Diversity, Equity & Inclusion Strategy

Supporting Documents

Stouffville

Table of Contents

Executive Summary

The Town of Whitchurch-Stouffville ("the Town") has engaged in the development of a Diversity, Equity, and Inclusion ("DE&I") program beginning with the definition of a DE&I Framework, and development of a strategy and action plan. DE&I is essential for the increase of political efficacy, which is the belief that one's civic participation leads to meaningful social change and is foundational to democracy. Utilizing a lens of DE&I ensures the equitable use of services and promoting a Town where all individuals feel supported and engaged.

The Town recognizes the importance of creating an inclusive culture within the workplace and Town. The program focuses on two lenses of DE&I – the workplace and community:

i. Workplace DE&I efforts include the programs, policies, and practices that ensure the organization creates and sustains a diverse, equitable, and inclusive environment for employees.

ii. Community DE&I efforts include the influence that the Town has on creating a safe and inclusive environment for all residents and ensuring the delivery of services that meets the needs of all residents.

At the Town, diversity, equity, and inclusion maturity is rated lower than optimal as there are limited resources and organizational processes that integrate a diversity, equity, and inclusion lens. Reflected in the Action Plan are steps for the Town to move from a compliance-based approach to creating sustainable cultural change. *See Diversity, Equity, and Inclusion Maturity Matrix.*

Diversity, Equity, and Inclusion Framework

Essential first steps to building a culture of inclusion require the creation of a foundational shared vision. It is essential that everyone understands the purpose and importance for engaging in this work and how the organization seeks to do so. The project developed a DE&I Framework led by input from Town employees. This Framework articulates the Inclusive Statement, Values, and Commitments for diversity, equity, and inclusion.

See Diversity, Equity, and Inclusion Framework.

DE&I Measurement Framework

Ongoing measurement and tracking of DE&I metrics are essential to ensuring ongoing progress to DE&I goals and development of a culture of inclusion. The measurement framework provides metrics aligned to three DE&I categories:

1. Foundational Categories – assesses the strength of the overall commitment to diversity and inclusion and the organization's ability to carry out the strategies
2. Internal Categories – focuses primarily on strengthening how the organization operates and how the effectiveness of people is increased

3. External Categories – relate to how the organization offers its products and services and interacts with its customers and other stakeholders

Initial data collection will focus on obtaining baseline data to understand the populations served (workplace and community) and experiences of DE&I. As maturity progresses within the organization, DE&I metrics and tracking will begin to be utilized to drive greater awareness of DE&I, inform decision-making, and eventually be leveraged to measure DE&I impact on organizational outcomes and ROI.

DE&I Governance

DE&I impacts and is the responsibility of all employees, elected leaders, and residents. Each individual plays an influential role in building a culture of inclusion. DE&I is engrained in the core work and the way the Town provides services. The goal of the DE&I governance is to make it a top-down and bottom-up process, providing centralized oversight of the DE&I program while engaging individual contributors in core DE&I work.

The organization currently has limited dedicated resources to DE&I. To date, the responsibility is under the Manager, Heritage, Events and Theatre Operations with no other dedicated resources. The recommended DE&I governance provides a phased approach to developing governance and accountability for DE&I. We have provided an interim solution to DE&I governance with the intent to restructure and gradually scale DE&I resources as the Town progresses along their DE&I maturity.

Next Steps

The first phase along the DE&I maturity framework is to generate awareness of the importance and actions towards DE&I.

Immediate next steps are intended to form the foundation for DE&I and include:

1. Socialize the Diversity, Equity, and Inclusion Framework and Supporting Documents
2. Form the DE&I-Employee Resource Group (ERG)
3. Create formal Terms of Reference for Diversity & Inclusion (D&I) Working Group

Diversity, Equity, and Inclusion Framework

The Diversity, Equity, and Inclusion Framework articulates the Town's vision, values, and commitments towards DE&I. The framework was developed with input from staff, Council Members, and residents.

DE&I Inclusive Statement

Our Inclusive Statement articulates the vision and purpose to guide all diversity, equity, and inclusion efforts. Our statement reads:

"The Town of Stouffville is committed to creating safe, respectful environments where employees, residents, and community members feel represented and comfortable being their true selves. Our strength comes from the diversity of our community and through ongoing learning and dialogue, the Town seeks to ensure inclusivity for all individuals. It is our commitment to provide equitable experiences and remove barriers to ensure full participation in our community and uphold the vision of a town that is unified and welcoming of all."

DE&I Values

Our values help guide our behaviour and decision-making; to support the achievement of the inclusive statement, the Town has espoused the following values:

Openness – the willingness to embrace new ideas, listen without judgement, and show acceptance of others. This *value in action* includes:

- Being aware of your verbal and non-verbal cues to show that you are welcoming and approachable

- Providing residents and the community an outlet to share their stories and experiences

- Being open to feedback and responding with genuine care and concern

Intentionality – all actions come from a place of passion with tangible, actionable effort to produce results. This *value in action* includes:

- Asking 'how can I help you' when approaching residents and community members

- Incorporating a DE&I lens and improvements into planning processes

Respect – valuing and honouring differences of opinion, belief, or experience so that each individual feels acceptance and is treated with dignity. This *value in action* includes:

- Listening and showing recognition of others' experiences and views to create a deeper level of understanding

- Remaining curious and approaching individuals or situations without pre-judgement

Integrity – providing transparency, being honest, and taking ownership to build trust. This *value in action* includes:

- Being truthful in all situations no matter how difficult or if you do not have the answer

- Not engaging in situations where there may be bias, a conflict of interest, or favouritism

DE&I Commitments

The following DE&I Commitments identify the Town's priorities in creating an inclusive workplace and community. To ensure the strategy is actionable, measurable, and attainable, each commitment is supported by tactical steps and initiatives undertaken by the Town.

1	**Promote Diversity, Equity, and Inclusion Education and Awareness**	Sustain lasting and continuous change through the promotion of DE&I education and awareness opportunities. Our continuous growth and commitment to DE&I is based on the understanding and comprehension of our own and others' experiences.
2	**Deliver Inclusive and Equitable Services**	Remove barriers and increase participation by applying a DE&I lens in the development and delivery of all programs and services offered by the Town. Enabling full participation of all members in our services will allow us to learn and improve how to best serve our residents.
3	**Increase Representation of Diverse Perspectives**	Increase diverse perspectives in all levels of employment at the Town to foster a sense of safety and belonging for all residents. We recognize representation is important for residents to have confidence that their opinions are welcomed and heard.
4	**Foster Community Belonging**	Be a champion of change and a partner to community organizations to enhance the connection and collaboration within the Town. We believe it is our responsibility to be leaders and innovators in how we serve our residents.

The DE&I Commitments form the foundation for the following Action Plan and Phased Implementation Plan. Each commitment is expanded on to provide tactical and measurable efforts towards increasing the culture of DE&I.

Within the Action Plan each commitment has corresponding Key Objectives, Actions to Achieve, and Success Metrics, defined as:

- Key Objectives – defines what the commitment seeks to achieve
- Actions to Achieve – defines the tactical steps and actions to move towards the key objective
- Success Metrics – defines the indicators and outcomes when the key objective is achieved

Purpose

The Town of Whitchurch-Stouffville engaged third-party consultancy, Customer Service Professionals Network ("CSPN"), in the development of a Diversity, Equity, and Inclusion Strategy and Action Plan.

The research supported the need for a strategy for diversity, equity, and inclusion within the Town. Although valued, the Town has not made formal efforts towards the education, practice, or strategic direction of diversity, equity, and inclusion. Little internal structure and processes exist within the organization to formally support leveraging diversity and ensuring an equitable and inclusive workplace and service delivery.

In consultations with employees, residents, and community groups, participants cited concerns surrounding negative stigmatization of living in the Town, fears and experiences of discrimination, and inaccessibility of living within the Town. To move forward, residents desire the Town and elected officials to be leaders in inclusion efforts by encouraging positive change for all residents.

Project Scope

The project aimed to create a formal strategy and action plan for diversity, equity, and inclusion by identifying the current state and experiences of employees and residents. The research scope has taken into consideration other projects and plans being concurrently developed and sought to supplement these ongoing efforts. The following projects are as follows:

- Reconciliation & Engagement Plan (underway)
- Leisure & Community Services Master Plan update (underway)
- 2020-2025 Accessibility Plan

Diversity, Equity, and Inclusion (DE&I) Maturity Matrix

The DE&I Maturity Matrix is a four-level maturity model that describes the evolution of diversity, equity, and inclusion to guide organizations in moving from a compliance-only mindset to sustainable cultural change.

1. **Awareness** – Reactive approach; A compliance-only mindset with little systems in place, but awareness of the value of DEI.
2. **Transformation** – Purpose-driven approach; Forming a strategy for DEI and foundational DEI systems and processes.
3. **Integration** – Systematic approach; DEI is fully integrated, tracked, and measured within day-to-day activities and planning.
4. **Sustainment** – Growth-oriented approach; DEI is used to drive strategic change and measured against business outcomes.

DE&I MATURITY FRAMEWORK

COMPLIANCE   CULTURAL CHANGE

	Phase 1: Awareness	**Phase 2: Transformation**	**Phase 3: Integration**	**Phase 4: Sustainment**
Focus	Reactive approach; A compliance-only mindset with little systems in place but awareness of value of DEI.	Purpose-driven approach; Forming a strategy for DEI and foundational DEI systems and processes.	Systematic approach; DEI is fully integrated, tracked, and measured within day-to-day activities and planning.	Growth-oriented approach; DEI is used to drive strategic change and measured against business outcomes.
Strategy	Limited leadership involvement or commitment.	Leaders contribute to DEI goals and priorities.	Leaders held accountable for DEI within their business units.	Leaders incorporate DEI into all aspects of strategic change.
Data	Very little to no collected data on DEI. Focus on collecting demographic information.	Begin to track data to drive awareness of DEI experience.	Regular collection of data and begin to leverage data to assess and improve current policies and practices.	Use data to actively measure DEI programs ROI and impact.
Governance	No or few dedicated resources.	Dedicated staff and budget.	Dedicated staff and budget.	Additional resources and budgets distributed throughout functional areas.

At the Town, internal diversity, equity, and inclusion maturity is rated low as there are limited resources and organizational processes that integrate a diversity, equity, and inclusion lens. Reflected in the Action Plan are steps for the town to move from a compliance-based approach to creating sustainable cultural change.

Research Methodology

The Diversity, Equity, and Inclusion Strategy was developed through consultations with Town employees, Members of Council, community groups, and residents. A combination of surveys, individual interviews, and focus groups were conducted. The consultations focused on the experiences of diversity, equity, and inclusion while living or working within the Town.

In total, the research activities included:

- One employee DE&I Pulse Survey
- Fifteen (15) consultations with employees
- Six (6) consultations with Council Members
- One citizen DE&I Pulse Survey
- Three (3) consultations with resident and community groups

Please see Appendix I - III for full research methodology and findings.

Municipal Comparators

Diversity, equity, and inclusion efforts have been introduced in many municipalities within Ontario and across Canada. Similar municipalities to the Town have engaged in DE&I programs and dedicate resources to demonstrate their commitments to workplace and community equity and values towards diversity and inclusion. It is helpful to understand the efforts of neighbouring and comparable municipalities to develop service standards and resourcing towards DE&I.

The following municipal comparators were selected based on the Town's historical comparators and comparators within York Region. The chart below provides an overview of the following practices by comparator:

- **Program / Strategy** – If a DE&I-focused program or strategy has been implemented (i.e., strategy, action plan, framework)
- **DEI Dedicated Resource(s)** – Internal resources the municipality currently dedicates to DE&I
- **Other Resources / Activities** – Additional initiatives supported or provided by the municipality

Municipality	Program / Strategy	DE&I Dedicated Resource(s)	Other Resources / Activities
Aurora	Yes	• Office of Diversity, Equity, and Inclusion (Officer of DEI, Manager of DEI, Project Coordinator)	• Conducting a Disparity Study
Caledon	Yes	• Staff-led Diversity, Equity, and Inclusion Roundtable	• Partnership with Canadian Centre for Diversity and Inclusion (CCDI) • Upcoming Workforce Census
East Gwillimbury	Yes	• DEI Framework managed by Corporate Services	• Supports the Diversity and Inclusion Advisory Committee of Council • Participant in Engaged, Inclusive Committees project • Participant in York Region DEI Community of Practice

Halton Hills	In progress	• EDI Role (within Economic Development, Innovation, Culture Dept.)	• Halton Diversity Resource Guide (external resource)
Markham	Yes	• DEI Specialist (direct report to CAO)	• Strategy to combat anti-black racism (2020) • Established Mayor's Youth Council and Mayor's Black Youth Liaison Committee
Newmarket	Yes	• Diversity, Equity, and Inclusion Working Group (DEIWG) • DEI program led by Human Resources	• Diversity, Equity, and Inclusion Lens (internal tool)
Richmond Hill	In Progress	• Unknown	• Monthly DEI Calendar • Undergoing DEI Assessment and Workforce Census
Vaughan	Yes	• Diversity and Inclusion Officer (attend SLT meetings as advisor) • Anti-Racism Specialist • Diversity and Inclusion Task Force (includes City staff, Members of Council, and public)	• Addressing Anti-Black Racism Action Plan (in progress)

Key Themes

Throughout the review of comparable municipalities, three key themes and best practices emerged:

- Municipal DE&I Focus
- DE&I Governance
- Leveraging Partnerships

Municipal DEI Focus

Many smaller municipalities are early in their DE&I maturity and focusing on initiatives to build the foundation for DE&I-related work within the organization. These municipalities are focused on building community partnerships, developing strategies and action plans

for DE&I, and deeply understanding the demographics they serve (workforce and community).

