City of Brampton

EQUITY DIVERSITY & INCLUSION STRATEGY

BRAMPTON

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Land Acknowledgement

The City of Brampton is located on the traditional territories of the Mississaugas of the Credit, Haudenosaunee and Wendat Nations who have called this land home since time immemorial.

We recognize the Mississaugas of the Credit as the original rights holders and the signatories of Treaty 19 – the Ajetance Purchase of 1818 – and that the agreements made therein are foundational to our nation-to-nation relationship.

As a City, we are committed to our ongoing role in reconciliation through meaningful action rooted in truth, justice and respect. We are grateful to the original caretakers of this land who have ensured we are able to work, play and live in Brampton now and in the future.

Message from the Mayor

On behalf of members of Council, I am proud to present the City of Brampton's Equity, Diversity and Inclusion (EDI) Strategy 2025-2026. The Strategy is the roadmap that will guide the City's ongoing efforts and commitment to foster an inclusive, equitable and accessible community for all.

Brampton is one of the fastest growing big cities in Canada, made up of diverse cultures, ethnicities, faiths, ages, abilities and genders. Our city is also culturally rich, with more than 250 cultures speaking 171 languages. Brampton's diverse communities have made and continue to make significant contributions to our cultural, economic and social fabric. This diversity creates a beautiful mosaic in our city, which I consider to be one of our strengths and contributes to Brampton's success.

With this Strategy, the City is laying the foundation for creating a barrier-free community with universal access to programs, services and facilities to ensure all our residents and visitors are treated in a way that maintains their dignity and independence. We will continue working with community groups and partners to ensure Brampton remains an inclusive, dynamic and thriving place to live, work and visit. This includes providing opportunities for communities to get involved, increasing visibility for Equity Deserving Groups in our community and rejecting all forms of racism and discrimination. We will also continue to speak out against injustice and denounce all forms of racism and hate-based violence. We aim to be an inclusive and barrier-free city where everyone feels safe and is empowered to reach their full potential.

As Mayor, I have shown my support for several EDI initiatives in the past and support the different communities to ensure that Brampton thrives as an equitable and inclusive place for all. As we look toward the future, I am confident that by working together, we will continue moving our city forward without leaving anyone behind.

Thank you,

Mayor Patrick Brown
City of Brampton

Message from the CAO

The City of Brampton's first Equity, Diversity and Inclusion (EDI) Strategy is a foundational document driven by the commitment and hard work of staff from across our organization, who are committed to building an equitable, diverse and inclusive workplace. Our goal is to be an organization where employees are valued for their diverse experiences and perspectives and where we provide residents with fair and equitable services and programs.

The City's Equity Office, which was created in late 2020, has been a driving force behind developing this Strategy and fostering an inclusive workplace culture. This dedicated team has taken many steps to acknowledge and value our diverse staff in Brampton and their positive contributions. This includes implementing staff trainings, establishing employee resource groups and supporting more inclusive hiring practices. They also ensure our policies, programs and services serve the needs of Brampton's diverse community.

Creating equitable, diverse and inclusive workplaces is an ongoing process, and our EDI Strategy will help us take further intentional and measurable steps forward. The Strategy includes four pillars to guide our efforts and drive progress including: Diverse and Equitable Workforce; Community Engagement; Foster and Create a Culture of Belonging; and Identify and Address Systemic Barriers.

As we continue to progress EDI at the City of Brampton, I would like to acknowledge all the passionate and committed EDI champions across the organization. I am proud of all we have accomplished together already and look forward to what we can accomplish with this multi-year plan.

Thank you,

Marlon Kallideen
Chief Administrative Officer
City of Brampton

Brampton Strategic Plan

"The essence of Brampton is diversity and the essence of what the people want for the future is that their city be arranged, governed, seen and celebrated as a mosaic of people, places and endeavors of all kinds, coexisting in harmony. Living the mosaic in 2040 is the central and simple aspiration of the people of Brampton."

The EDI Strategy aligns with the focus areas in the City's Strategic Plan namely Health & Well-being, Transit & Connectivity, Growing Urban Centres & Neighbourhoods, Government and Leadership and Culture & Diversity. The focus areas of the Strategic Plan reflect the voice of residents expressed in a 2023 survey on the desired future direction of Brampton. The four pillars of the EDI Strategy – Diverse and Equitable Workforce, Community Engagement, Foster and Create a Culture of Belonging, and Identify and Address Systemic Barriers – support the mandate of the City's Strategic Plan, which is a derivative of the Brampton 2040 Vision: Living the Mosaic. The EDI Strategy and the Strategic Plan will work hand in hand towards accommodating difference, promoting inclusivity and engendering belonging in Brampton.

