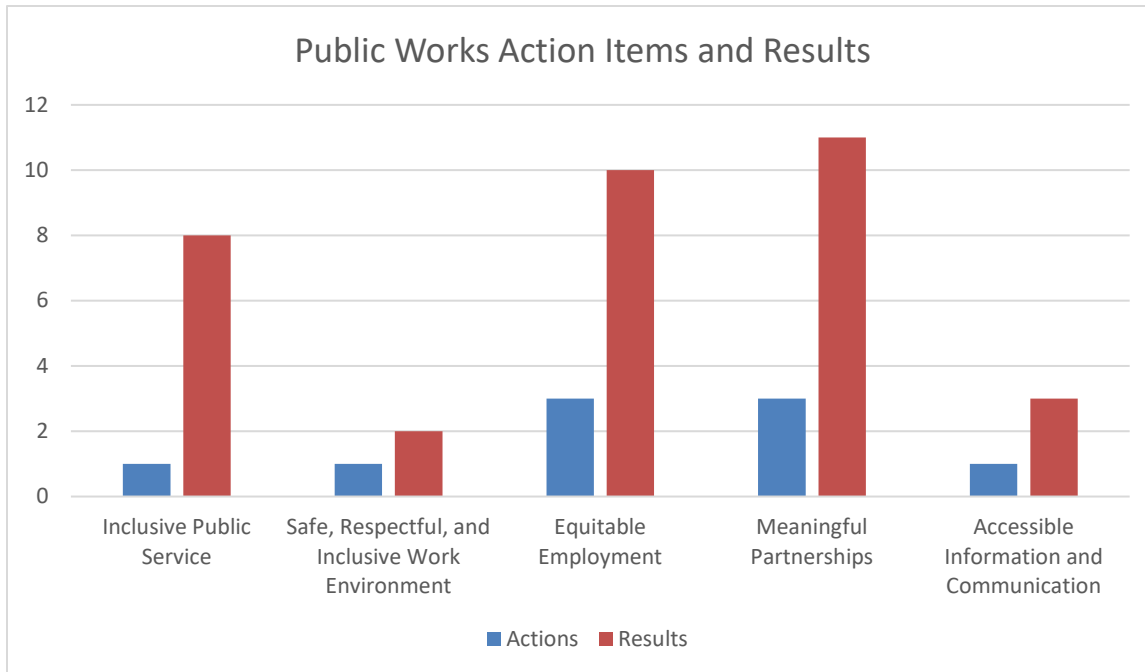
Business Unit D&I Goals and Achievements:

Public Works (PW)



Public Works (PW)

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 9 action items and 34 results.

Inclusive Public Service Action Items

1. IMO will continue to maintain the sidewalk network and upgrade repairs to new accessible standards.

Results

1. There have been 36 accessible pedestrian ramps replaced and 6 new ones installed. In addition, 86 work orders were completed to



maintain the accessibility of the sidewalk network using patching, grinding, heat heave repair and foam levelling.

2. Executive Director's office: Pan African crosswalk graphic pilot program was installed in two locations: McLaughlin Road at Highway 7 and Cheery Brook Road and Highway 7 and has been deemed a success. Staff will bring future program options to Council for consideration in the near future.
3. In 2021 Parking Services developed a new Accessible Parking Design Guidelines to help govern the design and location of on-street accessible parking spaces. As a follow up, we commissioned a review of existing accessible spaces to determine if they are compliant with the specifications included in the Design Guidelines. In early 2022, a student from the Dalhousie University's Bachelor of Community Design program completed an audit of almost 170 accessible spaces, collecting measurements and photographs as well as noting deficiencies.
 - Parking Services has been using these parking space audits to suggest improvements to the on street accessible parking experience. In some cases, spaces were moved to a more favourable location. In others, spaces were upgraded as part of other road work undertaken under HRM tender to help make them more accessible by installing ramps or hard surface areas for passengers to embark/disembark. These space audits have proven to be a valuable tool to effectively communicate what changes are required in order to ensure that all on street spaces are safe and effective for users.
4. IMO has focused on Upper Governor Road in North/East Preston area to assist Solid Waste in the control of illegal dumping. IMO responded within one month of the road transfer with increased cleaning on a weekly basis as well as the construction of a guardrail along the most heavily used area.



