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Item No. 21.2
Halifax Regional Council
March 25, 2025

TO: Mayor Fillmore and Members of Halifax Regional Council

FROM: Cathie O'Toole, Chief Administrative Officer

DATE: March 25, 2025

SUBJECT: D&I Framework Update 2023-24

INFORMATION REPORT

ORIGIN

In accordance with HRM's Diversity & Inclusion Framework, the Office of Diversity & Inclusion supports the work of all business units and coordinates the annual reporting on diversity and inclusion initiatives.

BACKGROUND

Established in August 2018, the municipality's Diversity and Inclusion Framework aims to help HRM in our continued efforts to build a diverse and inclusive workforce and provide programs and services to HRM's residents by adopting diversity and inclusion lenses. The Framework identifies key priorities to help advance these efforts both in our organization and communities, now and into the future.

The Framework also acknowledges that embracing diversity and inclusion helps strengthen HRM's social and economic capital. It helps HRM attract and retain talents that will become the cornerstone of a strong community and an anchor of inclusive public service.

The Diversity and Inclusion Framework drives diversity and inclusion at an operational business strategy level by transforming the Framework's goals into on-ground programs and services. It provides a roadmap to embedding these values into the municipality's everyday work. Most importantly, the Framework helps the municipality identify and remove systemic barriers for employees and residents, to facilitate the full participation of everyone.

DISCUSSION

As part of business planning in 2022/2023 each business unit was asked to identify diversity and inclusion goals. To support business units, Diversity and Inclusion Advisors worked with the business units over the past year to assist them in reaching their identified goals. Other corporate supports for this work included the Diversity and Inclusion Champions Table comprised of staff from various Business Units. This group is comprised of members appointed by their business unit's Executive Director and have responsibilities including:

- Participate in the development of their BUs' D&I action plans and diversity initiatives (e.g African Heritage Month, PRIDE, Mi'kmaq History Month, Francophone month etc.);
- Monitor and ensure the implementation of their BUs' action plans;
- Advise their respective BUs on matters related to diversity and inclusion in the workplace;
- Bring forward information that will support the development of Diversity and Inclusion plans for HRM;
- Communicate diversity and inclusion strategies and initiatives in their BUs.

The attached report details HRM's work aligning with our five D&I Framework Goals:

- Inclusive Public Service
- Safe, respectful, and Inclusive Work Environment
- Equitable Employment
- Meaningful Partnerships
- Accessible Information and Communication

FINANCIAL IMPLICATIONS

There are no financial implications related to the content in this report.

COMMUNITY ENGAGEMENT

Various business units consulted and worked with community groups to advance their diversity and inclusion goals.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter, SNS 2008, c 39:

7A The purposes of the Municipality are to (a) provide good government; (b) provide services, facilities and other things that, in the opinion of the Council, are necessary or desirable for all or part of the Municipality; and (c) develop and maintain safe and viable communities.

...

34 (1) The Chief Administrative Officer is the head of the administrative branch of the government of the Municipality and is responsible to the Council for the proper administration of the affairs of the Municipality in accordance with the by-laws of the Municipality and the policies adopted by the Council.

...

34 (3) The Council shall provide direction on the administration, plans, policies and programs of the Municipality to the Chief Administrative Officer.

...

79A (1) Subject to subsections (2) to (4), the Municipality may only spend money for municipal purposes if (a) the expenditure is included in the Municipality's operating budget or capital budget or is otherwise authorized by the Municipality;...

ATTACHMENTS

Attachment 1 – Diversity & Inclusion Framework: Annual Report, Year 4 (2023-2024)

Diversity & Inclusion Framework

Annual Report Year 5 (2023-2024)

Recognizing diversity and inclusion in our
organization and our communities



HALIFAX



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Background

At the Halifax Regional Municipality, we value diversity and inclusion in all that we do, think and pursue. We work to actively identify and dismantle systemic barriers in our business practices, services, policies, procedures and programs; so that we can capitalize on the strengths and talents of our community.

Diversity means understanding and utilizing different views, ideas, life experiences, skills and knowledge. Inclusion is about taking actions to eliminate barriers, so all members of the community can fully participate and contribute to the community’s social and economic development. By recognizing diversity and inclusion as core values, we are laying the foundation for a municipality that aspires to accurately represent the communities it serves.



The Diversity & Inclusion Framework

Established in August 2018, the municipality’s *Diversity & Inclusion Framework* aimed to help us in our continued efforts to build a diverse and inclusive workforce and provide programs and services to our residents by adopting diversity and inclusion lenses. The Framework identifies key priorities to help advance these efforts, both in our organization and



communities, now and into the future. The Framework also acknowledges that embracing diversity and inclusion helps strengthen our social, cultural and economic capitals.

The *Diversity & Inclusion Framework* drives diversity and inclusion at an operational business strategy level by transforming the Framework's goals into programs and services. It provides a roadmap to embedding these values into the municipality's everyday work. In doing so, we are upholding the values of respect, collaboration, diversity and inclusion, integrity, accountability, sustainability and evidence-based decision making, as stated in [Halifax Regional Council's Strategic Plan 2021-25](#)

Diversity & Inclusion Champions' Table

Shortly after the launch of the Framework, the Diversity & Inclusion Champions' Table was established. This table comprises of members appointed by their respective business unit Executive Directors. Each business unit has one to four D&I Champions depending on the need as well as the workforce and function in each business unit.

The D&I Champions are committed to the values of diversity and inclusion. They work to monitor and report on the implementation of their business units' diversity and inclusion goals. As well, they build bridges within their business units, across the municipality and the community. They find and create opportunities to celebrate the diversity of the Halifax Regional Municipality. They liaise with the Office of Diversity & Inclusion and reach out to their respective Diversity & Inclusion Advisors as needed. They attend the Champion Table meetings and prepare Diversity & Inclusion reports. This report is the summary of elaborated updates provided by the business units' Champions.





About the Office of Diversity & Inclusion/ANSAIO

The Office of Diversity & Inclusion/African Nova Scotian Affairs Integration Office (ANSAIO) provides leadership, strategic direction, policy advice, professional development and expertise to all aspects of diversity and inclusion within the Halifax Regional Municipality. The Office engages with partners in supporting the corporate diversity and inclusion business functions, initiatives and services.

Corporate D&I Framework Goals

1	Inclusive public service	To ensure inclusive and equitable access to and benefit of, municipal services, programs and facilities.
2	Safe, respectful and inclusive work environment	To have a diverse and inclusive workplace free of harassment, discrimination and systemic barriers.



3	Equitable employment	To attract and retain a skilled workforce that reflects the diverse residents of the municipality.
4	Meaningful partnerships	To develop positive and respectful internal and external partnerships that contribute to inclusive decision making.
5	Accessible information and communication	To communicate both internally and externally, in a way that demonstrates, exemplifies and embodies our municipal diversity and inclusion values.



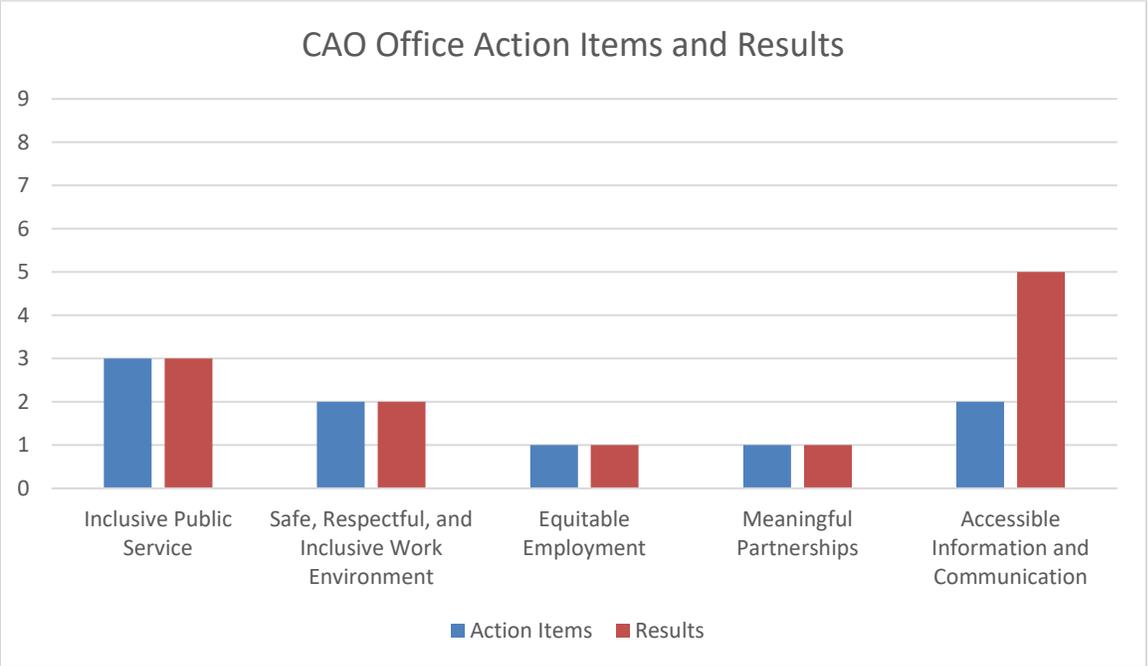
The following pages depict the number of action items that each business unit has reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for individual business units. Business units' priorities may or may not reflect each of the five Diversity & Inclusion Framework goals.



Chief Administrative Office (CAO)

The chart below depicts the number of action items that the CAO Office Business Unit reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity & Inclusion Framework goals.

While the Office of Diversity and Inclusion/ANSAIO is within the CAO Business Unit, it is responsible for the corporate implementation of the D&I Framework goals. A chart representing those items is pulled out separately.



In total, CAO reported 9 action items and 12 results.



Inclusive Public Service

Action Items:

- Ensure the use of plain language on all communication materials from the CAO Office to internal units
- D&I is a part of the work we do.
- D&I is part of reports for Mayor and Council.

Results:

- Review internal memos, council reports, municipal statements for plain language.
- D&I is in all individual action plans and senior mandate letters.
- D&I Guidelines as part of all Council reports.

Safe, Respectful, and Inclusive Work Environment

Action Items:

- D&I messages to the staff based on significant events
- CAO Office more inclusive and welcoming

Results:

- The CAO sent emails, sometimes inclusive of videos, regarding significant dates particularly pertaining to D&I.
- Changed the imagery in the CAO Office to be more inclusive like the D&I Office.

Equitable Employment

Action Items:

- Work with HR to ensure job postings are shared in an equitable manner, and recruitment represents fair and equitable hiring practices.

Results:



- Ensured diversity on hiring panel for AA, Coordinator roles in newly established CoO office. Ensure interview panels have diverse representation in all BU job competitions.

Meaningful Partnerships

Action Items:

- Ensure diversity is represented in each partnership we make in the community.

Results:

- Discovered new diverse catering options that will be used at future events.

Accessible Information and Communication

Action Items:

- Ensure staff in City Hall are aware of the events taking place to support D&I Initiatives.
- Encourage staff to take part in D&I Training sessions.

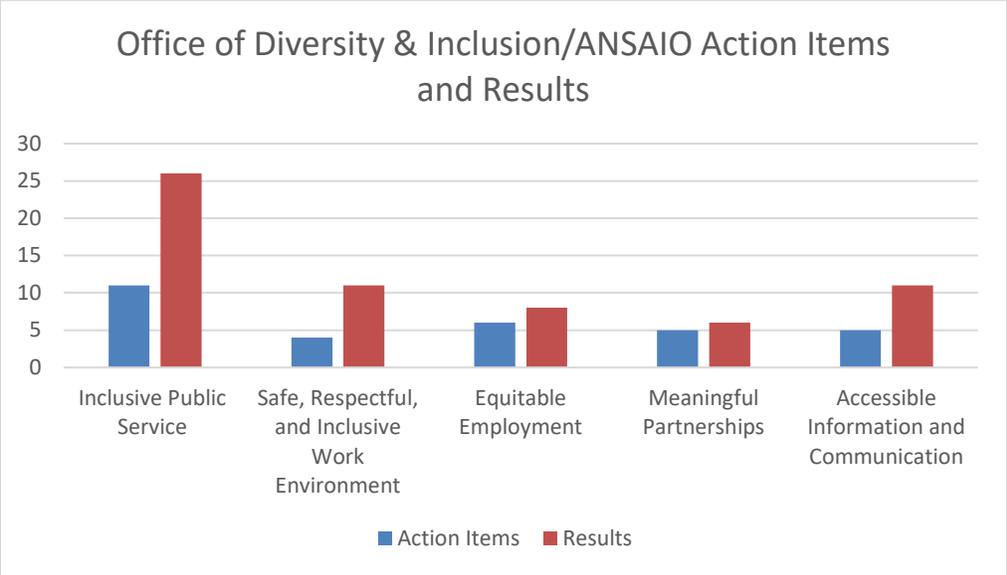
Results:

- D&I Open House participation
- Emancipation Day participation
- African Heritage Month event participation
- Indigenous events including the Blanket Exercise
- Anti-Black Racism Training was mandatory for the staff in the CAO business unit.



Office of Diversity & Inclusion/ANSAIO

The chart below depicts the number of action items that Office of Diversity and Inclusion/ANSAIO reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity & Inclusion Framework goals.



In total, Office of Diversity & Inclusion/ANSAIO reported 15 action items and 48 results.



Inclusive Public Service

Action Items:

- Ensure inclusive and equitable access to and benefit of, municipal services, programs and facilities.
- Support BUs to develop or increase French-language services.
- Provide French-language training to municipal employees.
- Provide cultural awareness workshops on Acadian and Francophone community to municipal staff.
- Create French-language services corporate policies
- Hold employee awareness events (e.g. diversity cafés, awareness sessions)
- Continue providing diversity and inclusion training modules
- Continue providing Welcomed in Halifax (WIH) transit and recreation passes
- Annually, host Mayor's International Students' Reception
- Facilitate access to the affordable access program
- Facilitate access for registration in recreation programs (MyREC)

Results:

Accessibility

- In recognition of Autism Acceptance Month, the Accessibility Advisor held a Lunch and Learn with Jill Cormier on *'Understanding Autism: Exploring the Spectrum.'*
- For Access Awareness Week 2024, the Accessibility Advisor held multiple events including two Speaker Sessions. The first Speaker Session took place with Roger Jones, who spoke on *'Closing the Gaps to Accessibility and Inclusion in Nova Scotia.'* The second Speaker Session was hosted by Kristen Habermehl on *'Meaningful Access for Everyone: A Rick Hansen Foundation Accessibility Certification Information Session.'* An additional information session was also facilitated by Kristen Habermehl specifically for Councillors on the Rick Hansen Foundation Accessibility Certification (RHFAC).



- HRM hosted the first annual flag raising event for Indigenous Disability Awareness Month.
- For International Day of Persons with Disabilities, the Accessibility Advisor hosted the following Speaker Session with Senator Wanda Thomas Bernard: *'When Race and (dis)ability Intersect: The Experiences of African Canadians with Disabilities.'*
- The [Accessibility Strategy Annual Update](#) was provided to Council in May 2024.
- Accessibility Advisor continues to support the Accessibility Strategy Task Force Committee and associated sub-committees: *Exterior Built Environment Subcommittee, Interior Built Environment Subcommittee, Employment Subcommittee.*

French Language Services

- French Services coordinated the translation of 8 municipal communication items (4032 words) from English to French.
- French Services offered a total of 89 seats to municipal employees to participate in part-time French classes provided by the Université Sainte-Anne in the 2023 Spring, Summer, Fall and 2024 Winter sessions. Participants were from all municipal business units as well as Halifax Public Libraries. The average completion rate was 82.3 per cent.
- French Services offered the three-hour corporate training module, *Parlez-vous français? – Understanding Acadian and Francophone Communities* and French Services three times between April 2023 and March 2024. A total of 30 municipal employees participated in the training.
- A multilingual policy and supporting procedures were developed.

ANSAIO

- **Community Circles:** Community Circles are vital information-sharing sessions designed to bridge the gap between municipal business units and the community. These events create open, collaborative space where residents can engage directly with municipal



representatives, receive important information, updates, and provide feedback on various initiatives. By bringing essential information into the community, Community Circles foster transparency, empower residents with knowledge, and ensure that the diverse needs and perspectives of the community are heard and addressed in municipal decision-making processes.

