

## Section I – Items for the Board of Directors Approval

**TO:** Chair and Members of the Board of Directors  
Meeting #8/20, Friday, November 20, 2020

**FROM:** Natalie Blake, Chief Human Resources Officer

**RE:** **DIVERSITY AND INCLUSION UPDATE**

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### **KEY ISSUE**

Update on the status of Toronto and Region Conservation Authority's (TRCA) Diversity and Inclusion (D&I) environmental scan and measures TRCA is undertaking to further substantiate our commitment to Diversity and Inclusion.

### **RECOMMENDATION**

**THAT this report on the status of TRCA's Diversity and Inclusion review be received;**

**THAT TRCA's actions towards achieving its Diversity and Inclusion Strategy be endorsed;**

**THAT the Indian Line Campground be renamed Claireville Campground, effective Spring 2021;**

**AND FURTHER THAT TRCA staff be directed to undertake all associated work, including discussions with Emergency Management Services and municipal partners along with the preparation of updated website and marketing materials, related to implementing the name change.**

### **BACKGROUND**

At Board of Directors Meeting #5/20, held on June 26, 2020, Resolution #RES.#A113/20 was approved as follows:

*WHEREAS Toronto and Region Conservation Authority's (TRCA) jurisdiction is comprised of close to five million people living in nine watersheds that span six upper tier and 15 lower tier municipalities, representing diverse communities;*

*AND WHEREAS, approximately 50 per cent of the population within TRCA's jurisdiction identifies themselves as a member of a visible minority group, which is more than three times the national average and more than double the Ontario average;*

*AND WHEREAS, racism, sexism and other forms of unequal treatment are pervasive and systemic issues;*

*AND WHEREAS at Meeting #4/18 held on May 25, 2018, TRCA's Board of Directors endorsed the Inclusion Charter of York Region as part of TRCA's commitment to diversity and inclusion, and as a framework for ensuring programs, services, facilities and workplaces are inclusive of all people;*

*AND WHEREAS TRCA provides a range of programs and services that aim to support improved equity and inclusion through employment, training and engagement for all*

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*residents of TRCA's watersheds, including sustainable neighbourhood action programs, community learning programs, inclusive onboarding resources for employers, bridge training, newcomer youth employment supports and multi-cultural outreach activities; AND WHEREAS, TRCA is committed to addressing diversity, inclusion and discrimination through the updates and implementation of its Diversity Strategy, Code of Conduct, Workplace Violence, Harassment and Discrimination Prevention corporate policies;*

*THEREFORE, LET IT BE RESOLVED THAT TRCA's Board of Directors and Senior Leadership Team continue their efforts to bring forward new and updated policies and practices that affirm their commitment to proactive diversity and inclusion practices;*

*AND FURTHER THAT TRCA staff consult with partner municipalities on their existing programs and policies, and report back on the status of relevant TRCA policies and on any other measures that TRCA can take with its partners to substantiate this commitment to diversity and inclusion.*

### **Indian Line Campground Renaming**

In summer 2020, TRCA received an email from a concerned citizen requesting that Indian Line Campground be renamed Claireville Campground noting that the word Indian as a reference to our First Nations people is a misnomer that is considered pejorative in Canada. TRCA staff and the Senior Leadership Team had already been considering renaming the campground for this same reason. Renaming this site to Claireville Campground will tie the greater collection of Claireville Conservation Area, Claireville Reservoir and Claireville Dam together and promote recognition of the former community of Claireville that was once located in this general area.

### **RATIONALE**

Further to the June 26, 2020 Board of Directors motion reaffirming the Board and TRCA's Senior Leadership Team commitment to proactive diversity and inclusion practices (D&I), the following reviews were undertaken by staff:

- Environmental scan of partner municipalities existing D&I programs and policies.
- Current state analysis of existing TRCA D&I programs, policies and practices
- Diversity and inclusion assessment to support the development of TRCA's *People-First Diversity and Inclusion Strategy*.

### **Environmental Scan**

TRCA's Human Resources team, through York Region's Municipal Diversity and Inclusion Work Group (MDIG), conducted an environmental scan of our municipal partners to identify programs, policies, practices, and actions being implemented in support of diversity and inclusion.

