



REGIONAL MUNICIPALITY OF PEEL
DIVERSITY, EQUITY, AND ANTI-RACISM COMMITTEE
AGENDA

Meeting #: DEAR-2/2023
Date: Thursday, June 29, 2023
Time: 10:00 AM - 11:00 AM
Location: Council Chamber, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

Members: B. Crombie, C. Early (Vice-Chair), S. Hunter, N. Iannicca, K. Jim, S. Khan, J. Kovac, R. Santos (Chair), A. Tedjo, G.S. Toor, I. Wilson

The meeting will be live streamed on <http://www.peelregion.ca/>

1. CALL TO ORDER/ROLL CALL
2. INDIGENOUS LAND ACKNOWLEDGEMENT
3. DECLARATIONS OF CONFLICTS OF INTEREST
4. APPROVAL OF AGENDA
5. DELEGATIONS
 - 5.1 Silvia Gonzalez-Zamora, Engagement Partner, Sonia Garzon, Engagement Lead, and Michelle Ouyang, Engagement Analyst, KMPG LLP
Regarding Peel Region's Diversity, Equity and Inclusion Strategy (Related to 6.2)
6. REPORTS
 - 6.1 Continuing Investments in Diversity, Equity and Inclusion
(For information)

Presentation by Juliet Jackson, Director, Regina Hartwick, Indigenous Engagement Advisor, Office of Culture and Inclusion; and Rene Nand, Manager, Community and Cultural Engagement
 - 6.2 Region of Peel Diversity, Equity and Inclusion Strategy
(For information) (Related to 5.1)

7. **COMMUNICATIONS**
8. **OTHER BUSINESS**
9. **CLOSED SESSION**
10. **NEXT MEETING**
Thursday, October 5, 2023
9:30 a.m. – 11:00 a.m.
Council Chamber, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario
11. **ADJOURNMENT**

FOR OFFICE USE ONLY		Attention: Regional Clerk	
MEETING DATE YYYY/MM/DD 2023/06/29	MEETING NAME Diversity, Equity and Anti-Racism Committee	Regional Municipality of Peel 10 Peel Centre Drive, Suite A Brampton, ON L6T 4B9	
DATE SUBMITTED YYYY/MM/DD 2023/06/21		Phone: 905-791-7800 ext. 4582 E-mail: council@peelregion.ca	
NAME OF INDIVIDUAL(S) Silvia Gonzalez-Zamora, Sonia Garzon, Michelle Ouyang			
POSITION(S)/TITLE(S) Engagement Partner, Engagement Lead, Engagement Analyst			
NAME OF ORGANIZATION(S) KPMG LLP			
E-MAIL michelleouyang@kpmg.ca		TELEPHONE NUMBER (437) 254-2110	EXTENSION
INDIVIDUAL(S) OR ORGANIZATION(S) ADDRESS 333 Bay St, Toronto ON, M5H 2S5			
REASON(S) FOR DELEGATION REQUEST (SUBJECT MATTER TO BE DISCUSSED) KPMG has been retained by the Region of Peel to develop a 5-year Diversity, Equity, and Inclusion strategy for the workforce and community. We have been working alongside the Office of Culture and Inclusion and would like to present key findings and next steps surrounding our engagement.			
A formal presentation will accompany my delegation <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
Presentation format: <input checked="" type="checkbox"/> PowerPoint File (.ppt) <input type="checkbox"/> Adobe File or Equivalent (.pdf) <input type="checkbox"/> Picture File (.jpg) <input type="checkbox"/> Video File (.avi,.mpg) <input type="checkbox"/> Other <input type="text"/>			
Additional printed information/materials will be distributed with my delegation : <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Attached			
Note: Delegates are requested to provide an electronic copy of all background material / presentations to the Clerk's Division if possible 72 hours, but not less than 24 hours, prior to the meeting start time. Delegation requests and/or materials received after 9:30 a.m. on the Wednesday prior to the meeting will not be provided to Members. Delegation requests received less than 72 hours prior to the meeting start time that relate to an item listed on the agenda will be added to the agenda only upon the approval of Council or Committee at the meeting. Delegates should make every effort to ensure their presentation material is prepared in an accessible format. Once the above information is received in the Clerk's Division, you will be contacted by Legislative Services staff to confirm your placement on the appropriate agenda. In accordance with Procedure By-law 56-2019, as amended, delegates appearing before Regional Council or Committee are requested to limit their remarks to 5 minutes and 10 minutes respectively (approximately 5/10 slides). Delegations may only appear once on the same matter within a one-year period, unless a recommendation pertaining to the same matter is included on the agenda within the one-year period and only to provide additional or new information.			
Please save the form to your personal device, then complete and submit via email attachment to council@peelregion.ca			

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(Municipal Freedom of Information and Protection of Privacy Act)

Personal information contained on this form is authorized under Section 5.4 of the Region of Peel Procedure By-law 56-2019, as amended, for the purpose of contacting individuals and/or organizations requesting an opportunity to appear as a delegation before Regional Council or a Committee of Council. The completed Delegation Request Form will be redacted and published with the public agenda. The Procedure By-law is a requirement of Section 238(2) of the Municipal Act, 2001, as amended. Please note that all meetings are open to the public except where permitted to be closed to the public under legislated authority. All Regional Council and Committee meetings are live streamed via the internet and meeting videos are posted and available for viewing subsequent to those meetings. Questions about collection may be directed to the Manager of Legislative Services, 10 Peel Centre Drive, Suite A, 5th floor, Brampton, ON L6T 4B9, (905) 791-7800 ext. 4462.