- **Employment Circles:** Employment Circles are mini job fairs designed to connect African Nova Scotian communities with employment opportunities within HRM business units. These events bring HRM representatives directly into the community, offering information on available positions, career pathways, and the application process. By creating an accessible and inclusive space, Employment Circles empower community members to explore meaningful careers within HRM, fostering equitable employment and strengthening community ties with municipal operations. Lucasville, UHP, East Preston
- **ANSAIO Open House-**exposure to ANSAIO offerings and assistance that can be provided to BU's.
- **African Heritage Month Offerings for Business Units (Guest Speakers):** Promotes awareness and education about African Nova Scotian culture and history among municipal employees, ensuring more inclusive public service delivery.
- **ANSAIO Speaker series-**African Heritage Month
- **ANSAIO Speaker Series-**International Day for the Elimination of Racism: Speaker
- **ANSAIO Speaker Series-**Emancipation Day: Speaker
- **Emancipation Day collaboration (3 tier gov't event)-**August 01, 2024
- **ABR Speaker Series Speakers:** for African Heritage month and fall session in November that furthers the organizational understanding of anti-Black racism and topics and issues related to it.
- **ABR Manager and Staff Conferences:** These conferences provide a dedicated space for learning, dialogue, and reflection on the impacts of systemic racism, particularly anti-Black racism, within the workplace and broader society. By engaging employees at all levels,



especially leadership, these conferences foster awareness and understanding of the challenges Black employees face. Leadership participation is key, as it ensures that decision-makers are actively involved in shaping policies, behaviors, and practices that support equity and inclusion.

- Anti-Black racism Steering Committee: the Anti-Black Racism Steering Committee is made up of leaders from across the organization. These leaders serve as champions for anti-Black racism initiatives and act as conduits, relaying information between different departments and teams. This structure allows for clearer, more consistent communication about anti-Black racism policies, training, and resources throughout the organization.

Immigration Services

- Halifax Immigration Partnership distributed 2350 welcome in Halifax passes (WIH) in 2023.
- In partnership with YMCA Centre for Immigrants and HRM public safety office, the Immigrant Services Advisor led the development of an educational video resource as well as half day inter-cultural competency training to be offered to HRM frontline staff who serve newcomers youth. The agreement is that the YMCA will provide at least a monthly training session.
- Halifax Immigration Partnership supported the mayor's office to organize a mayor's reception to first year International Students
- With the support of the immigrant services advisor, Parks and recreation staff conducted information sessions along with community partners to walk participants through the registration process for programs.
- Hosted information session for newcomers at the YMCA to facilitate access to the affordable access program, and to help with on-spot registration in recreation programs (MyREC)



Safe, Respectful, and Inclusive Work Environment

Action Items:

- Facilitate the establishment of a diverse and inclusive workplace free of harassment, discrimination and systemic barriers.
- Employees at all levels of the organization participate in diversity and inclusion training
- Partner with Halifax Immigration Partnership to host collaborative community-based events that support ongoing relationships with newcomer service groups
- Host cultural competency sessions offered by Immigrant Services Association of Nova Scotia (ISANS) and other immigrant-serving organizations

Results:

Accessibility

- Accessibility Advisor held 6 training sessions of *Going from Support to Inclusion: Accessibility Training*.
- The Accessibility Advisor facilitated two Accessibility Workshops. One was delivered during the HRM Annual Volunteer Conference in November 2023, and one was delivered to Pier 21 in March 2024.

French Language Services

- French Services supported the Public Works to install over 150 bilingual stop signs on municipal roads in the neighbourhoods of the Conseil scolaire acadien provincial schools in the Halifax region.

ANSAIO

- Africville Training Module (in progress)
- ABR Training: Anti-Black racism training plays a crucial role in creating a safe, respectful, and inclusive work environment by addressing the specific challenges faced by Black employees and communities. Through this training, participants gain an



understanding of the historical and systemic roots of anti-Black racism, recognizing how it manifests in workplaces and society at large. ABR training will be rolled out to staff in Spring of 2024.

- ABR Policy: This policy directly addresses the systemic barriers and discrimination that Black employees may face, ensuring that the workplace is free from bias, harassment, and racism. By clearly outlining expectations for behavior, accountability, and support, the policy sets a standard for all employees to contribute to a more equitable environment.

Immigration Services

- Parks & Recreation identified language barriers & have used translation services to support newcomer families wanting to participate in some programs, as required.
- 638 HRM staff attended D&I trainings. PR, PW, PFE, HT were the top ranked business units in terms of number of staff attending D&I training.
- The Halifax Immigration Partnership is collaborating with HRM's Immigrant Services advisor to support the development of intercultural training for HRM staff.

Corporate Training

- D&I office continue to offer 7 different training modules (D&I welcomed 638 staff in 45 group training sessions this year)
- D&I office offered 11 lunch and learn/ speaker sessions for a different D&I topic (2 were immigrant related)

Equitable Employment

Action Items:

- Attract and retain a skilled workforce that reflects the diverse residents of the municipality.



- Revise and implement French-Language Services Human Resources Guidelines.
- Ensure municipal representation at job fairs and community events of the Acadian and Francophone community to promote job opportunities.
- Promote immigrants and newcomers' participation in municipal work placement opportunities
- Continue reaching out and holding information sessions on job opportunities within the municipality
- Ensure municipal representation at job fairs and community events geared toward immigrants

Results:

Accessibility

- For National Disability Employment Awareness Month, the Accessibility Advisor hosted two Speaker Sessions. The first took place with Brian Foster from Ready, Willing and Able on 'Building Inclusive Practices and Workplaces: Ready, Willing and Able.' The second took place with Shelley Adams and Katie Csernyik from CNIB, entitled 'Speaker's Session: Creating Accessible and Inclusive Workplaces for Individuals with Sight Loss.'

French Language Services

- French Services rolled out the French-Language Services Human Resources Guidelines to HR Business Partners and Talent Recruiters.
- The French Services Advisor supported the Talent Acquisitions (HR) to provide one information session about HRM job opportunities, one workshop on resume building skills and one workshop on interview skills to Francophone job seekers through the YMCA-NS Works. 35 individuals participated. The French Services Advisor worked with community partners to host a bilingual summer job fair which attracted over 130 youth from high schools, colleges and universities.



ANSAIO

- ANSAIO hosted 5 Employment Circles
- Circulation of employment to ANSAIO's community networks

Immigration Services

- The Immigrant Services Advisor hosted 2 information sessions on Bridging the Gap program and shared the information Packages with immigrants' serving agencies.
- The Halifax Immigration Partnership is currently researching, under its working groups, how newcomers access services in Halifax and employment retention rate of immigrants in the Halifax Regional Municipality.
- In alignment with its commitment to diversity and inclusion, Halifax Regional Municipality (HRM) actively participated in 11 job fairs/ information sessions targeting immigrants and newcomers. These events provided an opportunity for HRM's Talent Team to engage with a diverse pool of candidates and disseminate job-specific information to facilitate efficient job search and application processes.

Meaningful Partnerships

Action Items:

- Develop positive and respectful internal and external partnerships that contribute to inclusive decision making.
- Support the work of the Halifax Acadian and Francophone Partnership.
- Identify opportunities for business units to work with the Acadian and Francophone community organizations to improve municipal service delivery.
- Establish/maintain partnerships with immigrant-serving organizations to help ensure the successful integration of immigrants
- Identify opportunities for the municipality to work with community partners to create an accessible, welcoming and inclusive municipality



Results:

French Language Services

- French Services Advisor continued to co-chair the Halifax Acadian and Francophone Partnership. Five meetings took place, each with around 20 attendees.
- Between April 2023 and March 2024, French services supported the partnership between HRM and the local Acadian and Francophone community to implement the following initiatives: 2023 Acadian Day celebration, 2024 Francophonie Month and International Francophonie Day celebration, French REC programs at Sackville Sports Stadium (Pilot Project Phase I & II).

ANSAIO

- Partnerships with ANS community organizations including:
 - East Preston Rate Payers
 - North Preston Rate Payers
 - African Nova Scotian Road to Economic Prosperity
 - Beechville Community Development Association
 - Black Cultural Center
 - Akoma
 - Upper Hammonds Plains Community Association
 - Lucasville Community Association
 - Africville Heritage Trust
 - Africville Genealogy Society
 - Halifax Port Authority
 - North End Parent Resource Center
 - The African Descent Advisory Committee (ADAC) which provides guidance to Regional Council, through the Executive Standing Committee, on how municipal policies, programs, and services impact People of African Descent

Immigration Services



- The Immigrant Services Advisor established 7 new connections with the Chinese, Nigerian, Indian, Somali, Afghani, Korean and Pakistani communities.
- In collaboration with public safety office, YMCA centre for immigrants, the Immigrant Services Advisor led the work on the culturally responsive services for racialized newcomer, refugee and immigrant youth. The project resulted in an Asset Map of culturally responsive services in Halifax for newcomer youth affected by violence that includes mental health services, practitioners, cultural leaders, faith based supports, and other resources for healing from violence-related harm. It also includes recommendations for the Municipality to support local service providers in coordinated violence prevention and intervention efforts for newcomer youth, especially in communities disproportionately impacted by colonization and trauma.
- In a collaboration between the HRM Indigenous Advisor and the Mi'kmaw Native Friendship Centre, the Halifax Immigration partnership hosted a Powwow protocol session with newcomers/immigrants. This was an action under the Halifax Immigration Partnership Intercultural Connections Working Group.

Accessible Information and Communication

Action Items:

- Communicate both internally and externally, in a way that demonstrates, exemplifies and embodies our municipal diversity and inclusion values.
- French Services Advisor continued to co-chair the Halifax Acadian and Francophone Partnership. Five meetings took place, each with around 20 attendees.
- Between April 2023 and March 2024, French services supported the partnership between HRM and the local Acadian and Francophone community to implement the following initiatives: 2023 Acadian Day celebration, 2024 Francophonie Month and International



Francophonie Day celebration, French REC programs at Sackville Sports Stadium (Pilot Project Phase I & II).

- Establish a protocol regarding the translation of materials used to communicate information about municipal services
- Continue hosting recreational activities and events that support immigrants integration.

Results:

Accessibility

- Accessibility Advisor created and shared one resource document on the Intranet, entitled 'Outsourcing Web Accessibility Testing'

French Language Services

- French Services supported the offering of one information session on municipal job opportunities by Talent Acquisitions (HR) to bilingual and Francophone job seekers. French Services coordinated one presentation on Hazard, Risk and Vulnerability Assessment by the Emergency Management Office (EMO) to members of the Halifax
- Acadian and Francophone Partnership.
- French Services worked with the Hazard, Risk and Vulnerability Assessment (HRVA) Specialist from EMO to host a bilingual focus group discussion on the HRVA project to collect input from the local Acadian and Francophone community.

ANSAIO

- Conducting and applying research to update community histories along with history fact checking by Black Cultural Centre ensures that vital information about African Nova Scotian history and culture is factual and accessible to the public.
- Research Africville Training Modules, history of Africville
- ABR Grants Program: The Anti-Black Racism Grants Program is designed to empower African Nova Scotian and African descent communities by supporting meaningful, community-based projects



that foster inclusion and equity across Halifax. By investing in initiatives led by and for these communities, the program directly addresses the impacts of anti-Black racism, building local capacity to drive positive change.

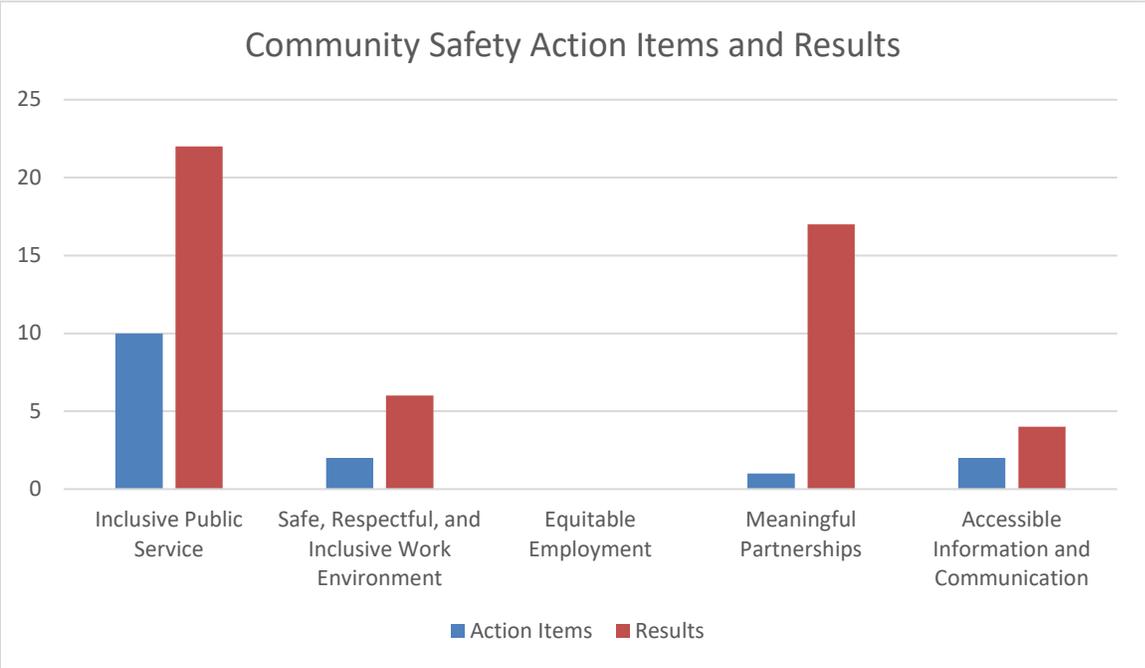
Immigration Services

- The D&I office took a significant step by creating the Multilingual Policy. This policy will serve as a guideline for all business units within HRM regarding the translation of HRM materials. By establishing clear protocols and standards for translating materials into multiple languages, the Multilingual Policy ensures that our communications are accessible to all members of our diverse community.
- In the fiscal year of 2023/2024, the Halifax Immigration Partnership has done events to support its mandate including a Multilingual Fair event in October 2023, where Community Associations showcased their mother tongue with the public and their community members to expose the diversity of languages spoken in Halifax.
- The Halifax Immigration Partnership has again brought together multiple HRM business units and external organizations to the Get to Know your Municipality event to expose essential services to newcomer/immigrant community.
- To recognize the World Refugee Day on June 20th, the Halifax Immigration Partnership brought together organizations that support residents with refugee status and asylum seekers in Canada to bring awareness to the general public about refugees in Halifax. The group spent an afternoon in the Central Library Plaza inviting the public to share messages of hope to refugees and inviting them to watch a documentary created by a refugee about their life journey at Paul Oregon Hall



Community Safety

The chart below depicts the number of action items that Community Safety reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity & Inclusion Framework goals.



In total, Community Safety reported 15 action items and 49 results.



Inclusive Public Service

Action Items:

- Advance Indigenous-led community safety
- Advance the safety of youth
- Advance the safety of women, girls and gender-diverse people
- Public safety training to create safer and more inclusive HRM spaces and services
- Introduce Anti-Black Racism Training for BU staff
- Broaden the spectrum of emergency and crisis response
- Enhance supports for people experiencing homelessness
- Promote public safety across municipal programs and services, promote healing from trauma, create safer and more inclusive spaces.
- Support families and communities to bridge the gap with service providers during critical incidents to promote healing and community safety.
- The community has a voice in shaping the decisions that affect them. We empower them by actively listening, offering resources, providing training and creating leadership opportunities

Results:

- Led engagement sessions with Indigenous communities across HRM to build relations and shared understanding of safety priority areas. 29 participants from the Mi'kmaq community were engaged.
- Supporting the Youth Advocate Program in efforts to better support Indigenous youth at risk of involvement in the criminal justice system.
- Working with Emergency Management in engaging Indigenous residents for the municipality's Hazard, Risk, and Vulnerability Assessments and the Voluntary Vulnerable Persons Registry.
- Delivered monthly information sessions to internal staff to build greater awareness of Indigenous culture and safety.
- Held a D&I Indigenous blanket exercise training for business unit.