Information gathered suggests that members of the MDIG were at various maturity levels with respect to the implementation of D&I practices and actions, some were in the emergent phase while others were either in the integrated or strategic phase. TRCA, currently is on the cusp of the integrated phase, and strives to be at the strategic maturity phase which includes:

- Having an overarching D&I strategy in place.
- Ensuring D&I is a strategic objective that is ingrained in organizational culture (structures, systems, processes, programs, policies, and behaviors).
- Ensuring D&I efforts in the organization are intentional and leveraged to generate business value internally and externally.

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- Establishing a shared commitment with leaders and employees to creating a culture of inclusion and respect for diversity.

A number of partner organizations led diversity and inclusion through the development of a strategy that recognized D&I is a fluid journey, rather than a static policy. In some instances, diversity and inclusion started as a policy or singular document, however, they evolved into a robust strategy that is viewed as a guide that is continuously improved upon to ensure organizational and societal relevance and high value impact to the organization.

The majority of our partners had or planned to embark in an educational awareness campaign for employees through training. Some of the topics identified were unconscious bias, anti-black racism, microaggression, ally-ship, anti-oppression and social justice. A number of organizations included or intended to include D&I modules as mandatory onboarding training for all new hires.

Additionally, a number of partners within the municipal sector had task forces/advisory committees in place in support of progressing diversity and inclusion, where many were moving to establish task forces/advisory committees on anti-black racism and racial equity reviews.

Finally, identified as part of the environment scan was MDIG members emerging interest in Employee Resources Groups (ERG's), which are voluntary employee led groups, typically formed based on shared demographics (e.g. racial identify, gender identity etc.), life stage (generation Y, boomer etc.) or function (marketing, education etc.). ERG's are used to help employees build their internal network of support and are typically used as a voice for feedback and recommendations to the organization from underrepresented groups.

### **Current State Analysis – In-progress Programs and Practices**

TRCA is actively engaged in diversity and inclusion practices from many of our diverse lines of business, both from an internal staff perspective and an external stakeholder, partner and customer point of view. Some of the current practices include:

#### **Internal Programs and Practices:**

- **TRCA Core Values**

At the core of TRCA are our values. While all of our core values weave in a component of inclusivity and diversity, it is our core value of RESPECT that is foundational in our commitment to be *equitable, fair and respectful while recognizing individual contributions and diversity*. Our core values drive many areas of TRCA programs, policies and practices including our Performance Development Program, our Code of Conduct, recruitment and selection practices, our brand and communications. It is through our commitment to living our core values that TRCA employees demonstrate respect in our work and interactions.

- **Unconscious Bias in Recruitment**

Mandatory Manager Fundamentals Training was launched in August 2020. One of the curriculum topics included in Manager Fundamentals is recruitment and selection which specifically outlines how to recognize and mitigate unconscious bias in the recruitment and selection process.

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- **Workplace Violence, Harassment and Discrimination**

TRCA rolled out a new *Workplace Violence, Harassment and Discrimination Prevention* (WVHDP) policy in May 2020 that emphasizes the importance of being respectful and sensitive to all people and provides a mechanism for employees to come forward to address any issue that they are aware of and/or experience.

Mandatory online training curriculum has been developed on Workplace Violence, Harassment and Discrimination Prevention. All existing TRCA employees and future new hires will be required to successfully complete the WVHDP training.

- **Learning & Development Curriculum**

All learning and development content created through Human Resources or purchased by Human Resources contemplates and incorporates diversity and inclusion practices. Training is required to be representative of all TRCA staff, uses gender neutral language and diverse images as a standard.

- **Code of Conduct (COC)**

As part of the larger TRCA policy initiative, TRCA has embarked on the development of a renewed *Code of Conduct* that has been created as a living document within an inclusive framework. The new COC outlines TRCA and employee's commitment to actively fostering a positive work environment that embraces inclusion and diversity in all areas of our organization. This includes espousing diversity and inclusion from the services we provide, to the way we recruit, and to how we procure goods and services. The COC outlines TRCA employee's responsibility to treat colleagues, our partners, customers and members of the public inclusively and with dignity and respect, in alignment with TRCA's core values.

