



# City of Richmond Hill: DEI Strategy and Action Plan



Report Date: March 22, 2023



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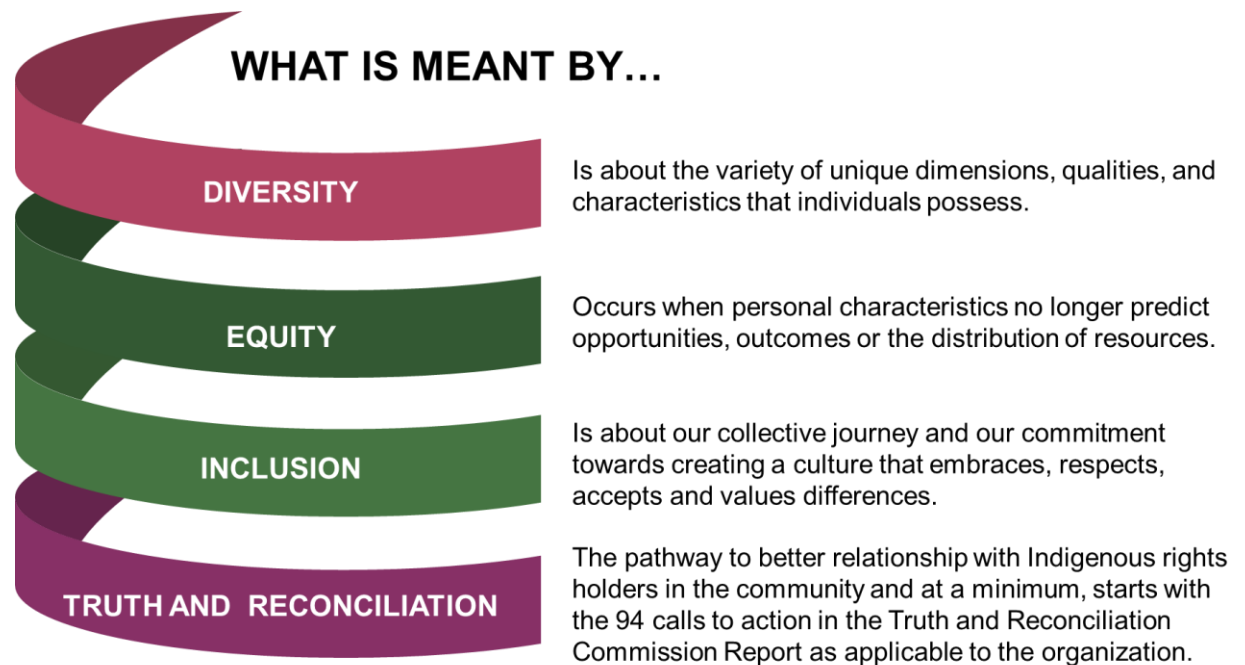
## Richmond Hill Vision for DEI Strategy and Action Plan

Richmond Hill is a community of people who include those who have lived here from time immemorial and those who have just arrived last week. They celebrate the traditions of their ancestors and the traditions they are creating now. They come from every walk of life and reflect an infinite diversity. They have ambitions for their children and their children's children. They feel a strong sense of belonging to this place and this community.

We, as elected officials and city administrators, know that a strong sense of belonging does not happen by accident; it is created and nurtured through a public commitment to diversity, equity and inclusion that is supported by individuals and systems that welcome continuous improvement.

***Richmond Hill is committed to building an inclusive municipal service environment and community that embraces diversity, promotes equity and is accountable to the people it serves.***

This first DEI Strategy and Action Plan has a five year horizon. We know that the work of DEI is a journey and that at the end of this horizon we may be only part way to the destination, but we will have made demonstrable change and be ready for the next steps in the journey in 2028.

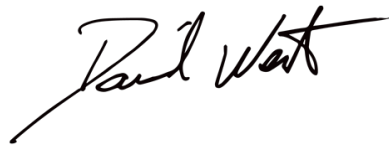


## Message from the Mayor

On behalf of Council, I am pleased to share the City of Richmond Hill's Diversity, Equity and Inclusion Strategy and Action Plan. This plan is the result of work to deepen our understanding of how we can become more equitable and inclusive for and with our community. It arises from the recognition by Council that we need to build a strong sense of belonging in Richmond Hill now and for the future.