For larger municipalities, the foundational processes and systems are in place for DE&I and they are now beginning to focus on initiatives targeted to specific group needs. For context, municipalities such as Vaughan, Markham and the Region of Peel are excellent examples of municipalities further along in their DE&I efforts. Based on the demographic of residents they serve; they have engaged in strategies to mitigate or address anti-Black racism.

DEI Governance

Most municipalities reviewed have dedicated resources for DE&I. These positions sit within strategic-focused departments or as direct reports to the CAO. As DE&I overarches many aspects of employee experience and service delivery, positioning the DE&I governance within key strategic areas which have oversight over broad range of service areas is best practice.

Many smaller municipalities begin DE&I efforts by delegating responsibility as a part of an individual's broader role or portfolio. As DE&I maturity increases, municipalities increase the resources allocated to DE&I and have a dedicated DE&I role or business unit.

Ultimately, DE&I requires a specific and dedicated subject-matter expertise which overarches knowledge of theory and best practice in the field, research and data analytics skillsets, and ability to convey and manage strategic initiatives. The champion of DE&I typically requires the individual to advocate for DE&I and play a supporting role to other business units and leaders to move forward DE&I projects.

Leveraging Partnerships

A key concept throughout all DE&I work at the municipal level was forming and leveraging partnerships with other municipalities and community groups. DE&I work is far reaching and requires a collaborative, co-creative process to continually learn and improve upon current practices.

Many municipalities leverage community groups to gain input and feedback on their lived experiences to improve on how to serve them better. Moreso many municipalities also leverage DE&I-focused organizations and resources to support and fill gaps in knowledge or tools developed and are further along their DE&I maturity with developed tools and resources (see *Appendix VI: Lenses and Tools*).

Action Plan

The implementation plan provides actionable and measurable steps to achieve and sustain the DE&I vision and values. Aligned to each DE&I Commitment are *Key Objectives, Actions to Achieve,* and *Success Metrics*.

Commitment #1 – Promote Diversity, Equity, and Inclusion Education and Awareness

Our commitment to sustain lasting and continuous change through the promotion of DE&I education and awareness opportunities. Our continuous growth and commitment to DE&I is based on the understanding and comprehension of our own and others' experiences.

Key Objectives		Actions to Achieve	Success Metrics
Rollout the DE&I Framework & Strategy	1.1	Host a Townhall session for all employees and internal stakeholders to promote the DE&I Strategy, Action Plan, and expected timelines and next steps.	Number of DE&I initiatives incorporated into organization and department strategic planning Number of progress reports completed on DE&I plans
	1.2	Provide training on DE&I Framework (Inclusive Statement, Values, Commitments) organization wide.	
	1.3	Facilitate action planning workshops with Senior Leadership to deploy the strategy throughout the DEI maturity journey.	
Provide education and awareness opportunities to staff, elected members, and community members	2.1	Promote learning materials, access to information, and resources on DE&I to employees and residents in an easy to use, centralized format.	Learning materials are frequently used and socialized to raise awareness of DE&I Number of DE&I training programs offered and participation rates Annual report published and communicated to
	2.2	Provide employees with ongoing DE&I training, across all role levels.	
	2.3	Expand DE&I-related training to topics outside of visible diversity (LGBTQ2S+, gender identity, disability)	

			the public (through Council)
	2.4	Provide cultural sensitivity training and updated demographic information to all frontline staff (leisure and heritage, fire and emergency, customer service)	
	2.5	Provide DE&I-related training for Mayor and Council (current members / onboarding)	
Increase awareness and knowledge of Indigenous history and cultural practices	3.1	Continue to establish and foster ongoing working relationships with Indigenous leaders and/or representatives	Number of learning materials / documents provided publicly
	3.2	Promote awareness of Indigenous lands, history, culture, protocols, and governance structure of communities	
Provide opportunities for meaningful staff engagement on DE&I initiatives and issues	4.1	Support the creation of an DE&I Employee Resource Group (ERG) for employees to voice concerns and receive support on DE&I issues.	Increased ERG participation rate

Commitment #2 – Deliver Inclusive and Equitable Services

Our commitment to remove barriers and increase participation by leveraging a DE&I lens in the development and delivery of all programs and services offered by the Town. Enabling full participation of all individuals in our services will allow us to learn and improve how to best serve our residents.

Key Objectives		Actions to Achieve	Success Metrics
Understand the needs of diverse or under-represented groups	5.1	Expand the corporation-wide public engagement strategy to focusing on new residents, visible minorities, seniors, youth, and persons with a disability to increase outreach / participation.	Demographic data is collected on program enrollment and use of services

Participants have multiple opportunities and |
| | 5.2 | Collect ongoing and targeted data collection on program usage by | |

		under-represented groups to inform specific group needs.	ways to provide feedback
	5.3	Provide departments with up-to-date data on resident demographics, community changes, and other trends impacting inclusive delivery of services	
	5.4	Complete a Workforce Census for internal employees	
	5.5	Incorporate DE&I demographic metrics into Resident Satisfaction Survey	
Incorporate the needs of diverse or under-represented groups into customer service strategy	6.1	Provide language interpretation services for customer service functions	Percentage of gender-neutral washrooms at Town facilities

Number of supported languages for service delivery |
	6.2	Provide gender-neutral washrooms and change rooms at existing (when possible) and new facilities	
	6.3	Update telephony systems to increase ease for persons who need assistance	
Expand commitments to accessibility standards	7.1	Continue to provide AODA training to all leadership and service-related roles	Number of AODA trainings offered and participation rates
	7.2	Use accessibility design standards beyond requirements	
	7.3	Broaden focus to both physical and hidden disabilities	
Increase ease of access and quality of information provided to residents	8.1	Offer recreation, culture, customer service, and fire and safety information in multiple languages	Number of questions or concerns generated by a topic or specific resource
	8.2	Conduct user experience testing with persons who have a disability or functional limitations	

Stouffville

Commitment #3 – Increase Representation of Diverse Perspectives

Our commitment to increase diverse perspectives in all levels of employment at the Town to foster a sense of safety and belonging for all residents. We recognize representation is important for residents to have confidence that their opinions are welcomed and heard.

Key Objectives	Actions to Achieve		Success Metrics
Include inclusive design elements and representation in all marketing and communication materials	9.1	Include inclusive design into brand and communication strategies	Increase community belongingness scores
	9.2	Develop inclusive and accessible language guidelines for organization-wide communications	
	9.3	Include DE&I Glossary of Terms in applicable communication materials and policies	
Ensure promotion processes are fair and transparent	10.1	Develop and communicate a career development framework	Increase in employee retention / less turnover of diverse groups
Ensure hiring practices and policies support a diverse and inclusive work environment	11.1	Develop equitable and inclusive guidelines for job descriptions / postings	High diversity representation in leadership Increased number of diverse applicants
	11.2	Expand recruitment outreach to diverse and under-represented groups, performing targeted job advertisements to under-represented groups if necessary	
	11.3	Limit biases during the application process	
	11.4	Expand competency matrix for roles to include DE&I competency	
	11.5	Utilize collected data to analyze and review recruitment and hiring strategies	

Increase knowledge and participation in municipal processes	12.1	Continue to provide / promote information sessions, workshops, or materials for residents interested in participating in the election process	Increase in participation / voting in municipal elections
	12.2	Develop introductory materials for individuals unfamiliar with municipal processes or services	Decrease in inquires about municipal service offerings
	12.3	Provide mentorship or volunteer opportunities to youth and under-represented groups	

Commitment #4 – Foster Employee and Community Belonging

Our commitment to be a champion of change and a partner to community organizations to enhance the connectedness and collaboration within the Town. The Town believes in its responsibility to be leaders and innovators in how we serve our residents.

Key Objectives		Actions to Achieve	Success Metrics
Create a collaborative community of practice for all diversity and inclusion partners	13.1	Perform outreach to community partners and other municipalities to develop working relationships on DE&I.	Increased municipal participation in community activities
	13.2	Conduct ongoing engagement with community partners on topics of community belonging and service delivery to understand evolving needs.	Increased participation / engagement in DE&I-related committees
	13.3	Draft formal Terms of Reference for all DE&I-related committees	
Support an inclusive employee culture	14.1	Review employee accommodation process and policies	Increased Employee Net Promoter Score (eNPS)
	14.2	Develop formalized employee feedback methods	Increased organizational inclusion
	14.3	Incorporate DE&I competence into performance management process	

Stouffville

			Increase employee feedback participation rates
Broaden outreach programs and services for youth	15.1	Develop school outreach programs to understand the needs of youth, assist youth in development of career, community involvement	Increase in youth participation in programming
	15.2	Broaden availability of youth-dedicated spaces within community centres / facilities	
	15.3	Increase areas where youth programs are delivered and/or provide accessible transportation to participate in programs	
Increase accessibility for residents living in the Town	16.1	Support application of sustainable community design, transit investment, and infrastructure improvement	Increase satisfaction and quality of life for residents who live with disability
	16.2	Support and advocate for affordable housing within the Town.	
	16.3	Create partnerships with community-service providers and businesses offering specialized services to persons with disabilities	
Promote and support diverse economic development	17.1	Continue to actively attract diverse businesses through providing supports for under-represented business owners and new immigrants.	Increase in diverse businesses Increase in community belonging scores
	17.2	Provide current and new businesses with supports (i.e., information packages, audits) on delivering inclusive services to residents.	
	17.3	Enhance feedback methods (social media, surveys) to gain feedback about cultural offerings	

Stouffville

Phased Implementation

Aligned with the developmental phases of the Diversity, Equity, and Inclusion Maturity model, a phased implementation plan has been provided for each key objective.

DE&I MATURITY FRAMEWORK

COMPLIANCE

	Phase 1: Awareness	Phase 2: Transformation	Phase 3: Integration	Phase 4: Sustainment
Overview	Reactive approach; Compliance-only mindset with little systems in place but awareness of value of DE&I.	Purpose-driven approach; Forming a strategy for DE&I and foundational DE&I systems and processes.	Systematic approach; DE&I is fully integrated, tracked, and measured within day-to-day activities and planning.	Growth-oriented approach; DE&I is used to drive strategic change and measured against business outcomes.
Key Objectives	1. Rollout the DE&I Framework & Strategy 2. Provide education and awareness opportunities to staff, elected members, and community members 3. Increase awareness and knowledge of Indigenous history and practices 4. Provide opportunities for meaningful staff engagement on DE&I initiatives and issues 5. Understand the needs of diverse or under-represented groups	13. Create a collaborative community of practice for all diversity and inclusion partners 14. Support an inclusive employee culture 15. Broaden outreach programs and services for youth	6. Incorporate the needs of diverse or under-represented groups into customer service strategy 7. Expand commitments to accessibility standards 8. Increase ease of access and quality of information provided to residents 9. Include inclusive design elements and representation in all marketing and communication materials 10. Ensure promotion processes are fair and transparent 11. Ensure hiring practices and policies support a diverse and inclusive work environment 16. Increase accessibility for residents living in the Town	12. Increase knowledge and participation in municipal processes 17. Promote and support diverse economic development
Data Gathering	Focus on collecting demographic information.	Track data to drive awareness of DE&I experience.	Leverage data to assess and improve current policies and practices.	Actively measure DE&I programs ROI and impact.
Governance	DE&I Division, Human Resources, Communications	DE&I Resource	DE&I Resource, Business Leaders	DE&I Resource, Whole Organization

To support the planning and deployment of each *Action to Achieve* the following details are provided:

- **Frequency** – occurrence of the action
- **Int / Ext** – internal or external delivery of the action
- **Internal Owner** – internal position or department responsible for overseeing or deploying the action

Costs associated with each Action to Achieve will vary depending on the scope of the initiatives. The implementation of recommendations will have impacts on future capital and operating budget processes, which will be brought forward for Council's consideration as required.

Note: For the following section 'DE&I Division' may vary depending on the timing of the implementation of the strategy. Short and long-term governance is defined as:

- Short-term: Shared responsibility between Leisure & Community Services (Manger, Heritage, Events & Theatre Operations) and Human Resources.
- Long-term: Dedicated/centralized DE&I Governance role

Level 1: Awareness

Key Objective: [1] Rollout the DE&I Framework & Strategy (Commitment #1)

#	Actions to Achieve	Details
1.1	Host a Townhall session for all employees and internal stakeholders to promote the DE&I Strategy, Action Plan, and expected timelines and next steps.	- Increase internal buy-in and awareness of DE&I Strategy and Action Plan. - Utilize the session as an opportunity to acknowledge employee's participation and findings of DE&I research and steps moving forward. **Frequency:** Once **Int / Ext:** Internal **Internal Owner:** DE&I Project Team
1.2	Provide training on DE&I Framework (Inclusive Statement, Values, Commitments) organization wide.	- Host training sessions for current employees, considering a 'Train the Trainer' model leveraging an internal DE&I ERG as the change champions. - Incorporate DE&I Framework within current corporate training (i.e., new employee onboarding, customer service training, employee training materials) and brand guidelines. **Frequency:** Once **Int / Ext:** Internal **Internal Owner:** DE&I Project Team, HR, Communications
1.3	Facilitate action planning workshops with Senior Leadership to deploy the strategy throughout the DE&I maturity journey.	- Engage Senior Leadership to educate on DE&I responsibilities and initiatives impacting their business units. - Encourage leaders to facilitate collaborative sessions with their teams to identify priority

areas, short- and long-term goals, and resources.
- **Frequency:** Annually
- **Int / Ext:** Internal
- **Internal Owner:** DE&I Project Team, DE&I Division, Senior Leadership Team

Key Objective: [2] Provide education and awareness opportunities to staff, elected members, and community members (Commitment #1)

#	Actions to Achieve	Considerations
2.1	Promote learning materials, access to information, and resources on DE&I to employees and residents in an easy to use, centralized format.	- Advocate and increase awareness for cultural celebrations, holidays, and events throughout the year. - Continue to provide a Resident Resource Guide to connect residents with social and community supports within the Town. - Provide DE&I lenses and tools to employees (see *Appendix VI: DE&I Lenses & Tools*). **Frequency:** Ad-hoc, cultural celebrations **Int / Ext:** Internal **Internal Owner:** DE&I Division, Leisure & Community Services, Communications
2.2	Provide employees with ongoing DE&I training, across all role levels.	- Provide mandated training across all levels of the organization, dependent on job function. - Create DE&I learning curriculum with learning paths for employees and leadership. - Mandate all DE&I learning for Councillors, staff and volunteers - See *Appendix VII: DE&I Learning Journey* for detailed training plan. **Frequency:** Annual **Int / Ext:** External (vendor delivered / formal education courses) **Internal Owner:** HR, DE&I Division
2.3	Expand DE&I-related training to topics outside of visible diversity (LGBTQ2S+, gender identity, disability)	- Once foundational (and mandated) DE&I training is established, ensure training programs provide education on a broad-scope of diversity characteristics. - Provide specific service-related training on familiarity with topics of hidden diversity (i.e., knowledge of gender identifications and how to utilize pronouns).