Introduction

The City of Brampton established the Equity, Diversity, Inclusion, Anti-Racism and Belonging Office (Equity Office) in December 2020. This marked the start of a concerted effort to embed Equity, Diversity and Inclusion (EDI) principles across the Corporation and within the Brampton community. In 2021, the Equity Office commenced a thorough examination of the City's — and broader community needs — with the goal of cultivating an inclusive workplace and community environment. The aim is to create a space where everyone feels welcomed, safe, respected, valued and a genuine sense of belonging.

The Equity Office is continuously evolving to meet the needs of the community with advisory portfolios covering Islamophobia, Indigenous Relations, South Asian and Black Empowerment. Our overarching aim is fostering an inclusive Brampton that celebrates diversity, tolerance and cooperation.

Through collaborative partnerships with other City departments, the Equity Office rigorously evaluates current policies, practices and inclusion initiatives to promote excellence within our organization and Brampton communities. Additionally, it actively contributes to enhancing the inclusion of historically marginalized groups — including Black, Indigenous and other Equity Deserving Communities — in City programs and services.

With an unwavering commitment to fairness, social justice and the elimination of discrimination, the Equity Office is steadfast in its mission to foster an environment of equality and inclusivity across the organization and the city at large.

Mission

To engage in respectful dialogue with the City of Brampton, community partners and residents on individual, institutional and systemic biases that hamper growth and belonging. To collaboratively seek solutions that address community needs, recognize Brampton's mosaic, celebrate diversity and foster respect.

Vision

To create an enabling environment for EDI, anti-racism and anti-oppressive protocols and practices within the City of Brampton, the Corporation of the City of Brampton and the local community.

Values

The values of the Equity Office – Equity, Respect, Trust and Humanity align with the City Corporate values of Courage, Trust, Compassion, Integrity and Equity.

- Embrace **EQUITY** as the standard for all interactions among staff, the community and others. View all processes, procedures and practices with an equity lens.
- Choose **RESPECT** as the foundation for dialogue and progress. Respectful dialogue and acknowledgment of difference are the cornerstone of positive relationships and community building.
- Build **TRUST** within and outside the organization. Trust is the basis for effective collaboration and promoting our organizational culture.
- Value **HUMANITY** – Celebrate and embrace our collective humanity and uniqueness.

An Equitable Framework

The City's Equity, Diversity and Inclusion Strategy (EDI Strategy) 2025-2026 is a citywide roadmap for understanding and meeting the diverse needs of our residents and staff. The focus of the EDI Strategy is two-pronged, to create an environment that enables EDI within the Brampton community and the City of Brampton workforce.

It centers on the needs of City of Brampton staff and makes provisions for a Brampton community focus. Pillars 1, 3 and 4 - Diverse and Equitable Workforce, Foster and Create a Culture of Belonging and Identify and Address Systemic Barriers respectively, primarily focus on enabling an EDI environment for staff. While Pillar 2 - Community Engagement, primarily focus on enabling an EDI environment within the local Brampton community.

The community aspect of the Strategy will be achieved through community consultations, public events and collaboration with Brampton's diverse communities. This two-pronged approach of the EDI Strategy aligns with the Equity Office mandate to engage with City of Brampton staff and the local Brampton community, including community partners, residents and businesses, to collaboratively create and maintain a city that is equitable for all, irrespective of differences.

This strategy is a living document that outlines both current and future actions to achieve equity within our organization and community. By setting clear objectives and measurable indicators, the EDI Strategy ensures that we are making meaningful progress. These metrics will guide the development of future EDI policies, practices and processes, so we remain responsive to our evolving city.

Recognizing the richness of our diversity and the importance of embedding equity and inclusion in all aspects of our city life, the EDI Strategy is fundamental to our success. It builds on the great work already underway, such as celebrating diverse cultures, providing opportunities for youth and supporting staff through Employee Resource Groups (ERGs).

Aligned with our broader vision for Brampton's future, the EDI Strategy reflects our commitment to creating a city where everyone can thrive. Its success depends on all of us — residents, staff and partners — working together to turn our vision into reality.

Shared Accountability

Responsible Person	Role
Council	Provide oversight for the Equity, Diversity and Inclusion (EDI) Strategy. Receive annual updates from the Chief Administrative Office (CAO) on the City's progress of the EDI Strategy and other key initiatives and objectives.
CAO	Lead accountability for the EDI Strategy at the City. Receive and review semi-annual reports on equity, diversity and inclusion.
Corporate Leadership Team	Develop, implement and support their department's equity, diversity and inclusion key initiatives and objectives. Ensure managers and supervisors are aware of responsibilities and obligations to support and promote equity, diversity and inclusion in the workplace. Receive regular updates on EDI-related progress, challenges and opportunities.
Managers and Supervisors	Ensure that key EDI initiatives are reflected in their team's objectives and key results and are part of programs and services that meet the needs of all residents. Make equity, diversity and inclusion part of their everyday business operations.
Human Resources	In collaboration with the Equity Office will: - Review and monitor existing and proposed policies and practices to ensure full participation of diverse persons in the workplace. - Ensure an equitable work environment and foster a culture of inclusion and belonging. - Develop and promote strategies to build a workforce that is reflective of the communities we serve.
Equity Office	Implement the EDI Strategy and monitor progress towards achieving goals and objectives. Support departments in the implementation and evaluation of the EDI action plan. Provide subject matter expertise to support departments with respect to EDI objectives and key results. Build internal and external relationships to support the City's EDI Strategy.
All Staff and Departments	Make EDI part of their everyday workplace practices. Support the work to advance equity, diversity and inclusion.