For Information

REPORT TITLE: Continuing Investments in Diversity, Equity and Inclusion

FROM: Patricia Caza, Chief Financial Officer and Commissioner of Corporate Services

OBJECTIVE

To provide the Diversity, Equity and Anti-Racism Committee with an update on how Peel Region will continue to invest in the principled area of “Diversity and Inclusion community initiatives” as identified in the report of the Chief Administrative Officer to Regional Council on June 8, 2023 titled, “Bill 112 – Managing Through the Transition” (Resolution 2023-455).

REPORT HIGHLIGHTS

- Peel region is one of the most diverse communities, with 69 per cent of people identifying as part of a racialized group and 18 per cent of Ontario’s immigrant population.
 - On June 8, 2023, Regional Council endorsed the principles identified in the report of the Chief Administrative Officer titled “Bill 112 – Managing through the Transition” (Resolution 2023-455), which includes “Diversity and inclusion community initiatives” as an area of continued investment.
 - Regardless of future governance structures, the diversity in Peel’s community will remain. It is imperative to deliver equitable and inclusive programs and services to the community to meet diverse and unique needs that will enable everyone to thrive.
 - A shared commitment and investment from all levels are needed to sustain partnerships and continue to build trusting relationships with community organizations to minimize reputational risk and enable critical supports and programs to Peel’s diverse community, including those who are racialized, marginalized and most vulnerable.
 - Organizational culture and psychological safety must be prioritized and maintained during the transition process to mitigate any negative impacts to program and service delivery for the community in Peel.
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DISCUSSION

1. Background

Peel Region serves one of the most diverse communities in Canada. According to 2021 Stats Canada, 69 percent of people in Peel identify as part of a racialized group and 18 per cent of Ontario’s immigrant population reside in Peel.

Advancing diversity, equity, and inclusion (DEI) is a priority for Peel and current efforts are focused on two pillars – workforce and community. Several activities to advance DEI have already been successfully implemented over the past few years. Some are currently in progress, and/or are actively in development, particularly regarding the delivery of inclusive

Continuing Investments in Diversity, Equity and Inclusion

and accessible programs and services that meet the unique needs of Peel residents, which will contribute to creating a community where everyone feels they belong.

On June 8, 2023, Regional Council endorsed the principles identified in the report titled, “Bill 112 – Managing Through the Transition” (Resolution 2023-455). Included in these principles was the continued investment in “Diversity and Inclusion community initiatives.” To advance this principle, two focus areas have been identified as follows:

- Equitable and inclusive programs and services
- Equitable and inclusive treatment of staff.

2. Equitable and Inclusive Programs and Services

Peel Region delivers many essential services to some of Peel’s most vulnerable community members, including housing and homelessness, income subsidies, community funding, and services that reach the entire Peel community, including waste and wastewater, public health, and paramedic services.

Peel recently consulted with the community in the development of its DEI Strategy. The community expressed the following strengths and opportunities:

Strengths:

- Peel residents want to live in a community where everyone feels respected, safe, and welcomed
- Past and current engagement with several community partners and leaders has helped build trust and rapport

Opportunities for Improvement:

- Deliver programs and services in an inclusive manner
- Build awareness and accountability in the public eye by transparently sharing DEI objectives, commitments, and progress
- Reach broader audiences with inclusive communications mechanisms
- Strengthen relationships with community members and organizations

Regardless of future governance structures, the diversity in Peel’s community will remain and is anticipated to continue to grow. It is imperative that equity and inclusion becomes foundational to the delivery of programs and services to the community in response to the diverse and unique needs that will enable everyone to thrive.

Although Peel is in the early stages of its community-facing DEI work, there are program areas that have made significant strides that have positively impacted the diverse communities in Peel and have established trusted relationships within several Peel community organizations and groups.

a) Peel Art Gallery, Museum and Archives (PAMA)

PAMA exists to share the stories of Peel by providing diverse opportunities for creative exploration and discussion to help build cohesive communities. ‘Nothing About Us, Without Us’, PAMA’s guiding principle ensures direct participation of communities represented in exhibitions and programming.

Continuing Investments in Diversity, Equity and Inclusion

As the “Cultural Hub” for the Region of Peel, PAMA has demonstrated leadership in community engagement through partnering to deliver local, national, and international content and experiences that resonate with residents. It is a place where diverse communities have opportunities to exchange stories, celebrate arts and heritage and engage in enriching learning experiences.