- Launched Non-Violent Crisis Intervention Training (NCI), an evidenced based fully accredited training program proven to successfully de-escalate crises and reduce incidence of violence. 300 HRM staff and program volunteers have been trained to date.
- Supported Parks and Recreation’s Mobile Youth Support Team staff, Parking enforcement staff and community partners, to become certified NCI trainers to strengthen municipal and community capacity to de-escalate crisis situations and avoid police response where possible.
- A select 30 HRM staff and volunteers trained in Safe Talk and Applied Suicide Intervention Skills.
- Delivered two training sessions on the commercial and sexual exploitation of children and youth (CSEC) to HRM staff. This supports staff to better understand the issue of CSEC, its impact, and build skills to support youth experiencing CSEC with person-centered, trauma informed culturally sensitive and inclusive approaches. 30 participants across 8 municipal teams were trained.
- Delivered an intro session of Crime Prevention Through Environmental Design (CPTED) and Gender Based Analysis+ applied in the built environment to Facility Construction & Design business unit.
- With D&I, held Anti-Black Racism Training for Community Safety Business Unit.
- With community, hosted three Community Safety Assessments to assess the safety of HRM public spaces based on the diverse experiences of residents. 40 participants attended. Connected with other business units to implement changes in future planning.
- Conducted a “what we heard” engagement session and report with Muslim Women and Girls. Engagements hosted community conversations regarding the safety of Muslim women and girls in public spaces. Nearly 100 Muslim women and girls across the municipality participated in community engagement, sharing experiences of witnessing or being targeted by Islamophobic acts,



and generating ideas for action—such as training and public education efforts.

- Supporting D&I with anti-hate initiatives and reporting to council.
- Hosted a two-day workshop for HRM staff to build capacity to improve Transit Safety for women, girls and gender-diverse riders. 36 HRM staff from 14 diverse teams, and two external partners attended.
- Development of a municipal youth violence prevention plan. Includes intercultural competency training material for HRM staff interacting with newcomer youth. Materials expected to be complete by the end of this fiscal year.
- Mobile Youth Support Team (MYST) provides support to youth seeking advice/assistance in navigating challenges within their daily lives with a focus on reducing the risk of gun violence within our communities. Since September 2023, MYST has successfully provided services to approximately 600 youth through drop-in programs in various locations including Sackville, Bedford/Hammonds Plains, Dartmouth North, George Dixon, Youth Worx, and Spryfield. 360 youth engagements conducted.
- Plan for Social Equity Index tool under development and on track for year two implementation
- Map of Canadian Index of Multiple Deprivation created with ICT Cartographer.
- Conducted Hazard Risk and Vulnerability Assessments (HRVA) public engagements to understand potential risks and hazards in communities, and how these hazards increase vulnerability.
- Developed Collaborative Community Response Plan (CCRP) using a culturally appropriate approach with trauma informed supports. To date 14 CCRP open sessions/healing circles have been delivered and reached over 199 residents in the Preston Township. 3 additional sessions held in Central North Halifax. 2 trauma conferences held. 6 Night of Caring/Debrief sessions held in response to Critical Incidents (including NOC to support at the Africville shooting).



- CMT Community Resource Fair

Safe, Respectful, and Inclusive Work Environment

Action Items:

- Continue to promote D&I training sessions for internal staff
- Celebrate staff diversity

Results:

- Delivered monthly information sessions to internal staff to build greater awareness of Indigenous culture.
- Held a D&I Indigenous blanket exercise training for business unit.
- Held Anti-Black Racism Training for business unit.
- Held monthly meetings which featured an opportunity for staff to share a bit about themselves and/or culture to promote inclusion and team bonding.
- Office display for Orange Shirt Day.
- Education session and office display for MMIWG2S+

Equitable Employment - no actions to report

Meaningful Partnerships

Action Items:

- Foster meaningful partnerships with HRM business units, community groups, and organizations to support the safety of residents within HRM.

Results:

- Developed Collaborative Community Response Plan which works with community partners to deliver a collaborative response when incidents occur in community.
- Community Mobilization Teams (CMTs) partner with community organizations and service providers to provide cohesive and



collaborative responses to critical incidents in the community. 178 attendees from 14 community organizations at CMT events. 239 community members reached through CMT outreach events. 8 CMT trainings with 112 members trained: Trauma Informed Community Intervention and Support (24), Nonviolent Crisis Intervention (6), Critical Incident Stress Management & Group Crisis Intervention (17), Preparedness and Readiness (17), Mental Health First Aid (9), Collective Impact (6), Grief and Bereavement (19), Health and Wellness (14).

- CMT Knowledge Exchange sessions
 - DOJ Victim Services presentation to all CMT communities
 - Stronger reporting system implemented between CMT and RCMP to provide
- Staff successfully launched new community crisis response pilots in partnership with the Preston Trauma Response Working Group and the Richard Preston Centre for Excellence. Both pilots aim to connect African Nova Scotian residents to education, training and support to address trauma arising from critical incidents at an individual and community level.
- Staff participation in working group led by Province of Nova Scotia's (PNS) Office of Addiction and Mental Health (OAMH) to pilot a civilian mental health crisis response service: planned to commence 2024/25
- Staff participation in working group led by PNS' OAMH, DCS-supportive housing, Nova Scotia Health, Mobile Outreach Street Health (MOSH), and Mi'kmaw Native Friendship Centre (MNFC) for enhanced community mental health services in HRM.
- Staff partnered with Peer Outreach Support Services and Education (POSSE) and Halifax Public Libraries, to assist with the development of a POSSE expansion to support youth in Dartmouth, through training and youth peer-outreach. The program is set to commence implementation before the end of this fiscal year.
- Partnered with African Nova Scotian Justice Institute development of a Justice Navigation program to support African Nova Scotians in



navigating the justice system, with implementation planned for early next fiscal year.

- Collaborating with a community led group which consists of community members, leaders and health care professionals to deliver trauma workshops to the Preston Township. This group is community led and supported by Programs and Partnerships Division, Nova Scotia Health, IWK, Health Association of African Canadians, and Association of Black Social Workers.
- Partnered with the YMCA and Diversity and Inclusion, to develop recommendations for reducing risks of violence for newcomer youth, as well as an Asset Map identifying existing resources to support these youth across HRM.
- HRM contracted Davis Pier Consulting to conduct a Youth Services Review intended to help HRM learn more about the system that supports youth who experience harm from gun violence or are at risk of involvement in the criminal justice system. Project efforts were dedicated to engaging with 27 professionals and practitioners who work at 15 organizations across the municipality that support youth who are at an increased risk of harm from gun and gang violence. While the review contains many important recommendations, the most impactful recommendation that HRM is adopting is developing a Youth Equity and Violence Prevention Strategy.
- Partnering with the Province and community organizations to help address homelessness and increase the capacity for better options for those sleeping rough in the Halifax region.
- Member of Sectoral Advisory Committee for GBA+ Toolkit for Municipal Level Emergency Preparedness
- Member of YWCA's Trafficking Elimination Service System
- Anti-Black Racism Steering Committee member (HRM)
- Staff liaison for Women's Advisory Committee (HRM)
- Established Collective Impact table with Environment and Climate Change (HRM)



Accessible Information and Communication

Action Items:

- Create more accessible ways for residents to participate in Community Safety Assessments
- Develop public informational materials via multiple platforms to better reach and inform our diverse population.

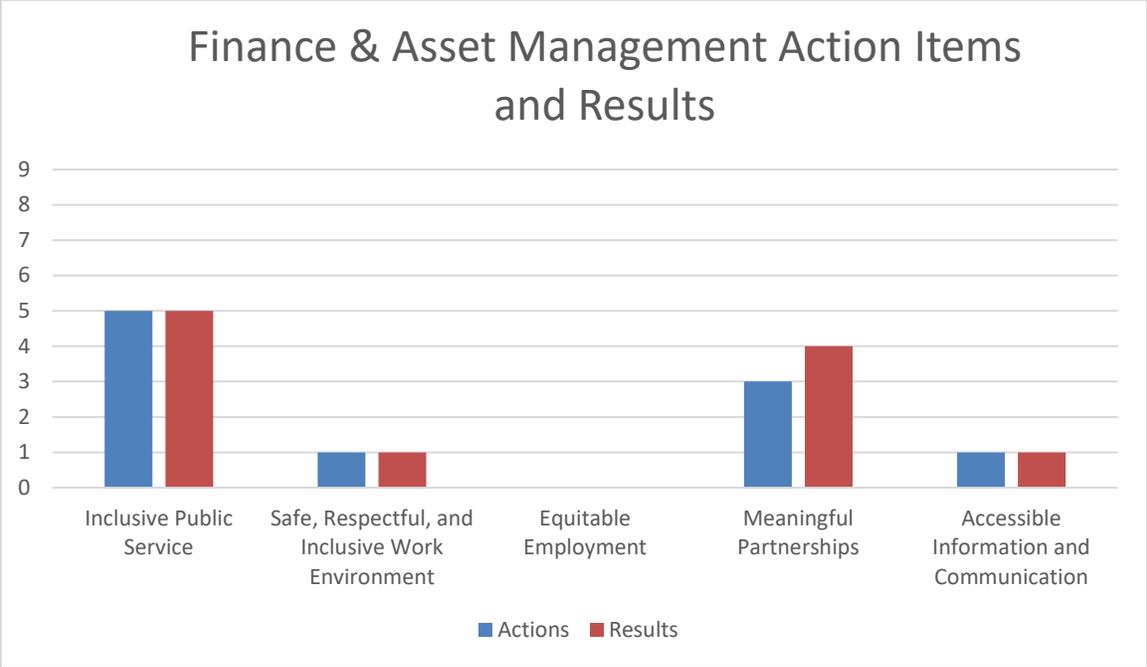
Results:

- Partnered with IT to create an app for participants to record observations in community safety assessments. Includes voice to text options, auditory aids and is user friendly. Initial pilot session with new app complete.
- Updated Community Safety webpage and intranet to better promote our work.
- Developed additional materials to promote CMT program to residents through video, posters, etc.
- Staff training on First Nations Ownership, Control, access, and Possession (OCAP) Principles. OCAP principles establish how First Nations' data and information may be collected, protected, used, or shared and support strong information governance on the path to First Nations data sovereignty.



Finance & Asset Management (FAM)

The chart below depicts the number of action items that Finance & Information Communication Technology reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity & Inclusion Framework goals.



In total, Finance & Asset Management reported 10 action items and 12 results.



Inclusive Public Service

Action Items:

- Leverage the collective efforts of the organization in conducting public engagement on strategies and plans to ensure **the 2026-2030 Strategic Plan** engagement process and framework reflect municipal efforts to increase diversity, equity, inclusion, and accessibility, with specific goals to achieve within the term of the Strategic Plan.
- Add a “Social Equity” lens to the Capital Project Prioritization Framework, to be implemented in the 2025/26 capital planning cycle. This action encourages investment in municipal infrastructure which supports all.
- Social Value Framework & Procurement Policy:
Procurement will formally engage with vendor communities of interest via Survey in Sept 2024 to further refine the application and strategic approach of Council’s approved Social Value Framework. This supports social strategy, economic growth, and inclusive communities
- Affordable Access Program: Streamline the application process to make it easier for clients to apply for the program and annually renew their application.
- Disposal of Surplus HRM Property: Community Interest category.

Results:

- Staff has completed preliminary business unit engagements, met with Diversity & Inclusion, and is beginning a review of organizational strategies and plans to identify engagement opportunities and how to reflect DEIA goals within the Plan. Community Grants Program Re-Design
- Capital Steering Committee and Capital Working Group vetted new lens criteria in 2023-24. Baseline exercise on existing projects occurring Q1 & 2 of 2024-25 in preparation of full implementation in Q3.



- When vendors create an account in bids and tenders (E- Sourcing Solution), they can create a profile for the Social Value database
- The project is complete, and program will be ongoing.
- No sales activity to date. Program will be ongoing.

Safe, Respectful, and Inclusive Work Environment

Action Items:

- Promote Diversity within our own Business Unit.

Results:

- As a FAM BU Diversity Champion, we communicate and promote all Diversity related material to all our employees. We encourage them to participate in training opportunities, speaker series, events, and celebrations in our communities.

Equitable Employment - no actions to report

Meaningful Partnerships

Action Items:

- Conduct of the **2024 Resident Survey** using communication and engagement methods and population sampling approaches intended to make the survey more accessible to residents and increase response and representation from the municipality’s diverse and traditionally underrepresented communities.
- Customer Contact Centers continue to develop partnerships with Universities, Colleges, and Community Groups to reach diverse communities in support of municipality’s diversity and inclusion goals related to employment and education municipal services.
- Meeting with Indigevisor. We are in the process of reviewing HRM’s work with and in Indigenous communities. We have hired Indigevisor as our consultants to lead our work.

Results:



- Oversampling of districts with higher numbers of Urban Indigenous, Black, and Immigrants residents intended as part of survey invitation methodology. Additionally, Corporate Planning & Performance will provide targeted access to residents in underrepresented groups for D&I / ANSAIO teams to share with residents during community engagement activities. Goal is to report the number and percentage of responses from different demographic groups, particularly in targeted communities, for changes in participation levels relative to prior surveys.
- Information sessions are tentatively scheduled for late Fall 2024.
- Commitment to do an all-Management Blanket Exercise in September of 2025.
- Meet with local Indigenous community on staffing opportunities. Our consultant will be meeting business units to gather information to support our review.

Accessible Information and Communication

Action Items:

- Accessible Service Delivery Enhancements – Analysis and Evaluation: Customer Contact Centers will research and evaluate additional service channels to incorporate more inclusive tools to assist in how we communicate and deliver services to our customers and community on their terms.

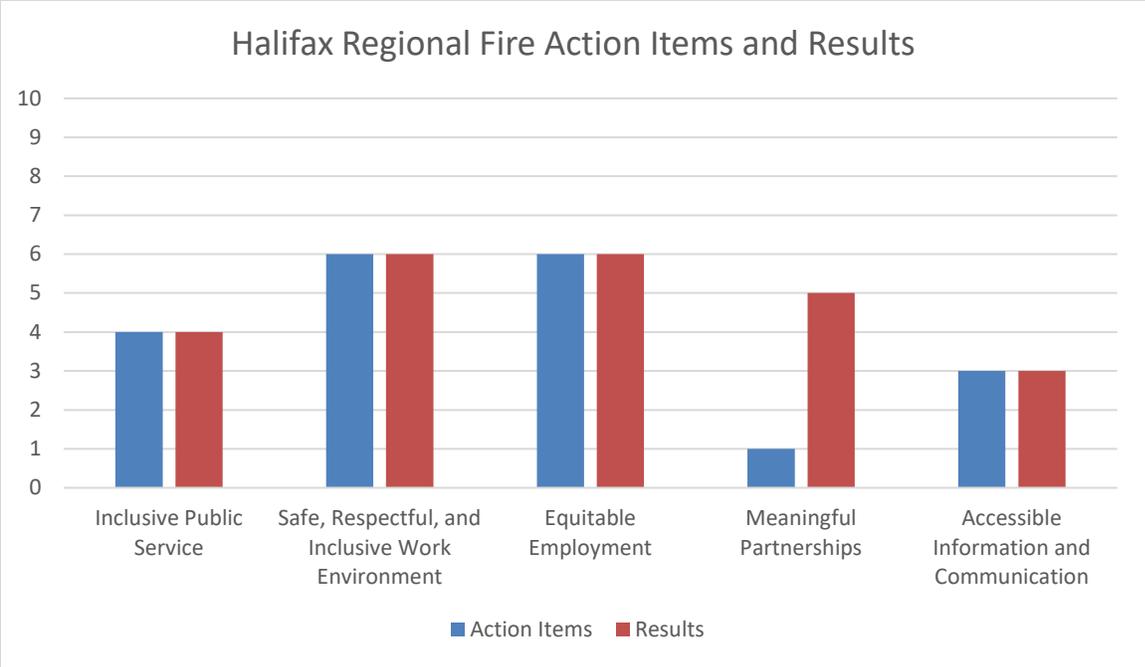
Results:

- The new Telephony system, Enghouse Cloud went live July 16, 2024. We should be able to reactivate Accessible Service Delivery Enhancements – Analysis and Evaluation in by the end of October 2024.