- Meeting was held onsite with community leaders from North Preston and Solid Waste to discuss cleanup and strategy to mitigate the problem of illegal dumping.
 - Over 30 linear metres of guardrail was constructed along heaviest area of dumping.
 - Service truck schedule was adjusted to include rapid removal of waste as it occurs in partnership with investigation by Solid Waste.
5. Solid Waste Resource (SWR) education staff participated in the June 4 Recreation Day Event + litter clean-up at the North Preston Community Centre. SWR staff engaged with the youth of the community through interactive waste sorting activities to increase awareness of recycling and composting. 2 staff attended this event.
 - A litter clean-up event took place after the recreation day event. The team cleaned up the property using the Litterati App; six bags of litter and four bags of refundable bottles were collected.
 6. SWR staff participated in the Festival Day event at the North Preston Community Centre. The team provided educational materials on waste sorting and litter prevention at the event. 4 staff attended this event.
 - Staff engaged with the community members by playing interactive waste-sorting games.
 7. SWR hosted the Spring Shred Instead Event in the Cherry Brook community at the New Beginnings Ministries Church. This location was chosen to serve the local ANS communities. 5 staff attended this event.
 - Over 300 cars attended and 8000 lbs of paper was shredded at the event. Members of the community were enthusiastic about our presence in their community.
 8. SWR staff conducted their Let's Be Clear Litter Doesn't Belong Here School Litter Program in a Grade 2 at Beechville Lakeside Timberlea Senior School. 20 students received the program, which included a litter presentation on the consequences of litter, followed by a litter



cleanup of the schoolyard. Students were excited about the program and the response was positive.

- A litter presentation and schoolyard cleanup took place at BLT school. The students were enthusiastic about the program, especially the cleanup. The students collected approximately 120 pieces of litter.

Safe, Respectful, and Inclusive Work Environment

Action Items

1. Continue to take steps to increase knowledge about diverse cultures, identities and people with diverse lived experiences and use that new information to inform our work in the business unit.

Results

1. The Director of Infrastructure Maintenance and Operations has received a certificate for “Canadian Indigenous History and Cultural Sensitivity” from Udemy.
2. Under terms of the CUPE Collective Agreement a Diversity Committee has been developed.
 - Dylan John, a member of our Indigenous community is representing IMO on the multi-team committee

Equitable Employment

Action Items

1. Cogswell Project.
2. Active Transportation.
3. Seek equitable employment opportunities.

Results

Cogswell Project

1. Establishment of the Social Benefits Advisory Committee (SBAC) consisting of representatives from 5 equity seeking groups. The committee meets monthly to guide Dexter’s diversity work, including



hosting job fairs to attract diverse communities, and to track the metrics of diversity working on the Cogswell project.

2. Four job fairs were held.
3. Two community liaisons have been hired by Dexter. One from the Mi'kmaw community and one from the African Nova Scotian community.
4. Workforce and Supplier Diversity plans were approved by the SBAC.
5. Baseline employment data is being compiled by Dexter for monthly reporting to the committee and semi-annual reporting to Regional Council.

Active Transportation

6. Contractors awarded work under the Regional Centre All-Ages-And-Abilities Bikeway Project have started 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.

Seek equitable employment opportunities

7. HRM SWR engaged with the French-Speaking Volunteer Placement Program through the HRM D&I Office in June. We engaged Zakariaye Djebary Tahiri, originally from Morocco with extensive solid waste experience, in January of 2023 as a volunteer for 30 hours.
8. Design & Construction engaged with the French-Speaking Volunteer Placement Program through the HRM D&I Office in June. We had a volunteer lined up for the department, however the volunteer secured a paid work placement, congratulations to them on their new position.
9. D & C Staff continue to grow the team and recruit employees from equity seeking groups.
 - Staff from D&C participated in the YMCA immigrants job fair. We spoke with many new immigrants from other countries and explained how to become certified to work in the Canadian



engineering and construction sectors. We also explained how to apply for jobs on HRM's website.

10. Public Works graduated 5 staff from the 2023 designated cohort Foundations of Aspiring Leaders Program (ALP), for those who identified as African Nova Scotian or of African descent.

Other results

11. IMO posted a term position in frontline management for Turner Drive site, winter season 2022-23. The intent is to allow a member of the ANS community the opportunity to trial supervision and challenge with increased responsibility.
 - The term position was filled and after a few months the candidate became a full-time supervisor.
12. Solid Waste Resources participated in the Clean Leadership Summer Internship Program. SWR was selected for the Black and African Nova Scotian Internship Stream of candidates. The successful applicant is an African Nova Scotian University student.
 - Dakota Keizer-Brown joined SWR for the summer of 2022.

Meaningful Partnerships

Action Items

1. Attending recruitment fairs.
2. Active Transportation.
3. Continue to build relationships and collaborate with community advocates for accessibility.

Results

Attending recruitment fairs

1. Staff from D&C attended the BIPOC Atlantic Job Fair Presented by Diversity Employment Network (DEN) in support of HR.

Active Transportation



2. Active Transportation continues to collaborate with African Nova Scotian community groups in East Preston, North Preston, Cherry Brook-Lake Loon, and Lucasville to plan and implement Active Transportation facilities. There were public engagement sessions in Lucasville and North Preston in June 2022 in partnership with local groups.
3. Projects under consideration include new sidewalks, multi-use trails and other community connections.
4. Staff with Infrastructure Maintenance and Operations worked with Immigrant Services Association of Nova Scotia in spring 2023 for seasonal recruitment.

Continue to build relationships and collaborate with community advocates for accessibility.