Richmond Hill is a diverse community and we can't move forward together if some of us are held back. The 2021 Census shows that over 58% of us in Richmond Hill were not born in Canada, and over 66% identify as a visible minority. Over 500 people in Richmond Hill have an Indigenous identity. I know that affordability and financial challenges are a reality for many of us. Based on national estimates, there are more than 45,000 adults in Richmond Hill who live with a disability and more than 8,000 people who identify as part of the 2SLGBTQIA+ community. I believe this diversity is a critical advantage to us as a City and we are stronger together.

Thank you to everyone who participated in the many consultation opportunities that lead to this strategy and action plan. Let's continue the conversation and work together to remove any barriers to full participation by all of our residents and businesses. Let's continue on this path to make Richmond Hill a more equitable and inclusive community.



## Message from the City Manager

I am pleased to share Richmond Hill's first Diversity, Equity and Inclusion Strategy and Action Plan. This five-year plan will help guide our inclusive and equitable delivery of services to the community. It will help us to remove barriers and address inequities in order to become a more inclusive organization.

The Richmond Hill community, along with our workforce, is diverse. It is critical that we work collaboratively to ensure everyone can participate fully and feel valued for their contributions. Staff, along with Richmond Hill Council, are committed to making Richmond Hill more inclusive and a City where everyone feels safe and empowered to achieve their full potential.



*2022-2026 Richmond Hill Council*

## Project Background

Richmond Hill has committed to building a “strong sense of belonging.” This priority was born of a desire for a community in which everyone feels welcome and engaged in community building. As a signatory to the Inclusion Charter for York Region, Richmond Hill has promised to support staff and residents to be a place where people come together to collectively grow their community.

Richmond Hill is also a signatory to the Canadian Coalition of Inclusive Municipalities, an organization which shares 10 common commitments:

- Increasing vigilance against systemic and individual discrimination.
- Monitoring discrimination in the municipality and taking action to address it.
- Supporting individuals who experience discrimination.
- Providing police services that are exemplary institutions for fighting discrimination.
- Providing equal opportunities as a municipal employer, service provider, and contractor.
- Supporting measures that promote equity in the labour market.
- Challenging discrimination and promoting diversity and equal opportunities in housing.
- Involving citizens by giving them a voice in anti-racism initiatives and decision-making.
- Challenging discrimination and promoting diversity and equal opportunities in education and other forms of learning.
- Promoting the respect, knowledge and appreciation of cultural diversity and the inclusion of Indigenous and racialized communities in the cultural fabric of the municipality.

This Strategy and Action Plan aligns with other key projects and initiatives within Richmond Hill ensuring that the commitment to diversity, equity and inclusion is embedded in all the municipality does. The plan will roll out over the next five years, crossing into the next term of Council. This demonstrates Richmond Hill’s commitment is not just a temporary endeavour. It also recognizes that in five years we will only get part of the way to our desired future. A truly diverse, inclusive and equitable community is not created overnight, nor it is ‘one and done’. It is a commitment to working every day for the future we seek.

Success requires work to be done in all four elements of organizational change on the right. The recommended actions are organized according to the element they support and the service areas they will impact.

The Strategy and Action Plan are the result of many years of experience and conversation, and more recently community engagement through town hall meetings, focus groups and a survey.

The City also engaged in deep reflection on the complex range of services it provides and how these systems and processes can be part of the support structure for change.

While full engagement findings can be found in the separate engagement report provided to the City, highlights on the following page speak to the use of virtual and in-person community engagement in the form of workshops, focus groups and a survey reaching almost 450 residents representing a range of diverse groups.