In 2022, PAMA partnered with over 50 local community groups and agencies to deliver engaging exhibitions and programs. Over 900 students from Peel schools participated in curriculum-based programming and over 54 Creative Expressions programs were delivered to youth and adults impacted by brain injury. The team also engaged with over 170 seniors at Peel long term care centres and offered 65 public programs to the community.

In 2023 PAMA established an Indigenous Sharing Circle (ISC) to develop consistent relationships with Indigenous people, organizations, and communities. The ISC has committed to redeveloping core Indigenous exhibitions and guiding ongoing content to ensure Indigenous voices, histories, and experiences are represented and accessible. The ISC actively contributes to the development of exhibits and programming that work to promote cultural awareness, while increasing intercultural understanding of Indigenous histories and contemporary experiences, artistic expression, and cultural practices. The ISC also supports the creation of associated educational materials and programs to support local school boards.

By embracing reconciliation as a core value, PAMA has bridged gaps, empowered meaningful conversations, and worked to foster an environment that nurtures and celebrates reconciliation.

b) Community Investment Program

The Peel community relies on the non-profit sector to provide several essential programs, including those focused on mental health supports, food insecurity, intimate partner violence, newcomers/settlement, services for individuals with disabilities, family services, housing, access to community, skills training, care for seniors, youth programming and the advancement of equity and systemic discrimination.

The CIP enables Peel and community organizations to provide equitable solutions to support Peel’s vulnerable communities, filling historical gaps often created from shifts in leadership impacting non profit organizations that support diverse and marginalized communities. In 2022, Peel provided \$7.9M in base funding to support over 100 unique agencies to deliver programs and services to marginalized and equity-deserving populations in Peel.

Sustainable funding is critical to supporting the non-profit sector, to strengthen financial investment and build capacity, particularly with organizations that provide food access, and holistic wellness supports to Black, Indigenous and racialized-focused not-for-profits.

3. Proposed Direction

Advancing DEI work encompasses outreach, collaboration, and partnership with the community. Peel has recently hired its first Indigenous Engagement Advisor to lead the work of building relationships with Indigenous people, families, organizations, and communities and to advance Truth and Reconciliation. Although this work will evolve over time, it is imperative that ongoing challenges, such as gaps in internal knowledge and training on Indigenous histories, contemporary experiences and engagement protocols, ineffective and

Continuing Investments in Diversity, Equity and Inclusion

inconsistent engagement histories, and instability due to changes in leadership are addressed and resolved during this critical shift in governance.

To demonstrate continued commitment to creating a community that respects and embraces diversity, a united effort is needed between Peel Region and local municipalities to ensure a smooth transition occurs. Community partners, Indigenous residents and leaders have expressed concern that established and trusted relationships will end, and they will need to start from scratch with Local municipalities. Working together to sustain these partnerships will increase trust and confidence and will bring credibility to the shared approach needed to attain common goals. Partnership between both levels of government will ensure progress towards the long-term outcomes of delivering equitable and inclusive programs and services is possible.

4. Inclusive and Equitable Treatment of Staff

The recent announcement from the Provincial government introducing *Bill 112, The Hazel McCallion Act (Peel Dissolution), 2023* has impacted employees of Peel Region as they question what this legislation may mean for them. This has brought on a high level of anxiety and stress for many employees, particularly as Peel is still working through its recovery from the COVID-19 pandemic.

As the Province works to define the next steps towards the dissolution of Peel and the future of its programs and services, Peel Region must prioritize the psychological safety and well-being of employees. A trauma-informed, holistic approach that includes a focus on physical, psychological, emotional and spiritual well-being is imperative to maintain a healthy organizational culture and inclusive work environment. In doing so, Peel will work towards retaining talent and mitigating negative impacts to service delivery.

Peel has identified the following areas that can enable this approach. They include, but are not limited to:

- Frequent and transparent communication and sharing of information
- Enhanced benefits that support physical, emotional, psychological, and spiritual well-being, including access to Indigenous cultural supports and healing practices
- Continued learning and development opportunities that increase awareness and knowledge about DEI to enable inclusive service delivery and promote and support inclusion competencies

BILL 112 RISKS AND IMPLICATIONS

Peel has built long-standing and trusted relationships within the community. Engagement and partnership have continued to be a priority, however, news of the dissolution of Peel Region has led to concerns about unintentional setbacks negatively impacting working relationships, information sharing and future collaborations. Specifically, fears have been expressed regarding the possibility of leadership transitions resulting in further budget constraints and an abrupt end to work in progress. These concerns reflect a deep investment and commitment to the collaborative efforts that have been established and highlight the need for a trauma-informed lens during this time of transition. To mitigate potential reputational risk, working in partnership with local municipalities to identify strategies that will maintain stability and sustainability of existing partnerships and initiatives will be important.

Continuing Investments in Diversity, Equity and Inclusion

The provincial, local, and regional governments have committed to no disruptions to service and program delivery. Bill 112, *the Hazel McCallion Act (Peel Dissolution), 2023* may impact Peel Region's ability to retain its employees, as many may choose to seek employment elsewhere. Maintaining a healthy organizational culture and psychological safety and well-being will also be integral to Peel and its employees. A holistic, trauma-informed approach focusing on physical, psychological, emotional, and spiritual perspective must be applied during this period of transition to mitigate negative impacts to employees, which in turn can impact delivery of programs and services to the community.