Halifax Regional Fire & Emergency (HRFE)

The chart below depicts the number of action items that Halifax Regional Fire & Emergency reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity & Inclusion Framework goals.



In total, HRFE reported 20 action items and 24 results.



Inclusive Public Service

Action Items:

- Promote and encourage participation by HRFE members to attend HRM DEI and culturally focused events.
- Advance and deepen community relationships through outreach activities.
- Integrate DEI principles into all major HRFE communication platforms.
- Establish partnerships with community organizations hosting DEI and cultural events to foster stronger collaboration and support.

Results:

- Inclusive public service efforts have been a significant focus across various HRFE stations and divisions. This includes the launch of menstrual products in all locations following a pilot project in 2022/23, Sirens for Life blood donation program for firefighters and Feed Nova Scotia's basket deliveries made across HRM. HRFE has attended numerous DEI-specific events and partnerships with a focus on Indigenous, African Nova Scotian, women and gender-diverse individuals, and accessibility. Firefighters and support staff have attended 148 community events, 26 events in direct support of diverse communities and hosted 88 school visits.
- Each career recruit class participates in a cultural experience with community organizations. This year recruits attended a session with the Ummah Masjid mosque to build a broader understanding of how to respect cultural observance while providing emergency and community service. HRFE prioritizes establishing partnerships with organizations, educational institutions, and community groups to bolster Meaningful Partnership D&I initiatives.
- HRFE has an active diverse membership on its Outreach and Cultural Inclusion Advisory committee. Members of the committee met 12 times to organize internal and external messaging that



promotes DEI awareness and advocacy. Internal and external communications were developed to bring awareness to all significant dates identified by HRM's D&I Office. Members also engaged in five Canadian Centre for Diversity and Inclusion education sessions and conferences.

Safe Respectful and Inclusive Work Environment

Action Items:

- Develop, deliver and track “Building a Better Fire Service” Training
- Review and revise policies and practices using diversity lens tools with specific focus on inclusion and gender-diversity
- Revise HRFE graduation Code of Conduct
- Develop a professional development support model
- Cultivate opportunities for members to engage and participate in cultural experiences at work.
- Expand restorative processes for conflict resolution

Results:

- HRFE has made strides with its "Building a Better Fire Service" training. A new Racism module was launched bringing conscious recognition and understanding of racism that leads to discrimination or prejudice based on race. The benefits of public service awareness are numerous and crucial for fostering a more inclusive and equitable work environment and society.
- Additionally, thirty-seven (37) career and seventy-three (73) volunteer new members completed eight (8) prior Building a Better Fire Service education including gender identity inclusion, Indigenous culture and accessibility awareness



- HRFE members attended HRM's Anti-Black Racism Conference, and senior managers prepared and served an employee appreciation breakfast, as well as hosting an employee barbeque and 4 meet-and-greet events for staff.
- An Indigenous inspired circle was attended by two new career recruit classes and new officers to experience and practice restorative processes for conflict resolution. These practices emphasize dialogue, empathy, accountability, and the active involvement of all parties affected by the conflict focused on repairing relationships.
- Workplace culture reviewed several policies and recommended new consideration for volunteer member pregnancy and parental leave. An updated Code of Conduct for graduation ceremonies was completed.
- Internal communication and promotional activities were delivered highlighting HRFE's members diversity and supporting D&I significant dates. Specially designed t-shirts are worn by members during African Heritage month, Pride Week, Mi'kmaw History month and during community events attended by members.
- A new Code of Conduct was developed and accepted by HRFE. This new code is recited by every new recruit at career and volunteer at their graduation.

Equitable Employment

Action Items:

- Initiate a competency and equity-based recruitment process.
- Ensure interview panels have diverse representation
- Develop targeted outreach to underrepresented communities, ensuring job postings are accessible to a diverse pool of candidates.



- Offer professional development opportunities, and equal access to training for all employees, regardless of their background, gender, or ethnicity.
- Foster a culture of respect and inclusivity by providing anti-bias training.
- Use clear and transparent criteria for promotions and leadership opportunities, ensuring an equal opportunity for achievement.

Results:

- HRFE follows HRMs employment equity policy to ensure recruitment is accessible to underrepresented groups. A merit and equity focused approach ensures diversity throughout the three phases of the recruitment process. A new recruitment drive was launch attracting 1600 candidates. Seventeen (17) information sessions were held throughout HRM with specific focus on diverse communities and three (3) job fairs targeting youth and young adults were attended to promote HRFE as a viable career option.
- A communication plan was developed distributing new print material and social media content illustrating our current membership diversity and presenting an opportunity for potential candidates to see themselves as part of our department. HRFE's website was updated to guide candidates through the expected process and provide details on how to be successful.
- Thirty-two (32) new career recruits and seventy-three (73) volunteer recruits successfully graduated. Forty-eight (48) volunteer and twenty (20) new career recruits were in active training at year end. To support their development, two full-day sessions of DEI (Diversity, Equity, and Inclusion) training, along with two full-day sessions focused on healthy workplace, restorative practices, and awareness, were held. Recruitment remains ongoing with an emphasis on



maintaining a diverse pool of candidates, including representatives from all underrepresented groups.

- HRFE held several employment and promotional routines in 2023/24. External routines explicitly invite diverse candidates to apply. All members who participate in interviews take a hiring manager course and all panels had diverse representation to provide the best platform for inclusion and equity.
- Email messages from the Office of the Fire Chief were distributed to all members to bring awareness to cultural events including Ramadan, the Moosehide Campaign and International Women's Day highlighting and celebrating six (6) women in roles throughout the organization.
- At least one member of every hiring and promotional panel is from one of the five (5) protected groups identified by the Nova Scotia Human Rights Council.

Meaningful Partnerships

Action Items:

- Expand and deepen relationships with community partners focusing on the following organizations:
 - Mi'kmaw Native Friendship Centre
 - Women's Network
 - Indigenous communities
 - Mental wellness partnerships
 - Camp Courage Emergency Services Camp
 - Halifax Immigration Program



Results:

- The fire department has made significant strides in building partnerships in community to support for cultural initiatives. The Mi'kmaw Native Friendship Centre Elder Deb Eisan is a spiritual advisor for HRFE. She attended graduation ceremonies and provided a blessing to graduates and the fire services. Smudging and drumming ceremonies were investigated for graduation and members attended the Truth and Reconciliation Day event at centre.
- HRFE volunteers have been actively involved in 79 community events, including station visits, family focus community celebrations and public education session. The department provided support for Camp Courage for young women and gender diverse youth. HRFE supplies facilities, support staff and other measures to help host 20 youth in a collaborative emergency service week targeted at introducing participants first responder careers. HRFE also has several mentors in the Camp Courage program and with Techsploration focused on careers in science, engineering and trades.
- HRFE is collaborating with MNFC to build relationships grounded in Truth and Reconciliation, supporting ongoing programming at local stations, organizing smudging and drumming ceremonies for new recruits, and developing recruitment strategies.
- HRFE is a key participant in the Halifax Immigration Program committee and actively supports newcomer events in the Halifax Regional Municipality (HRM). The "Get to Know Your Community" event at the Westin Hotel helped foster community relationships and bring awareness to fire safety.
- Additionally, Resiliency Training is being developed with TEMA to raise mental health awareness for new recruits and provide ongoing support for established members.



Accessible Information and Communication

Action Items:

- Participate with HRM's accessibility committees and programs
- Ensure communication meet accessibility standards
- Expand education and awareness for community accessibility needs.

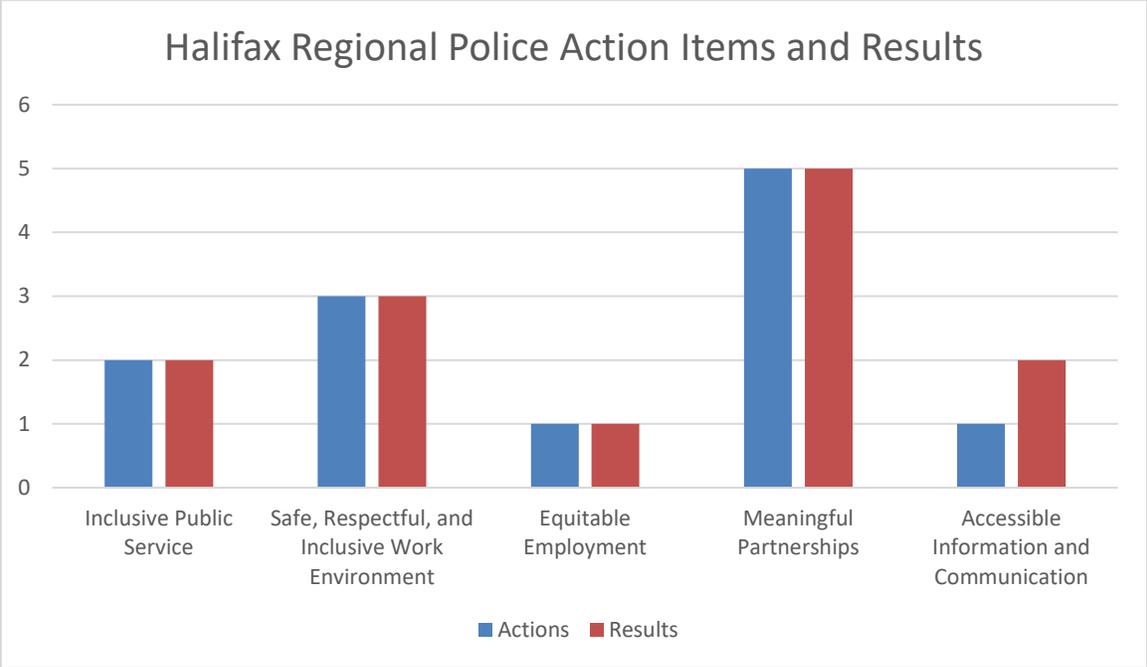
Results:

- HRFE emphasizes accessible communication ensuring its public and social media content is accessible where possible. All significant date events and resource information are promoted via email by Chief Stuebing to HRFE members, and social media posts meeting accessibility standards.
- HRFE's has a member on HRMs Accessibility Task Force, Accessible Employment and Built Environment committees. Several members have participated in the Built in vs. Bolted on training and Accessibility Awareness education is a regular part of each recruitment.
- A Building a Better Fire Service awareness education module focusing on neuro-diverse populations is in the development stage. Autism Nova Scotia has been engaged in consultation. This module is intended to improve awareness of neurodiversity including autism and dementia with focus to improve the fire department's ability to respond to accessibility needs during emergencies and other fire department delivered services. This module is intended to improve awareness of neurodiversity including autism and dementia with focus to improve HRFE's ability to respond to accessibility needs during emergencies and other fire department delivered services.



Halifax Regional Police (HRP)

The chart below depicts the number of action items that Halifax Regional Police reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity & Inclusion Framework goals.



In total, Halifax Regional Police reported 12 action items and 13 results.



Inclusive Public Service

Action Items:

- **Bolster Diversity Training:** HRP will continue to deliver and create new training programs which focus on diversity, inclusion and equity.
- HRP has been working toward updating its Gender Codes in its Records Management System (Versadex) in accordance with the new gender codes developed by Statistics Canada.

Results:

- HRP has made changes to the structure of its Police Science Program (PSP) Diversity Training Program which will begin a new class in October 2024. The PSP has now created a 2.5-week Diversity Training Program situated at the beginning of the 38-week cadet program. This training features cadet community visits to a Synagogue, Mosque, Sikh Temple and Hindu Temple, as well as a visit to the Mi'kmaw Native Friendship Centre to receive a full day of training. The Diversity Training Program also features a Disability and Accessibility presentation (created and delivered in partnership with HRM D&I Office), a presentation on autism spectrum disorder delivered by Autism Nova Scotia, and a presentation on the 2SLGBTQIA+ Community delivered by members of the HRP Rainbow Internal Support Network (R-ISON). Cadets also participate in Journey to Change, a weeklong program centred on Anti-Black Racism which partners with members of the African Nova Scotia community in the delivery of the program. The focus of this program is for participants to develop an emotional and empathetic understanding of the struggles faced by Black Canadians and African Nova Scotians. Through the Journey to Change process, cadets will be challenged to engage in self-reflective exercises examining privilege, power, discrimination, bias, equity and inclusion. There have been efforts in 2024 for continued and expanded training delivered to front line and police supervisors. In 2024, training has



been delivered to newly listed Sergeants reaffirming the need for supervisors to recognize, flag and properly process Hate Crime files. In addition to this, information continues to be shared with Watch Commanders regarding the oversight of Hate Crime files to assist in continuing to grow institutional knowledge on Hate Crimes and Incidents. Community Response Officers, School Response Officers, Crime Relation and Crime Prevention members and Victim Service members all received a three hour Hate Crime Presentation. This was in response to feedback from diverse community groups who wished for more Hate Crime awareness in schools and other public spaces. This initial work will provide foundational knowledge whilst work is planned for a more expansive Hate Crime information campaign.

- This July, HRP updated the Gender Codes within its RMS to better reflect Gender Identity from the 2SLGBTQIA+ community. These categories were also updated within the Computer-Aided Dispatch (CAD) system for use by calltakers. The changes come on the heels of HRP's annual required training which included a presentation on the 2SLGBTQIA+ community. This training helped provide officers with new language, terms and understanding around Gender Identity and how police gather data and interact with members from the 2SLGBTQIA+ community. Alongside the communication to HRP employees advising of these changes will be a FAQ document to further help the transition with the Gender Codes changes. Employees have also been encouraged to reach out to the Diversity Officer as an additional resource for any questions or concerns.

Safe, Respectful, and Inclusive Work Environment

Action Items:

- **Create a Safe and Inclusive Workplace:** HRP will continue to foster and create a safe and inclusive workplace through seeking out new perspectives and information from equity deserving employees, implementing



- **Diverse Representation -Employee Engagement:** HRP will ensure that employees from diverse backgrounds are involved in engagement initiatives to ensure their unique voices and perspectives are heard and incorporated into ongoing engagement work.
- **Diverse Representation - Recognition:** HRP will ensure that employees from diverse backgrounds are recognized and celebrated through employee recognition initiatives

Results:

- The Respect and Safe Workplace Working Group (RASWWG) was officially recognized at the beginning of 2024. This working group, officially empowered by Chief Don Maclean, will examine the experiences of employees, with a focus on equity deserving groups, with the hopes of hosting a Symposium on Safe Workplace Practice, create recommendations for organizational change, and inform new or existing safe workplace policy. Currently, the RASWWG is working to finalize its Terms of Reference and plan for its future projects. The 2024 Police Science Program will be piloting a new Mindfulness Training Program in the October 2024 class. This program is currently being created in partnership with the Atlantic Contemplative Society and involves experts in Mindfulness Practice, who have experience working with health care providers and first responders. The goal of this new program is to equip new police officers with Mindfulness skills which can assist in post-incident stress management, pre-incident preparation and coping with stress in their personal lives.
- The Employee Engagement Working Group (EEWG) is a group which has recently refocused its efforts on employee-led organizational improvement. In 2024, the EEWG initiated three subcommittees to lead three key themes informed by the 2022 HRM Employee Engagement Survey. The Workplace Culture, Wellbeing and Environment Subcommittee is currently compiling employee ideas and initiatives and building out plans to initiate them. Some of



these ideas include re-visiting the 2018 Canadian Centre for Diversity and Inclusion HRP Survey results and recommendations, reimagining a Family Support Program and investing in a Wellness App.