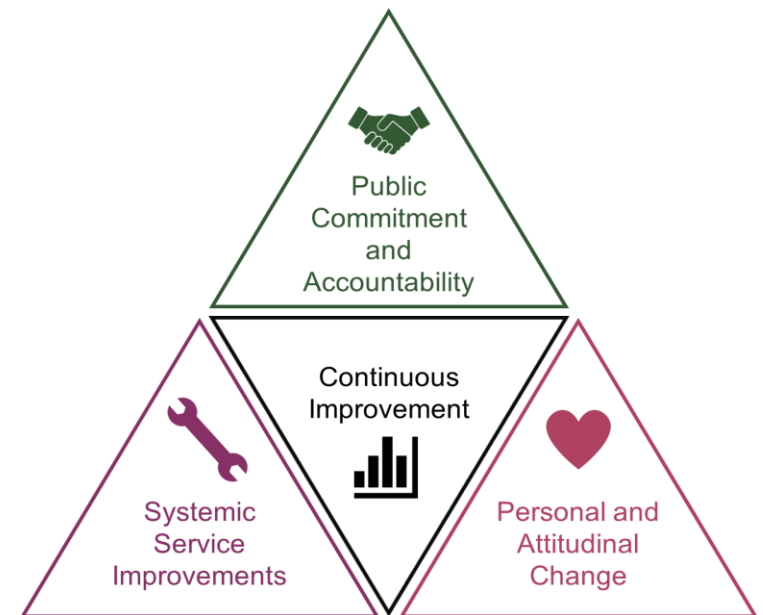
While many believed municipal services to be equitable and inclusive, one in five survey respondents did not, a view more common among those identifying as diverse. Almost one in five survey respondents felt that the City was not operating according to common DEI principles. More than 50 residents reported experiencing discrimination while receiving services. Top strategies for DEI growth suggested by the community included:

Providing staff training programs that promote equity and inclusion.

Consulting with diverse members of the community to better understand how to improve services, programs, and approaches.

Reviewing policies and procedures to ensure they support equity and inclusion.

In addition to the community engagement there was a review of public and internal services and policies. Overall, the City's approach to DEI up to now has been formal and based on avoiding risk or complying with the requirements of other jurisdictions like the Province of Ontario or the Human Rights Commission. The service reviews yielded many of the recommendations contained in this report, with additional guidance and input from the Executive Leadership Team and Council.