Advancing DEI in a meaningful way is complex and multifaceted. During this time of transition, a modified and simplified process will be utilized to ensure that changes needed to embed equity and inclusion within service and delivery models occurs. Training, tools, and resources will be developed and deployed to support achieving true and lasting systems change. Continued investment and a unified commitment are required from all levels to ensure a systematic approach that will benefit all members of the Peel's community.

CONCLUSION

The demographic make-up of Peel makes it one of the most diverse communities in Canada and it is imperative that accessible and inclusive program and service delivery is prioritized. *Bill 112, the Hazel McCallion Act (Peel Dissolution), 2023* has been passed in support of the dissolution of the Region of Peel; however, regardless of the future governance structure, DEI efforts must continue to affect change in a meaningful and sustainable way for the diverse communities in Peel to create a community for life where everyone can thrive and feel a sense of belonging.



Patricia Caza, Chief Financial Officer and Commissioner of Corporate Services

Authored By: Sharon Navarro, Program Specialist – Office of Culture & Inclusion

Continued Investment in DEI

Diversity, Equity and Anti-Racism Committee
June 29, 2023

Juliet Jackson, Director - Office of Culture & Inclusion

Regina Hartwick, Indigenous Engagement Advisor - Office of Culture & Inclusion

Rene Nand, Manager - Community and Cultural Engagement - Peel Art Gallery,
Museum and Archives

Bill 112 - Managing through the Transition - Principles

On June 8, 2023, Regional Council endorsed the principles identified in the report "Bill 112 - Managing through the Transition"

This includes: "Diversity and inclusion community initiatives."

To advance this principle, Peel will focus on:

- Equitable and inclusive programs and services
- Equitable and inclusive treatment of staff

Diversity in Peel Region

Peel Region serves one of the most diverse communities in Canada.

According to the 2021 StatsCan:

- 69% of people in Peel identify as part of a racialized group
- 18% of Ontario's immigrant population reside in Peel

Regardless of governance, Peel's community will remain diverse and will require access to inclusive and accessible programs and services.

After Consulting with Peel's Community

Here's what they said...

Strengths:

- Peel residents want to live in a community where everyone feels respected, safe and welcomed
- Past and current engagement with several community partners and leaders has helped build trust and rapport

Opportunities:

- Deliver programs and services in an inclusive manner
- Build awareness and accountability in the public eye by transparently sharing DEI objectives, commitments and progress
- Reach broader audiences with inclusive communications mechanisms
- Strengthen relationships with community organizations and members

Equitable & Inclusive Programs and Services

- Peel provides supports to many racialized, marginalized and equity-deserving groups
- Peel has established trusted relationships and partnerships with community leaders, including Indigenous people, Elders and Knowledge Holders and diverse community organizations
- Successful examples of filling programs gaps:
 - PAMA
 - Community Investment Program

Peel Art Gallery, Museums & Archives (PAMA)

- Regional Council committed to educating Peels community on anti-black racism and systemic discrimination. PAMA is delivering on that commitment
- Provides diverse opportunities for creative exploration and discussion to help build cohesive communities
- “Nothing About Us, Without Us” – PAMA’s guiding principle which ensures direct participation of communities represented in exhibitions and programming

PAMA - Achievements

- Partnered with over 50 local community groups to deliver engaging exhibitions and programs
- Over 900 students from Peel schools participated in curriculum-based programming
- Over 54 Creative Expressions programs delivered to youth and adults impacted by brain injury
- Engaged over 170 seniors at Peel long term care centres
- Offered 65 programs to the community

Indigenous Focus

Established an **Indigenous Sharing Circle** (ISC) to:

- Develop relationships with Indigenous people, organizations and communities
- Redevelop core Indigenous exhibitions
- Guide ongoing content to ensure representation and accessibility
- Support the creation of educational materials and programs to local school boards

Community Investment Program

- Regional Council committed to addressing anti-black racism and systemic discrimination by supporting B3 organizations (*black-owned, led and serving*). CIP is delivering on that commitment
- Enables Peel and community organizations to provide equitable solutions to support Peel's vulnerable communities
- In 2022, provided \$7.9M in base funding to support over 100 unique agencies to deliver programs and services to marginalized and equity-deserving populations in Peel

Community Investment Program

Non-profit sector provides several essential services, including:

- | | |
|--|---|
| • Mental health supports | • Food insecurity |
| • Intimate partner violence | • Newcomer/settlement |
| • Services for individuals with disabilities | • Advancement of equity and systemic discrimination |
| • Family services | • Housing |
| • Access to community | • Skills training |
| • Care for seniors | • Youth programming |

Equitable & Inclusive Treatment of Employees

- Bill 112, The Hazel McCallion Act, (*Peel Dissolution, 2023*).
- has caused anxiety and stress for Peel employees
- A holistic, trauma-informed approach must be applied to maintain a healthy organizational culture and psychological safety and well-being for employees
- Prioritizing employee well-being and retention is critical in mitigating negative impacts to program and service delivery

Investment & Commitment

- A unified effort and long-term commitment is required from all municipalities in Peel to advance DEI in a meaningful way that disrupts systemic issues that perpetuate inequities
- Existing relationships and partnerships must be leveraged and nurtured to minimize reputational risk and mitigate loss of trust with the community and community organizations that are essential partners in addressing the diverse needs in Peel

Thank you!