Stouffville

#	Actions to Achieve	Considerations
		• **Frequency:** Ad-hoc, Ongoing • **Int / Ext:** External delivery or resources • **Internal Owner:** HR, DE&I Division
2.4	Provide cultural sensitivity training and updated demographic information to all frontline staff (leisure and heritage, fire and emergency, customer service)	• Cultural sensitivity training focused on raising awareness of nuances of cross-culture communication and cultivating relationships with different people and groups. • Provide frontline staff with the knowledge and tools of changing or emerging demographic trends for proactive customer service. • **Frequency:** Once (per employee) • **Int / Ext:** External (vendor delivered / LMS) • **Internal Owner:** HR, DE&I Division, Department-specific
2.5	Provide DE&I-related training for Mayor and Council (current members / onboarding)	• **Frequency:** Once (per member) • **Int / Ext:** External (vendor delivered / formal education courses) • **Internal Owner:** Office of the CAO

Key Objective: [3] Increase awareness and knowledge of Indigenous history and cultural practices (Commitment #1)

#	Actions to Achieve	Considerations
3.1	Continue to establish and foster ongoing working relationships with Indigenous leaders and/or representatives	• Perform outreach and establish appropriate engagement methods, frequency, and type (i.e., inform, consult, collaborate). • Understand the prioritizes and needs of Indigenous groups and develop organizational strategy towards reconciliation. • **Frequency:** Ongoing • **Int / Ext:** Internal / External • **Internal Owner:** DE&I Division, External Vendor
3.2	Promote awareness of Indigenous lands, history, culture, protocols, and governance structure of communities	• In partnership with Indigenous communities and leaders, promote educational materials and events through Town communications and social / digital channels. • Seek opportunities for Indigenous and non-Indigenous organizations to attend or co-host development workshops together. • Consider incorporating Indigenous land history and land acknowledgment in frequent communications about the Town (within

strategic / planning documents, 'About' sections).
- *Note: further details will be included in the Reconciliation & Engagement Plan.*
- **Frequency:** Ad-hoc, Ongoing
- **Int / Ext:** Internal
- **Internal Owner:** DE&I Division, Communications

Key Objective: [4] Provide opportunities for meaningful staff engagement on DE&I initiatives and issues (Commitment #1)

#	Actions to Achieve	Considerations
4.1	Support the creation of an DE&I Employee Resource Group (ERG) for employees to voice concerns and receive support on DE&I issues.	• Establish an Employee Resource Group for DE&I which is a voluntary, employee-led group to lead and advocate for relevant DE&I initiatives within their departments. • Create terms of reference and mandate for the group. • Consider the group to act as an anonymous resource for employees to voice concerns, seek out resources, and represent the employee voice in DEI-related matters. • See Governance for details. • **Frequency:** Ongoing, quarterly / semi-annual meetings • **Int / Ext:** Internal • **Internal Owner:** Employee-led

Key Objective: [5] Understand the needs of diverse or under-represented groups (Commitment #2)

#	Actions to Achieve	Considerations
5.1	Expand the corporate-wide public engagement strategy to focusing on new residents, visible minorities, seniors, youth, and persons with a disability to increase outreach / participation.	• Expand current public engagement activities to target diversity groups through engaging in targeted outreach and recruitment methods. • Include identified community partners (Action to Achieve 13.1), detailing point of contact, preferred engagement methods. • Identify experiences and barriers to engagement.

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		• Set baseline goals for representation relevant to engagement topics (using demographic census data as a benchmark) • **Frequency:** Ongoing • **Int / Ext:** Internal • **Internal Owner:** Communications (to transition to DE&I Resource in phase 2)
5.2	Collect ongoing and targeted data collection on program usage by under-represented groups to inform specific group needs.	• Perform a review of current program usage to develop baseline understanding of gaps and opportunities. • Deploy recurring data collection and metric tracking. • See *Measurement Framework* for metrics and Customer Satisfaction Template. • **Frequency:** Ongoing • **Int / Ext:** Internal • **Internal Owner:** Leisure & Community Services (Recreation)
5.3	Provide departments with up-to-date data on resident demographics, community changes, and other trends impacting inclusive delivery of services	• Centralize data collection to ensure departments have access to DE&I data and up-to-date demographic data. • Implement a governance model for data collection and storage that is accessible to all departments. • **Frequency:** Ongoing • **Int / Ext:** Internal • **Internal Owner:** DE&I Division
5.4	Complete a Workforce Census for internal employees	• Provide employees with adequate information on importance of the data collection, usage of data, and reporting to increase buy-in and establish trust. • Administer a workforce census to establish baseline measures of diversity. • Complete annually to track progress on DE&I employee efforts. • **Frequency:** Once, Annual • **Int / Ext:** External • **Internal Owner:** DE&I Division
5.5	Incorporate DE&I demographic metrics into Resident Satisfaction Survey	• Incorporate DE&I demographic metrics within the current Resident Satisfaction Survey to understand specific group needs. • **Frequency:** Once, Ongoing • **Int / Ext:** External • **Internal Owner:** Communications, Leisure & Community Services (Customer Service)

Phase 2: Transformation

Key Objective: [13] Create a collaborative community of practice for all diversity and inclusion partners (Commitment #4)

#	Actions to Achieve	Considerations
13.1	Perform outreach to community partners and other municipalities to develop working relationships on DE&I.	• Perform outreach to community partners and other municipalities to connect resources and efforts of DE&I within the Town. • Identify meaningful forms of reciprocity with community partners to ensure mutual benefit (financial benefit, capacity building / skills training, networking) • **Frequency:** Ongoing • **Int / Ext:** Internal • **Internal Owner:** DE&I Division
13.2	Conduct ongoing engagement with community partners on topics of community belonging and service delivery to understand evolving needs.	• Conduct semi-annual and ad-hoc (project basis) consultations with identified community groups to gain feedback on their needs and experiences. • Utilize qualitative (interviews, focus groups) and quantitative (pulse survey) methods to gain feedback. • Provide each group with a municipal point of contact to address concerns or request assistance. • **Frequency:** Semi-annual, Ad-hoc • **Int / Ext:** External • **Internal Owner:** DE&I Division
13.3	Draft formal Terms of Reference for all DEI&-related committees	• Draft formal Terms of Reference for existing (D&I Working Group) and future DE&I-related committees to increase understanding of roles / responsibilities of participation. • **Frequency:** Once • **Int / Ext:** Internal • **Internal Owner:** DE&I Division, Clerks Department

Key Objective: [14] Support an inclusive employee culture (Commitment #4)

#	Actions to Achieve	Considerations

14.1	Review employee accommodation process and policies	• Review employee accommodation processes and policies to eliminate bias from individual decision-makers. • Communicate guidelines for equitable practices to all employees and managers. • Provide employees clear guidelines and supports for disputing accommodations they perceive as unfair. • **Frequency:** Once • **Int / Ext:** External • **Internal Owner:** HR
14.2	Develop formalized employee feedback methods	• Implement employee feedback systems and practices, including annual employee experience survey and pulse surveys and/or focus groups for initiative-specific feedback. • Implement 360 review processes for management / supervisors to allow employees to provide feedback for direct reports. Incorporate 360 score into annual review. • **Frequency:** Annual, Ad-hoc • **Int / Ext:** Internal • **Internal Owner:** HR
14.3	Incorporate DE&I competence into performance management process	• Measure leadership performance utilizing a DE&I Competence score, defined as the knowledge, understanding, and commitment to DE&I. • See *Measurement Framework* for sample DE&I Competence score. • **Frequency:** Annual, ongoing • **Int / Ext:** Internal • **Internal Owner:** HR
14.4	Support opportunities for cross-departmental connections and collaboration	• Consider implications of the hybrid work model on organizational belongingness caused by decreased opportunities for connection and collaboration. • Leverage appropriate internal communication channels to enhance communication, employee recognition, and other updates. • Consider peer coaching programs or virtual coffee chats to increase connection among employees and support a sense of community. • **Frequency:** Ongoing • **Int / Ext:** Internal • **Internal Owner:** HR, Corporate Communications

Key Objective: [15] Broaden outreach programs and services for youth (Commitment #4)

#	Actions to Achieve	Considerations
15.1	Develop school outreach programs to understand the needs of youth, assist youth in development of career, community involvement	• Work with post-secondary institutions to identify opportunities for career development and employment (seminars, career days, mentorships) • Build youth leadership opportunities in existing programs and promote through partnerships with post-secondary school • Provide additional supports for low-income youth. • **Frequency:** Ongoing • **Int / Ext:** Internal • **Internal Owner:** Leisure & Community Services (youth programming)
15.2	Broaden availability of youth-dedicated spaces within community centres / facilities	• Provide youth-friendly spaces in the planning of new and current facility usages to create safe spaces for play, relationship-building, and capacity building. • **Frequency:** Ad-hoc • **Int / Ext:** Internal • **Internal Owner:** Leisure & Community Services (Recreation - youth programming, Facilities)
15.3	Increase areas where youth programs are delivered and/or provide accessible transportation to participate in programs	• Conduct an assessment to identify opportunities to remove transportation / geographic barriers for youth to participate in programs. • When possible, provide accessible transportation to programs or provide programming in rotating facilities. • **Frequency:** Ad-hoc • **Int / Ext:** Internal • **Internal Owner:** Leisure & Community Services (Recreation - youth programming)

Phase 3: Integration

Key Objective: [6] Incorporate the needs of diverse or under-represented groups into customer service strategy (Commitment #2)

#	Actions to Achieve	Considerations
6.1	Provide language interpretation services for customer service functions	• Explore feasibility of utilizing third-party language interpretation services to offer on demand (i.e., in-person or video relay) sign language interpretation in ASL, LSQ, and ISL for someone who is deaf or hard of hearing • **Frequency:** Once • **Int / Ext:** External • **Internal Owner:** Leisure & Community Services (Customer Service)
6.2	Provide gender-neutral washrooms and change rooms at existing (when possible) and new facilities	• Where possible update signage and usage of washrooms and change room to be gender neutral. • Ensure new buildings provide private and/or gender-neutral options. • **Frequency:** Once • **Int / Ext:** Internal • **Internal Owner:** Leisure & Community Services (Facilities)
6.3	Update telephony systems to increase ease for persons who need assistance	• Modify call tree options to have designated options for persons who require additional accommodations or assistance to display first • Provide Text Telephone (TTY) capabilities for individuals with hearing / speech impairments • Provide Interactive Voice Recognition (IVR) • **Frequency:** Once • **Int / Ext:** Internal • **Internal Owner:** Leisure & Community Services (Customer Service), IT

Key Objective: [7] Expand commitments to accessibility standards (Commitment #2)

#	Actions to Achieve	Considerations
7.1	Continue to provide AODA training to all leadership and service-related roles	• Facilitate AODA training for all leadership and front facing service roles. • Provide ongoing training and refresher training, when required. • **Frequency:** Once (per person) • **Int / Ext:** External (AODA) • **Internal Owner:** HR
7.2	Use accessibility design standards beyond requirements	• Develop accessibility design standards for the Town and recommendations for future developments within the Town that expand

#	Actions to Achieve	Considerations
		• beyond the traditional accessibility requirements.
		• Develop an accessibility 'check list' for programs and facilities to help municipal staff assess how accessible a program, facility, or service is.
		• Develop an accessibility assessment tool for municipal staff to utilize to review capital projects.
		• **Frequency:** Once, ongoing review
		• **Int / Ext:** External
		• **Internal Owner:** Leisure & Community Services (Facilities)
7.3	Broaden focus to both physical and hidden disabilities	• Increase working knowledge of hidden disabilities and how to provide services to those with hidden disabilities. Incorporate into customer service standards.
		• Ensure spaces indicated by accessibility signs include invitations for those with hidden disabilities to mitigate stigmatization of use.
		• Consider accommodation for employees with hidden disabilities (i.e., floor plans, work-from-home, health supports).
		• **Frequency:** Ad-hoc
		• **Int / Ext:** Internal
		• **Internal Owner:** Leisure & Community Services, Accessibility Committee, HR

Key Objective: [8] Increase ease of access and quality of information provided to residents (Commitment #2)