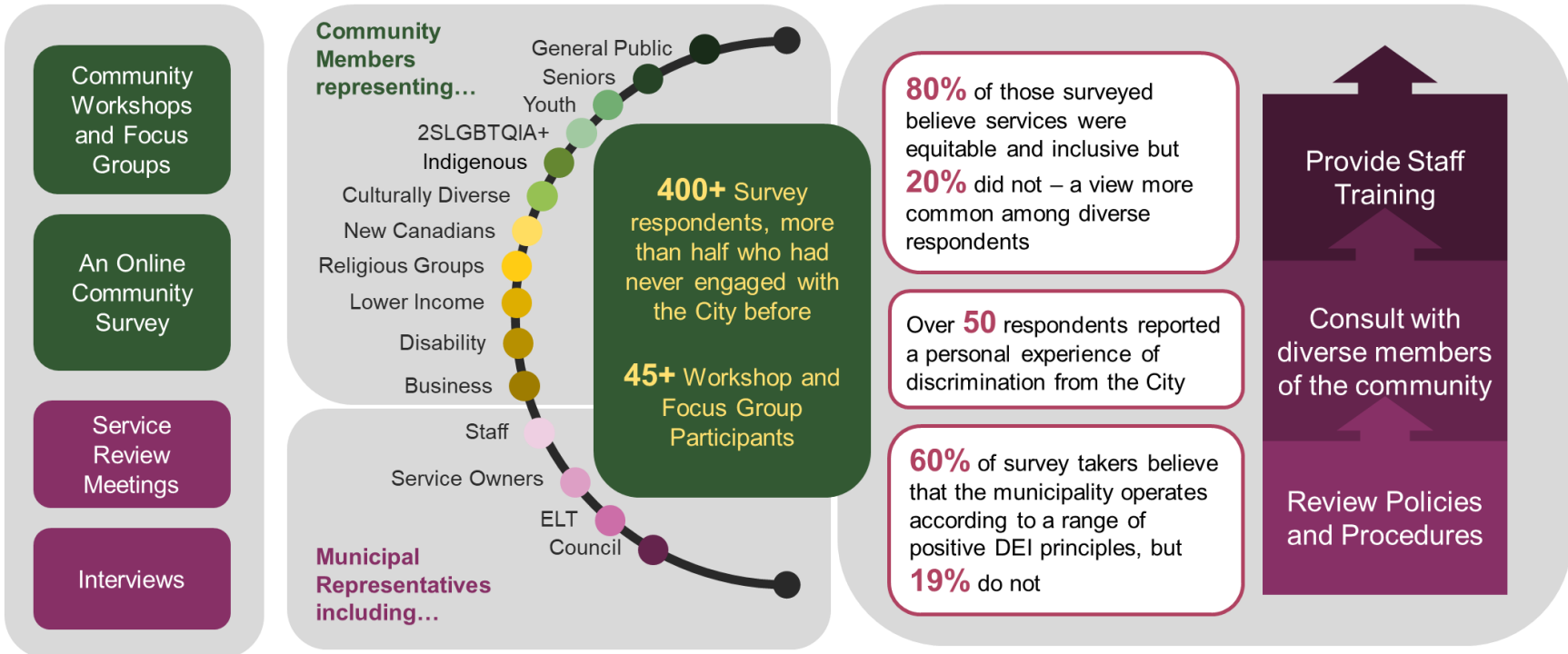
# ENGAGEMENT HIGHLIGHTS

WE UTILIZED...

TO LEARN FROM...

AND HEARD THAT...

WITH SUGGESTIONS TO...



## Assessment and Future State

The current state of commitment to diversity, equity and inclusion is illustrated in the diagram below with the green leaves. This assessment was established through the community and staff engagement and a review of policies, procedures and services. There is no 'wrong' place to be in this model. It is also not 'comparative' to other organizations or municipalities. It is merely a statement of current reality and offers the opportunity to set a destination for the horizon of this strategy and future strategies.

The staff and community members who are tasked with executing this Strategy and Action plan include committed supporters, curious learners and skeptics. All are needed for success. Recognition that there will be challenge and resistance is as necessary as optimism for change. Champions have been identified and more will be needed as we proceed, but this Strategy is built on the assumption that our shared vision of a Strong Sense of Belonging will guide us as we proceed.

The 2028 future state is illustrated with the green trees. While it may not be as far along the continuum as everyone may desire, it represents a realistic destination for this Strategy and Action Plan. Future versions of this Strategy will identify additional opportunities to advance towards the goal of a cultural commitment to diversity, equity and inclusion.

## Projects in Progress

Through this exercise, the City identified a number of activities that matched with recommendations arising from the consultation and assessment for which work was already underway. For example the outcome of the work summarized in this report creates a corporate and Council vision for Diversity, Equity and Inclusion. These recommendations remain part of the action plan outlined in this report, but are identified as in progress in the Action Plan at a Glance.



## KJI DEI Maturity Model

	1 INVISIBLE	2 FORMAL	3 STRUCTURAL	4 CULTURAL
ORGANIZATION	No overt commitment or policies / practices to support IDEA, reactive or proactive.	Reactive policies / practices as required by law or to reduce risk.	Proactive and reactive policies / practices with formal support systems and resources.	IDEA policies / practices guide critical organizational decisions, resourcing and planning.
LEADERSHIP	Leaders respond to crises and questions from personal perspective without formal knowledge.	Leaders have training on IDEA and are expected to know and apply corporate policies / procedures fairly.	Leaders have training and support to implement IDEA practices and are evaluated on success.	Leaders' behaviour demonstrates personal commitment to conscious inclusion and anti-racism and continuous learning.
EMPLOYEES	Employees are indifferent or opposed to IDEA policies / practices.	Employees have training on IDEA and are expected to comply with policies / practices.	Employees are supported to learn and understand IDEA practices and encouraged to seek and provide knowledge.	Employees' behaviour demonstrates personal commitment to conscious inclusion and anti-racism and continuous learning.
RELATIONSHIPS	No expectation of partners to support IDEA policies / practices.	Partners must state a commitment to IDEA policies / practices of the organization.	Partners must meet stated expectations of IDEA policies / practices (their own and the organization's).	Partners are chosen based on demonstrated commitment to IDEA.
CLIENT	No acknowledgement of client diversity or quality of client experience.	Customer service policies make reference to diversity and materials may be translated occasionally.	Customer facing employees have training on IDEA principles and customers are asked for feedback on services..	Services are designed with IDEA in mind and are regularly evaluated for their quality and successful client outcomes.