Questions?



For Information

REPORT TITLE: **Region of Peel Diversity, Equity and Inclusion Strategy**

FROM: Patricia Caza, Chief Financial Officer and Commissioner of Corporate Services

OBJECTIVE

To provide the Diversity, Equity and Anti-Racism Committee with an update on Peel Region’s Five-Year Diversity, Equity and Inclusion Strategy and next steps.

REPORT HIGHLIGHTS

- Peel Region has developed its five-year Diversity, Equity and Inclusion (DEI) Strategy, in collaboration with external vendor KPMG LLP.
- Feedback from both employees and community members informed the DEI Strategy, its findings and recommendations.
- The DEI Strategy is comprised of two pillars - workforce and community, with a focus on identifying and addressing systemic barriers within programs and services offered to Peel residents.
- The recently enacted *Hazel McCallion Act* will have Peel Region dissolved on January 1, 2025. The DEI strategy and recommendations remain relevant regardless of the future governance model:
 - Delivery of mandated programs and services for the Peel community must continue with minimal disruptions for residents.
 - Internally, a shift in focus from influencing organizational systems to employee retention and well-being is needed during this time of uncertainty and transition.
- Recommendations on how to advance DEI in Peel will be presented to the Executive Leadership Team and Regional Council in Q3 for endorsement.
- Peel has onboarded its first Indigenous Engagement Advisor. Work is in progress to advance Truth and Reconciliation. An update on Peel’s Truth and Reconciliation Action Plan will be shared by Q4 2023.

DISCUSSION

1. Background

Peel Region serves one of the most diverse communities in Canada. Sixty-nine (69) per cent of people in Peel identify as part of a racialized group. Forty-four (44) per cent of people in Peel identify as Christian, while 39 per cent practice other religions including Hinduism, Islam and Sikhism.

Region of Peel Diversity, Equity and Inclusion Strategy

Diversity, Equity and Inclusion (DEI) is a priority for Peel. This five-year DEI Strategy is instrumental in supporting and meeting the needs of Peel's diverse workforce and community. The strategy is comprised of two pillars, one focused on workforce and the other on community.

Several activities to advance DEI have already been successfully implemented over the past few years, some are currently in progress, and/or are actively in development. The DEI Strategy will complement and build upon work that is currently underway and will inform future efforts, particularly regarding the delivery of inclusive and accessible programs and services and creating a community where everyone feels they belong.

a) Approach

Peel obtained the services of an external vendor – KPMG - to develop the DEI Strategy. The objectives of the Strategy are:

- To build and support a diverse, equitable and inclusive workplace culture, where individuals are respected and valued for their contributions and have opportunities to grow.
- To support a respectful organizational culture that does not tolerate hate, harassment, racism and/or discrimination in the workplace and community.
- To promote and support the delivery of inclusive and accessible programs and services that are reflective of and meet the needs of Peel's diverse communities.

Intentional efforts were undertaken to hear from diverse voices in both the workforce and community. The following activities were facilitated by KPMG to inform the development of the Strategy:

- An environmental scan of approaches and best practices for implementing DEI across comparable municipalities.
- A robust documentation review ensuring alignment with corporate and divisional strategic plans and measurement frameworks.
- An analysis of current processes and practices to better understand the needs of our workforce and community.
- Employee focused group sessions to obtain feedback on current policies and practices, employee experiences with DEI and areas in need of improvement.
- Consultations with residents (including priority demographic groups) and community-based service providers to understand the level of inclusion and accessibility within Peel programs and services.
- Stakeholder meetings were held with representatives from Health Services, Corporate Services, Public Works, Human Services, community organizations representing 2SLGBTQ+ and Indigenous interests, the Diversity, Equity and Anti-Racism Committee, departmental Change Leads and Employee Ambassadors.

With insights obtained from the activities above, KPMG conducted an organizational assessment and current state review of Peel Region using the KPMG Inclusion IQ™ 2.0 and DEI maturity Curve. Peel Region scored a two out of five on the maturity curve, indicating the need for continued work to advance DEI.