EDI Strategy Pillars

- **Diverse and Equitable Workforce**
- **Community Engagement**
- **Foster and Create a Culture of Belonging**
- **Identify and Address Systemic Barriers**

Pillar #1: Diverse and Equitable Workforce

The City commits to empowering and strengthening its workforce with creative and inclusive spaces — workplace environments where individuals from diverse backgrounds and abilities are welcome and supported. They are given opportunities to contribute to the City's work with their unique, innovative and productive skills. The Equity Office, with senior leaders and Human Resources, will actively take steps to identify and address barriers to ensure that Black, Indigenous and other Equity Deserving Groups have equal opportunities to gain and retain meaningful employment. This pillar focuses on staff and the need for a diverse and equitable workforce.

Initiative: Recruit Black, Indigenous and Other Equity Deserving Groups

The City aims to increase the number of Black, Indigenous and other Equity Deserving Group employees in the organization. A thorough review of recruitment practices, analysis of workforce data and hiring strategies will contribute to this outcome.

By the end of 2026, we will:

- **Review and revise Recruitment Policies and Procedures to ensure fair and equitable processes for Black, Indigenous and other Equity Deserving Groups.**
  - In collaboration with Human Resources:
    - Review the recruitment process thoroughly to identify areas for improvement and implement necessary changes.
    - Assess the screening, interview and selection process for candidates.
  - Enhance the MeOnline system's capability to capture demographic data, including race, gender identity, ethnicity, family status and disability, in accordance with Ontario Human Rights Code (OHRC) guidelines.
  - Additionally, we will use existing data and continue to collect relevant data to analyze and refine recruitment and hiring strategies for the identified groups.

- **Develop a recruitment strategy for Black, Indigenous and other Equity Deserving Group.**
  - In collaboration with Human Resources, we will develop a recruitment strategy to increase the hiring of employees from the identified groups.

  - Strengthen recruitment efforts to attract diverse talent, ensuring that EDI principles are integrated into hiring practices to build a more inclusive workforce.

- **Facilitate recruitment of youths from Black, Indigenous and other Equity Deserving Groups.**
  - Create internships, co-op placements and summer job opportunities for youths from the identified groups.
  - In collaboration with Human Resources and Strategic Services and Initiatives, develop an onboarding model for future hire of youths from the identified groups.
  - Host internal and external job fairs to attract youths from the identified groups.
  - Partner with Algoma University, Sheridan College and other post-secondary institutions to:
    - Increase the diverse hiring pool from the identified groups.
    - Create employment-related training and development strategies for youths from the identified groups.

- **Conduct an Employment Systems Review**
  - In collaboration with Human Resources, examine the entire employee journey, from hiring to promotion, including onboarding, retention, training, performance management, succession planning and mentorship.

Initiative: Retain Black, Indigenous and Other Equity Deserving Employees

The City aims to sustain and increase the number of Black, Indigenous and other equity deserving employees within the organization. Conducting a thorough review of post-recruitment practices and processes will help achieve this goal.

- **Develop a retention strategy for Black, Indigenous and other Equity Deserving Groups.**
  - In collaboration with Human Resources, we will develop a retention strategy to motivate and retain employees from the identified groups.
  - Enhance retention strategies for employees from Equity Deserving Groups, including career development programs and mentorship opportunities.

Initiative: Promote Inclusivity and Reduce Inequities

The City seeks to promote inclusivity by reviewing existing policies and procedures to identify areas for improvement to support the vision of Brampton as a mosaic. This will also include updating and developing new policies to address identified gaps from the reviews.

By the end of 2026, we will:

- **In collaboration with Human Resources:**
  - Review relevant policies with an EDI lens to assess the inclusivity of policies.
  - Execute policies that support and accommodate the religious, cultural and spiritual needs of employees from Black, Indigenous and other Equity Deserving Groups.
  - Champion and ensure diverse hiring panels for recruitment interviews across the organization.
  - Provide training to hiring panels on best practices for hiring diverse talent.