## Action Plan at a Glance

The table spanning the next two pages offers a simple, year over year glimpse of the recommended activities contained in this action plan. Organized by program, it clearly shows the whole of organization approach to DEI that is at the heart of this strategy.

KJI Model	Public Commitment and Accountability	Personal and Attitudinal Change	Systemic Service Improvements	Continuous Improvement
Year 1	10. Public Event Accessibility	20. Training on Cultural Competency (First Nations)	25. Verbal Language Accessibility	8. Internal Policy Review / Update 12. Granting Program for Community Collaboration
Year 2	1. Community DEI Report Card 11. Artist Showcase Events Diversity 13. Richmond Hill Policy and Supports for Homelessness 14. Evaluate Vendors to City for Commitment to and Ability to Support City DEI Initiatives 18. Mayor's Circle of Inclusivity Champions 19. DEI Task Force / Community DEI Forum	3. Training on Cultural Competency (General) 4. Tools for Community Conversation	24. Best Practices in Recruitment	2. Dedicated Corporate Lead / Staff Team for DEI. 7. Include Diversity, Equity and Inclusion Service Improvements in the Continuous Improvement Framework 16. Increase Visibility of Opportunities to Hire from Equity-Seeking Groups into Traditionally Male Jobs at Richmond Hill through Partnerships 23. Procurement Policy to Support Vendors from Equity-Seeking Groups

KJI Model	Public Commitment and Accountability	Personal and Attitudinal Change	Systemic Service Improvements	Continuous Improvement
Year 3	6. Create a Corporate / Council Vision and Framework for Indigenous Relations. Create Accountability for Diversity, Equity and Inclusion within the Richmond Hill Administration		9. Equity in Recreation and Culture Programs (Subsidy) Equity in Recreation and Culture Programs (Credit Program) Equity in Recreation and Culture Programs (Inclusion Staff)	21. DEI Data Collection and Use Strategy 22. Indigenous Data Collection and Use Strategy
Year 4		29. Training on Diversity, Equity and Inclusion Specific to Planning and Development		
Year 5		26. Training in Community Engagement in Service Delivery for Front Line Staff	15. Community Access to Technology	
In Progress	5. Create a Corporate / Council Vision for Diversity, Equity and Inclusion	30. Training on Cultural Competency (Sustainability)	17. Equity in Service Dog Licensing 28. Richmond Hill Public Square	

## Resources

Year / Cost Category	# of Projects	Min Cost	Max Cost
<b>YEAR 1</b>	<b>5</b>	<b>\$65,000</b>	<b>\$255,000</b>
High	1	\$50,000	\$100,000
Moderate	3	\$15,000	\$150,000
Low	1	\$-	\$5,000
<b>YEAR 2</b>	<b>14</b>	<b>\$70,000</b>	<b>\$345,000</b>
High	1	\$50,000	\$100,000
Moderate	4	\$20,000	\$200,000
Low	9	\$-	\$45,000
<b>YEAR 3</b>	<b>4</b>	<b>\$20,000</b>	<b>\$200,000</b>
Moderate	4	\$20,000	\$200,000
<b>YEAR 4</b>	<b>1</b>	<b>\$5,000</b>	<b>\$50,000</b>
Moderate	1	\$5,000	\$50,000
<b>YEAR 5</b>	<b>2</b>	<b>\$55,000</b>	<b>\$150,000</b>
High	1	\$50,000	\$100,000
Moderate	1	\$5,000	\$50,000
<b>Grand Total</b>	<b>26</b>	<b>\$215,000</b>	<b>\$1,000,000</b>

## Action Profile Cards

The following pages contain detailed action items recommended for the Strategy following extensive engagement with senior leadership. The field for Related Plans will be updated to link each action to other work being done by the City during the same time frame.