- **Recruitment, Selection and Onboarding**

The Human Resources team is in the process of finalizing a *Recruitment, Selection and Onboarding* policy that will help provide guidelines and direction to all TRCA staff regarding our equitable and inclusive hiring practices, and to ensure TRCA is in compliance with all relevant employment legislation. The relevant legislation includes *Employment Standards Act* (ESA), Ontario's *Human Rights Code* (OHRC), Ontario's *Occupational Health and Safety Act* (OHSA) and *Accessibility for Ontarians with Disabilities Act* (AODA).

A formal/structured hiring procedure has been established that requires the use of objective candidate evaluation tools and methods. Here are a few examples:

- All job postings include a statement regarding TRCA's commitment to promote diverse perspectives and inclusiveness and are in compliance with the AODA.
- Equitable resume screening practices are utilized by ensuring that screening criteria is related to the key qualifications of the position, as outlined in the job description and job posting.
- All interviews/candidate assessments that are conducted at TRCA have pre-defined questions based on the requirements of the job, as outlined in the job description and job posting and are scored for objectivity.
- All candidates are asked the same questions if they are being interviewed for the same position within the same job competition.
- All interviews consist of 2-3 panel members to ensure consensus is reached regarding the merit of each candidate and to help mitigate the risk of

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- unconscious bias.
  - All panel members are required to take written notes based on candidate responses and reflect on those notes to discuss each candidate's suitability for the position.
  - All hiring decisions are discussed with Human Resources prior to moving forward with reference checks or a verbal offer. Human Resources works with hiring supervisors to ensure objective criteria was used and that equitable hiring decisions are made.
  - All written offers are created by Human Resources to ensure compliance with legislation and salary and total compensation is administered as per TRCA policies.
- **Employee Engagement Roadmap**  
TRCA embarked on a significant journey in April 2020 with the launch of our Employee Engagement Survey led through a third-party platform to ensure anonymity and confidentiality. This initiative's primary goal is to provide all employees with an inclusive platform to share their opinions, feedback and perspectives that TRCA can action.
  - **Human Rights and Diversity in the Workplace – Diversities Strategies Policy**  
TRCA currently has a Human Rights and Diversity in the Workplace – Diversities Strategies Policy in place that has guided the organization thus far on diversity and inclusion for employment and promotional opportunities. This will be replaced by the revised Recruitment, Selection and Onboarding Policy as well as the People-first Diversity and Inclusion Strategy described later in this report.
  - **Accessibility for People with Disabilities (AODA) Plan and Policy**  
The AODA plan and policy provides a foundation for TRCA's commitment to adhering to legislated AODA practices and processes in all lines of TRCA's business.

### External Programs and Practices:

- **Municipal Diversity and Inclusion Group (MDIG)**  
The Regional Municipality of York established the Municipal Diversity and Inclusion Group (MDIG) comprised of several municipalities, not for profits and school boards within York Region. The platform provides a forum for local municipalities and key mainstream organizations, like TRCA, to engage in collaborative planning, discuss common needs, and identify possible tools and best practices related to accessibility, diversity and inclusion. TRCA has been an active member of MDIG and has and will continue to champion diversity and inclusion awareness aligned with MDIG work and our partners.

One key action of the MDIG was the development and implementation of the *Inclusion Charter* for York Region for member organizations to endorse. TRCA signed our Inclusion Charter on May 25, 2018 reinforcing our commitment to promote inclusion and diversity in the growing and diverse community that resides within our watersheds. As well, our commitment helps to ensure our organization is inclusive and attracts and retains the best talent, promotes innovation, and provides an excellence customer experience.

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- **Indigenous Engagement Approach for Programs and Projects**

TRCA's Indigenous engagement approach for our programs and projects includes a core vision of a positive, respectful relationship with nations, confederacies and councils that have established or asserted rights that may be positively impacted by TRCA projects, through a process of trust building and mutually respectful engagement.

- **Indigenous Community Work**

TRCA has been working with communities in the Williams Treaty (Curve Lake, Hiawatha and Scugog First Nations) regarding data and idea collection to inform the design of an Indigenous space in Morningside Park– TD funded Morningside Legacy Project. Future working sessions with the groups are being set-up to continue to develop ideas to be used in design. Implementation is planned for fall 2021.