#	Actions to Achieve	Considerations
8.1	Offer recreation, culture, customer service, and fire and safety information in multiple languages	• Facilitate the translation of key and pertinent information for residents into commonly used languages reflective of the Town's changing demographics.
		• Ensure all key documents are available in multiple languages, large print, plain language, and is gender neutral, etc.
		• **Frequency:** Once, ongoing updates
		• **Int / Ext:** External
		• **Internal Owner:** Communications

#	Actions to Achieve	Considerations
8.2	Conduct user experience testing with persons who have a disability or functional limitations	• Perform user experience testing of communications and customer service functions with persons with a disability. • Continue to offer multiple modes of feedback on usability of services and communication platforms. • **Frequency:** Once, ongoing updates • **Int / Ext:** External • **Internal Owner:** Communications, Leisure & Community Services (Customer Service)

Key Objective: [9] Include inclusive design elements and representation in all marketing and communication materials (Commitment #3)

#	Actions to Achieve	Considerations
9.1	Include inclusive design into brand and communication strategy	• Expand brand and communication strategy to reflect inclusive design elements of accessibility and representation. • Provide departments with guidance on inclusive design methodologies that take into consideration people of all backgrounds and abilities. • **Frequency:** Once • **Int / Ext:** Internal • **Internal Owner:** Communications
9.2	Develop inclusive and accessible language guidelines for organization-wide communications	• Provide departments with resources and review for using inclusive language. Inclusive language includes using phrases that avoid bias, slang, or expressions that may imply ideas that are discriminatory or exclusive. • **Frequency:** Once • **Int / Ext:** Internal • **Internal Owner:** Communications
9.3	Include DE&I Glossary of Terms in applicable communication materials and policies	• Include DE&I Glossary of Terms in appropriate documents. • Make the DE&I Glossary of Terms a readily available tool for employees. • **Frequency:** Once (per document) • **Int / Ext:** Internal • **Internal Owner:** Communications

Key Objective: [10] Ensure promotion processes are fair and transparent (Commitment #3)

#	Actions to Achieve	Considerations
10.1	Develop and communicate a career development framework	• Provide employees with career development plans and support to understand their career advancement opportunities. • Train leaders to work with employees throughout the performance review process to identify and close gaps in performance. • **Frequency:** Annual • **Int / Ext:** Internal • **Internal Owner:** Senior Leadership Team (supported by HR)

Key Objective: [11] Ensure hiring practices and policies support a diverse and inclusive work environment (Commitment #3)

#	Actions to Achieve	Considerations
11.1	Develop equitable and inclusive guidelines for job descriptions / postings	• Develop equitable and inclusive guidelines for department leaders when creating job descriptions for new positions. • Include an equity statement and information for candidates to learn in all job postings. • See *Appendix V: HR Resources* for sample inclusive job positing guidelines. • **Frequency:** Once • **Int / Ext:** Internal • **Internal Owner:** HR
11.2	Expand recruitment outreach to diverse and under-represented groups, performing targeted job advertisements to under-represented groups if necessary	• Leverage community partners from under-represented groups to share job postings. • Utilize third-party websites and job boards to post new positions. • Work with Communications to enhance marketing of the Town as a desirable, inclusive place to work. Provide updates on employee DE&I initiatives, as appropriate. • **Frequency:** Ongoing • **Int / Ext:** Internal • **Internal Owner:** HR
11.3	Limit biases during the application process	• Utilize diverse interview panels within the screening process

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#	Actions to Achieve	Considerations
		• Utilize structured interview screening templates to ensure consistency in interview processes • Consider an applicant screening software to remove personally identifiable information from application materials to reduce bias. This could include the removal of name, gender, age, education, address, dates, photos, etc. • **Frequency:** Ongoing • **Int / Ext:** Internal • **Internal Owner:** HR
11.4	Expand competency matrix for roles to include DE&I competency	• Expand current competency matrices to include DE&I competencies. • Include DE&I related interview questions and provide hiring panels with guidelines to assess and rate the respondents answer. • **Frequency:** Ongoing • **Int / Ext:** Internal • **Internal Owner:** HR
11.5	Utilize collected data to analyze and review recruitment and hiring strategies	• Collect diversity data to track participants throughout the hiring process. • Perform an annual review to assess barriers for groups within the hiring process and assess effectiveness of recruitment strategies / initiatives. • **Frequency:** Ongoing • **Int / Ext:** Internal • **Internal Owner:** HR

Key Objective: [16] Increase accessibility for residents living in the Town (Commitment #4)

#	Actions to Achieve	Considerations
16.1	Support application of sustainable community design, transit investment, and infrastructure improvement	• Encourage community design that facilitates physical activity, community connection, housing affordability, aging in place, food security, cultural diversity, and accessibility to services (such as education, childcare, healthcare). • Provide accessible signage throughout the Town (size, contrast, literacy level) • **Frequency:** Ongoing • **Int / Ext:** Internal

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#	Actions to Achieve	Considerations
		• **Internal Owner:** Development Services, Economic Development
16.2	Advocate for affordable housing within the Town	• Work with provincial governments and inter-governmental collaboration on land use planning. Perform needs assessment, land acquisition and assembly, zoning and approvals, etc. to prevent affordable housing loss. • **Frequency:** Ongoing • **Int / Ext:** Internal • **Internal Owner:** Development Services, Economic Development
16.3	Create partnerships with community-service providers and businesses offering specialized services to persons with disabilities	• Partner with existing community-service providers and businesses who currently offer or plan to offer services focused on individuals with disabilities. • Provide promotion / advertisement for business dedicated to accessible and inclusive service through Town channels and vendor selection. • **Frequency:** Ongoing • **Int / Ext:** Internal • **Internal Owner:** DE&I Division, Communications, Procurement

Phase 4: Sustainability

Key Objective: [12] Increase knowledge and participation in municipal processes (Commitment #3)

#	Actions to Achieve	Considerations
12.1	Continue to provide / promote information sessions, workshops, or materials for residents interested in participating in the election process	• Partner / promote community organization who provide supports to under-represented groups. • Provide access to information about election processes on Town channels. • **Frequency:** Ongoing • **Int / Ext:** Internal (via third-party partnerships) • **Internal Owner:** DE&I Division, D&I Working Group, Communications
12.2	Develop introductory materials for individuals unfamiliar with municipal processes or services	• Develop resource guides for individuals new to the community providing information to residents about municipal processes and services.

#	Actions to Achieve	Considerations
		• Include safety information, community events / social groups, how to access services and information, and other resources to increase access and community belonging. • Provide resource in multiple languages. • **Frequency:** Once, ongoing updates • **Int / Ext:** Internal • **Internal Owner:** All departments (lead by DE&I Division and Communications)
12.3	Provide mentorship or volunteer opportunities to youth and under-represented groups.	• Develop mentorship and/or volunteer for youth and under-represented groups interested in learning about municipal processes. • Explore with departments opportunities to designate internship opportunities that provide ongoing pipeline for candidates new to public sector jobs. • **Frequency:** Ongoing • **Int / Ext:** Internal • **Internal Owner:** DE&I Division, Office of the CAO

Key Objective: [17] Promote and support diverse economic development (Commitment #4)

#	Actions to Achieve	Considerations
17.1	Continue to actively attract diverse businesses through providing business supports for under-represented business owners and new immigrants.	• Provide business development supports, resources, or grants to under-represented groups or new immigrants interested in opening businesses. • **Frequency:** Ongoing • **Int / Ext:** Internal • **Internal Owner:** Economic Development
17.2	Provide current and new businesses with supports (i.e., information packages, audits) on delivering inclusive services to residents.	• Provide businesses with information and supports on inclusive service delivery. • Perform complimentary audits for businesses to assess improvements opportunities. • **Frequency:** Ongoing • **Int / Ext:** Internal, Committee • **Internal Owner:** Economic Development, Development Services, Accessibility Committee

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17.3	Expand feedback methods (social media, surveys) to gain feedback about cultural offerings	- Solicit feedback about community events and cultural offerings within the Town by leveraging existing outreach methods. **Frequency:** Ongoing **Int / Ext:** Internal **Internal Owner:** Communications

Governance

The organization currently has limited dedicated resources to DE&I. To date, the responsibility is under the Manager of Leisure & Community Services with no other dedicated resources. We have provided an interim / short-term solution to DE&I governance with the intent to restructure and gradually scale DE&I resources as the Town progresses along their DE&I maturity.

Phase 1: Awareness

Within phase one, DE&I responsibilities are decentralized and delegated to multiple roles. The first phase of Awareness aims to set the foundational elements for the DE&I Strategy, focused on capacity building, socialization of the new strategy, and education and awareness through training and planning. Within the Phased Implementation the following roles are assigned to each Action to Achieve.

Four key departments / roles are identified within this phase:

Resource	Responsibility
Manager, Heritage, Events & Theatre Operations	- Co-owns with HR, DE&I Strategy oversight and management - Point of contact for DE&I inquiries - Owns/oversees community engagement
Leisure & Community Services	- Supports outreach to under-represented groups (program delivery) - Assists in data collection
Human Resources	- Co-owns with Leisure & Community Services, DE&I Strategy oversight and management - Owns / oversees employee initiatives and training
Communications	- Supports DE&I initiatives with internal / external communications - Supports data-gathering

Employee Resource Group (ERG)

Within Phase 1 the DE&I-focused Employee Resource Group (ERG) is to be formed. The group is intended to provide employees with space, resources, and support for DE&I-related matters.

Consider the following steps while forming your ERG:

1. **Identify ERG champion(s) to lead the group** – individual(s) should be outside of the HR-function or have a co-lead from another business unit
2. **Identify the ERG's goal and purpose** – three main kinds of ERGs include: social (connecting people), advocacy (effecting change), and external partnerships (connecting community)
3. **Socialize the ERG and gather interest** – gather feedback and be open to group needs
4. **Identify Executive Support** – identify an executive team member to champion efforts and leverage resources

Within phase 1 the ERG is to be formed and relevant training is to be provided to ERG members.

The Town's DE&I-focused ERG is recommended to act as an advocacy-based ERG. Ideally, the ERG will provide representation of all departments and/or all key service delivery business units. This will allow employees to identify and voice DE&I-related needs within their departments to provide areas of opportunity and collaboration.

The role and responsibilities of the ERG and members include:

- Acting as an advocate for DE&I-related matters within department / business unit
- Collaborating with other department representatives on DE&I initiatives impacting your business unit
- Reporting to the DE&I ERG and/or DE&I corporate resource on DE&I initiatives and goals within your department (including the tracking of relevant DE&I metrics)
- Acting as a confidential resource for employees to voice concerns or request support relating to workplace DE&I topics or needs

Phases 2 & 3: Transformation & Integration

As the DE&I maturity progresses, the DE&I oversight will transition to a strategic-focused role within the organization. Positioning DE&I responsibility and oversight within a strategic-focused role will enable the organization to integrate DE&I into all service areas. Within these phases, departmental capacity and responsibility for DE&I initiatives will increase.

Transformation & Integration
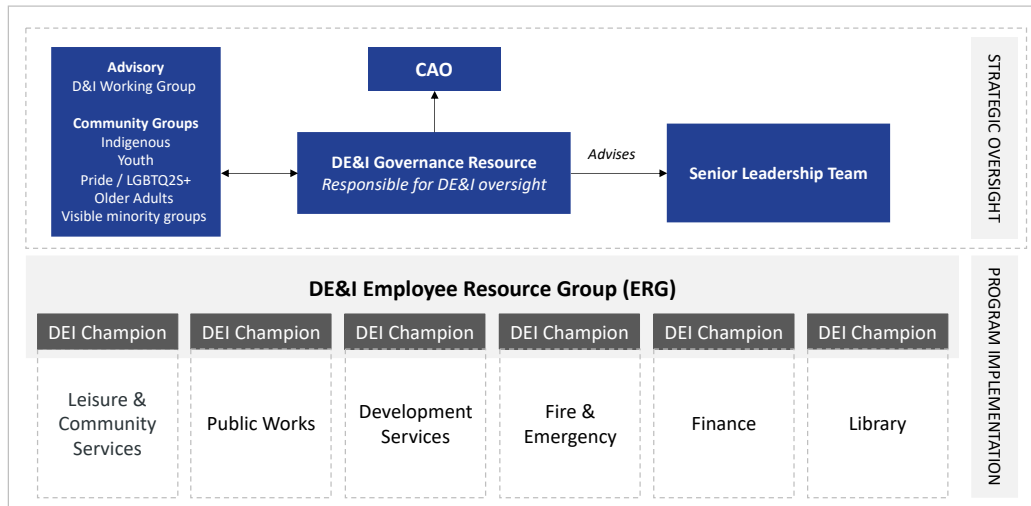
Three key stakeholders are identified within this phase:

Resource	Responsibility
DE&I Governance Role	• Provides DE&I Strategy oversight and management • Point of contact for DE&I inquiries • *Additional responsibilities detailed below*
Departments	• Lead or support DE&I initiatives within business units as required. • Utilize a DE&I lens, toolkit, or resources when developing programs and services. • Consult with the DE&I internal resource on the audit and creation of new programs and services.
Employee Resource Group (ERG)	• Report to the DE&I Governance role department DE&I progress or support needs
Diversity & Inclusion (D&I) Working Group	• Advise on matters related to DE&I vision, mission, and goals. • Volunteer, promote, and/or host DE&I related events associated with the Town or partnering institutions.

