

Workforce and Workplace

Objective 1: Intentionally attract and retain a diverse workforce.

- 1.1 Build capacity in HROD to gather and use demographic data throughout the employee life cycle.
- 1.2 Review and update HROD policies and processes related to recruitment, hiring, succession planning, leadership development, compensation, and benefits from a DEIJ lens.
- 1.3 Build capacity among HROD and hiring Managers about unconscious bias in hiring, promotion, as part of a larger comprehensive DEIJ education program.
- 1.4 Create pathways to employment and promotion for equity-deserving and under-represented groups in the Municipality.

Objective 2: Cultivate an inclusive environment where employees feel a strong sense of belonging.

- 2.1 Develop a comprehensive suite of DEIJ and reconciliation-related education, coaching, resources, and tools to promote DEIJ in the workplace.
- 2.2 Review and update processes for complaints related to harassment, bias, and discrimination, incorporating DEIJ, trauma-informed, and person-centred approaches.
- 2.3 Create and maintain physical and social spaces that are welcoming and inclusive for people with various abilities, spiritual practices, and faiths.
- 2.4 Build capacity for and support departments and divisions to review and revise internal-facing policies, processes, and forms using a DEIJ lens.

Objective 3: Set clear expectations related to DEIJ in the workplace.

- 3.1 Clearly outline roles and responsibilities related to diversity, equity, inclusion, and justice in the workplace.
- 3.2 Incorporate competencies related to diversity, equity, inclusion, and justice in core competencies, job descriptions, and performance appraisals.

Policies, Processes, Services

Objective 1: Increase knowledge and understanding of DEIJ within the Municipality.

- 1.1 Create and deliver a comprehensive and sustainable DEIJ education program for everyone in the Municipality.
- 1.2 Share DEIJ-related practices and learning in the Municipality with colleagues within the Municipality.
- 1.3 Communicate initiatives related to DEIJ Strategy to colleagues within the Municipality, including the rationale for them.

Objective 2: Build capacity to promote DEIJ across the organization.

Appendix A: Diversity, Equity, Inclusion, and Justice Strategy Objectives and Actions

- 2.1 Clearly outline roles and responsibilities related to diversity, equity, inclusion, and justice in the Municipality.
- 2.2 Embed DEIJ into the corporate strategy, core values, and key corporate functions.
- 2.3 Develop and/or share resources, tools, and best practices with colleagues.
- 2.4 Support Municipal departments to review policies and processes from a DEIJ lens.
- 2.5 Ensure physical and social spaces are welcoming and inclusive of the communities we serve.

Council and Committees of Council

Objective 1: Increase knowledge and understanding of DEIJ within the Municipality.

- 1.1. Create and deliver a comprehensive and sustainable DEIJ education program for everyone in the Municipality.

Objective 2: Increase the number and diversity of Candidates applying for Committees of Council.

- 2.1 Gather demographic data from people who are currently on and/or applying for Committees of Council.
- 2.2 Build ongoing relationships, communicate with, and provide education about the Municipality and Committees of Council through various methods.
- 2.3 Explore options to further facilitate participation and reduce barriers to participating in meetings of Committees of Council.

Objective 3: Support retention and success of Committee members.

- 3.1 Create a standardized orientation package with information for Committee members.
- 3.2 Standardize a process to check-in with Committee members part way through term for feedback.

Objective 4: Increase diversity of Candidates running for Municipal Council.

- 4.1 Share information about running for Council with Committees and local groups part way through Council term, including equity-deserving groups.
- 4.2 Create clear pathways to mentorship for new Councillors or people interested in running for Council.
- 4.3 Gather and share information about resources/groups that support equity-deserving groups interested in Municipal politics.
- 4.4 Partner with appropriate organizations to provide education to under-represented group about running for and involvement on Council.

Healing, Justice, and Reconciliation

Objective 1: Develop an organizational healing, justice, and reconciliation plan.

Appendix A: Diversity, Equity, Inclusion, and Justice Strategy Objectives and Actions

- 1.1 Provide sustainable education to all employees to meet Truth & Reconciliation Call to Action 57.
- 1.2 Review the Truth and Reconciliation Calls to Action, Missing and Murdered Indigenous Women, Girls and Two Spirit people Calls for Justice, United Nations Declaration on the Rights of Indigenous Peoples, and Urban Indigenous Environmental Scan to identify Municipal responsibilities and inform actions.
- 1.3 Develop and share corporate expectations, principles, and approaches for working with Indigenous communities.