The RASWWG is focused on examining workplace safety through the lens of diverse, equity deserving groups. The group aims to represent employees and engage with management at different levels to bring forward concerns and recommendations with a focus on the experiences of equity deserving employees. Their work will align and complement work being done by the EEWG related to workplace safety. Since its inception in 2023, the Rainbow Internal Support Network (R-ISON) has continued to work hard to effect meaningful change both internally and externally for 2SLGBTQIA+ identifying employees. In 2024, the R-ISON has engaged in a number of employee-related initiatives including hosting an inaugural Pride BBQ, advising on Employee Engagement Working Group (EEWG) projects, consulted with the Office of Equity and Anti-Racism on the 2SLGBTQIA+ Action Plan, have members involved in the RASWWG, assisted in liaising with the Halifax 2SLGBTQIA+ community during the lead up to Pride Week, played key roles as protest liaison officers, and have forged new relationships within the 2SLGBTQIA+ Halifax community. They are currently working with management to waive fingerprint fees for community members involved in the process for legally changing their name or gender.

- See Myself is an ongoing project which aims to collect and display photographs of current and historical HRP employees who represent diverse communities. To date, the Human Resources Board Room as well as the Professional Standards Office displays See Myself portraits. This is an ongoing project with more locations chosen to receive portraits. The creation of a Pride Award has been recently proposed by the R-ISON and accepted by the Recognition Board. The Pride Award is to recognize the work of an HRP employee who has made significant contributions through their work or allyship to the



2SLGBTQIA+ community. The R-ISON will nominate an employee for the award annually with nominations currently being considered for the inaugural award. The award will be presented to the winner when the Recognition Board next hosts an awards event. A display board celebrating Months of Significance and Diversity is a new initiative started in 2024. This initiative was proposed by HRP's Public Relations and Communications team and is supported by the Diversity Officer. This initiative celebrates and raises awareness around Months or Days of Significance through posting articles, events, recipes, and information of interest submitted by HRP employees on a newly created Diversity Board. This material is posted on the Diversity Board in the Chief's hallway, as well as shared with the IES Diversity Board, which has existed for several years. The goal of this initiative is to raise employee awareness around different cultural events and Months of Significance as recognized by HRM. In addition, the Chief of Police sends a note to employees highlighting various Months and Days of Significance.

Equitable Employment

Action Items:

- **Recruitment:** HRP will dedicate time and resources to recruiting candidates from diverse and underrepresented communities within HRM for its upcoming 2025 Police Science Program.

Results:

- A Recruitment Drive Diversity Team was established in the spring of 2024 during the recruitment phase of the 2024 Police Science Program (PSP) application process. The team was responsible for promoting the application opening, liaising with potential diverse candidates and connecting with diverse communities to share information on the applications process for the Police Science Program. In February 2024, the team held in-person information sessions at the Ummah Masjid and the North End Halifax Works/YMCA locations to promote the PSP class for 2024. There



were two virtual information sessions organized as well with interested applicants from ISANS and one open to different diverse community groups and organizations. In addition, promotional materials were distributed to approximately 10 local diverse community groups with the option for in-person or virtual information sessions at the request of the community.

Meaningful Partnerships

Action Items:

- HRP is partnering with HRM Office of Diversity and Inclusion to deliver Disability and Accessibility training to the Police Sciences Class. This training is to provide newly trained police officers with information around disabilities as well as tools to better provide service and support to people with disabilities. HRP's Diversity and Inclusion office has been partnering with ISANS to deliver a police services presentation to newcomers completing the ISANS Immigrant Youth Employment Project (IYEP).
- In the lead up to NAIG, HRP wanted to ensure HRP employees were given the opportunity to learn more about Indigenous Culture to be better prepared for Halifax hosting almost 5000 diverse Indigenous Communities from across Turtle Island. Increasing cultural competency across the organization is a priority for HRP and NAIG provided a good opportunity to provide training to officers and staff on Indigenous Culture.
- **Supporting Communities:** HRP will support diverse communities through attending events and responding to their specific needs.
- **Making Connections:** HRP will continue and build new partnerships with diverse community groups and service providers with the focus of meeting their specific needs.
- In January 2022, HRP established a Hate Crime Unit, the first of its kind in Atlantic Canada. Recently, the Corporate Affairs Division, including the Diversity Office, began the process of a series of community consultations. These consultations aim to connect with



communities most targeted by hate, seek to increase the information flow between HRP and the victims of hate crimes and affected communities, and thereby build on service delivery in the response to hate crimes and incidents.

Results:

- The Disability and Accessibility training supplements Autism Spectrum training HRP already delivers to front line officers and the Police Sciences Program. The training is meant to provide a more robust understanding of Disabilities and is tailored toward police interaction and service provision. This training will be delivered to the PSP Class in June and will be instructed by HRM's Accessibility Advisor in partnership with HRP's Diversity Office.
- After receiving feedback internally from employees around learning gaps and needs, it was identified that employees would appreciate a language resource alongside of general knowledge of Indigenous Cultural. HRP was privileged enough to have employees involved in the NAIG volunteer committee and as a result, was given permission by NAIG organizers to use a language piece from their volunteer training package. This language piece was incorporated into an HRP resource piece created specifically for HRP employees. Building on the language piece, the Training Section and Diversity Office were able to use resources created and provided by the HRM D&I Office to create a quick resource package which was disseminated to all front-line officers. The quick resource page included information on Indigenous cultural practices and sacred items and was presented through the lens of front-line policing. A consultation with community, was also completed to ensure that the quick resource page was community focused and appropriate. Alongside the quick resource page, all HRP employees were required to complete an Indigenous Culture Course through the Canadian Police Knowledge Network in order to provide additional opportunities for employees to learn about Indigenous Culture.



- The Diversity Officer, Community Response Officers (CRO), and other HRP staff continue to attend various cultural and welcoming events. Visible police presence and participation in these events strengthens ties to communities and signals police support of HRM's diverse community groups. So far this year, CROs and the Diversity Officer attended and assisted in events such as Halifax Interfaith Harmony Celebration, Get to Know Your Municipality (organized by Halifax Immigration Partnership), Ummah Masjid cultural events, including EID celebrations and the Multicultural Festival, and multiple flag raising events hosted by HRM. The diversity officer has also liaised with several communities when requested to assist in resolving conflicts, obtaining feedback on policing practice, or hosting informational sessions with youth or community members.
- Starting in 2022, HRP has engaged with a number of community groups in an effort to share information and resources on Hate Crimes and Incidents as well as conduct consultations with communities most affected by Hate. Since the beginning of 2024, the Hate Crime Unit with support from the Diversity Officer and Research and Development Coordinator, have presented Hate Crimes information sessions to the HRM D&I Office, Halifax Chinese community groups, local Indigenous Groups, the Halifax Immigration Partnership, the North End Neighbourhood Hub, Autism Nova Scotia and the HRM Youth Advocate Program. These information sessions are ongoing and open to any community group who requests one. Additionally, the Hate Crime Unit with support from the Diversity Officer and Research and Development Coordinator have completed Hate Crime consultations with NSLEO and the Halifax Regional Centre for Education (HRCE) Student Equity Consultant. After consulting with the HRCE Student Equity Consultant, members from the Community Response Officers, School Resource Officers and Crime Relations and Crime Prevention teams, including Victim Services, received a 3-hour presentation on Hate Crimes and Incidents. This presentation was delivered by the Hate Crime Unit



with support from the Diversity Officer and Research and Development Coordinator and included details on local case law as well as feedback from community consultations obtained so far. More work is underway to connect with universities and HRCE schools regarding Hate Crimes and Incidents.

- Initiated by the R-ISN, Halifax Regional Police are working toward a new process and to waive the fee for people coming to the police station to obtain fingerprinting as part of a name change process. The majority of people engaged in legally changing their name or gender are from the 2SLGBTQIA+ community. Additionally, some members of the Indigenous Community who are Residential School Survivors may reclaim their family name which was taken from them during Residential School attendance. HRP recognizes that the costs of changing your legal name or gender are high so to reduce barriers, have waived the fee for fingerprinting relating to this process. Further, HRP is reforming its process for facilitating the fingerprinting process with informal input from community. The R-ISN advocated for this initiative after hearing calls from the 2SLGBTQIA+ community to reduce fees around legal name and gender change across all levels of government. The R-ISN recognizes the significant barriers attending police stations poses to members of the 2SLGBTQIA+ community and are hoping process adjustments and considerations will help alleviate those barriers to some extent.
- To date, consultations have been completed with ISANS, Autism NS and leaders from the Muslim, Jewish and Indigenous communities. Plans to meet with additional diverse community groups is underway. The consultations to date have discussed the structure and purpose of HRP's new Hate Crime Unit, national investigative practices, laws and best practices, and how newcomers to Canada might be assisted as a group at a higher risk of victimization by hate crimes. HRP is already engaged in delivering information sessions to ISANS employees and hopes to deliver similar information session to employees from other community resource providers.



Accessible Information and Communication

Action Items:

- **New Pathways of Communication:** Internally with employees and externally with communities, HRP will explore new pathways of communicating which recognizes and meets the needs of diverse, equity deserving groups.

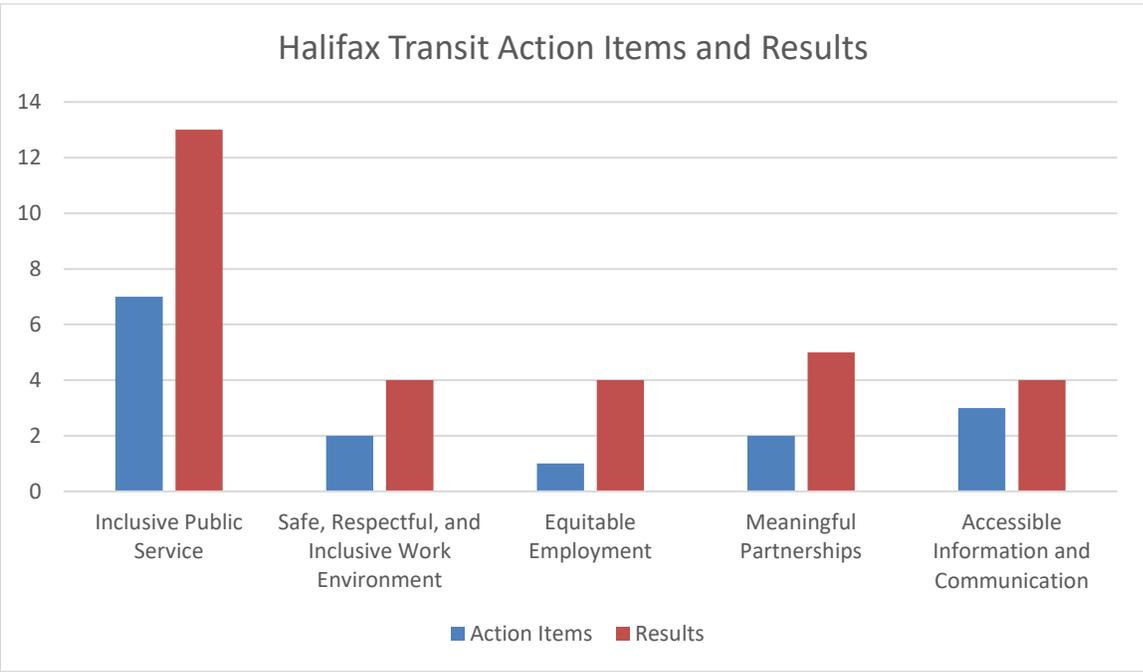
Results:

- The EEWG has a subcommittee focused on internal communication which will be looking for new ways to connect with all HRP members. The Diversity Display Board and Chief's notes are additional new initiatives aimed at communicating months and days of significance and highlighting the importance of celebrating diversity and inclusion. In 2024, the Chief's notes and Diversity Display Board have highlighted African Heritage Month, Asian Heritage Month, Women's History Month and Pride Week. The All-Points Bulletin (APB) internal newsletter is also being published every two months, which is an increase in publications from previous years. It contains a variety of information for members, including promoting various cultural events. Externally, many culturally significant dates are recognized on HRP's social media channels.
- HRP has recently hired a new Public Relations and Communications Manager who is looking at existing gaps and new initiatives, which will be informed by and aligned with the work of the EEWG and RASWWG.



Halifax Transit (HT)

The chart below depicts the number of action items that Halifax Transit reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity & Inclusion Framework goals.



In total, Halifax Transit reported 15 action items and 30 results.

Inclusive Public Service

Action Items:

- Raise awareness and support Indigenous peoples impacted by the residential school system.
- Organize activities to raise awareness and recognition of the residential school discoveries.



- Commemorate African Heritage Month.
- Implement the Anti-Black Racism Strategy & Action Plan.
- Design a bus wrap to commemorate Pride.
- Explore and implement ways to make transit more accessible for all.
- Develop programs to assist residents who may need financial support to use transit.

Results:

- Halifax Transit continues to show support for diverse communities with destination signs, including the “Every Child Matters” sign available to operators since July 2022.
- On May 31st, employees were encouraged to wear orange in recognition of residential school discoveries.
- A Moment of Silence was held on May 31st, 2023, at 2:15 p.m. for two minutes to honour the children affected by the residential school system.
- Halifax Transit flew the Pan-African Flag on ferries in February and promoted African Heritage Month through social media.
- Halifax Transit participated in the Halifax Pride Parade with a Pride-wrapped bus and staff marching in the parade.
- The Accessible Taxi Program continues to operate in partnership with Seniors Transit, with Extra Care Taxi providing more than 2,000 trips per month in 2023-2024 for individuals requiring accessible transportation.
- A new dedicated Access-A-Bus (AAB) parking spot was created at the Bayer’s Lake Community Outpatient Health Centre, offering sheltered protection from the weather for both passengers and operators.
- The "Low-Income Transit Pass" program was renamed the "Affordable Access Transit Pass" in July 2023 to foster inclusivity and respect, based on recipient feedback.



- In November 2023, the HFXGO mobile fare payment app was launched to make purchasing transit fares more accessible for all passengers.
- In 2024, the Affordable Access Transit Pass became available through the HFXGO app for added convenience.
- Halifax Transit continues to manage the Department of Community Services Pass Program, which provided about 8,000 passes per month to eligible Income Assistance clients and their families in 2023-2024.
- The Discounted Bulk Transit Fares Program continues to provide discounted tickets to charities and non-profits to offer free rides to clients in need and volunteers.
- On December 12, 2023, Halifax Regional Council approved the extension of the Student Transit Pass Pilot Program until June 30, 2024, providing free annual transit passes to students for all Halifax Transit services.

Safe, Respectful, and Inclusive Work Environment

Action Items:

- Promote key principles of Safety, Courtesy, and Respect for passengers.
- Foster diversity, inclusion, and allyship through employee training and learning opportunities.

Results:

- The fifth Transit Code passenger education campaign was launched in 2023, with an integrated marketing campaign and full bus wrap, to promote safety on Halifax Transit. The campaign emphasized that aggression is unacceptable, supporting a safe work environment for employees and a safe ride for passengers.
- The Transit Code Passenger Booklet was completed, offering a comprehensive guide for passenger conduct and policies to ensure a safe and inclusive transit experience.



- The Transit Code program was shared with the Canadian Urban Transit Association to provide a national white-label passenger conduct program.
- The new Transit Safety By-Law T-1200 came into effect in October 2023, allowing penalties and bans on transit use for certain offences, supporting further safety and security initiatives.

Equitable Employment

Action Items:

- Diversify the workforce to better represent HRM's population.

Results:

- Halifax Transit continues efforts to diversify its workforce by attending hiring events targeting underrepresented groups, such as the Out and About Job Fair (October 5, 2023) and ANSAIO Community Circles in Hammonds Plains and Lucasville (November 2023).
- Ongoing efforts to recruit more female bus operators and promote diversity within the truck and transport mechanic employee group for Transit Fleet.
- Changes to qualifications for Transit Fleet positions removed barriers for recent graduates, attracting more interest from women and minority groups.
- Recruitment initiatives are being promoted through social media platforms.

Meaningful Partnerships

Action Items:

- Engage with other business units.
- Engage with community organizations.

Results:

- Halifax Transit provided shuttle services for the North American Indigenous Games, operating 3 shuttle loops daily. Transit staff were



identified as “Safe People,” a collaboration with multiple municipal business units and NAIG, ensuring youth athletes had a support system. This initiative was so successful that NAIG now requires any city hosting the games to implement a “Safe People” program with the local transit agency.