Additional Proposed Role

An additional proposed role is cited as the 'DE&I Governance role' and is recommended to oversee the portfolio of Diversity, Equity, and Inclusion. Particularly, this role will have experience and ability to oversee the change management aspect of strategy deployment. DE&I-focused responsibilities for this role will include:

- Lead creation and/or management of all DE&I initiatives within the organization.
- Provide consultation and support to Senior Leadership and Management on all matters related to DE&I.
- Collect and analyze data as identified in the DE&I measurement framework.
- Support departments on the collection and analysis of DE&I data on a project or ad-hoc basis.
- Develop and socialize quarterly DE&I report and ad-hoc reports as needed.

Phase 4: Sustainment

When an organization reaches the sustainment phase, the strategic and operational components of the strategy are achieved and integrated. The effort and strategic skillset required to oversee the program lessens and the focus of the role becomes the ongoing maintenance of the program. At this point, the responsibility may be shifted to an individual contributor role.
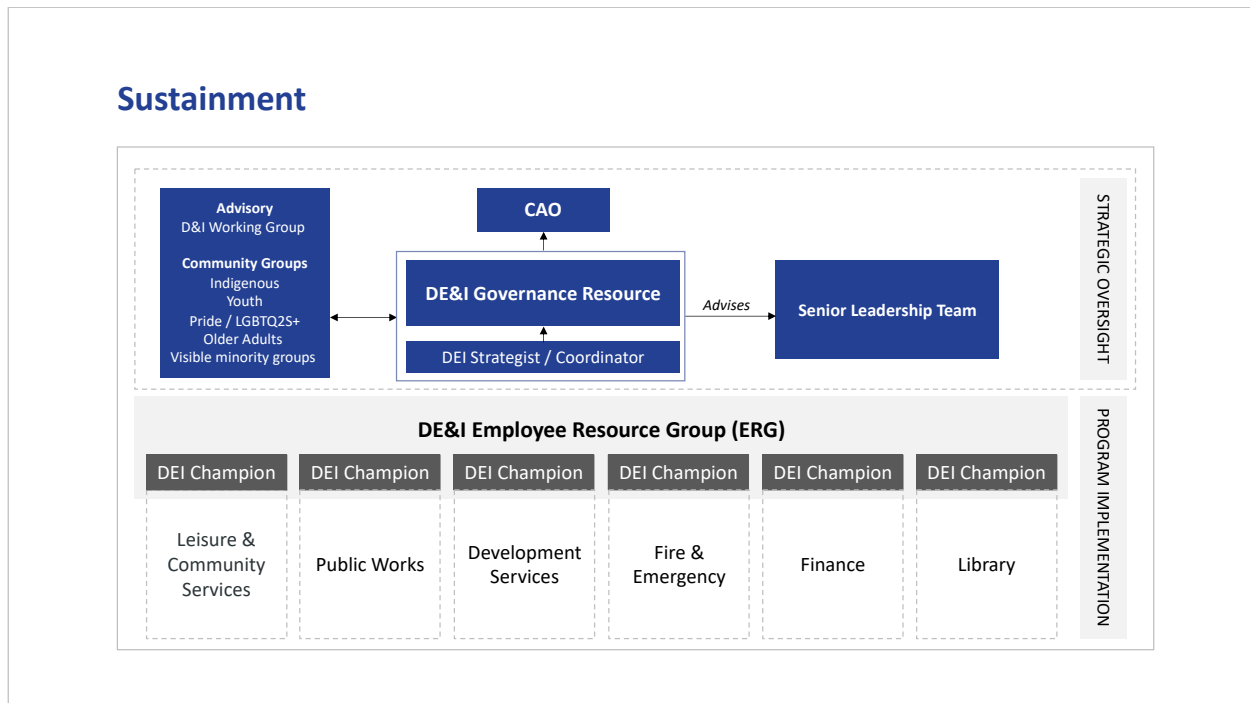
Measurement Framework

The Measurement Framework is the structure of the key metrics and performance indicators for the DE&I strategy. It provides a consistent approach for systematically collecting, analyzing, utilizing, and reporting on the performance of the DE&I Strategy. The framework seeks to answer the questions to what the organization should measure, how it will be measured, and how the data will be utilized. The framework outlines the DE&I metrics, which are indicators of how well an organization progressing towards their DE&I efforts.

Data is collected across three categories / levels:

- Foundational Categories – these categories assess the strength of the overall commitment to diversity and inclusion and the organization's ability to carry out the strategies.
- Internal Categories – these categories focus primarily on strengthening how the organization operates and how the effectiveness of people is increased.
- External Categories – these categories relate to how the organization offers its products and services and interacts with its customers and other stakeholders.
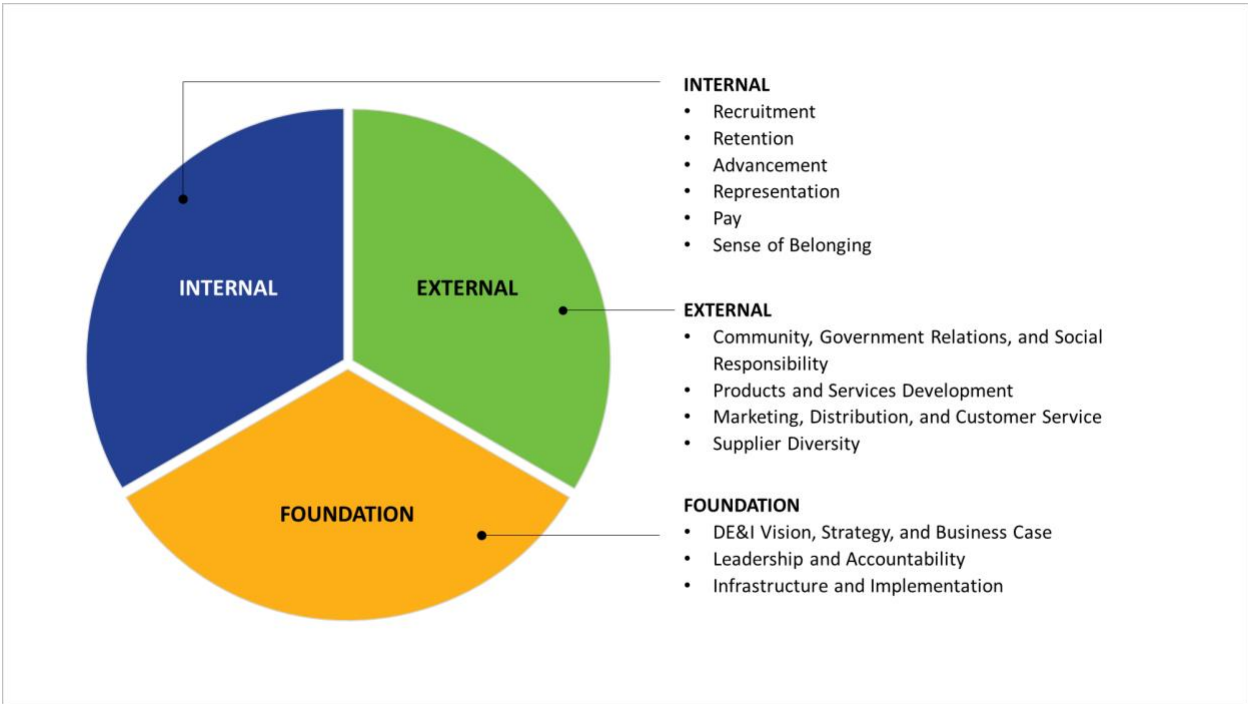
How to Define Diversity

Based on Canada Federal Government guidelines, the organization is recommended at minimum to utilize the following demographics to define and track diversity:

- Women – refers to an individual's personal and social identity as a woman
- Indigenous peoples – refers to whether the person is First Nations (North American Indian), Métis and/or Inuk (Inuit)
- Persons with disabilities – refers to those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others
- Members of visible minorities – refers to visible minority populations, which consists mainly of the following groups: South Asian, Chinese, Black, Filipino, Latin American, Arab, Southeast Asian, West Asian, Korean and Japanese

As metric tracking, analysis, and reporting matures the organization may seek to look at intersectionality or additional diversity categories such as:

- Expand categories of gender identity
- Sexual orientation

Foundational Metrics

Category	Metric	Data Source	Frequency	Role / Function
DE&I Vision, Strategy, and Business Case	Strategy 'Actions to Achieve' Completed	Manual Tracking	Semi-annually	DEI Division
	Number of approved DEI-focused initiatives	Manual Tracking	Annual review	DEI Division
	Number of completed DEI-focused initiatives	Manual Tracking	Annual review	DEI Division
Leadership and Accountability	Discrimination / Harassment Complaints	HR Metrics	Annual Review	HR
	Employee Satisfaction (of direct reports)	HR Metrics	Annual Review	HR
	360 Review Score	HR Metrics	Annual Review	HR
Infrastructure and Implementation	Number of business units adopting DEI-specific efforts	Manual Tracking	Annual review	DEI Division

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Internal Metrics

Category	Metric	Data Source	Frequency	Role / Function
Recruitment	Candidate Demographics	HR Metrics (hiring)	Annual review	HR
	Adverse Impact*	HR Metrics (hiring)	Annual review	HR
Retention	Employee Retention	HR Metrics	Annual review	HR
	Employee Turnover	HR Metrics	Annual review	HR
Advancement	Employee Advancement / Promotion Rate	HR Metrics	Annual review	HR
Representation	Workforce Representation (organization)	Employee Self-report	Annual review	HR
	Workforce Representation (department)	Employee Self-report	Annual review	HR
Pay	Pay gap size	HR Metrics	Annual review	HR
	Pay equity	HR Metrics	Every 4 years	HR
Sense of Belonging	DE&I-focused learning and development	HR Metrics	Annual review	HR
	Employee Net Promoter Score (eNPS)*	Pulse / Annual Survey	Semi-annual / annual	HR / DEI
	Employee Engagement*	Pulse / Annual Survey	Semi-annual / annual	HR / DEI
	Organizational Inclusion*	Pulse / Annual Survey	Semi-annual / annual	HR / DEI
Competency	DE&I Competency*	Performance Review	Annual review	HR

additional scoring information within Appendix VIII

External Metrics

Category	Metric	Data Source	Frequency	Role / Function
Community, Government Relations, and Social Responsibility	Brand Sentiment	Customer Feedback	Annual Review	Comm.
	Amount / resources spent on philanthropic causes	Manual Tracking	Ad-hoc	DEI Division
	Employee volunteer hours to DEI events / causes	HR Metrics	Annual review	HR
	Number of community partnerships established	Manual Tracking	Ad-hoc	DEI Division
Products and Services Development	Program Usage	ACTIVENet	Annual Review	Leisure & Community Services
	Attendance at DEI Events	Manual Tracking	Ad-hoc	DEI Division
	Number of DEI-specific programs / services provided	Manual Tracking	Annual Review	Leisure & Community Services
Marketing, Distribution, and Customer Service	NPS	Customer Feedback Survey	Ad-hoc, annual	Leisure & Community Services
	Customer Satisfaction	Customer Feedback Survey	Ad-hoc, annual	Leisure & Community Services
	Customer Feedback	Ad-hoc, Customer Feedback Survey	Ad-hoc, annual	Leisure & Community Services
	Visits to DEI-specific website / resources	Social Media Analytics	Ad-hoc, annual	Comm.
	Number of DEI-related social media posts	Social Media Analytics	Ad-hoc, annual	Comm.
	Impact of DEI-related social media posts	Social Media Analytics	Ad-hoc, annual	Comm.

Supplier Diversity	Percentage of business going to suppliers that support diversity	Manual Tracking	Ad-hoc, annual	Procurement
	Amount spent with suppliers that support diversity	Manual Tracking	Ad-hoc, annual	Procurement
Beyond Accessibility	Gender Affirming / Neutral Bathrooms	Manual Tracking	Ad-hoc, annual	Leisure & Community (Facilities)
	Accessible Entrances / Exits	Manual Tracking	Ad-hoc, annual	Leisure & Community (Facilities)
	Physical Accommodation Requests Completed	Manual Tracking	Ad-hoc, annual	Leisure & Community (Facilities)

Next Steps

As identified within the Governance and Awareness Phase sections, the DE&I Division is to socialize the current document and begin the activation of the strategy and action plan.

Immediate next steps include:

1. Socialize the Diversity, Equity, and Inclusion Framework and Supporting Documents (Key Objective 1)
2. Form the DEI-ERG group (Action to Achieve 4.1)
3. Create formal Terms of Reference for Diversity & Inclusion (D&I) Working Group (Action to Achieve 13.3)

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Appendix

Appendix I: Employee Assessment

The following research activities informed the Employee Assessment:

- CSPN reviewed existing documentation provided by the Town
- CSPN conducted a total of twenty (20) consultations with Town staff and Members of Council. A mix of 1-on-1 and group interviews were conducted asking about experiences with diversity, equity, and inclusion.
- CSPN administered one (1) employee survey which consisted of forced option and open text responses. A total of 62 participants completed the survey.

DEI Maturity Assessment

DEI maturity is the extent to which an organization incorporates DEI practices that impact their mission and purpose. To be successful, organizations must be proactive in their DEI efforts to be:

- **Diverse**, representing individuals who vary in terms of race/nationality/ethnic origin, sex, sexual orientation, gender identity, age, physical and mental ability, religious preference, veteran status, genetics, and citizenship
- **Equitable**, in hiring, compensating, promoting, providing services and opportunities for, and otherwise treating similarly situated people represented in the various categories above
- **Inclusive**, providing a sustained welcoming and protected environment for all people, regardless of their representation in protected classes

DEI maturity is assessed across the key factors of:

- DEI Effort
- Investment in DEI
- Equity and Representation
- Recruitment and Retention

Overall, the Town displays **low DEI maturity**. There is awareness of the importance of DEI practices, yet they are limited or being done informally.