Performance Indicator:

- Increase the number of hires from Black, Indigenous and other Equity Deserving Groups by embracing proactive recruitment practices targeting the identified groups.
- Increase diverse hiring panels (taking into consideration factors such as race, gender, other characteristics of different underrepresented groups and available resources), to ensure applicants see themselves represented in the recruitment process. Ensuring that hiring panels across the organization are representative of Brampton society will expand the potential for fair and diverse hiring.
- Increase diverse representation of staff, particularly those from Black, Indigenous and Equity Deserving Groups. Tracking the recruitment and retention rate of the identified groups will inform the steps taken to expand representation across the organization. A thriving workplace benefits from the individual strengths, differences and unique perspectives of its employees.
- Improve diverse representation in leadership. A collaborative effort across the organization to increase awareness of career progression pathways among the identified groups will increase uptake of leadership opportunities by impacted staff. Focused promotion of professional development opportunities will result in improve representation within the upper echelons of the organization.
- Increase retention rates of staff, particularly those from Equity Deserving Groups. Employee Resource Groups (ERGs) play a vital role in fostering a sense of belonging and inclusion within the workplace. By creating supportive spaces for Equity Deserving Groups, ERGs help build a stronger, more connected workforce. This sense of belonging not only enhances employee engagement and well-being but also contributes to reduced attrition rates among Equity Deserving Groups. ERGs support a more inclusive organizational culture where all staff can thrive and reach their full potential.

Pillar #2: Community Engagement

The City commits to ensuring that residents are heard, treated with respect, feel included and receive equitable service. The development of processes for the active engagement of Black, Indigenous and other Equity Deserving Groups includes strengthening outreach, building relationships and increasing public engagement and access to City services. These practices actively embody the City's commitment to meaningfully engage our diverse communities.

This pillar focuses on the community and will be achieved through community consultation, public events and collaboration with Brampton's diverse communities. Community engagement recognizes the importance of having different voices reflected in processes, plans and programs designed for the Brampton community. A bottom-up and collaborative approach aligns with the Equity Office's Mission to engage in respectful dialogue with the community and to collaboratively seek solutions that address community needs.

Initiative: Strengthen the City's Relationship with Black, Indigenous and other Equity Deserving Communities

The City is committed to establishing and maintaining meaningful relationships with the Black, Indigenous and other Equity Deserving Communities. Active community engagement is necessary for understanding the needs of the communities and creating solutions that address those needs. The voices of communities are heard during community consultations and interactions.

By the end of 2026, we will:

- **Complete an Archaeological Management Plan with Host Nations**
  - In collaboration with the City's Host Nations, complete an Archaeological Management Plan for the City of Brampton.
- **Review Ontario's Protocol for Engaging Indigenous Partners**
  - Review engagement protocols with Host Nations and report to City Council for direction and approval for the establishment of engagement protocols with Host Nations.
- **Review the City's Diverse Supplier Program**
  - In collaboration with Purchasing, the Equity Office will review and update the diverse supplier program to include more businesses owned by Black, Indigenous, people with disabilities and other Equity Deserving Groups.
- **Create stronger community partnerships with Black, Indigenous and other Equity Deserving Groups**

- Increase networking events and partnership opportunities with Black, Indigenous and other Equity Deserving Community partners. This will include partnering with businesses and professional associations to curate such networking opportunities.
- Strengthen engagement with marginalized communities.

- **Enhance community engagements with Black, Indigenous and other Equity Deserving Groups**
  - Develop programs to increase the frequency of community engagement between the City and identified groups.
  - Implement follow-up programs for continuous community engagement.
  - Engage religious communities by visiting mosques, temples and other religious places of worship to identify, develop and raise awareness of Brampton initiatives. These outreaches will support the ongoing work to eliminate intolerance and hate.
  - Engage racialized communities in Brampton to build awareness on intolerance and educate the public on effectively countering racism and hate.
  - Engage 2SLGBTQIA+ communities in Brampton to support opportunities to build awareness and educate the public on the negative impact of intolerance.
  - Engage with communities in Brampton to develop and implement a long-term action plan to address different forms of racism.
  - Engage the Indigenous communities in Brampton to develop a Reconciliation Action Plan.
  - Engage the Black communities in Brampton to develop an Anti-Black-Racism Action Plan.
  - Develop networks and partner with Black, Indigenous and other equity deserving businesses to create and maximize economic opportunities for the communities based in Brampton.

- In collaboration with the Accessibility Office, support and expand existing accessibility initiatives and events.

- **Develop community data collection programs.**
  - Implement a community consultation program for data collection. This exercise will enhance the growth and success of businesses owned by Black, Indigenous and other equity deserving entrepreneurs.
  - Develop and streamline processes for implementing empowerment projects for Black, Indigenous and other Equity Deserving Groups.
  - Design a system-driven approach for community consultation and collection of city-wide community data on Black, Indigenous and other Equity Deserving Groups.
  - Design programs to create committees and associations led by persons from Black, Indigenous and other Equity Deserving Groups across the city.
  - Develop programs to support Black, Indigenous and other Equity Deserving Groups' entrepreneurs and business owners.
  - Design and execute youth empowerment programs to enhance feelings of belonging across Black, Indigenous and other Equity Deserving Groups.
  - Collate information on Brampton's Black-owned businesses and Indigenous-owned businesses. These databases will be useful for implementing EDI initiatives targeting the identified groups.
  - Develop robust feedback mechanisms to continuously gather and act on community input.