1: Community DEI Report Card			
Program: Civic Engagement			
Create a set of measures that demonstrate City performance on DEI initiatives and outcomes and report annually.			
Decision-Making Criteria		Commissioner	Implementation Time Frame
	Low	City Manager	Start Year: 2
	High		End Year: 5
		Maturity Focus	Change Area
		Organization	Public Commitment and Accountability
			Recommendation Source
			Public Engagement

## 2: Dedicated Corporate Lead / Staff Team for DEI.

Designate a dedicated corporate lead supported by a dedicated staff team with expertise in municipal services and community engagement to lead the Strategy and Action Plan.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
Moderate	High	City Manager	Start Year:	2
High			End Year:	2
		<b>Maturity Focus</b>		
		Leadership	Continuous Improvement	Best Practice

## 3: Training on Cultural Competency (General)

Training in cultural competency in working with diverse business owners, entrepreneurs. Continue efforts to partner with universities and colleges on programs that show promise

Decision-Making Criteria		Commissioner	Implementation Time Frame	
Moderate	Low	City Manager	Start Year:	2
Low			End Year:	2
		<b>Maturity Focus</b>	<b>Change Area</b>	<b>Recommendation Source</b>
		Employees	Personal and Attitudinal Change	Multiple Sources

#### 4: Tools for Community Conversation

Build resources on how to engage in community conversations with equity deserving communities about infrastructure design and cultural communities based on the Toronto Community Conversations or the Seattle Utilities model.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
Low		City Manager	Start Year:	2
High			End Year:	3
		Maturity Focus	Change Area	Recommendation Source
		Employees	Personal and Attitudinal Change	Multiple Sources

#### 5: Create a Corporate / Council Vision for Diversity, Equity and Inclusion

Create a Corporate / Council Vision for Diversity, Equity and Inclusion

Decision-Making Criteria		Commissioner	Implementation Time Frame	
Low		City Manager	Start Year:	In Progress
High			End Year:	
		Maturity Focus	Change Area	Recommendation Source
		Leadership	Public Commitment and Accountability	Public Engagement and Service Review

**6: Create a Corporate / Council Vision and Framework for Indigenous Relations.  
Create Accountability for Diversity, Equity and Inclusion within the Richmond Hill Administration**

Program: Enabling

Create a Corporate / Council Vision and Framework for Indigenous Relations.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Low	City Manager	Start Year:	3
	High		End Year:	3
		Maturity Focus	Change Area	Recommendation Source
		Leadership	Public Commitment and Accountability	Public Engagement and Service Review

**7: Include Diversity, Equity and Inclusion Service Improvements in the Continuous Improvement Framework**

Program: Enabling

Utilize the different services (continuous improvement, project management, engineering design, business solutions, procurement) that have proactive roles in designing or modifying service delivery processes to be a point of engagement on how to better incorporate DEI best practices in the work.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Moderate	City Manager	Start Year:	2
	High		End Year:	4
		Maturity Focus	Change Area	Recommendation Source
		Employees	Continuous Improvement	Service Review



## 8: Internal Policy Review / Update

### Program: Enabling

Using the KJI policy review recommendations, update Richmond Hill policies to align with the Corporate DEI strategy and create a template for policy development that prompts writers to build DEI into future policies.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Low	City Manager	Start Year:	1
	High		End Year:	1
		Maturity Focus	Change Area	Recommendation Source
		Organization	Continuous Improvement	Policy Review

## 9: Equity in Recreation and Culture Programs (Subsidy); Equity in Recreation and Culture Programs (Credit Program); Equity in Recreation and Culture Programs (Inclusion Staff)

### Program: Community Development

Increase the budget to support subsidized access to recreation and culture programming

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Low	Commissioner of Community Services	Start Year:	3
	Moderate		End Year:	4
		Maturity Focus	Change Area	Recommendation Source
		Clients	Systemic Service Improvement	Public Engagement and Service Review

## 10: Public Event Accessibility

### Program: Community Development

Increase budget to ensure public events are fully accessible.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Low	Commissioner of Community Services	Start Year:	1
	Low		End Year:	1
		Maturity Focus	Change Area	Recommendation Source
		Organization	Public Commitment and Accountability	Public Engagement and Service Review

## 11: Artist Showcase Events Diversity

### Program: Community Development

Evaluate the diversity of artist showcase opportunities and whether some groups have better access than others. Expand opportunities to showcase work of a underrepresented artists.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Moderate	Commissioner of Community Services	Start Year:	2
	Moderate		End Year:	2
		Maturity Focus	Change Area	Recommendation Source
		Relationships	Public Commitment and Accountability	Public Engagement and Service Review