2. Findings

Region of Peel Diversity, Equity and Inclusion Strategy

The following findings emerged from KPMG's current-state assessment:

a) Workforce Findings

Strengths:

- Strong organizational commitment to advancing DEI
- Sound structures are in place to foster accountability for DEI-related outcomes on an individual and organizational level

Opportunities for Improvement:

- A workforce that reflects the diversity of Peel region's communities
- Purposeful career development opportunities for equity-seeking employees
- Leverage data insights as an enabler for change
- Build inclusive leadership competencies through learning and development

b) Community Findings

Strengths:

- Peel residents want to live in a community where everyone feels respected, safe and welcomed
- Past and current engagement with several community partners and leaders has helped build trust and rapport

Opportunities for Improvement:

- Deliver programs and services in an inclusive manner
- Build awareness and accountability in the public eye by transparently sharing DEI objectives, commitments and progress
- Reach broader audiences with inclusive communications mechanisms
- Strengthen relationships with community organizations and members

Through the consultation process, over 70 percent of respondents reported that they feel safe and respected when receiving services from Peel Region. Strong community partnerships and collaborations have helped to foster trust and build rapport with organizations across Peel. However, there remain opportunities for improvement indicated by the lower than anticipated level of community participation. This lower participation potentially points to:

- Lack of knowledge and unfamiliarity with programs and services
- Lack of connection and/or feelings of safety
- The need to build trusting relationships, particularly with equity-seeking groups including Black, Indigenous, people of colour, 2SLGBTQ+ folks and persons with disabilities.

The DEI Strategy is a pathway to equipping employees with the knowledge and tools needed to deliver inclusive and equitable service. Additionally, it provides a foundation under which community leaders and local municipalities can raise awareness about the importance of advancing DEI with the end goal of removing systemic barriers that may contribute to inequities for Peel's diverse communities.

3. Proposed Direction

The provincial government has recently enacted the *Hazel McCallion Act* that will dissolve the Region of Peel on January 1, 2025. While the recent news of Peel Region's dissolution

Region of Peel Diversity, Equity and Inclusion Strategy

impacts governance, staff are still needed to deliver mandated programs and services and the organization continues to be responsible for employee well-being until a transition has taken place. Residents throughout the Cities of Brampton and Mississauga and the Town of Caledon remain reliant on these programs and services and regardless of jurisdiction and governance, community remains at the core. This five-year DEI Strategy and pending implementation plan will provide guidance and direction that is relevant to all Peel municipalities.

KPMG's recommendations are rooted in eight focus areas:

Workforce Focus Areas:

1. Talent Attraction and Recruitment
2. Employee Engagement
3. Policies and Processes
4. Leadership Development

Community Focus Areas:

1. Enhancing Service Delivery
2. Building Awareness
3. Inclusive Communication
4. Community Collaboration

Accountability for DEI will change given the pending governance changes. Collaboration with internal and external partners will remain key to ensuring there is some level of integration across communities, regardless of a broader or individual municipal approach to DEI.

Advancing Truth and Reconciliation is another common goal shared by municipalities. Building meaningful connections that will support Truth and Reconciliation and improve relationships with Indigenous groups experiencing inequities that negatively impact their ability to thrive, is a shared outcome. Partnering with local municipal partners to improve engagement with Indigenous communities in Peel will reduce duplication in consulting. Development of a collaborative Indigenous engagement approach will sharpen the focus on governments' duty to consult and strengthen capacity to establish relationships with shared benefit. Peel recently onboarded its first Indigenous Engagement Advisor to lead this work and development is currently underway.

The DEI Strategy recommendations and accompanying implementation plan will be brought forward to the Executive Leadership team and Regional Council in Q3 for endorsement. In the interim, DEI recommendations previously endorsed in January 2022 will continue to be implemented during 2023 and will be incorporated into the DEI Strategy implementation plan. Introduction of the *Hazel McCallion Act* will be factored into the recommended implementation plan and 2023 initiatives.

RISK CONSIDERATIONS

While the governance structure of Peel is changing, the diversity of its communities remains, as does the reliance of residents on programs and services. Brampton, Caledon and Mississauga are all diverse communities continuing to grow. A strategic approach to DEI is imperative to ensure specific and intentional tactics are carried out that will affect positive change at a systems level. A lack of rigor and foresight to this work will result in unintended

Region of Peel Diversity, Equity and Inclusion Strategy

negative outcomes, oversight or exclusion of certain groups and haphazard changes to policies, processes and delivery of programs and services that support the most vulnerable members of these communities. The continuation of this work is essential to ensuring a smooth transition throughout the dissolution process to mitigate negative impacts to the broader Peel community.

The *Hazel McCallion Act* may impact the ability of Peel to retain its employees, as many staff may chose to seek employment elsewhere during this period of transition. This in turn can impact the delivery of programs and services. Over time, Peel has built strong relationships and trust within the community. Transitioning to new stakeholders may lead to setbacks and impact working relationships, information sharing and future collaborations.

Efforts to advance DEI in a meaningful way is complex and multifaceted. There is a need to balance the changes that can achieve more immediate impact with the time and intricacy that is required to achieve true and lasting systems change.

FINANCIAL IMPLICATIONS

Financial implications are difficult to predict until more information is shared on the future of DEI within the new governance model. High level financial implications include funding to support training and development, building infrastructure to support DEI data collection and embedding DEI within programs, services, policies and procedures. Any net incremental costs would be captured through the annual budget process for approval.