- **Utilize technology to improve transparency of EDI initiatives**
  - Update the content on the Equity Office's webpage on the City of Brampton's website. This external webpage will provide EDI information and updates to the public.
 - Develop and present an Annual EDI report to Council.

- **Partner with religious communities to combat the spread of hate**
  - In collaboration with the National Council for Canadian Muslims (NCCM) and other religious and inter-faith groups, the Equity Office will:
    - Develop internal and external marketing material to raise awareness on Islamophobia and other forms of hate discrimination.
    - Upload and update anti-hate information to the Equity Office webpage.
    - Faith-based communities are powerful platforms for spreading messages on change, tolerance and transformation. In collaboration with different faith communities, the City will work to combat hate and intolerance
  - In collaboration with other departments, support anti-hate projects of community partners. This will include initiatives such as the collaboration with Community Safety to deliver anti-hate module training across the Corporation.

- **Develop partnerships with local community partners to encourage community involvement in the City's EDI initiatives.**
  - Networks of communities working together for a common goal provide the blueprint for sustainable change. An open line of communication between the city and local community partners is essential to seeing engaged communities.

- **Develop programs to support businesses owned by Black, Indigenous and other equity deserving persons.**

- **Develop community-based Equity, Diversity and Inclusion Advisory Committees for the identified groups.**

- **In collaboration with the Mayor's Office, developed the Mayor's Anti-Islamophobia / Muslim Advisory Council.**

Performance Indicator:

- Increase engagement and feelings of respect and support among communities. Better knowledge sharing between the City and different communities will build trust which translates into mutual respect and support.

- Increase community feelings of belonging and a common understanding of EDI principles. The Equity Office's internal and external websites will serve as a knowledge reservoir and provide a platform for community voices to be heard. This will translate into increased feelings of belonging.

- Increase the City's participation in community activities and events organized by local groups. The City will also reach out to communities to strategize on improving community participation in City-led events.

- Increase awareness and knowledge of City-wide services, policies and programs through various mediums, including social media and in-person interactions.

- Enhance the growth and success of entrepreneurs from Black, Indigenous and other Equity Deserving Groups. Systemic change that considers economic imbalance within the city will account for increased participation of businesses from the identified groups. This will also enhance feelings of belonging among the identified groups.

- Increase opportunities for community input in City-wide policies and programs. Where policies and programs will impact communities, the City will aim for co-creation through consultations to understand the perspectives of the different communities. Such policies and programs will capture the needs and voices of communities that will be impacted by their rollout.

- Increase community satisfaction through celebrating culture and diversity. Efforts will be made to acknowledge as many cultural days and months as possible through activities like flag raising and celebration of cultural events, days and months.

- Increase in diverse businesses. Efforts to update the diverse supplier program and collect data on identified groups will stimulate economic opportunities for these communities. It will also make it easier to reach out to businesses about funding opportunities.

- Annual report published and communicated to the public (through Council). The annual report will be a snapshot of accomplishments during the cycle of this strategy and lay the foundation for improvements in areas that require additional efforts.
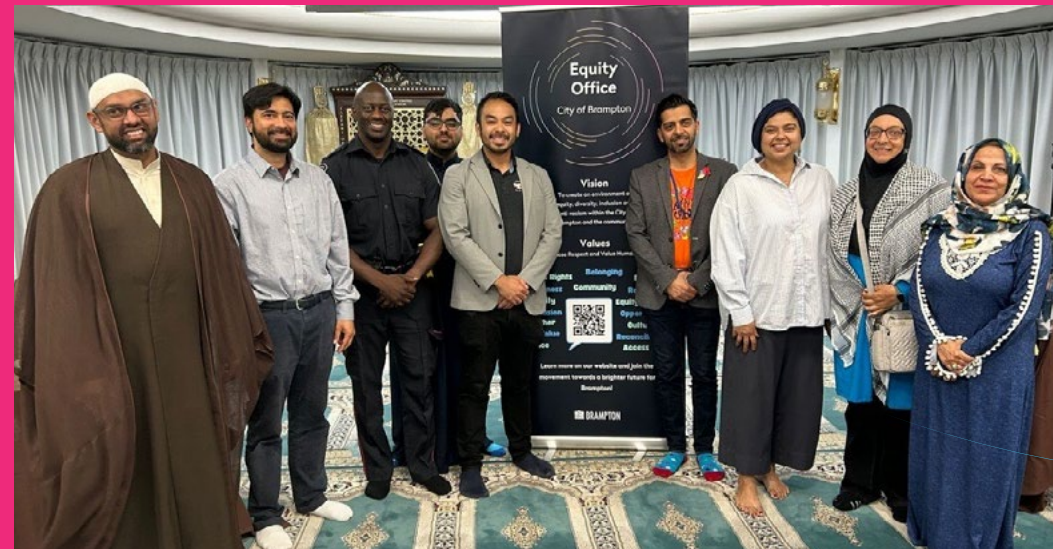
Pillar #3: Foster and Create a Culture of Belonging

The City recognizes that a sense of belonging is created when equity, diversity and inclusion are embedded in the organization's DNA and widely communicated. The City commits to proactively nurturing an inclusive environment where everyone, regardless of background or identity, feels welcomed, valued and connected. Creating sustainable practices that recognize and accommodate different perspectives and contributions is important for collective success. This pillar centers on fostering and creating a culture of belonging for City of Brampton staff and focuses on staff needs.