DEI Effort

- DEI is generally / vaguely mentioned in organization mission and strategic priorities
- HR and leadership practices mention DEI issues, but no formal effort is made towards DEI policies and practices or inclusive language

Investment in DEI

- No dedicated resource to develop and manage DEI programs; DEI is in addition to a current role
- DEI programs or services funded at a minimum or not a priority for funding
- DEI resources for employees provide basic support, as required by law
- Some DEI-focused training provided to employees in leadership positions; no formal DEI-focused training provided to individual contributor level

Equity and Representation

- Assessments for equal pay for protected groups does not exist or is informal and has no formal reporting outcomes
- Assessments for equitable representation are informal and has no formal reporting outcomes
- No plan for assessment of DEI goals, initiatives, and/or efforts exists; currently engaged with a consultancy to create a strategy and action plan
- No data is collected on representation of diversity across the workforce (i.e., leadership positions, within specific departments or disciplines); anecdotal evidence speaks to perceptions of low representation

Recruitment and Retention

- No formal policies in place to promote DEI within hiring and minimal training provided to hiring managers
- Job ads specify pay ranges, limit required skills to 'must haves', avoid biased language, and highlights organization's commitment to DEI
- Limited DEI data is collected on applicant pool but is not used to evaluate hiring
- Limited data or employee feedback is collected on DEI practices (i.e., conducting stay or exit interviews, transparent promotion criteria, DEI-training on promotion practices for leaders)
- Flexible work policies are provided to some employees, as applicable; accommodations are available for employees (i.e., religious reasons, modified work)

Appendix II: Community Assessment

The following research activities informed the Community Assessment:

- CSPN reviewed existing documentation provided by the Town
- CSPN conducted a total of four (4) consultations with Residents and Community Groups. These were semi-structured focus groups to understand the experiences and expectations of each group.
- CSPN administered one (1) citizen survey which consisted of forced option and open text responses. A total of 50 participants completed the survey.

Changes in the Municipal Landscape

The Town of Whitchurch-Stouffville has been experiencing consistent population growth, with an 8.8% increase from 2016 to 2021 (Table 1).

Table 1. Population Growth (2001 – 2021)
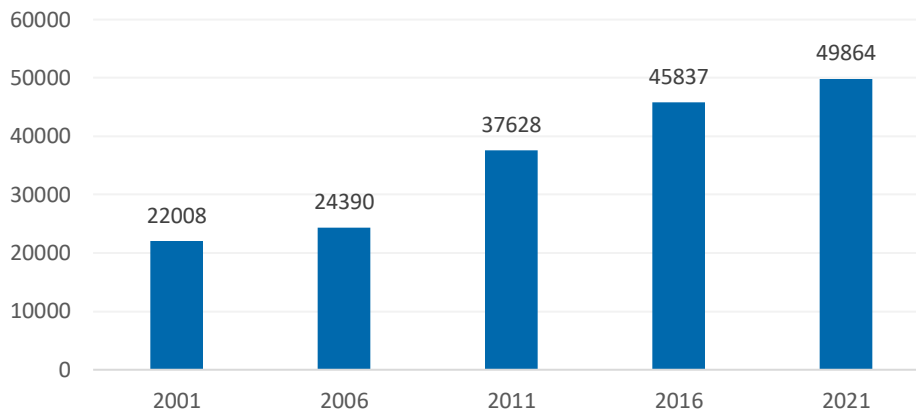
Based on the 2016 census data, total visible minorities is 15,530 people. The largest visible minority groups are that of the Chinese and South Asian descent (Table 2). Anecdotal evidence (self-report data) and trends towards population growth suggests the amount of visible minorities residing in the Town is likely to increase.

Table 2. Visible Minorities (2016)
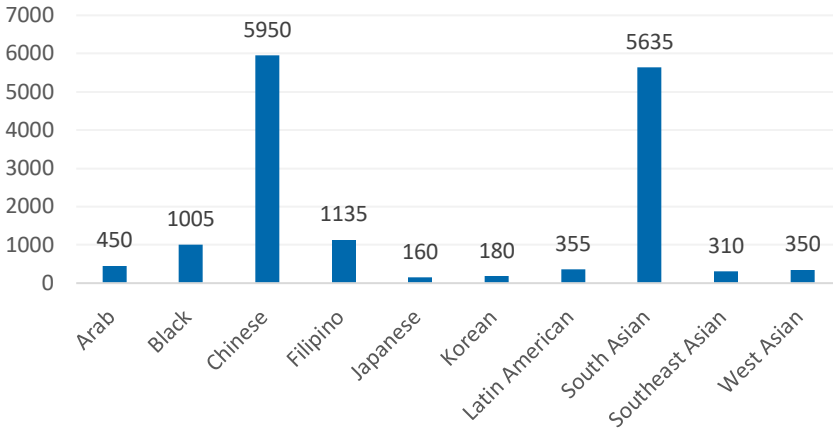
Table 3. Languages Spoken (2016)

English & French, 3080

Neither English or French, 1195

French, 10

- English
- French
- English & French
- Neither English or French

English, 41145

Research Key Findings

- Residents have low awareness of diversity, equity, and inclusion priorities or initiatives within the Town.
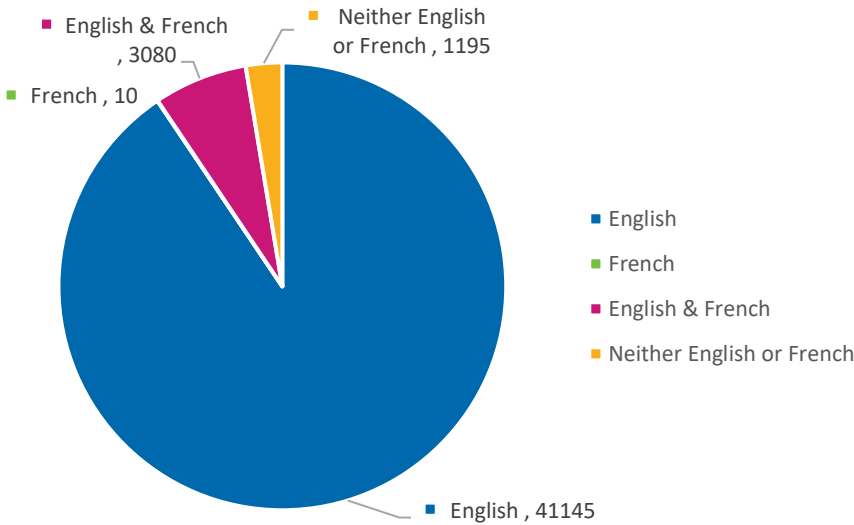- There is a need to focus on more supports for youth. Youth have experienced acts of discrimination and harassment in public institutions and school settings (outside of Town facilities / settings). Youth groups have taken upon themselves to create committees within their schools for change and raise awareness yet lack support and resources.
- Under-represented groups desire increased representation within the Town within Town-led events, community events, and within the Town's employees and leadership. These groups cited the importance of representation as it signals allyship and safety.

Stouffville

- Residents cited a barrier to living and accessing resources within the Town, such as a lack of affordable housing, lack of public transit options, and physical access to buildings within the Town (i.e., private owned businesses).
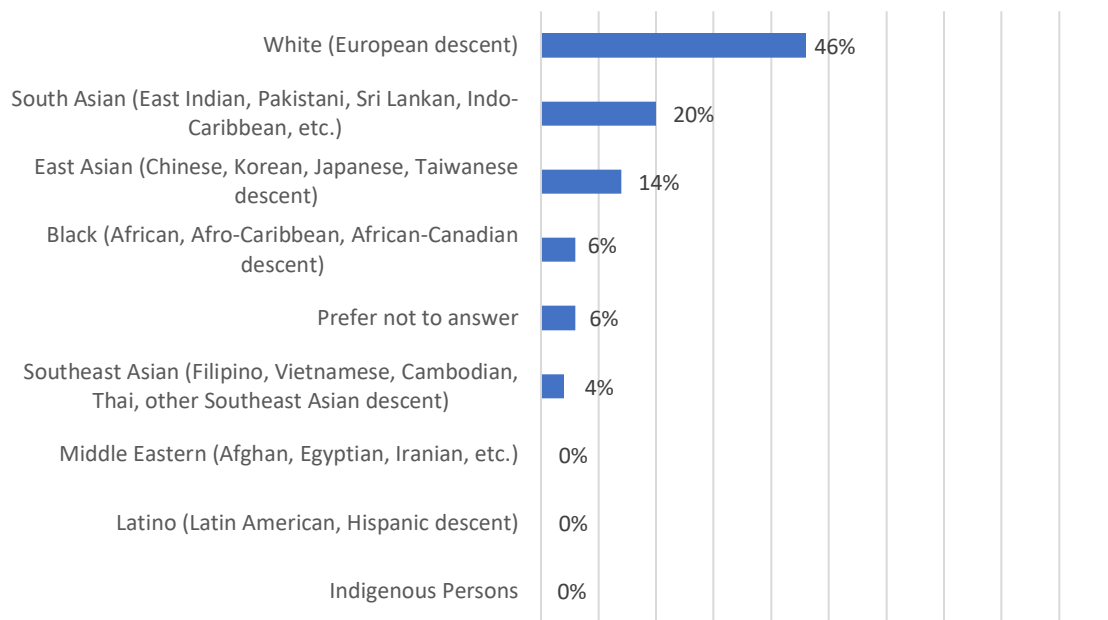
DE&I Citizen Survey

The DE&I Citizen Survey was available for all residents to complete from June 20th to July 6th. The survey was posted on the Town's social media channels and was voluntary to complete. In total, 50 residents completed the survey. Below are the results of the survey.

Sample Demographics

The following demographic identifiers were collected and provided to understand the demographic makeup of the sample.

Racial / Ethnic Identity

Category	Percentage
White (European descent)	46%
South Asian (East Indian, Pakistani, Sri Lankan, Indo-Caribbean, etc.)	20%
East Asian (Chinese, Korean, Japanese, Taiwanese descent)	14%
Black (African, Afro-Caribbean, African-Canadian descent)	6%
Prefer not to answer	6%
Southeast Asian (Filipino, Vietnamese, Cambodian, Thai, other Southeast Asian descent)	4%
Middle Eastern (Afghan, Egyptian, Iranian, etc.)	0%
Latino (Latin American, Hispanic descent)	0%
Indigenous Persons	0%

Gender Identity

Category	Percentage
Woman	76%
Man	18%
Prefer not to answer	4%
Non-Binary / Gender Fluid	0%
Transgender	0%

Stouffville

Other Identifiers

Identify as a Racialized Person 44%
Living with a disability 6%
Immgrated to Canada 30%

Diversity, Equity, and Inclusion Metrics

Overall, 41% of residents within the sample believe that the Town values equity, diversity, and inclusion in the provision of its programs and services.

2%
28%
41%
28%

- Yes
- No
- I don't know
- Prefer not to answer

Participants were asked to rate each statement on a 5-point Likert scale (Strongly Agree – Strong Disagree). The following responses show the total agreeance score (total number of Agree and Disagree) depicted in a percentage amount.

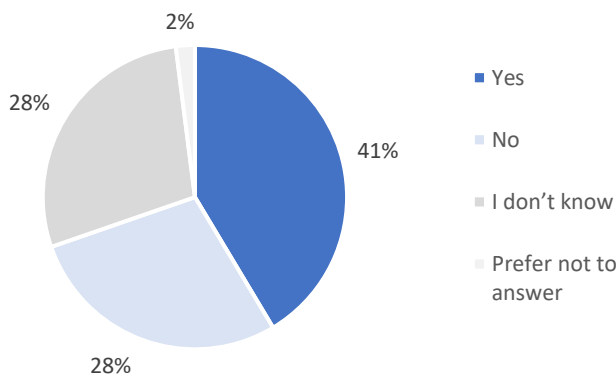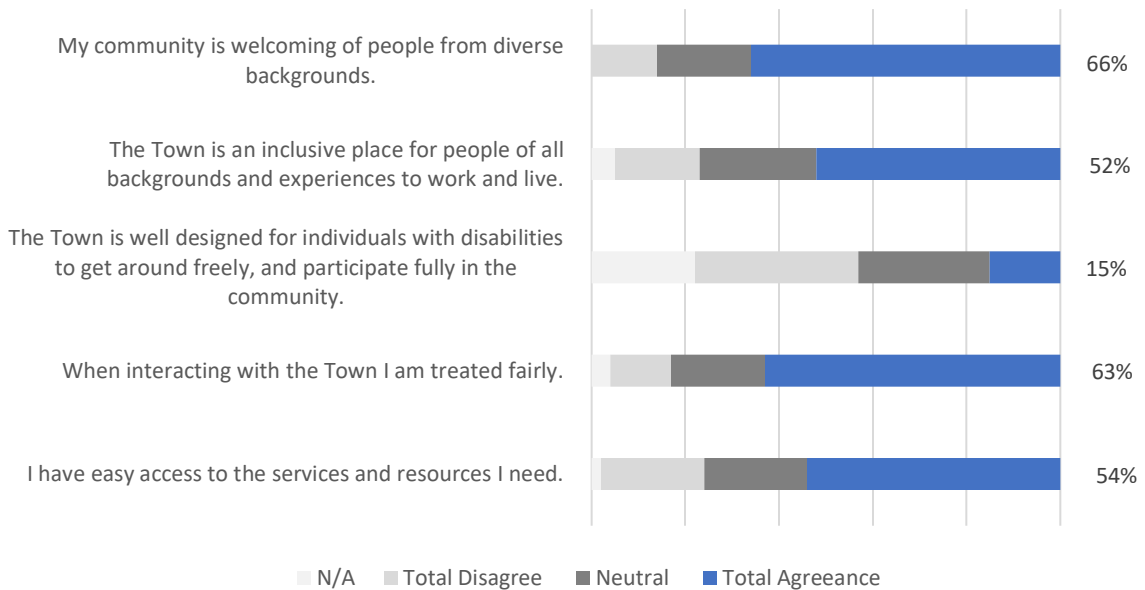| Statement	Score
My community is welcoming of people from diverse backgrounds.	66%
The Town is an inclusive place for people of all backgrounds and experiences to work and live.	52%
The Town is well designed for individuals with disabilities to get around freely, and participate fully in the community.	15%
When interacting with the Town I am treated fairly.	63%
I have easy access to the services and resources I need.	54%