CONCLUSION

Peel Region is working to advance DEI through accessible and inclusive program development and service delivery. Peel's goal is to create a community for life where everyone can thrive and feel a sense of belonging. Efforts will need to employ a systems approach that is coordinated and anchored with accountability. Regardless of the future governance structure, the DEI Strategy will create a solid foundation to guide efforts that will affect meaningful and sustainable change for the community.

APPENDICES

Appendix I - Peel Region Five-Year Diversity, Equity and Inclusion (DEI) Strategy Executive Summary



Patricia Caza, Chief Financial Officer and Commissioner of Corporate Services

Authored By: Sharon Navarro, Program Specialist – Office of Culture & Inclusion

Executive Summary

Background on the Region of Peel

The Regional Municipality of Peel, referenced in this document as the Agency, the Region of Peel (RoP) and the Region, serves a diverse population of more than 1.5 million residents and approximately 175,000 businesses in Brampton, Caledon, and Mississauga. According to data sourced from [Region of Peel's Ethnic Diversity and Religion 2021 Census](#):

- 81% of Brampton's population are part of a racialized group;
- 41% of racialized people in Mississauga are South Asian;
- 33% of Caledon's population are part of a racialized group;
- 85% of Peel's population have a religious affiliation in 2021;
- 69% of Peel's population are part of a racialized group. By comparison, just 24% of Ontarians and 27% of Canadians identify with a racialized group;
- Since 2006, the racialized population in Peel increased by 72%

Many municipalities across Ontario have begun to create Diversity, Equity, and Inclusion (DEI) goals and frameworks for municipal policy, program development, practices, and service. The Region of Peel has also begun its journey in DEI and sees a need to continue their work in advancing diversity, equity, and inclusion in a holistic manner across the organization and within Peel's communities.

The Region of Peel's 20-year vision as part of its [2015-2035 Strategic Plan](#) is a "Community for Life". The goal is to create a place where all residents enjoy a sense of belonging and have access to the services and opportunities needed to thrive in each stage of their lives. The document outlines the focus of work to bring this vision to life.

In 2017, the Region established the Office of Culture & Inclusion (OCI) to lead the organization on its journey to build a workplace culture that is open, dynamic, innovative, collaborative, and inclusive. The OCI plays a key role in preparing, equipping, and supporting individual and organizational capabilities. The OCI leads and supports three program areas: Organizational Culture, Accessibility Planning, and Diversity, Equity, and Inclusion.

Project Scope

To advance DEI, the Region of Peel is partnering with KPMG LLP to develop an organization-wide Diversity, Equity, and Inclusion (DEI) Strategy spanning five years and focused around two pillars – Workforce and Community. The strategy will be implemented in a phased approach based on the effort and resources required.

The Workforce and Community pillars will be the foundation of the DEI strategy and are instrumental in positioning the Region of Peel as a model employer and leader in diversity and inclusion.

The strategy was developed with the Office of Culture and Inclusion (OCI), and will help drive change in the way programs, services and policies are developed, delivered, and refined.

Several activities and programs are already in place to support DEI. This includes but is not limited to the launch of a campaign to promote Corporate Accessibility Re-training (AODA Training), communications strategy to increase employee awareness and access to existing policies, and clearly defining People Leader roles regarding practices and expectations in response to incidents of discrimination and harassment. This work is driven by the OCI team. The DEI strategy will complement the work that is currently underway.

The objectives of the Region of Peel's 5-year DEI strategy are:

- To build and support a diverse, equitable and inclusive workplace culture where individuals are respected and valued for their contributions and have opportunities to develop and grow.
- To support a respectful organizational culture that does not tolerate hate, harassment, racism and/or discrimination in the workplace and the community.
- To promote and support the development and delivery of inclusive and accessible programs and services that are reflective of and meet the needs of Peel's diverse community.

Within the project scope, the Region of Peel requested the following activities:

- To conduct a robust documentation review ensuring alignment with corporate and divisional strategic plans and measurement frameworks.
- To develop, lead, and facilitate workforce focus group sessions with the Region's employees to obtain feedback across the organization on current policies and practices, on their experiences with DEI as well as input on changes they would like to see.
- To conduct consultations with residents and community partners to understand the level of inclusion and accessibility within their programs and services.

KPMG analyzed the Region of Peel's current processes and practices to gain a better understanding of their workforce and community. KPMG assessed the Region of Peel's various needs through multiple tools, and fostered an open, two-way dialogue to ensure transparent communication that captures voices from diverse backgrounds within the Region of Peel. This was done by examining data garnered from focus groups, surveys, comparator analysis, stakeholder interviews, news articles, and leading market practices. Through an analysis of our key activities, we gathered insights to enable us to issue the following deliverables:

- Deliverable 1: Workforce Current State Report and Recommendations
- Deliverable 2: Community Consultation Report and Recommendations
- Deliverable 3: DEI Strategy
- Deliverable 4: DEI Multi-year Roadmap Report (includes Change Management, Measurement Framework, Strategy Roadmap)

Overview of Analysis – Workforce Strategy

In order to create a strategy that is relevant and reflective of current realities, KPMG conducted the following activities:

- Reviewed over 100 Region of Peel Human Resources, Strategy and DEI-related documents. Documents include but are not limited to: *2018-2025 Multi-Year Accessibility Plan, Peel Community Safety and Well-being Plan (2020 – 2024), Psychological Health and Safety Framework, Service Experience Annual Report (2021)*;
- Hosted 6 focus groups with 52 individual contributors and people leaders from RoP;
- Launched a workforce survey that reached 119 respondents.