Initiative: Implement an Employee Resource Groups (ERG) Framework

The City commits to create and support ERGs as part of its goal of nurturing an inclusive workplace environment. ERGs are change agents within organizations and the City will work with employees to determine the need and capacity for additional ERGs for Equity Deserving Groups. The City will ensure that ERGs are adequately supported and have dedicated resources for their development and continuation.

By the end of 2026, we will achieve:

- **A stronger operational framework for existing ERGs**
  - ◦ The City currently has three ERGs – the Black Employee Engagement Network (BEEN), the Women Empowerment Network (WEN) and the Muslim Employee Resource Group (MERG). The Terms of Reference (TOR) for the ERGs will be executed and guide the ERGs' modus operandi.
- **Leveraged existing ERGs to improve employee outcomes**
  - ◦ Provide ongoing support to ERGs to ensure they maximize their potential.
  - ◦ Partner with existing ERGs to meet the needs of employees. This will include collaborations on professional development awareness and creating safe spaces for networking and sharing of common, goals and aspirations.
- **Established an Indigenous Employee Circle**
  - ◦ Based on identified employee needs, the City aims to establish an Indigenous Employee Circle.

- **Established a Pride ERG**
  - ◦ Based on identified employee needs, the City aims to establish a Pride ERG.
- **Established a Sikh ERG**
  - ◦ Based on identified employee needs, the City aims to establish a Sikh ERG.
- **Assessed the need for more ERGs**
  - ◦ An assessment of employee needs will be carried out to determine the City's capacity for more ERGs. Where more ERGs are created, Terms of Reference will be drafted to guide their operation.

Initiative: Conduct an Employee Survey

The City commits to identifying and meeting the needs of employees. Employee Surveys are instrumental to discovering areas where an organisation is performing well, so best practices can be maintained. It is also useful for identifying areas where there is room for improvement. The results inform policies, processes and practices that engender an inclusive working environment. Taking the pulse of City staff is key to effecting long lasting reforms for a work environment that embraces equity, diversity, inclusion and belonging.

By the end of 2026, we will:

Conduct an employee survey to evaluate changes, monitor the impact of initiative and policies implemented based on prior survey results, and identify new areas for improvement. This helps ensure continuous improvement in the work environment and organizational practices.

Initiative: Recognize and Celebrate Cultural Days of Significance

The City commits to recognizing and celebrating more cultural days and months of significance to help increase understanding, awareness and acceptance with staff. The City will continue to host internal staff events to raise awareness about the history of cultural events, promote understanding and create a sense of belonging.

By the end of 2026, we will:

- Commemorate dates of significance to the Indigenous community such as Red Dress Day and Treaty Week.
- Commemorate dates of significance to the Black community.
- Commemorate dates of significance to the Muslim community.
- Commemorate dates of significance for other Equity Deserving Communities.

Initiative: Operationalize Inclusion and Belonging

The City is committed to embedding inclusion and belonging among staff. The Equity Office, working in collaboration with Human Resources will ensure the onboarding process for new employees occurs through an EDI lens. New employees will be introduced to the City's EDI direction and available ERGs.

By the end of 2026, we will:

- Establish cross-departmental committees to work on EDI initiatives, ensuring diverse perspectives and shared ownership.
- Collaborate with Senior Leaders to develop initiatives and opportunities that foster and ingrain EDI throughout departments.
- Include information on ERGs in the new employee orientation package. This will provide new employees with information on the City's existing ERGs and how they can become involved.
- Create and/or improve access to faith, spiritual or quiet rooms

for staff. An inclusive meditation or prayer space is beneficial to employee wellbeing. It also models religious diversity as a marker of other forms of diversity.
- Create safe spaces for meaningful dialogue on mental health.
- The health and well-being of employees is a priority. Through campaigns create awareness of available mental health resources for staff to safeguard staff health and wellbeing.
- Prioritize mental health and well-being initiatives, addressing the unique challenges faced by diverse groups.

Initiative: Create and Maintain Sustainable Systemic Change

The City commits to identifying barriers to sustainable systemic change and to dismantling hurdles to equity. To create systemic change and maintain the momentum for Corporate transformation, the Equity Office will adopt a data-based, analytical lens to issues of inequity. Efforts will be made to ensure community-focused projects receive the necessary assistance to combat various forms of bias and discrimination.