- Amendments to By-law U-100 formalized the distribution of fare products to support Housing and Homelessness initiatives, providing 140 Adult Monthly Passes each month.
- Preliminary discussions on removing barriers for Indigenous community members in recruitment.
- Participation in the Community Engagement Strategy Working Group to develop an equity and inclusion lens for municipal engagement initiatives.
- Partnered with NSLC in December 2023 to provide a free fare program promoting safe rides home during the holiday season.

Accessible Information and Communication

Action Items:

- Provide access to Diversity & Inclusion (D&I) information for Transit employees.
- Develop informational materials in multiple languages.
- Use multiple platforms to reach and inform the diverse population.

Results:

- Halifax Transit, in collaboration with IT, developed an online booking form for AAB clients, with a beta test for 50 clients before the full public release. The form will be available on the Halifax Transit website.
- Plans to enhance enterprise booking software to include more robust features.
- Ongoing exploration of ways to increase access to D&I information for Transit employees, including dedicated bulletin boards for educational materials.

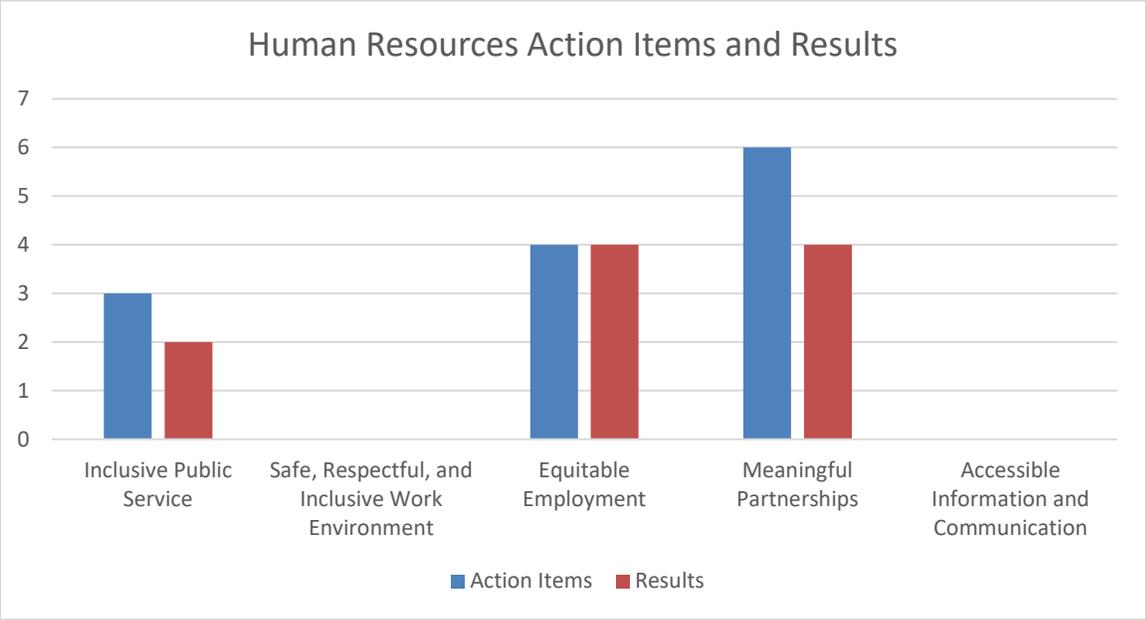


- Four major transit service changes in 2023-2024 were promoted through various platforms, including newspaper ads, radio, direct mail-outs, posters, pop-up events, social media, and online ads, ensuring broad outreach to diverse audiences.



Human Resources (HR)

The chart below depicts the number of action items that Human Resources reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity & Inclusion Framework goals.



In total, Human Resources reported 13 action items and 10 results.



Inclusive Public Service

Action Items:

- Attended *Pathway to Stay Program*: an event where international students showcase their talents through dynamic pitches. Human Resources was able to assess skills and qualifications firsthand and provide instant feedback. Human Resources also promoted our organizational brand, shared current opportunities, and networked with the students.
- Conducted an analysis regarding mandatory Diversity & Inclusion training completion for new hires.
- Provided recommendations for the evolution of the Diversity & Inclusion mandatory course.

Results:

- This event was not just a regular job fair or networking session—it was a highly engaging and unique experience where many students from diverse communities and backgrounds attended, showcasing the potential within our international student community.
- June 25th kick off meeting for the revised Diversity & Inclusion mandatory course. HR's Talent Development team and Diversity & Inclusion will collaborate on this new design.

Safe, Respectful, and Inclusive Work Environment - no actions to report

Equitable Employment

Action Items:

- Attended *Connecting Canada Event*: A multi-sector recruitment event where international job seekers with PR who have not yet landed in Canada but are interested in moving to Halifax, connected virtually.



- Attended Reverse Job Fair: Employers connected with job seekers with disabilities in Nova Scotia who are eager to advance their careers, forge meaningful connections, and enhance their skill sets.
- Attended *Canadian Immigrant Fair*: One of the biggest events this year where skilled immigrants, newcomers, international students, and other new Canadians join together to show their interest to relevant jobs and connect with employers to promote their skills and qualifications.
- Attended “*Kick Off the Summer Right*” Job Fair: This event included approximately 100 job seekers who were looking for relevant jobs but as newcomers, immigrants or international students.

Results:

- Connected with approximately 50 job seekers, all of whom are qualified candidates who could bring a wealth of talent and perspective to the municipality.
- The audience size was almost 1,000 and Human Resources guided many potential candidates on how to apply to relevant jobs through the municipality’s job site. The municipality increased its goals towards greater inclusivity and diversity in the workforce by attending.
- In this event ISANS spoke about promoting the benefits of hiring immigrants (including refugees and AIP participants) to strengthen and diversify our workforce.
- The event was very successful, and participants were given information and guidance by HR recruiters and specialists. Current employment opportunities were shared with potential candidates.

Meaningful Partnerships

Action Items:

- Invited members of Diversity & Inclusion team to attend in class pilot (feedback received).
- Created online blueprint for Interview Panel Training.



- Designed MS Form for training completion reporting & self-identification (Access & Privacy approved).
- Design completed (Talent Acquisition team approved).

Anti-Black Racism Steering Committee Results:

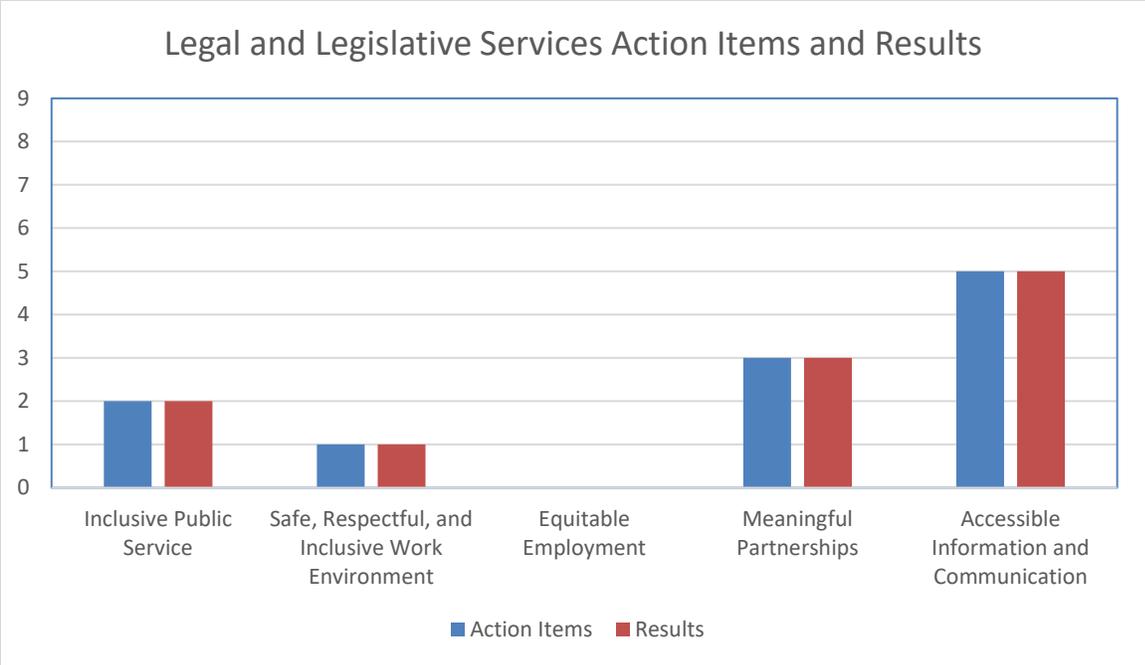
- Planned training rollout for mid-July and Sept for all staff.
- This training aligns with the municipality's Fair Hiring Policy by increasing diverse representation on interview panels, ensuring consistent, equitable hiring practices that support a skilled, diverse workforce capable of providing excellent public service.
- Confirmed roles/responsibilities related to Anti-Black Racism (ABR) training reporting.
- Talent Development team to complete ABR training for this fiscal (pending the next booked session).

Accessible Information and Communication - no actions to report



Legal & Legislative Services (LLS)

The chart below depicts the number of action items that Legal and Municipal Clerk reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity & Inclusion Framework goals.



In total, Legal & Legislative Services reported 11 action items and 11 results.



Inclusive Public Service

Action Items:

- All business unit staff are made aware of the priority of Diversity and Inclusion as a key principle within the HRM and are provided opportunity for personal and professional growth specifically through formal Diversity and Inclusion training.
- Ensure an inclusive 2024 Municipal & CSAP Election, including providing community members with greater access to the voting process and identifying ways to reduce barriers to those seeking to work, vote or run for office.

Results:

- Internal staff sessions for 2023/2024 all had formal engagement through the Office of Diversity and Inclusion (D & I). Project and operational work are completed with D & I as key stakeholder to ensure actions represent inclusive measures for the HRM.
 - For the 2024 Municipal & CSAP Election, a representative from the Office of Diversity & Inclusion was assigned to the Election Project Team. This representative participated in key project planning meetings and helped facilitate a Campaign School for Indigenous Women held in September 2023.
- Ensure an inclusive Municipal and CSAP Election
 - In the 2024 Municipal & CSAP Election, forms are being developed and vetted by D&I and will be made available at each of the 134 polling locations so that in person voters have an opportunity to apply for the *Friend of Elector* program. This program will allow friends/relatives who may be more familiar with the voting process to accompany a voter and provide support with the process.
 - A new polling location accessibility audit form was developed in consultation with Building Services and D&I to assess polling locations for accessibility.



- D&I was engaged with the previous alternative voting solution vendor in the review of the user interface to ensure accessibility. This work will continue with the new vendor in July 2024.
- Working through D&I, Returning Officer presented at the Indigenous Campaign School for Women in September 2023.
- Initiated planning processes for candidate, voter, and worker information sessions to be held in ANS communities. Planning presence at local engagements throughout the coming year. Execution ongoing into 2024.
- Initiated planning process to engage with newcomers in the lead up to the election through ISANS (July – October 2024), specifically for election worker engagements and civic education.
- Planning in place to offer a multitude of options for advanced voting (in person, online and by phone) over an extended period and in a variety of languages (through translation, interpretation, or signage).
- Residents can vote electronically or by phone between October 8-16, 2024. Residents can vote electronically at one of the municipality’s polling locations on October 12 and October 15, 2024. On October 19, 2024, in-person voting on paper ballots will be available for eligible residents across the municipality’s 16 electoral districts.

Safe, Respectful, and Inclusive Work Environment

Action Items:

- All contract Election workers to complete D & I training with a focus on Learning from an Afrocentric Place and accessibility training.



Results:

- Initiated planning process and held consultations with Office of Diversity and Inclusion and Human Resources to offer Election Team Leads D&I training in addition to mandatory training for new employees (Learning from an Afrocentric Place and accessibility training). Execution ongoing into 2024.

Equitable Employment - no actions to report

Meaningful Partnerships

Action Items:

- Internal and external partners are included throughout the governance process and within the planning stages. Considerations for engagement with internal and external stakeholders are prioritized when processes are created and reviewed.
- Engage with newcomer community to promote civic engagement and awareness.
- Per the AO2022-009-ADM Respecting Information Management and Archives, outreach activities should foster cooperation with other heritage organizations to promote the history of the region, including knowledge and resource sharing.

Results:

- Internal and external partners are included throughout the governance process and within the planning stages.
 - All requests for accessibility support, offered by the HRM, in legislative meetings met.
 - Internal and external presenters are provided accessible support during public meetings.



- Agencies, Boards, and Committee recruitment is conducted with engagement of external partners and utilizing their contacts and partnerships.
- In October 2023, the Election and Special Projects Manager as well as selected Corporate Information Management staff participated in the “Get to Know Your Municipality” event hosted by the Halifax Immigration Partnership focused on civic education and awareness for newcomers to Halifax.
- Corporate Information Management (Municipal Archives)
 - Corporate Information Management (Municipal Archives) partnered with the Africville Museum to coordinate a photo scanning event to preserve Africville’s history and enhance the Museum collection.
 - i. Archives staff provided advice and resources to Africville Museum staff regarding best practices for digitization, naming conventions, organization of archival records, and secure storage and preservation.
 - Corporate Information Management (Municipal Archives) presented at Genealogical Association of Nova Scotia annual conference to draw attention to municipal sources, with special mention of Indigenous and African Nova Scotian sources.
 - Corporate Information Management participated in stakeholder sessions for the Regional Museum Strategy and assisted Culture & Heritage with reviewing reports and liaising with consultants, as well as review and implementation of the Culture and Heritage Priorities Plan. Both the Strategy and the Plan will work to support heritage organizations, including those from under-represented communities.

Accessible Information and Communication

Action Items:



- Maintain open and accessible public engagement for meetings of Regional Council, Standing Committees, Legislative Boards and Citizen Advisory Bodies of the Halifax Regional Municipality.
- Ensure accessible information and communication for the 2024 Municipal & CSAP Election.
- Ensure that the government records and information assets of the Municipality are effectively and efficiently managed to promote accountability and provide open and equal access to government records.
- Diversify archival records to better represent HRM communities.
- Ensure that all new Corporate Information Management training is developed to meet accessibility standards.

Results:

- Maintain open and accessible public engagement for meetings of Regional Council, Standing Committees, Legislative Boards and Citizen Advisory Bodies of the Halifax Regional Municipality.
 - 233 public meetings of Council and Committee meetings were held. Of these, 198 meetings were webcasted, 10 meetings had ASL Interpretation services provided, and 45 meetings had CART captioning provided.
 - 69 individuals from the public participated in Budget COW Public Participation. 48 individuals from the public participated in Community Council & Standing Committee public participation. 54 individuals from the public participated in Board of Police Commissioners budget public participation and options were available to participate in person or virtually.
- Ensure accessible information and communication for the 2024 Municipal & CSAP Election.
 - Consulted with the Manager of Facility Renewal and team to complete an accessibility checklist for the 2024 Municipal & CSAP Election, specifically for accessibility at polling locations



for both voters and employees. This was then sent to the Office of Diversity and Inclusion for review.

- Planning and coordination process was initiated to provide interpretation and captioning services at nine candidate information sessions for the 2024 Municipal & CSAP Election.
- Began consultation with new alternative voting vendor to make available ballots and telephone voting in French and English.
- Began consultation with Human Resources to prioritize the hiring and onboarding of election workers who are bilingual in French or any additional languages. Began considerations of local demographics for each polling station for worker placement. Strategic hiring practices will be considered for placing workers skilled in additional languages, outside of French and English, at polling locations and at voter help centre.
- Developed an integrated election communications plan with accessibility as a core goal/objective. Collaborated with the Office of Diversity & Inclusion on its creation.
- Identified the inaccessible nature of halifax.ca/election and refreshed the Election's web presence with:
 - i. refreshed web content featuring more plain language and the creation of an election glossary;
 - ii. a decrease in the reliance on PDF documents; and
 - iii. an updated user experience overall that promotes a more logical/navigable user journey.
- Election assets developed have been done so with visual diversity and accessibility in mind (e.g. closed captioning in videos, appropriately descriptive alternative text).
- Ensure that the government records and information assets of the Municipality are effectively and efficiently managed to promote accountability and provide open and equal access to government records.