N/A   Total Disagree   Neutral   Total Agreeance

Participants were asked to rate the Town on the following characteristics by indicating a 'Poor', 'Fair', 'Good', or 'Excellent' experience. Results are displayed below.
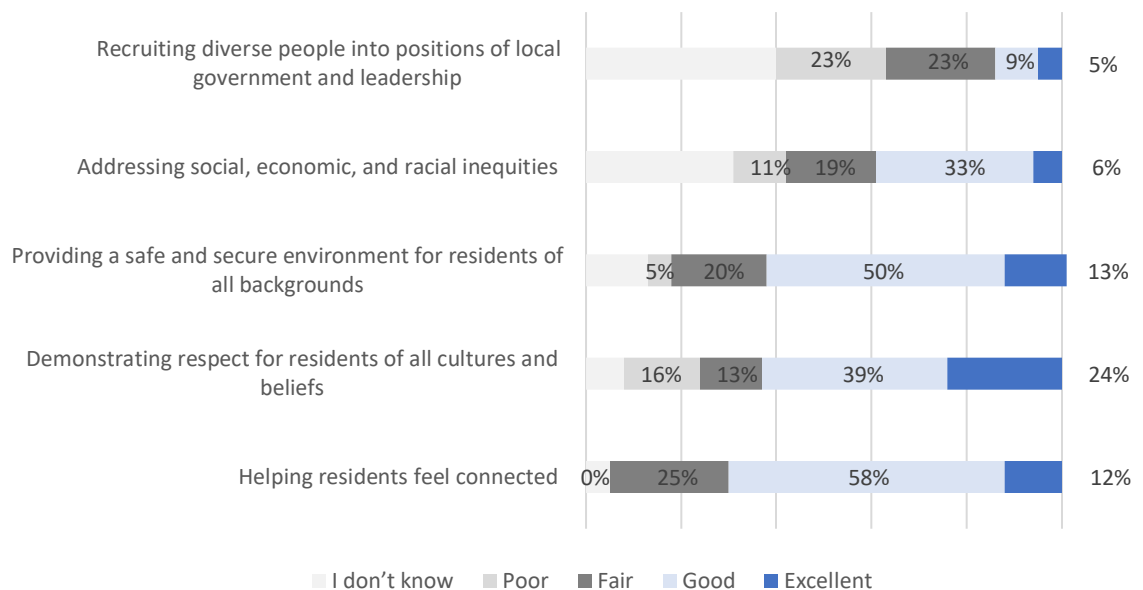
30% of residents within the sample indicate that they have experienced discrimination while living in the Town.
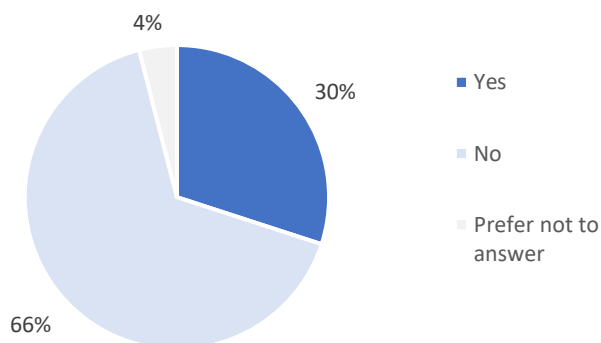
The NPS score is calculated by asking participants to rate *"How likely is it that you would recommend living in the Town to a friend or colleague?".* The overall NPS score is **2** indicating an even number of passives, promoters, and detractors.

36%   33%

■ Detractors
(selected 0-6)

■ Passives (selected
7-8)

■ Promoters
(selected 9 -10)

31%
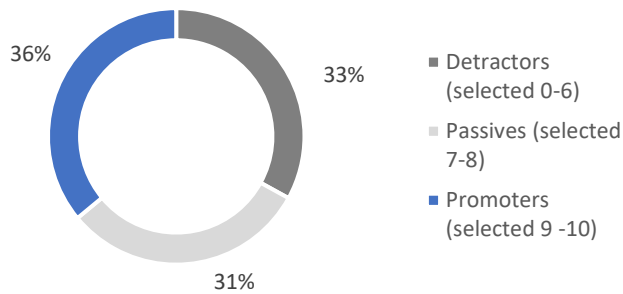
Open Text Responses

What can the Town do to make Whitchurch-Stouffville a more inclusive place to work and live?

- Mindful and thoughtful community planning and development.
- Have more education to public about LGBTQ2S+, create more activities for LGBTQ2S+ youth, more safe places for youth
- The town needs to build affordable rental housing, such as co-op apartment buildings that offer subsidized rents to low income families, as well as supported independent living apartment units for people with disabilities.   The town should also ensure that there is wheelchair access to all properties and businesses. Most of the stores and restaurants on Main St do not have an accessible entrance. It is impossible for a disabled person of any age to live   a full life in Stouffville the way things are right now. There are no programs or services in place for work or leisure for residents with a disability. There isn't any public transit for them to use to get around town either. It seems there really isn't any interest or effort at all to include disabled people of any age in the life of the town.
- Better educate Older Town Staff about inclusivity and racism.
- Individuals need free autonomy of their self preservation. No person or agency should tell anyone what do to with their body and anyone in their household.
- Prompt multiculturalism and showcase different races and backgrounds. We have a large Sri Lankan population however other cultural however other cultures can also be showcased. Embrace Stouffville's Indigenous cuticle. Showcase more Wendat heritage
- Have more BIPOC at the table making decisions and revisiting all data collected to ensure we are receiving information from all.
- Diversify leadership (Council), require DEI commitments from groups using Town spaces, gender neutral washrooms in all town buildings, more Town led initiatives aimed at educating community members about Indigenous community members and caretakers of this land. More intention to respond to the 94 calls to action.
- Need a Chinese grocery store in town
- More access to shops/restaurants to people with mobility disabilities as well as people with babies (strollers)

- Monitoring. I do not have specific suggestions but it is unclear to me what methods the Town has to gather data/information and monitor on this issue.   Look at leading jurisdictions outside of Ontario for guiding principles and practices on accessibility. Unfortunately Ontario is well behind on its AODA commitments and is not a leader in this area.   Monitor policy development and actions in other municipalities to divisive issues, e.g. commemorations including street, park, building names
- Make affordable housing more available.
- Train schedule- more options to downtown in the afternoon (not by go bus) especially for sports events
- To live, promote diversity, treat people equally. To work, race, gender, religion are all irrelevant. Hire the best qualified people you can afford.
- Continue to respectfully educate residents on what being inclusive really means. Define measurable targets and then track progress.
- Make the town a place where all forms of mobility can take place, not just car by providing access to efficient, safe and sustainable transit, segregated bike lanes - more affordable housing and mixed use zoning, move away from single family/detached homes zoning - offer more opportunities for ALL residents to provide feedback/input
- Make the municipal staff look more like the community so they can understand the community.
- Employment services, camps and programs priced less than 200 or affordable, diverse cultural festival
- Bridge the gap between newcomers and long standing residents by offering more supports.
- More Caribbean restaurants and businesses.
- Complete this study, identify barriers and develop actions to remove barriers. Education about unconscious bias in a non-threatening way. We all have it.
- Stop being anti-white racists. Stop being toxic feminists/misandrists. Stop being heterophobes. Stop pandering to tiny minorities - the needs of the many outweigh the needs of the (noisy) few. Wokeness is a cancer in society.

What would a truly inclusive Town look and feel like to you?

- A walkable town (i.e. people in every subdivision should be able to walk to a local business, coffee shop, etc.). Proper ramps, level ground/sidewalks. Community programs and initiatives that bring together residents from different demographics. More programs aimed at supporting older adults looking to age in place. Volunteer programs run by the town that allow students to earn their volunteer hours in ways that meet the needs of the community. Better transit network through town. Programs to support members of the community in learning new skills and engaging in creative activities (i.e. Newmarket's NewMakeIt).
- All adds include LGBTQ2S+ people, rainbow sidewalks, youth friendly and safe place, hotline for LGBTQ2S+ community to call when in need, so much more this requires a sit down.

- All the things mentioned in my comment above.   Also, if the original mainly white population of the town could embrace the many new-comers of different races and faiths instead of blaming everything on them. There is a lot of thinly veiled racism and resentment in town towards anyone different from the original white Christian roots of the town.   A truly inclusive town would embrace and celebrate difference and diversity. It would stop building high density stacked townhouses and build affordable inclusive rent-subsidized apartments. It would offer inclusive programs at the leisure center for people of all ages and abilities, especially for those with disabilities.
- Every community/ ward in the Town is treated equitably.
- No health mandates. Equality of opportunity.
- A town that embraces all cultures and religions equally. More town programs for education, more access to resources, and better town representation .
- Welcome, engaging, diverse, easily accessible, receiving the help you need
- Leadership would look as diverse as our community does
- Having a Chinese grocery store in town
- Stouffville
- Again, more building of purposed affordable housing.
- Celebration of all holidays
- One where politicians stay out of forced, misguided efforts to play games like this.
- We're pretty close now, but essentially everyone living side by side supporting one another in the way they prefer.
- Not having it being run with a white Agenda.
- Everyone welcomed, less judgement about those moving to the area, open dialog.
- Employees, businesses and facilities are reflective of the people who live in the community.
- Integration and inclusivity for all. I'm not entirely sure, but I'd like to see more cross generational focus too.
- A town that welcomes people of all nationalities and backgrounds. I think there is still an "old boys" club here who do not welcome people or want people here who are not WASPS! Sorry, just being honest and know of many unfortunately.

Appendix III: Inclusive Services Assessment Tool

CSPN administered an Inclusive Services Assessment Tool to measure and assist in the understanding of the delivery of inclusive services. Inclusive services are services that can be accessed and successfully completed by all users.

The tool collects information across the following service categories:

- Information and Communication
- Policy and Procedure
- Human Resources and Employee Engagement
- Physical Barriers
- Municipal Services

The following section displays the results from the assessment. Services that may not be fully provided or not provided across all departments are marked 'inconsistent'.

Information and Communication

	YES	NO
Public communications draft all web content in plain and simple language	X	
Websites and other online communications allow for compatibility with client assistive devices used at home (e.g., screen readers, communication devices or software)	X	
Websites and other online communications have adjustable features such as zoom capabilities to accommodate users with low vision	X	
Support media players have display captions and provides audio options with adjustable size and colour for someone that is deaf or has low vision	X	
Videos have subtitles and captions, or written transcripts	X	
The organizations offers live chat option with video capabilities (e.g., personal greeter or a service agent operating in a secure environment)		X
Digital communications have icons or an image and words (not words only) so that it is quickly and easily detectible		X

The Communications Team co-designs and conducts user experience testing directly with persons who have a disability or functional limitations		X
Telephony systems have live Text Telephone (TTY) capabilities		X
Telephony systems have a call tree option to "Press 0" for immediate assistance		X
Telephony systems offer Interactive Voice Recognition (IVR) that enables to move quickly through the queuing process, tailoring available		X

Policy and Procedure

	YES	NO
A vision for an inclusive community is defined and approved by Council		X
The municipality has a written plan for inclusion with objectives, strategies, and a timeline		X
All departments have annual goals related to diversity and inclusion that are actioned and reported on		X
Promising practices from other municipalities and organizations are sought out and used to inform plans and actions	inconsistent	
The municipality gathers input on whether services are inclusive and takes action based on the feedback	X	
The municipality uses metrics on service use, human resources, incidents, community demographics and people's views to monitor its culture	inconsistent	
All municipal services are regularly reviewed for inclusion and revised if necessary	unknown	
Decision-makers consult existing data sources that can be used to make informed decisions about policies and procedures (e.g., metrics on service use, HR, incidents, community demographics)	X	

Stouffville

Human Resources and Employee Engagement

	YES	NO
The organization's reputation in supporting workplace diversity makes it an employer of choice		X
Attempts are made to accommodate the practices and holidays of all religions and cultures	**inconsistent**	
Staff is reflective of the diversity of the community, across all departments, all levels of position and pay	**inconsistent**	
Hiring panels are educated about bias and inclusion and are representative of the diverse population the municipality serves		X
Workplace policies are implemented using an inclusion lens that considers language, dress, physical appearance and non-traditional schedules	**inconsistent**	
Accommodation programs for employees are implemented consistently across all departments, without being questioned by others	**inconsistent**	
Competencies in inclusion must be demonstrated in annual performance reviews and when applying for jobs/promotions		X
Employee education covers dimensions of diversity plus training on human rights, respect, equity, privilege, and unconscious bias	**inconsistent**	
HR professionals have a familiarity and knowledge of address individuals who identify as gender-neutral or gender-fluid	X	
There is a formal process to report discrimination and positive action is taken to address issues	X	
Management is required to attend training on diversity as a part of their performance and advancement process		X
Staff are consulted on a regular basis about their needs around diversity, equity, and inclusion (e.g. through employee listening, surveys, focus groups, etc.)		X
All employees are involved in inclusion initiatives; rewards and recognition are given to inclusion champions and advocates	**inconsistent**	