By the end of 2026, we will:

- Develop additional programs to create awareness of available advancement opportunities for employees from Black, Indigenous and other Equity Deserving Groups.
- Implement and monitor practices that promote an inclusive workplace culture, such as flexible working arrangements and recognition programs.
- Efforts will be made to connect staff from the identified communities for advancement opportunities in the City.
- Celebrate the history and contribution of our diverse religious communities by sharing information such as flag raising events with staff.

Performance Indicator:

- Increase in the number of proclamations and celebrations of cultural days and months of significance to celebrate our collective distinctiveness. Creating a sense of belonging for everyone is key to our growth as a community of people.

- Increase satisfaction in opportunities to celebrate culture and diversity. As more proclamations are made and days of significance are celebrated, it will lead to increased feelings of recognition and belonging among the various communities in the city.

- Increase in ERG participation rate. Concerted efforts to socialize ERGs to staff, starting from onboarding and flowing through the employee's life cycle will stimulate a corresponding increase in ERG participation rates. ERGs will be given the necessary support to fulfill their mandate of creating safe spaces for employees and building networks of communities.

Pillar #4: Identify and Address Systemic Barriers

The City commits to identifying and addressing systemic barriers. This process is essential to achieving an equitable environment. An appraisal of the City's structures, policies, practices and corresponding actions to dismantle systemic challenges will result in better access and opportunities for marginalized communities. Achieving equity, diversity and inclusion involves identifying barriers in our systems and developing appropriate responses to address them. This pillar centers on systems within the Corporation of the City of Brampton. The primary focus is to ensure staff have an inclusive and equitable working environment, where full potential can be realized. An inclusive working environment is the vision.

Initiative: Culture of EDI Learning and Development

The City will create awareness of the fundamentals and importance of equity, diversity and inclusion. The Equity Office in collaboration with Human Resources, other City departments and partner organizations, will design and deliver comprehensive EDI training to all City staff. The creation and implementation of a staff EDI Learning Plan will increase awareness of equity related content and information.

By the end of 2026, we will:

- Develop a training guide for the Corporate Leadership Team and project leads. This guide will provide insights into the Indigenous engagement process, timelines, legal requirements and the advantages of adopting collaborative work approaches.
- Acquire and roll out EDI training for staff and elected officials on cultural awareness, historical awareness, Duty to Consult/Accommodate, engagement, Treaties, the Truth and Reconciliation Commission (TRC), Missing and Murdered Indigenous Women, Girls, Two-Spirit, Transgender, Gender-Diverse+ (MMIWG2S+) Peoples and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).
- Develop and implement training programs with a focus on dismantling Anti-Black Racism (ABR). This will include providing an ABR guide to City employees and the community.
- Develop and deliver EDI related training sessions for City Council, Corporate Leadership Team and all City staff.
- Increase focus on EDI training at all levels of the organization to build a deeper understanding and commitment.

- Expanded EDI related training for staff to include diverse forms of anti-racism, hate, disability and Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual and additional sexual orientations and gender identities (2SLBGTQIA+) communities. The list is not exhaustive and additional EDI related training will be added on a need basis.

Initiative: Build Staff Capacity

The City will ensure staff have access to tools and resources that build on their understanding of EDI initiatives. It is important to ensure that staff are aware of the EDI goals and direction of the City. Change is a collective effort, and staff are the face of the organization.

By the end of 2026, we will:

- Develop and implement an "EDI Toolkit" to help employees gain a foundational understanding of equity, diversity and inclusion. The toolkit will also include recommendations on how to apply EDI principles to different job-related duties.
- Review and update the City's EDI intranet page. This internal page is a resource to promote employee engagement and facilitate sharing of EDI information.

Initiative: Review Policies and Procedures to Counteract Systemic Discrimination

The City strives to eliminate systemic discrimination. As part of this vision, Human Resources, in collaboration with the Equity Office, will review existing human rights-related policies and procedures.

By the end of 2026, we will:

- Comprehensively review existing policies like the Respectful Workplace Policy and related procedures.
- Regularly review and reform policies to eliminate systemic barriers and biases.
- Revise and update the Workplace Discrimination and Harassment Program.
- Review policies and practices that create barriers to Indigenous cultural and religious practices such as Sacred Fires and Smudging.

Initiative: Institute Processes to Enhance and Sustain Equality

The City commits to establishing processes that improve and sustain the progress made towards an equitable society for all. The Equity Office in collaboration with other City departments will champion programs and initiatives to maintain an enabling and inclusive environment.

By the end of 2026, we will:

- Identify and remedy systemic barriers related to employment, cultural awareness and inclusion of Indigenous peoples.
- Implement programs to evaluate and measure the dismantling EDI training offered. These trainings include the Anti-Black Racism training and Indigenous Awareness training.
- Use data analytics to identify disparities and track progress towards equity goals.