## 12: Granting Program for Community Collaboration

### Program: Community Development

Create or change Richmond Hill community grants requirements for collaboration between organizations on inclusivity initiatives.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Low	Commissioner of Community Services	Start Year:	1
	Low		End Year:	1
		Maturity Focus	Change Area	
		Relationships	Continuous Improvement	Public Engagement

## 13: Richmond Hill Policy and Supports for Homelessness

### Program: Corporate Leadership

Develop a corporate / community policy on how to support people living in homelessness in Richmond Hill and guidance for services that support or interact with people living in homelessness.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Moderate	Commissioner of Community Services	Start Year:	2
	Moderate		End Year:	2
		Maturity Focus	Change Area	Recommendation Source
		Clients	Public Commitment and Accountability	Public Engagement and Service Review

## 14: Evaluate Vendors to City for Commitment to and Ability to Support City DEI Initiatives

### Program: Enabling

Expand recent efforts to add DEI questions into vendor evaluation for procurement.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Low	Commissioner of Community Services	Start Year:	2
	Low		End Year:	2
		Maturity Focus	Change Area	Recommendation Source
		Relationships	Public Commitment and Accountability	Service Review

## 15: Community Access to Technology

### Program: Enabling

Continue working with service owners for opportunities to support low and no cost access to technology services through public wifi and public device programs.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	High	Commissioner of Community Services	Start Year:	5
	Low		End Year:	5
		Maturity Focus	Change Area	Recommendation Source
		Clients	Systemic Service Improvement	Service Review

## 16: Increase Visibility of Opportunities to Hire from Equity-Seeking Groups into Traditionally Male Jobs at Richmond Hill through Partnerships

### Program: Enabling

Build on experiences within Fleet Services and Fire and Rescue to grow outreach and opportunities to 'try out' working in traditionally male dominated job types at the City.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Moderate	Commissioner of Community Services	Start Year:	2
	High		End Year:	2
		Maturity Focus	Change Area	Recommendation Source
		Employees	Continuous Improvement	Public Engagement and Service Review

## 17: Equity in Service Dog Licensing

### Program: Public Safety

Provide a fully online option to obtain the free service dog license by allowing document uploading of evidence that a dog is a service dog.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Low	Commissioner of Community Services	Start Year:	In Progress
	Low		End Year:	
		Maturity Focus	Change Area	Recommendation Source
		Clients	Systemic Service Improvement	Public Engagement

## 18: Mayor's Circle of Inclusivity Champions

### Program: Civic Engagement

Create a circle of community influencers including school principals, heads of large public agencies and not for profits / NGOs to support broad based community leadership on inclusivity in Richmond Hill.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Moderate	Commissioner of Corporate and Financial Services	Start Year:	2
	Moderate		End Year:	2
		Maturity Focus	Change Area	Recommendation Source
		Relationships	Public Commitment and Accountability	Public Engagement

## 19: DEI Task Force / Community DEI Forum

### Program: Civic Engagement

Create a task force that advises and reports to City Council on demographic changes to the community and which has a mandate to support planning for community change.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Low	Commissioner of Corporate and Financial Services	Start Year:	2
	High		End Year:	2
		Maturity Focus	Change Area	Recommendation Source
		Leadership	Public Commitment and Accountability	Public Engagement

## 20: Training on Cultural Competency (First Nations)

### Program: Economic Development

Training in cultural competency in working with First Nations communities and recognizing when consultation responsibilities are present or should be present. This should include Parks, Urban Forestry, Engineering Design, Public Works, Planning, Real Estate and Facilities.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Moderate	Commissioner of Corporate and Financial Services	Start Year:	1
	Moderate		End Year:	1
		Maturity Focus	Change Area	Recommendation Source
		Employees	Personal and Attitudinal Change	Multiple Sources

## 21: DEI Data Collection and Use Strategy

### Program: Enabling

Several services could benefit from better understanding of service use by diverse groups and impacts on diverse users. A DEI Data Collection and Use Strategy would include how to lawfully collect information, properly tag and store information and use and apply information. It should engage the Freedom of Information and Protection and Privacy Service, GIS Service and Access Richmond Hill in the design and development.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Moderate	Commissioner of Corporate and Financial Services	Start Year:	3
	High		End Year:	3
		Maturity Focus	Change Area	Recommendation Source
		Organization	Continuous Improvement	Service Review