Hiring and promotion practices follow standardized processes and guidelines	X	
The organization has a clear and communicated career development and/or succession planning programs in place		X

Physical Barriers

	YES	NO
All public access buildings follow all applicable building codes (National Building Code, Provincial Building Code, Municipal by-laws, and other interior design standards, as appropriate)	X	
All public access buildings haven been assessed against the most recent accessibility standards and building codes (as of 2021)	inconsistent	
Town Hall has parking close to the building	X	
Town Hall is accessible by public transit	X	
Town Hall has accessible washrooms	X	
Town Hall has gender-neutral washrooms		X
Client / Customer Service representatives offer on demand (i.e., in-person or video relay) sign language interpretation in ASL, LSQ, and ISL for someone who is deaf or hard of hearing		X
Client / Customer Service representatives offer translation services for those who do not speak English	X	

Municipal Services

	YES	NO
Staff take responsibility for advancing inclusion by adjusting services as needed to create equitable outcomes for diverse populations	inconsistent	
Staff proactively engage marginalized populations to understand why they do not attend programs and services		X

Programs and services are used by a wide range of underrepresented populations as systemic barriers to their participation have been addressed	**X**
Cultural programs celebrate multiculturalism and also reflect the complex histories and life experiences of the diversity of residents	**X**
Key documents are available in multiple languages, large print, plain language, and is gender neutral, etc.	**X**
There is always someone on site or a process in place to ensure interpretation or translation is available	**X**

Stouffville

Appendix IV: DE&I Resources

Resources with a Municipal Focus

Organization Name	Purpose	Resource
Association of Municipalities of Ontario (AMO)	Provides information and tools for Ontario municipalities	We All Win – Diversity on Council (amo.on.ca/we-all-win) Lead Where You Live: A guide on running for municipal council
The Federation of Canadian Municipalities	Advocacy group representing over 2000 Canadian municipalities	CanWILL program – promotes gender parity and more diversity on municipal council (fcm.ca/en/programs/women-in-local-government/wilg/canadian-women-in-local-leadership)
Operation Black Vote Canada	Provides training support to Black candidates in federal, provincial, and municipal elections	obvc.ca/
ProudPolitics	Supports political advocacy for 2S LGBTQ+	proudpolitics.org/

Online Safety Resources

Organization Name	Purpose	Resource
Glitch	UK-based charity working to end online abuse and provides advice / guidelines	glitchcharity.co.uk/resources/

Training Resources

Organization Name	Purpose	Resource
Government of Canada	Resources provided by the Federal government of Canada	Equity, diversity and inclusion learning path for executives (csps-efpc.gc.ca/diversity-inclusion-eng.aspx) Gender-Based Analysis Plus (cfc-swc.gc.ca/gba-acs/index-en.html)

Appendix V: HR Resources

Hiring and Recruitment Best Practice

Leverage the following best practices for inclusive hiring and recruitment:

- Provide training on using an equity lens to develop and edit job classifications.
- Work with departments to more clearly define the competencies included in job postings. Develop training on using behavioral-based and competency-based interview questions for hiring managers and interview panel members.
- Provide training / tools on reducing implicit bias in interviews and hiring.
- Establish and maintain a database of potential external panel members who are willing to receive training and serve on interview panels.
- Require diversity of hiring panel in terms of race/ethnicity, gender, profession and age. Require orientation for internal and external interview and hiring panels.

Appendix VI: DE&I Lenses and Tools

Lens for Policy and Systems Change

Institutions and structures have historically created and continue to perpetuate inequities – often unintentionally. These inequities will continue to exist unless there is intentional intervention to counter and reverse those effects.

By making long-lasting changes to both policies and systems that benefit their residents from diverse backgrounds, municipal leaders can commit to policy and system changes that bring their practices in line with their priorities. More equitable outcomes start by addressing the root of the disparities and making meaningful policy and system changes.

| Things to Keep in Mind	Going Forward — Analyze Policy through an Equity Lens
1. Even if policies do not contain explicit biases, they can still inadvertently contribute to inequity. 2. Learn about policies that have historically shaped inequity and determine if they exist in your community. 3. Conduct an in-depth analysis of disparities that you've discovered through previous steps. 4. Begin with disparities in outcomes (e.g., achievement gaps) and track backwards to uncover the root causes of these differences.	Before making local policy decisions, ask the following questions: • Who will be better/worse off through this policy? • Who is deciding the goals, parameters or features of this policy? • What historical structures or social norms drive the policy? • Which systems will implement the policy? • Who has access, both physically and socially to that system? • What do data analyses say about where inequities have manifested due to previous policy changes?

Municipal-led Resources

Resource	Description
Halton – Diversity Resource Guide	Directory of Resources to create awareness and a tailored guide on resources available to racialized residents
Newmarket – Diversity, Equity and Inclusion Lens	Tool to support increased knowledge and learning of DE&I

Stouffville

Appendix VII: DE&I Learning Journey

An ED&I training program should be developed to build awareness and knowledge around the concepts of equity, diversity, and inclusion and how they can be best be modeled within the workplace.

A well-designed ED&I learning journey will first establish the foundational mindset to help build understanding and recognition of individuality. Once the basics are established, more targeted courses help to build personal behaviours for equality and equity, and finally leadership and advocacy for creating inclusive and safe spaces. The ED&I learning journey is depicted below.
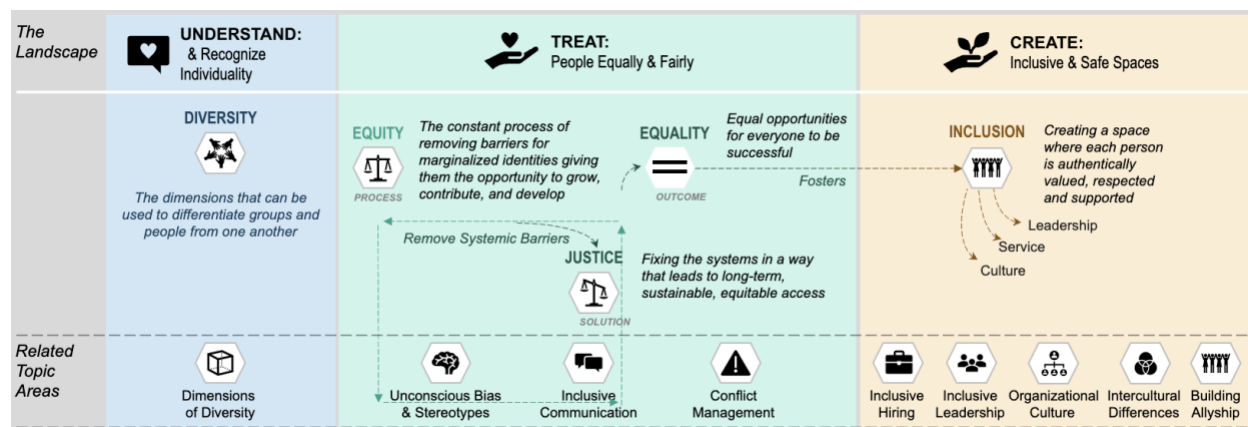
Select courses aligned to the ED&I learning journey could include:

- **Understanding ED&I**
  Learning Objectives
  o Understand what diversity means, related terms and concepts, legal compliance and the importance to workplace culture and goals
  o Distinguish between stereotypes vs. biases and how personal experiences shape perspectives
  o Identify and apply techniques to break down barriers in creating more inclusivity, including changing personal approaches, and encouraging workplace and social changes
  o Understand the impacts of verbal and non-verbal communication in supporting an inclusive, diverse culture
  o Explain communication approaches (e.g., listening vs. hearing, asking questions, and body language) used to acknowledge and respond when EDI obstacles
- **Building Inclusive Cultures and Allys**
  Learning Objectives
  o Discover how leadership can advance diversity, equity, and inclusion
  o Learn why inclusion is a key organizational competency and why leaders are responsible for

- Recognize the importance of understanding the root causes of workplace inequalities in order to pursue change
- Establish the business case for ED&I and its associated challenges for promoting and establishing
- Explore your individual responsibilities for being an inclusive leader and creating the inclusivity you want
- Understand why privilege and disadvantage matter at work
- Apply thinking around systemic vs. individual responsibility, equity vs. equality, bias and "-ism's"
- Understanding that being an ally is an action not an identity
- Knowing the importance of speaking up when it's psychologically and physically safe to do so
- Knowing and applying the definitions of key terms (privilege, oppression, ally, target

- **Unconscious Bias**
  Learning Objectives
  - Understand the implicit attitudes or stereotypes that shape how we engage others and make decisions in the workplace
  - Recognize the benefit of removing bias in hiring – Recruitment, Creativity, Employee Engagement, Profit
  - Distinguish between stereotypes vs. biases and how personal experiences shape perspectives
  - Discuss what unconscious bias is and how it can impact the decisions you make
  - Understand where unconscious bias impacts current organizational culture norms
  - Discuss why it is important to reduce our unconscious bias
  - Practice strategies to help ensure that your biases don't influence your professional decision making

- **Promoting and Managing Healthy EDI-related Conversations**
  Learning Objectives
  - Understand the various forms of Diversity
  - How to engage in the challenging conversations needed to address microinequities and microaggressions
  - Delve into four key aspects of communication: how we make a point and influence others, how we communicate our assessment of others, how we disagree and manage conflict, and how we interpret nonverbal communication
  - Raise your awareness and learn to minimize conflict and communicate across difference with greater clarity and impact

Stouffville

Appendix VIII: Metric Scoring

Metric	Definition	Scoring
Adverse Impact	The negative effect an unfair and biased selection procedure has on a protected class	A four-step process determines adverse impact: 1. Calculate the rate of selection for each group (divide the number of persons selected from a group by the number of applicants from that group). 2. Determine which group has the highest selection rate. For positive personnel transactions, the highest rate is the most advantageous. For negative personnel transactions, the most favored group has the lowest rate. 3. Calculate the impact ratios by comparing the selection rate for each group with that of the highest group (divide the selection rate for a group by the selection rate for the highest group). 4. Observe whether the selection rate for any group is substantially less (i.e., usually less than four-fifths or 80 percent) than the selection rate for the highest group. If it is, adverse impact is indicated in most circumstances.
Employee Net Promoter Score (eNPS)	Measures employee satisfaction and loyalty	Ask employees to rate on a scale from 0 to 10 "How likely are you to recommend us as a place to work for your family and friends?" Employees will fall into one of three groups: • Promoters – the people most likely to advocate for the company (scored 9 or 10) • Passives – the people who feel neutral about the organization (scored 7 or 8) • Detractors – the people most likely to talk negatively about the company (score 0 to 7) eNPS formula = % of promoters - % of detractors
Employee Engagement	Employee engagement is a positive work-related state of mind with a number of different	ISA Scale – measures three subscales of engagement (intellectual, social, affective) rated on a 7-point Likert scale (agree). *Intellectual Items:* I focus hard on my work. I concentrate on my work.

Stouffville

	facets or components	I pay a lot of attention to my work. *Social Items:* I share the same work values as my colleagues. I share the same work goals as my colleagues. I share the same work attitudes as my colleagues. *Affective Items:* I feel positive about my work. I feel energetic in my work. I am enthusiastic in my work. Source: Soane, E., Truss, C., Alfes, K., Shantz, A., Rees, C., & Gatenby, M. (2012). Development and application of a new measure of employee engagement: The ISA engagementscale. Human Resource Development International, 15(5), 529-547
Organizational Inclusion		Workplace Inclusion Scale (WIS) – measures inclusion rated on a 5-point Likert scale (agree). *Scale Items* I know I can trust this organization People are valued as individual by this organization My opinions matter to the organization I have access to new opportunities The organization distributed recognition evenly I think the organization recognizes diversity I feel respected by the organization I always feel like I'm part of a team at work Source: Lennox, R., Herlihy, P., Sharar, D. & Robey, M. (2022). Construction and Validation of a Short Inclusion Scale. The Journal of Total Rewards.
DE&I Competency	The skills, underpinning knowledge and underlying principles (or values and attitudes) required for DE&I	TRIEC D&I Competencies – diversity and equity competencies rated across 6 developmental stages of ready, understand, respond, perform, coach & support, and lead & transform. *Within Myself* Increase your own level of awareness regarding D&I. Advocate for diverse perspectives. Adjust and adapt communication styles to be effective in a diverse workplace. Model inclusive behaviour. *Within My Team*

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		Contribute to inclusive workplace relationships. Collaborate in diverse teams to foster productive outcomes. Manage issues within diverse groups. Assess performance and capabilities in an inclusive manner. Support learning and development. *Within My Organization, Workplace and Community* Foster, promote, support and drive inclusion in your organization. Achieve results through D&I best practices. Respond to inappropriate and non-inclusive behaviour. Influence others to promote, embrace and progress D&I. Collaborate on and contribute to organizational and community D&I efforts. Carry out "The Duty to Accommodate" diverse needs. Source: triec.ca/wp-content/plugins/competency/TRIEC-Inclusive-Workplace-Competencies.pdf
Customer Satisfaction Template	Measures customer satisfaction	Customer Satisfaction pulse surveys can be administered annually or at the end of program / service delivery. *Identifier Items* Which service(s) or program(s) did you use? Do you or the individual utilizing the service identify as any of the following? *(list diversity groups)* *Experiential Items* Overall, how would you rate the service or program? Would you recommend the Town's services to a family member or friend? *(NPS, rate 0-10)* What services or programs can the Town provide to help meet your needs? Please provide additional feedback about your experience.

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