Performance Indicator:

- Increase in the number of EDI initiatives within the organization. This will include the use of the EDI lens in departmental strategic plans. The Equity Office will track and record EDI initiatives across the organization. This process will help streamline areas that require more focus and provide a template for future EDI initiatives.

- Increase in the number of EDI training programs offered and participation rates of training. In collaboration with partner organizations and Human Resources, the Equity Office will work with the needs of staff and the organization to provide appropriate EDI training. The use of the Talent and Learning Management System (TLMS) will ensure an increase in staff participation in EDI related training.
- Increase in the number of learning materials frequently used and socialized to raise awareness of EDI. Using various outlets like internal and external websites, in-person meetings, distribution of hard copies of learning materials and social media, the City will expand the reach of EDI related material.
- Increase in the number of EDI based resolutions, policies and by-laws by the City. Adopting an EDI lens to view, update and implement policies, processes and practices across the City is instrumental to identifying and addressing systemic barriers. A collaborative approach to the fundamentals of equity will ensure that awareness and appreciation of fairness cascade through the organization and the city.

Definition of Terms

Accessibility
Accessibility at the City of Brampton means ensuring individuals of all abilities have equitable access to all aspects of community life. This includes access to information, employment, services, programs, facilities, transportation and opportunities for social engagement.

Anti-Racism
The conscious opposition to racist theories, attitudes and actions. Anti-racism is not just about being against the idea of racism. It is also about taking active steps to fight against it.

Anti-Black Racism
Prejudice, attitudes, beliefs, stereotyping and discrimination are directed at people of African descent and rooted in their unique history and experience of enslavement. Anti-Black racism is deeply entrenched in Canadian institutions, policies and practices, such that anti-Black racism is either functionally normalized or rendered invisible to the larger white society. Anti-Black racism is manifested in the legacy of the current social, economic and political marginalization of African Canadians in society. This includes, but is not limited to a lack of opportunities, lower socio-economic status, higher unemployment, significant poverty rates and overrepresentation in the criminal justice system.

Antisemitism
Prejudice against, hostility toward or hatred of Jews. Antisemitism has taken various forms and has been perpetrated by many groups throughout history. Hate crimes, including those derived from antisemitism, can have dangerous physical, psychological and societal consequences. It is important to spell "antisemitism" without a hyphen.

Bias
Partiality, or an inclination or predisposition for or against something. Motivational and cognitive biases are two main categories studied in decision-making analysis. Motivational biases are conclusions drawn due to self-interest, social pressures or organization-based needs, whereas cognitive biases are judgments that are contrary to evidence, and some of these are attributed to implicit reasoning.

Equity
The principle of considering people's unique experiences and differing situations and ensuring they can access resources according to their needs to achieve just outcomes. Equity aims to eliminate disparities and disproportions that are rooted in historical and contemporary injustices and oppression.

Equity Deserving Groups
Communities that experience significant collective barriers in participating in society. This could include attitudinal, historical, social and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation, transgender status, etc. Equity Deserving Groups are those that identify barriers to equal access, opportunities, and resources due to disadvantage and discrimination and actively seek social justice and reparation.

Diversity
The variety of identities found within an organization, group, or society. Diversity is expressed through factors such as culture, ethnicity, religion, sex, gender, sexual orientation, age, language, education, ability, family status or socioeconomic status.

Inclusion
The practice of using proactive measures to create an environment where people feel welcomed, respected and valued, and to foster a sense of belonging and engagement. This practice involves changing the environment by removing barriers so that each person has equal access to opportunities and resources and can achieve their full potential.

Marginalization
The process where a person or group of people is excluded from full and meaningful participation in society, typically through discrimination or other means of oppression, resulting in reduced access to resources, opportunities and services. Marginalization can occur based on factors such as race, ethnicity, sex, gender, ability, age, religion, socioeconomic status, social class and geographic location.

Islamophobia
Prejudice, negative sentiments and hostility toward Islam and Muslims. Islamophobia may be based on ideas about Islam as a religion and on ideas about Muslims as a cultural and ethnic group and hateful rhetoric often leads to discriminatory behavior toward Muslims. In addition, Muslims with overlapping gender and other demographic characteristics may experience intersectional discrimination and stereotyping. People who present as being from Arab, Middle Eastern and North African countries may experience Islamophobia regardless of whether they identify as Muslim.

Oppression
The act of subjecting a person or group of people to undue authority unjustly or cruelly.

Systemic Barrier
A barrier that results from seemingly neutral systems, practices, policies, traditions, or cultures and that disadvantages certain individuals or groups of people. Systemic barriers disadvantage minority groups, racialized groups, people with disabilities, people from 2SLGBTQIA+ communities, Indigenous people and other marginalized people and groups. Systemic barriers are present in all aspects of society such as employment, education, institutions and health services. Systemic barriers are not necessarily put in place intentionally.

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Learn more about the City of Brampton's Equity Office at
Brampton.ca/EDI