In addition, TRCA has been working with Indigenous communities on initiatives related to the promotion and celebration of the Humber River's designation as a Canadian Heritage River in 1999. Initiatives include:

- Humber by Canoe, an annual canoeing event that takes place within the Humber, engages Indigenous communities each year. The event provides a forum for Indigenous ceremony, storytelling and an opportunity for Indigenous communities to highlight their traditions and programs to event attendees.
- In 2019 TRCA, along with partners and watershed communities celebrated the 20th anniversary of the Humber River as a Canadian Heritage River. Indigenous communities were engaged in various aspects of the 20th anniversary celebrations such as, the launch event at McMichael Canadian Art Collection, legacy projects (i.e., Bolton Camp Discovery Garden and CHRS Digital Story Map). The Mississaugas of the Credit were also instrumental in the collaborative efforts to originally have the Humber River designated as a Canadian Heritage River.
- In addition, TRCA works with Indigenous Communities as part of major projects we are advancing for our government partners including but not limited to projects on the Toronto Waterfront.

- **Black Creek Pioneer Village (BCPV)**

At BCPV, staff teach history from multiple perspectives. One of the guiding principles behind all of BCPV's programming is that there is no *one* history but rather that history is comprised of several stories told from and understood by several points of view. To this end, staff incorporate information about real people who lived locally in the 19<sup>th</sup> century into our exhibits and programs for students, families, and individuals.

- TRCA staff actively work to grow the number and diversity of "real people stories". Currently included is information about Indigenous individuals, Black Canadians, women, immigrants, and refugees across the majority of programs delivered.
- TRCA's unique three-way partnership with York University (including Anishinaabe scholar and historian Dr. Alan Corbiere) and Jumblies Theatre (project led by Haudenosaunee artist, Ange Loft) is entering its third year. This multi-year collaboration will result in a permanent exhibit at BCPV, original historical scholarship, and a weaving of Indigenous perspectives, content, and voices through BCPV's existing interpretation of the Toronto Region in the 19<sup>th</sup> century.

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- In 2018 Indigenous artist, Ange Loft, and scholar, Victoria Freeman through Jumbies Theatres, ran several workshops for the public and staff on the history of Indigenous peoples in the Toronto region.

- **Access to TRCA Public Properties**

TRCA recognizes and promotes the full participation of all residents in educational, cultural and recreational programs and services, as per TRCA's Admittance Policy. Through a variety of offerings, TRCA's public-use facilities engage diverse user groups, including persons with disabilities, financially challenged individuals and groups, children and Active Transportation users.

TRCA continually strives to promote inclusion and access for all and has a number of programs that TRCA has implemented to help alleviate barriers to participation and encourage greater access to nature-based cultural and recreational experiences.

- **Education and Training**

TRCA's education and training programs and activities aim to be equitable and inclusive, from both a curricular and accessibility perspective. The following is a short summary of TRCA Education and Training activities that support diversity, inclusion and equitable access to education and training programs.

- **PAIE** (Professional Access into Employment) provides employment and training supports for internationally-trained environmental professionals focused on improving employment outcomes for new Canadians. Since 2006, over 400 professionals have gained employment through the PAIE program, with over 80% of participants in 2019 gaining employment in their field of expertise.
- **Newcomer Youth Green Economy Project** supports newcomer youth interested in careers in the environmental sector by providing access to field trips, experiential learning opportunities, and job skills training.
- **Multicultural Connections Program (MCP)** provides experiences for new Canadians to be introduced to, and experience, natural environments. Language and economic barriers can limit the participation of newcomers in nature-based events and outings. To help overcome these barriers, the MCP program engages newcomers through in-class environmental educational programs at English language learning centres, as well as through field trips and participation at cultural/faith events.
- **Environmental Leaders of Tomorrow** program provides subsidized multi-day integrated natural science and conservation learning experiences for schools from target communities in TRCA watersheds hosted at TRCA overnight field centres.
- **Partners in Project Green** recently established a pathway for improving diversity on the Executive Management Committee (EMC) that oversees Partners in Project Green operational management. This was done by establishing an Advisor Member position on the EMC for a participant or alumnus from TRCA's PAIE or Newcomer Youth Green Economy Project.