From these activities, several themes and findings emerged as guideposts for the creation of the DEI strategy, including current successes as an organization, and areas of opportunity:

Strengths	Areas of Opportunity
1 Strong organizational commitment to advancing DEI 2 Sound structures in place to foster accountability for DEI-related outcomes on an individual and organizational level	3 Create a workforce that reflects the diversity of Peel’s communities 4 Provide purposeful career development opportunities for equity-seeking employees 5 Leverage data insights as an enabler for change 6 Build inclusive leadership competencies through learning and development

The areas of opportunity noted above helped shape the following focus areas and recommendations:

<p>Focus Area 1: Talent Attraction and Recruitment</p> <p>1.1 Improve and enhance talent acquisition processes to increase equitable hiring practices, utilizing channels to reach a wider talent pool and equity-seeking communities</p> <p>1.2 Strengthen internal and external communications to reinforce RoP commitment and transparency on DEI</p>
<p>Focus Area 2: Employee Engagement</p> <p>2.1 Review existing employee feedback mechanisms</p> <p>2.2 Develop formalized structures for equitable opportunities to advance learning and growth, with a focus on equity-seeking groups</p> <p>2.3 Implement DEI-related initiatives to increase employee engagement and retention</p>
<p>Focus Area 3: Policies and Processes</p> <p>3.1 Optimize workforce data collection to improve the organizational decision-making process</p> <p>3.2 Review accommodations and accessibility policies and processes</p>
<p>Focus Area 4: Leadership Development</p> <p>4.1 Provide leadership advancement opportunities for equity-seeking groups</p> <p>4.2 Strengthen inclusive leadership competencies through learning and development</p>

Overview of Analysis – Community Strategy

To develop the recommendations for the Community pillar, the following activities were conducted by KPMG:

- Held 6 stakeholder meetings to build KPMG’s understanding of RoP programs and services. Meetings were held with representatives from Health Services, Corporate Services, TransHelp, Human Services, Chief Laforme, and Jarius Skye.
- Deployed a community survey that reached 2,302 respondents
- Hosted 6 targeted focus groups with 28 participants
- Hosted a drop-in session at the Peel Art Gallery Museum and Archives (PAMA) with 18 participants
- Hosted 2 in-person sessions with Indus Community Services (LINC) with 41 participants

The following key findings and themes emerged from these activities as inputs for the DEI strategy:

Strengths	Areas of Opportunity
<p>1 The Region aspires to be a community where diverse populations feel respected, safe, and welcomed</p> <p>2 Past and ongoing engagement with several community partners has</p>	<p>3 Deliver programs and services in an inclusive manner</p> <p>4 Build awareness and accountability in the public eye by publicizing DEI objectives, commitments, and progress</p>

<p>helped advance building trust and rapport</p>	<p>5 Reach broader audiences with inclusive communication mechanisms 6 Strengthen relationships with community organizations and members</p>
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The areas of opportunity above helped shape the following focus areas and recommendations:

<p>Focus Area 1: Enhancing Service Delivery 1.1 Develop and deploy DEI training for front-line employees 1.2 Implement leading practices to integrate DEI within the service user experience</p>
<p>Focus Area 2: Building Awareness 2.1 Continuously communicate RoP’s objectives, commitments, progress, and lessons learned on DEI 2.2 Launch campaign to increase public awareness of regional programs and services</p>
<p>Focus Area 3: Inclusive Communication 3.1 Develop inclusive communication channels and criteria for communications that considers barriers and diverse needs 3.2 Establish streamlined and accessible channels through which the community can provide feedback to the RoP</p>
<p>Focus Area 4: Community Collaboration 4.1 Strengthen relationships with the community (i.e., individuals, organizations, groups) to improve understanding of equity-seeking needs</p>

Implementation Considerations

This report, with its recommendations and subsequent action items, is a living document and will evolve to reflect the needs of the workforce and the community, as required. We had the privilege of capturing many voices through our engagement with Region of Peel employees and communities residing in Peel region. It is important to note that there are many more voices we want to continue to hear from. This strategy is a strong start to an important journey to create a sense of safety and belonging for all.

Governance and Accountabilities

To execute on the DEI Strategy and Implementation Roadmap, the following governance structure will help assign accountabilities and understand the necessary levers to advance each recommendation. For more information, please consult the Change Management Plan.

Legend:

- AAC: Accessibility Advisory Committee
- DEAR: Diversity, Equity, and Anti-Racism Committee
- EXLT: Extended Leadership Team
- ERGs: Employee Resource Groups