- Archives staff continued work on a language redescription project, integrating the input from Diversity and Inclusion staff review of the project, which works to assess and address offensive and outdated language in archival records and descriptions. Project was shared at the Council of Nova Scotia Archives annual conference, 2023.
- Archives staff continue to prioritize access to Africville records:
 - i. Archives staff continue to review Africville records for restricted information and make redacted digitized copies available online via the Archives database and the Africville source guide webpage; reviews of specific files are conducted upon request from staff or members of the public.
 - ii. Created photocopies of all Africville archival records as requested by Africville Museum staff. While all this material has been digitized and is available on the Archives webpage, the Archives recognizes that not everyone finds webpages easy to navigate; the hard copy binders will be accessible at the Africville Museum in the Archives Reading Room, and accessible for events, outreach, and committees as needed.
 - iii. Public history student spent work-term developing a chronological compilation of listings of Africville residents in the City Directories from 1892-1961. New source is accessible on the Africville Source guide and was featured in the Archives newsletter and social media, as well as acknowledged by Africville Museum director.
- Prioritization of outreach activities to promote access to archival records and encourage potential donations:
 - i. Archives staff attended the newcomer welcome event “Get to Know Your Municipality” with archival material, resources, and games.



- ii. Developed regular “Ask an Archivist” events; continued building partnerships with Halifax Public Library to host these drop-in events throughout the municipality in future.
 - Prioritize promotion of archival material which highlights HRM’s diverse history in the Archives’ regular social media posts, including but not limited to participation in Access Awareness Week, African Heritage Month, and M’ikmaq History Month.
 - Facilitated access to archival records for a variety of projects which highlight diverse stories in HRM’s history:
 - i. Assisted historical researchers on projects focused on the Africville School and the first inter-racial daycare, and deaths of Indigenous children while in care at the Tuberculosis Hospital and Halifax City Home
 - ii. Provided copies of archival material and permission to publish them in projects such as a CBC documentary series on Black Canadian history, a textbook on Black history in Nova Scotia by Delmore Buddy Daye Learning Institute, a B2B documentary on Black Canadian music, GenerationNS-Black Memories of NS television program, and a documentary on the history of Greenbank and Africville.
 - Archives staff developed and submitted suggestions for the provincial review of access and privacy legislation that would support more equitable access to government records by removing barriers. Submissions made through Council of NS Archives and HRM’s Access & Privacy Office
- Diversify archival records to better represent HRM communities.
 - Developed Scan-a-thon programs – with appropriate donation paperwork, additional portable scanner, and staff resources – to set up in libraries, or at community events, to either acquire donations of community records, or to assist in digitizing the community’s records for themselves, to better preserve the diverse history of HRM.

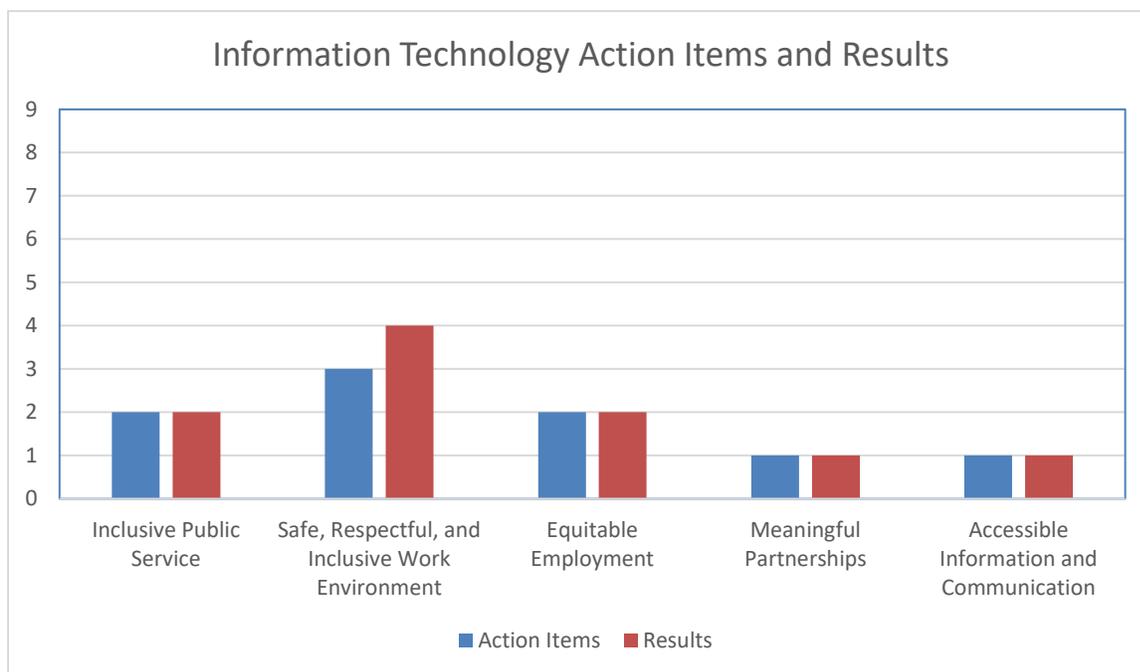


- Met with potential donors about records documenting Chinese-Canadian experience in Halifax.
- Records & Information Management Essentials training which went live in 2023 was developed in consultation with Diversity and Inclusion to ensure that the text, layout, and colours met accessibility standards; a PDF of the training is also provided.



Information Technology (IT)

The chart below depicts the number of action items that Information Technology reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity & Inclusion Framework goals.



In total, Information Technology reported 9 action items and 10 results.



Inclusive Public Service

Action Items:

- As both the municipality and the role of a corporate website have evolved since the launch of the current Halifax.ca, a review of governance and service delivery models was conducted. Focus this year will be on implementing recommendations, aligning roles and responsibilities with current needs and direction.
- IT to name a staff member to participate in the Accessibility Task Force to deliver on the objectives of the strategy.

Results:

- While the team experienced a number of delays due to a lack of staff availability resulting from competing priorities, the Web Governance review was completed in Q4 23/24. A series of recommendations regarding the governance of Halifax's web presence and corresponding content management processes have been developed and will be rolled out in fiscal year 24/25.
- IT staff currently represent the BU and sit on the task force. As the Business Relationship Manager (BRM) for D&I/ANSAIO she also assists in bringing forward any technology related initiatives that would support the delivery of goals outlined in the strategy.

Safe, Respectful, and Inclusive Public Service

Action Items:

- Promote diversity within our own BU.
- Provide review and input to business unit policy development activities.
- IT staff have a maximum ten (10) days professional development time allocated annually which may include D&I related training events.

Results:



- Executive Director and BU Coordinator provide updates thru email communication as well as thru presentations at monthly virtual IT all staff meetings – include status of framework initiatives tied to training and special events and webinar opportunities.
- Launched an initiative to provide free menstrual products to all staff in the IT office in all the men’s, women’s and gender-neutral washroom facilities.
- IT has reviewed and provided feedback on the development of the following policies: Multilingual, Translation Services and Interpretation Services.
- Training / professional development outcomes are documented in employee MAPs and development plans (for participating union staff).

Equitable Employment

Action Items:

- Diversify our workforce to ensure it represents HRM’s population.
- Support career development goals to support staff in achieving leadership positions and promote equitable access to career development opportunities.

Results:

- IT currently has 133 staff across six divisional teams. With a significant recruitment strategy in place since 23/24 and continuing into 24/25 the team will continue to augment our team complement with skilled and diverse new hires from many equity groups. The current distribution of F/M is currently 34% and 66% respectively. There is also a significant distribution (25% of overall IT staff count) that represent various ethnic groups within the business unit. This diversity is happening naturally based on hiring within the business unit.
- A number of staff from IT have participated in and successfully completed the aspiring leaders program (designated cohorts).



Meaningful Partnerships

Action Items:

- Offer cooperative education work terms with various levels of higher learning institutions.

Results:

- Several of our divisional teams have been able to provide both paid and non-paid cooperative work terms to various post-secondary institutions providing meaningful work experience and an introduction to working in the municipal government environment in hopes of attracting future diverse recruits to the municipality. In some instances, these work terms have results in candidates applying to open competitions and successfully meeting the requirements of the posting and have joined our team on term and permanent basis.

Accessible Information and Communication

Action Items:

- Continue to expand both internally and externally, in a way that demonstrates, exemplifies, and embodies our municipal diversity and inclusion value.

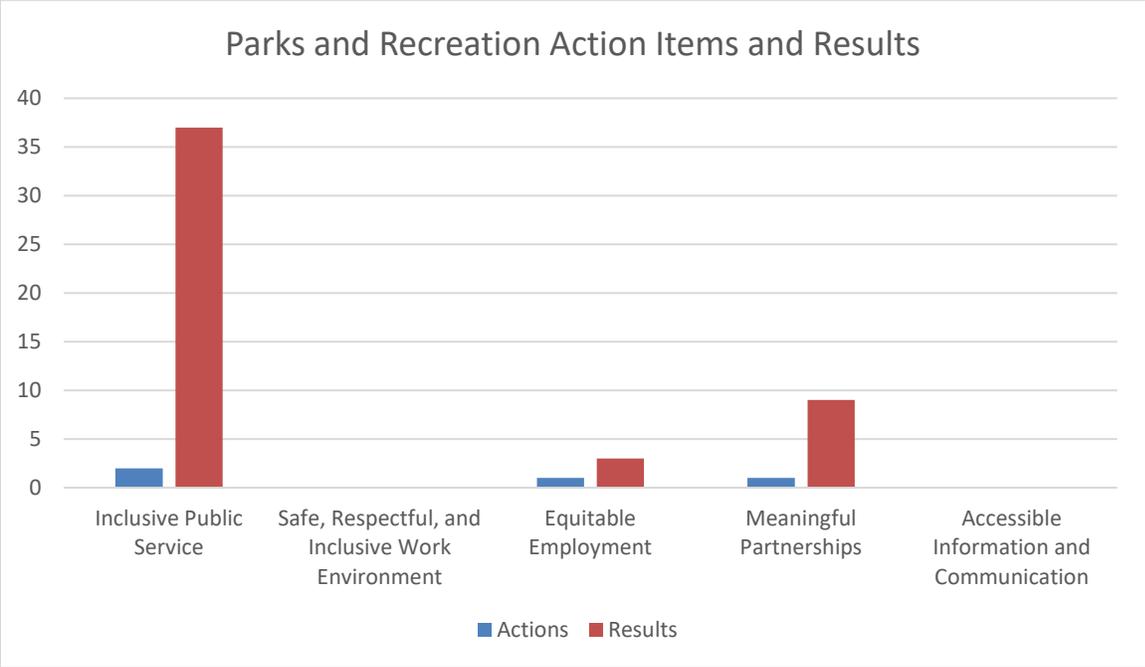
Results:

- Regular open data set releases take place throughout the fiscal year.



Parks & Recreation (P&R)

The chart below depicts the number of action items that Parks & Recreation reported for each of the five D&I Framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five D&I Framework goals.



In total, Parks and Recreation reported 4 action items and 49 results.



Inclusive public service

Action Items:

- Create more opportunities for inclusive asset development.
- Create more opportunities for inclusive programming and events.

Results:

Create more opportunities for inclusive asset development:

- Modify equipment for participants inclusion needs and increase the capacity of the equipment loan program with a new GRIT freedom chair.
- Overcome language barriers by offering technology specific to translation services and support newcomer families wanting to participate in programs.
- Distributed program flyers and access funding application forms 'door-to-door' with councilor to under-represented communities in East Dartmouth. In the summer of 2023, displays promoting the access funding program were set up at North & East Dartmouth community BBQ's.
- Installation of Apollo multigym in George Dixon Centre Park.
- The playground Southdale-North Woodside School and the sport courts at Beechville Lakeside Timberlea Recreation Park were replaced in 2023.
- In preparation for the 2030 Access by Design strategy for the NS Accessibility Act, HRM awarded an RFP in the spring of 2023 for an audit of three HRM Parks and Parks Capital Projects completed the three Park accessible audits in the summer of 2023.

Create more opportunities for inclusive programming and events:

Civic Events



- Civic Events division hosted three culturally significant anniversaries / programs as part of their annual event calendar: Emancipation Day, Acadian Day, and National Indigenous People's Day.
- The North American Indigenous Games (NAIG) were held successfully in the Municipality and Millbrook First Nation from July 15-23, 2023. Civic Events worked closely with North American Indigenous games (NAIG) organizers to support the largest indigenous sport & culture celebration in Atlantic Canada, as well the first Cultural Youth Performers showcase.
- The Dartmouth Sunshine Series (DSS) partnered with the Jamaican Canadian Association of Nova Scotia (JCANS) and the 10th Caribbean Diaspora Multicultural Celebration in their second year at the Dartmouth Waterfront on Sunday, July 30th.
- Natal Day once again hosted an all-star selection of African Nova Scotian Music Association (ANSMA) artists with the 17th Annual ANSMA Freedom Festival, celebrating the gospel tradition of Nova Scotia Black Artists in addition to a celebration of the 50th Anniversary of Hip Hop on the Dartmouth Waterfront on Sunday, August 6th.
- Canada Day at the Dartmouth Sunshine Series was celebrated by hosting two extremely popular July 1st culturally unique programs. The Canada Day Drumming HFX was a celebration and experience of global drumming including Chinese Drumming, indigenous drumming, and drumming from various cultures around the world. This was followed by the African Nova Scotian Music Association's ANSMA Canada Day Concert a celebration of Nova Scotian Black artists.
- In close collaboration with Indigenous communities, KANA'TA: HFX Canada Day was hosted to offer programming that honours the traditions of the Mi'kmaw Nation and celebrates pan-Indigenous communities that call the municipality home. During the 2023 celebration staff experienced the most culturally diverse audience



and stage performances in the history of the Municipality's July 1 planning.

- Emancipation Day Celebration at Grand Parade on August 1, 2023, in collaboration with Halifax Civic Events, ANSAIO and community members.

Youth Focused Recreation Programming

- Affordable Access Program: municipality provided \$1,072,069.22 on recreation funding access discounts in 2023/2024 fiscal year.
- In 2023 – 2024 fiscal year, 668 Free Programs were attended by 7136 participants. The above numbers do not include the drop-in programs, as they can not be reported through the recreation software. Examples of drop in programs include, public skates, parent and tot drop in and pickleball at select locations.
- Supported a growing number of youth facing food and housing insecurity by providing them tangible resources (food) and access to community support (counselling).
- Offered support for urban Indigenous youth seeking to reconnect with their heritage by connecting them to culturally appropriate opportunities in the community.
- Connected queer and trans youth seeking support with Youth Outreach Worker and Youth Counsellor.
- Started a new registered program, 'Intro to the Kitchen' which gave youth the basics of how to use common kitchen tools, cook simple cheap meals, and clean up safely.
- Started the Multi-Service Youth Centre Drop-in at Captain William Spry in 2023 specifically targeted to youth (13-25) participants offering access to technology, homework help, snacks, board games, arts 'n crafts as well as gaming equipment.



Girl/Gender Diversity Focused Recreation Programming

- In April, the Adventure Earth Centre launched a women's outdoor program, led by female-identifying staff. Female leaders and participants are often underrepresented in outdoor programming.
- Girls United partnered with various organizations to provide programming to female-identified youth at high risk of exploitation/trafficking.
- Connected queer and trans youth seeking support with Youth Outreach Worker and Youth Counsellor.

French Language/Languages Other Than English

- Have had discussions to adapt our promotional material in a variety of other languages including Arabic. No promotional material has been translated to date.
- Overcome language barriers by offering technology specific to translation services and support newcomer families want to participate in programs.
- Signage at the Emera Oval has been translated into Arabic

Inclusion Support

- A variety of youth who participate in recreation programs are involved in the criminal justice system with their families, staff attended court with them to ensure they had access to appropriate legal support.
- Worked with specific community centres (George Dixon, Sackville Sports Stadium, the Den) to provide mental health, addiction and crisis support to youth navigating challenging behaviours or traumatic experiences and to assist in being successful while participating in programs.
- Provided support to youth participating in recreation programming throughout the year in HRM facilities located in different communities to ensure equitable access to youth navigating mental health



resources and behavioural challenges. Increased Youth Worx program recruitment information sessions to include Township of Preston.