## 22: Indigenous Data Collection and Use Strategy

### Program: Enabling

Collection and use of information related to Indigenous People and Indigenous land use and traditional practices is important for municipal services, but there are appropriate protocols for collection and use of information that is considered to be owned by Indigenous People. This recommendation should be undertaken as part of the overall framework for Indigenous consultation.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Moderate	Commissioner of Corporate and Financial Services	Start Year:	3
	High		End Year:	5
		Maturity Focus	Change Area	Recommendation Source
		Organization	Continuous Improvement	Service Review

## 23: Procurement Policy to Support Vendors from Equity-Seeking Groups

### Program: Enabling

Develop a policy by which Richmond Hill can promote and increase the opportunities for vendors who are from equity-seeking groups or who are committed to the City's DEI values can obtain contracts. The policy needs to include proper and justified methods of verification and evaluation of proposals.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Low	Commissioner of Corporate and Financial Services	Start Year:	2
	Low		End Year:	2
		Maturity Focus	Change Area	Recommendation Source
		Relationships	Continuous Improvement	Service Review



## 24: Best Practices in Recruitment

### Program: Enabling

Investigate opportunities to ameliorate barriers to recruitment (eg: credentialism) and explore emerging practices that support access to recruitment by equity-seeking groups.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Moderate	Commissioner of Corporate and Financial Services	Start Year:	2
	High		End Year:	5
		Maturity Focus	Change Area	Recommendation Source
		Employees	Systemic Service Improvement	Public Engagement and Service Review

## 25: Verbal Language Accessibility

### Program: Public Safety

Expand the use of Language Line (or other interpretation service see Rec 51) to public facing services which engage residents outside City Hall or City facilities (eg: inspectors)

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Moderate	Commissioner of Corporate and Financial Services	Start Year:	1
	High		End Year:	1
		Maturity Focus	Change Area	Recommendation Source
		Clients	Systemic Service Improvement	Service Review

## 26: Training in Community Engagement in Service Delivery for Front Line Staff

### Program: Public Safety

Provide staff who do front line customer service (in office or on the road) with DEI training that is aimed at proactive recognition of issues and how to engage neighbours in understanding the City position on DEI.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Moderate	Commissioner of Corporate and Financial Services	Start Year:	5
	High		End Year:	5
		Maturity Focus	Change Area	Recommendation Source
		Clients	Personal and Attitudinal Change	Service Review

## 27: Understanding the Nature of the By-law / Building Enforcement Service as Policing

### Program: Public Safety

Provide training and direction for staff engaged in policing / quasi-policing services in anti-racism per OHRC. Include training on how to respond to accusations that the service was not delivered fairly.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Moderate	Commissioner of Corporate and Financial Services	Start Year:	2
	Moderate		End Year:	3
		Maturity Focus	Change Area	Recommendation Source
		Employees	Personal and Attitudinal Change	Service Review

## 28: Richmond Hill Public Square

### Program: Corporate Leadership

Identify a location for a public square for Richmond Hill which can be programmed for public events or used for independent use such as protests. The space should be designed to be welcoming, accessible (including by active transportation) and promote a sense of belonging.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Moderate	Commissioner of Planning and Infrastructure	Start Year:	In Progress
	High		End Year:	
		Maturity Focus	Change Area	Recommendation Source
		Organization	Systemic Service Improvement	Public Engagement and Service Review

## 29: Training on Diversity, Equity and Inclusion Specific to Planning and Development

### Program: Economic Development

Follow up on new OP policies and Provincial Policy Statement. Training for staff on how to spot or anticipate DEI questions in development situations or street naming, etc.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Moderate	Commissioner of Planning and Infrastructure	Start Year:	4
	High		End Year:	4
		Maturity Focus	Change Area	Recommendation Source
		Employees	Personal and Attitudinal Change	Multiple Sources

### 30: Training on Cultural Competency (Sustainability)

Program: Economic Development

Partner with organizations to develop skills for having conversations with diverse groups about issues related to climate and sustainability.

Decision-Making Criteria		Commissioner	Implementation Time Frame	
	Moderate	Commissioner of Planning and Infrastructure	Start Year:	In Progress
	High		End Year:	
		Maturity Focus	Change Area	Recommendation Source
		Employees	Personal and Attitudinal Change	Multiple Sources