5. Staff in Design and Construction continue to have on-going dialog, meetings, and site visits with advocates, particularly from the blind and partly sighted community related to the design of intersections, raised crosswalks, mini traffic circles and raised bikeways.
6. The Director of Design and Construction worked with Lui Greco from the Canadian National Institute for the Blind (CNIB) and other advocates from Ontario on a Panel presentation as part of the fall Transportation Association of Canada Annual Conference held in Ottawa in September titled “First-Person Lessons on Accessibility in Transportation”. The panel had a national audience of owners and consultants including practitioners from Atlantic Canada and Halifax. The aim of the panel was to have a dialogue between transportation professionals and advocates to discuss areas for improvement and successes from the point of view of people with disabilities. In addition to CNIB, the panelists included a person with hearing loss and a wheelchair user. The panel was a success and a second follow up is now being planned for the fall 2024 Conference.

Other results



7. Public Works worked with Office of Diversity and Inclusion as well as NSPW to ensure the province cleaned up illegal dumping along Upper Governor Street prior to the road transfer of June 1, 2022. HRM worked with the community to develop longer term mitigation strategies of illegal dumping in the area including guard rails, signage, and a public awareness campaign. Two meetings were held with the Rate Payers Association of North Preston (May 9 and May 26). Consensus for installation of signage to combat illegal dumping was offered at the May 26 meeting.
 - Signage and guard rails have been installed as well as old signposts removed as per community request
 - SWR Management attended a follow up meeting with the North Preston Rate Payers Association on March 30, 2023, to update and review successes regarding illegal dumping and to collect community feedback regarding the project.
8. SWR staff teamed up with Divert NS on May 4 to co-present waste management best practices for the Immigrant Services Association of Nova Scotia business clients.
 - Solid waste staff developed a presentation on Navigating Waste Management in Business in HRM.
 - This project led to an ongoing partnership with the Immigrant Services Association of Nova Scotia. SWR staff have continued to provide both online and in-person presentations to ISANS clients. Staff have presented to and engaged with over 200 clients.
9. Solid Waste staff partnered with the organizers of the Asian Food Festival to set up a booth at the event to provide educational resources. 3 staff attended this event.
 - The event was very well attended, the majority of the attendees were Asian community members and area elected officials.
10. Solid Waste Resources has been actively engaging with traditionally marginalized and underrepresented communities. Staff attended



events in marginalized and underrepresented communities. These included community events organized by community leaders:

- a. North Prestons' Futures Group planning meetings
- b. Presentations to the YMCA Immigration Services
- c. Attending the Friends of Clayton Park Event

11. Through Divert NS, SWR staff worked with the Vocational Services Society of Nova Scotia (Direction NS) to provide information on recycling and waste management.

- SWR staff provided Direction NS clients with training in waste management and recycling to three different society members
- Further, SWR staff actively engaged the society members on behalf of Divert NS to distribute funding opportunities and offer access to HRM-related services.
- To help publicize the work Direction NS council members do, SWR staff have highlighted their success on our social media channels.
- SWR staff members are actively working with the Prescott Group (a Direction NS member) to highlight their online thrift shop that they are running as part of their efforts to provide their clients with a skill set that helps curb textile waste.

12. The Cogswell Project alongside the Arts and Culture team have drafted an RFP to initiate the Arts and Commemoration work for the Cogswell Redevelopment project.

- This RFP looks to hire a consultant team to work with the Indigenous and African Nova Scotian communities to understand which stories should be told through the Cogswell District and identify the means to tell these stories.

Accessible Information and Communication

Action Items

1. Public Works will continue to learn and improve its accessible information and communication.

Results



Public Works will continue to learn and improve its accessible information and communication

1. The Director of Design and Construction attended “Going from Support to Inclusion” training offered through HRM. This course has helped inform and modify how communication materials and presentations are delivered, including a new understanding of “alternative text” alt text which allows descriptions of photos and graphics to be read out loud by software for those with vision loss.

Other results

2. SWR staff participated in the June 20 World Refugee Day Event at City Hall. 2 staff attended this event.
3. Staff provided educational materials in English, French, Arabic, Farsi and Chinese Mandarin.



Members of D&I Champions' Table 2021-2022

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
Information Technology	Baylee Brown	Heather Caldwell
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	Cassady Yochoff
Planning & Development	TBD	Rita Clarke Kate Greene
Public Works	Melissa Myers Tamar Brown	Victoria Horne



Members of D&I Champions' Table 2022-2023

Business Unit	D&I Business Unit Advisor	Business Unit Champion(s)
Chief Administrative Office	Tracey Jones-Grant Shehab Matar	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, Crystal Rudolph, Lindsay Mullin
Government Relations & External Affairs	Tracey Jones-Grant Shehab Matar	Caroline Hemstock, Cathy Collett
Human Resources & Corporate Communications	Melissa Myers Shehab Matar	Amber Rethman, Natasha Winters Erinn Smeltzer
Legal & Clerk Office	Tamar Brown	Iain MacLean



Parks & Recreation	Cheryl Copage-Gehue, Shehab Matar	Cassady Yochoff
Planning & Development	TBD	Rita Clarke Kate Greene
Public Works	Melissa Myers Tamar Brown	Anne Sherwood