- **Communications, Marketing and Events**

TRCA's Communications, Marketing and Events team is actively building a communication strategy that recognizes that takes into consideration the diverse populations we serve. To this end, the Communications, Marketing and Events team are putting in place practices to:

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- Communicate in a multilingual format to reach a broader portion of the constituents we serve.
  - Recognize and focus efforts to themed days / months such as PRIDE.
  - Adapting communications to be reach a broader segment of populations regardless of income, language, gender etc. and ensure language used in communications is inclusive, meets AODA standards and is gender neutral.
- **Facilities Management**  
TRCA takes into consideration accessibility standards, inclusivity, diversity and AODA requirements both in relation to existing TRCA facilities with accessibility elements like prayer rooms, automatic entry doors, accessible ramps etc., and our other measures within new builds.

Included in AODA are requirements for visual impairments, TRCA undertakes to ensure interior spaces are well illuminated and colour-contrast is provided between floor surface and walls that helps people with low vision to read signs and delineate the space making it easier to navigate through the facility. TRCA's new head office build is adhering to LEED and Well certification standards and will include inclusivity standards like universal washrooms, automatic doors, biophilic design standards, etc.

### **Diversity and Inclusion Assessment:**

TRCA conducted a diversity and inclusion assessment, which will be utilized to support the development of our *People-First Diversity and Inclusion Strategy*. The assessment aims to derive key opportunities by evaluating diversity & inclusion data. The assessment provides TRCA with a picture of the current state of D&I at TRCA and where the organization should focus our efforts.

The assessment evaluation is based on a number of categories and factors including strategy and organization, organizational culture, and elements of the life cycle (recruitment and selection, performance, growth and exits). The assessment also derives a priority matrix which identifies areas that TRCA should continue to leverage (success areas) and areas of opportunities for the organization. Information gleaned from the priority matrix will be used to support action planning as part of the TRCA's *People-First Diversity and Inclusion Strategy*.

### **Relationship to Building the Living City, the TRCA 2013-2022 Strategic Plan**

This report supports the following set forth in the TRCA 2013-2022 Strategic Plan:

**Strategy 5 – Foster sustainable citizenship**

**Strategy 6 – Tell the story of the Toronto region**

**Strategy 11 – Invest in our staff**

### **NEXT STEPS**

Based on the evaluation of information gathered from the D&I environmental scan, current state analysis and D&I assessment, the following actions have been identified as next steps in our pursuit of our journey to actively foster a positive work environment that embraces inclusion and diversity in all areas within TRCA.

### **TRCA Diversity and Inclusion Strategy**

TRCA is currently in the process of completing TRCA's *People-First Diversity and Inclusion Strategy* that is aligned to MDIG and is based on the framework of diversity and inclusion being a continuum. The continuum is an ongoing journey of unlearning some behaviours and perceptions and learning the key principles and practices that support diversity and inclusion.

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The D&I strategy is a mechanism through which we can challenge the way we think, and the way things are done and implement new learnings, practices and programs to further our pursuit in enhancing our diversity and inclusivity across the organization. The D&I strategy will pull together all the existing D&I practices and actions that TRCA has successfully embarked on, will incorporate the opportunities identified through TRCA's diversity and inclusion assessment and environmental scan. The *People-First Diversity and Inclusion Strategy* will be scaled, purposeful, and actionable, and will be the guiding light during TRCA's D&I journey.

### **Municipal Diversity and Inclusion Group**

As an active member of the Municipal Diversity and Inclusion Group (MDIG), TRCA is committed to advancing the objectives of MDIG including:

- 2021 – Internal Education and Awareness Campaign; External Campaign public Consultations.
- 2022 – External Education and Awareness Campaign.
- Diversity Calendar and Inclusive Language Guide working groups.

### **Indian Line Campground Renaming**

TRCA staff will review the requirements associated with the Indian Line Campground renaming and undertake the necessary actions for the name change, which are expected to cost approximately \$10k. Work associated with the name change will include discussion with municipal partners including Emergency Management Services and utilities to ensure a seamless transition. In carrying out this endeavour, TRCA staff will establish a communication plan to ensure consistent branding and marketing related to the name change.

**Report prepared by: Natalie Blake, extension 5374**

**Emails: [natalie.blake@trca.ca](mailto:natalie.blake@trca.ca)**

**For Information contact: Natalie Blake, extension 5374**

**Emails: [natalie.blake@trca.ca](mailto:natalie.blake@trca.ca)**

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