- Deaf and Hard of Hearing Report went to the Executive Standing Committee on June 26, 2023, and it was approved by Regional Council on July 11, 2023.
- Affordable paddling programs for families and youth were launched in June and our family programs were the most in-demand of all our paddling programs. Throughout the summer and into the fall, this program was expanded to include all age groups.
- Our adult hiking programs allowed an older age group to create a community that did not exist before. This program became an example of intergenerational programming where the younger staff were organizing safe outdoor programming for an older age group.
- The Adventure Earth Centre saw a large increase in inclusion staff that gave day camp opportunities to participants with cognitive or physical challenges. As our programs are all outside, this produced some significant challenges that helped us review and adapt our programming.
- Hosted Summer Pride-themed art workshops every Thursday in July and August. Activities included rock painting, sign making and parade prep, nail art, screen printing, and gender-affirming clothing alteration.
- Created a visual tolerance board resource for youth to demonstrate clearly how a warning system related to following community standards functions and what actions will be taken when specific standards are not followed. Helped to clarify for you who might not find written information accessible on its own.
- Offered over two hundred children and youth support in a variety of recreation programs (e.g. summer camps, swimming lessons, seasonal programs).



Safe, Respectful, and Inclusive Work Environment – no actions to report

Equitable Employment

Action Items

- Attract and retain a skilled workforce that reflects the diverse residents of the municipality.

Results:

- Hiring at recreation centres is being done to help ensure the staff reflect the community being served, this includes racial diversity, neurodiversity, 2SLGTQIA+ persons.
- With the expansion of our inclusion programs, we were able to hire not only outdoor leaders but inclusion specialists who wanted to transfer those skills into an outdoor environment.
- Hired staff that are multi-lingual to better support access to recreation programs.

Meaningful Partnerships

Action Items:

- Connect with underrepresented groups to ensure greater access to recreation opportunities.

Results:

- Partnered with Banook Canoe Club to offer free programming for youth participating in YAP (Youth Advocate Program). YAP Staff approved to volunteer for NAIG 2023.
- Collaborated with the Powerhouse youth centre to identify the need for more Queer friendly resources in the space.
- Partnered with various community centres, HRCE and police/corrections to ensure safe spaces for youth to access drop-in supports and activities in their communities.



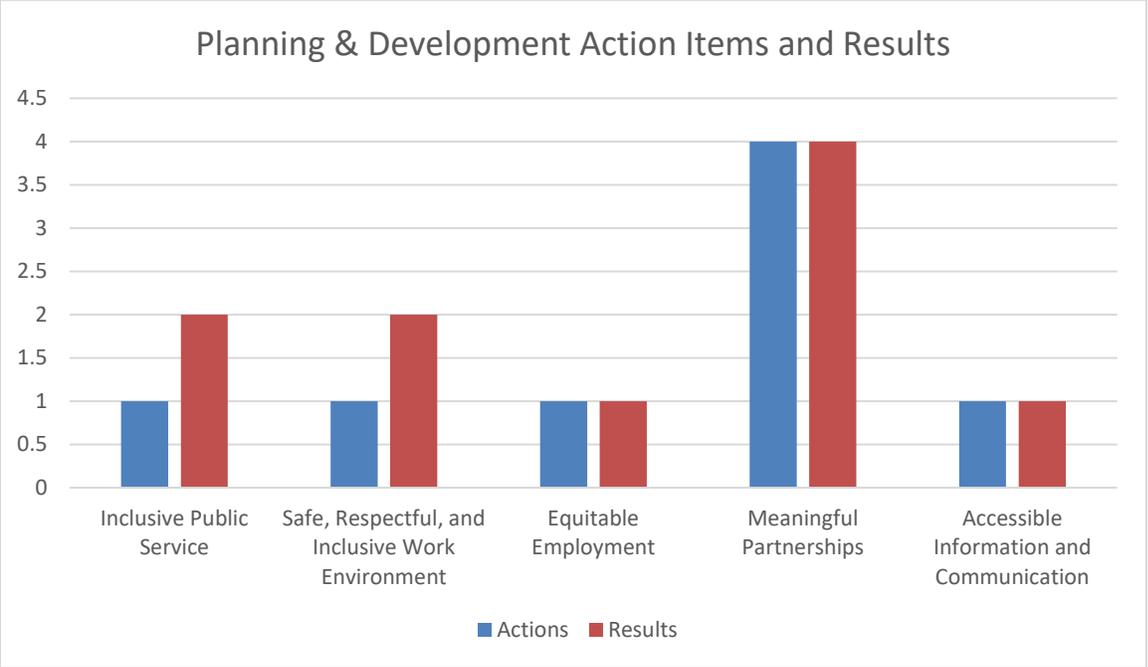
- Partnership with ISANS youth section which is focusing on working towards making newcomer youth familiar and comfortable with accessing rec centres and youth spaces.
- Continued to grow the partnership with the Youth Project through co-hosting workshops and events such as a clothing drive that included access to gender-affirming gear. Additionally, Powerhouse offers direct support provided by the Youth Project, such as guidance regarding gender-affirming care, housing, and employment.
- Started partnership with digital safety researchers Suzie Dunn and Alex Dodge from SMU criminology/law department. Collaborated on planning a Digital Safety workshop at Powerhouse for youth to learn how to protect themselves online, what their rights are, and how to safely deal with cyberbullying and doxing. A focus group was held post workshop in which youth shared their experiences and opinions about digital safety.
- For Mi'kmaw History Month, The Den Youth Centre hosted two events with Quentin Syliboy, A Mi'kmaw artist. Through creative art, youth learned about the importance of Indigenous culture. The second event was a smudge ceremony for youth to participate in.
- Parks and Recreation staff participated in Civic Engagement working group within Halifax Immigration Partnership.
- Parks and Recreation staff conducted information sessions along with community partners to walk participants through the registration process for programs.

Accessible Information- no actions to report



Planning & Development (P&D)

The chart below depicts the number of action items that Planning & Development reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity & Inclusion Framework goals.



In total, Planning & Development reported 8 action items and 10 results.



Inclusive Public Service

Action Items:

- Move forward action items within the Beechville Community Action Plan

Results:

- In May 2023, Regional Council approved amendments made by P&D staff to the Beechville, Lakeside, Timberlea municipal planning strategy to create a Beechville Comprehensive Development District for large pieces of undeveloped land in the community. Also accompanied by zoning changes to former industrial use zones (now residential) that were identified as problematic to the Beechville community.
- In June 2023, Regional Council approved a new community boundary for the Beechville community that is more aligned with the historic boundaries of Beechville. A supplemental report has been requested by Regional Council (and delivered to Regional Council on September 10, 2024) to consider modifications to the Beechville/Goodwood boundary at Prospect road, including additional community consultation with Beechville and Goodwood.

Safe, Respectful, and Inclusive Work Environment

Action Items:

- D&I Training: P&D

Results:

- P&D has offered D&I training modules to staff through the Office of D&I/ANSAIO. Two courses were offered in August. Reaching Out from an Afrocentric Place: Community Engagement for Communities of African Descent and Going from Support to Inclusion: Accessibility Training. The intention is to offer a selection of D&I training offerings specifically to Planning & Development staff on 3rd floor Duke Tower.



The initial uptake on training was enough to host one of each class in August and provided training to over 20 P&D staff. Staff have reached out to inquire about additional training sessions.

- The P&D business unit made Anti-Black Racism Training mandatory for P&D Staff. The training sessions will roll out to staff during the 24/25 fiscal year.

Equitable Employment

Action Items:

- Three new positions were approved in 2023/24 to support the delivery of the African Nova Scotia Community Action Planning Program.

Results:

- Created three new positions on ANSCAP team: 1 Principal Planner, 1 ANSCAP Lead Advisor via D&I/ANSAIO office, and 1 Planner III. ANSCAP team now engaging in biweekly/monthly meetings with REPP and various ANS communities.

Meaningful Partnerships

Action Items:

- Planning & Development Community Engagement Guidebook
- Create ABR-specific actions in the P&D Mandate Letter. This can include the ANS Community Action Planning team and championing Culture and Heritage Priorities Plan (CHPP) to other Business Units.
- Use the African Nova Scotian Community Action Program as the main touchpoint of communication between ANS communities, REPP, and P&D. Filter information to the ANS Planning Team.
- CHPP approved by Regional Council in January 2024.

Results:



- Public engagement with our communities has been another area where a lot of advancement/improvement has occurred over the past few years. Specifically the adoption of [Administrative Order 2023-002-ADM](#) and the publication of P&D's [Public Engagement Guidebook](#) In 2023.
- ABR-specific actions created in the P&D Mandate Letter. These include:
 - Advancing studies for the Akoma Lands in alignment with African NS Road to Economic Prosperity
 - Deliver community action planning for African NS communities
 - Delivering the Sharing Our Stories - Culture & Heritage Priorities Plan
- Priority actions such as the African Nova Scotia community action planning have resource plans in place and cross-business unit support.
- In January 2024, Regional Council adopted the Culture and Heritage Priority Plan (CHPP), also known as “Sharing our Stories”.

Accessible Information and Communication

Action Items:

- Putting more data on the website as Open Data.

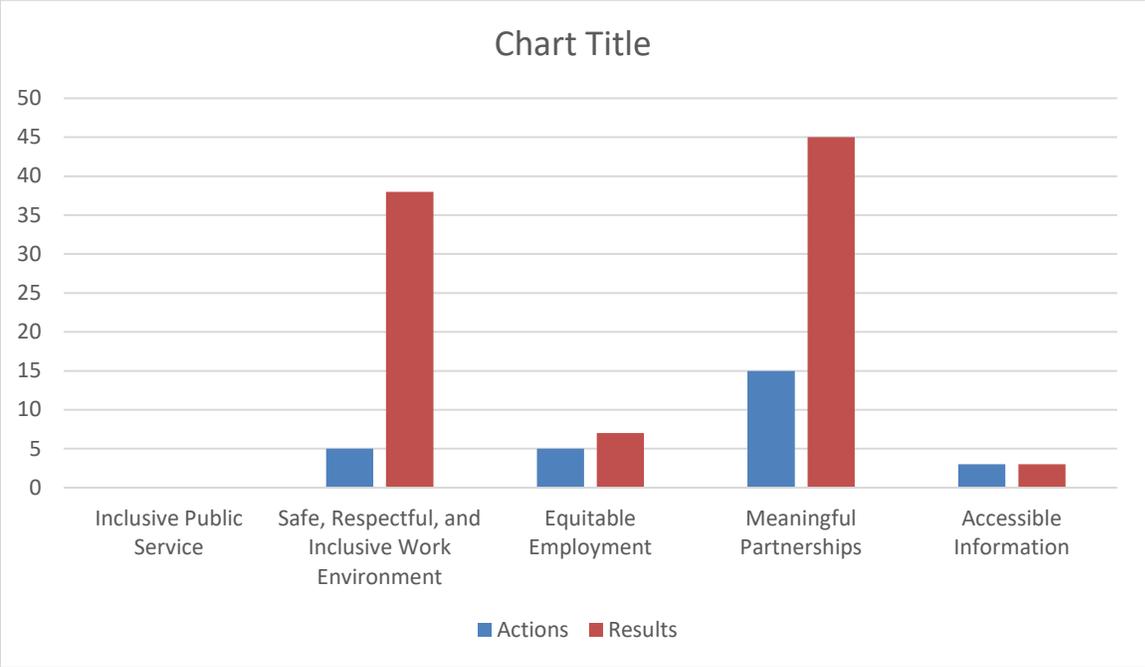
Results:

- All of our public facing open data and applications (maps, tools) are reviewed through the D&I team, specifically for accessibility.



Property, Fleet & Environment (PFE)

The chart below depicts the number of action items that Property, Fleet, and Environment reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity & Inclusion Framework goals.



In total, Property, Fleet, and Environment reported a total of 29 action items and 98 results.



Inclusive Public Service - no actions to report

Safe, Respectful, and Inclusive Work Environment

Action Items:

- Assessments for Universal Washrooms.
- Incorporation of Diverse, Inclusive, Accessibility Principles to Built Environment Projects.
- To ensure inclusive and equitable access to municipal offices, Corporate Real Estate will consider the needs of all occupants and visitors through sensitive and thoughtful design of each space to be renovated. Each project has been designed to meet federal B651-18 National Standard of Canada which exceeds current NS provincial building code. Each project also incorporates additional Rick Hansen Foundation Accessibility Certified (RHFAC) program recommendations. Design features include:
 - hard surface flooring,
 - wide corridors and aisleways,
 - high contrast finishes,
 - accessible sinks, counters, appliances, and outlets,
 - tactile and bilingual signage
 - multi-sensory safety alarms
 - employee wellness rooms which also serve as prayer rooms or lactation rooms,
 - universal locker rooms & washrooms with accessible showers.
- All workstations and office suites allow a minimum 5ft turn radius for accessibility and include ergonomic features such as a height adjustable worksurfaces, fully articulating dual monitor arms and adjustable keyboard trays.
- Training to Employees.

Results:



- Universal Washrooms-Fire Department Connection (FDC) worked with D&I to finalize universal washroom criteria. Public consultation is planned for Fall 2024.
- Project Manager & Halifax Public Libraries Director Consultation: met with D&I to discuss strategies for community engagement for the Halifax North Library Renovation Project.
- Project Manager for Graham's Grove Consultation: met with D&I to discuss an opening ceremony for the new Grahams Grove Washroom which is built on a location of significance in Dartmouth.
- Project Manager for Halifax Commons Pool met with D&I; the pool opening ceremony included Indigenous smudging and a short talk by an Elder.
- FDC Built Environments that include consultations with D&I and/or Accessibility Focus: All park washrooms are being designed with universal washrooms only.
- Eastern Shore Lifestyle Centre-Consultation with Community and D&I Advisor on FDC Projects including, Eastern Shore Lifestyle Centre, Beechville/Lakeside/Timberlea Community Centre, Halifax North Public Library (will be consulting with D&I/ANSAIO), and Halifax Forum.
- The goal is to complete accessibility audits on HRM buildings, playgrounds, and parks in preparation for the 2030 Access by Design strategy for the NS Accessibility Act.
- Accessibility Audits are underway, with 35 audits completed thus far. Details of completed audits: 7 NAIG venues, 13 Community Recreation Centres, 7 Transit Terminals, 7 Libraries, 6 Police Buildings, 1 Fire Station and 1 Park Facility. The Accessibility Auditor prepared two accessibility check lists for potential polling stations, one for voters and one for volunteers. FDC is working with P&D Building Standards on a collaboration to accelerate data collection for infrastructure audits.
- Rick Hansen Foundation Accessibility Certification (RHFAC): PFE currently has six (6) employees certified, as of October 2023.



- Accessibility Advisory Committee Townhall- Nov 22/23, attended by Darren Young, Manager Major Projects.
- RHFAC Municipal Cohort Accelerator workshop series- FDC Managers interviewed with the MaRS Innovation Ecosystem, part of the MaRS Discovery District (a not-for-profit corporation in Ontario) who have partnered with the Rick Hansen Foundation to create the RHFAC Municipal Cohort Accelerator workshop series. Halifax was asked to be a key presenter in the series as HRM is seen as a municipal leader in the field of accessibility within Canada. In Q4 2023, managers Darren Young & Ted Pecarski presented.
- Social Procurement: All tenders (per Procurement Policy) include social value as one of the determinants for a successful bid.
- Implementation - As of December 2023, HRM Space and Furniture Standards have been successfully implemented in 15 office spaces, encompassing approximately 225,000 square feet of renovated space and 1250 staff.
- HRM Space and Furniture Standards have also been applied to the design of several new operational projects including the new Mackintosh Depot and HRFE HQ.
- The newest CAP project, to renovate Alderney Gate 5th floor for FAM, was designed to achieve RHF Gold Certification in addition to meeting B651-18. The FAM team moved into the completed space in the Fall of 2023.
- Staff Training - The Accommodations Project Coordinator successfully completed the Rick Hansen Foundation Certification™ (RHFAC) Accessibility Assessor Training in January 2020. Knowledge gained through this training has been applied to all subsequent HRM accommodation projects.
- Continuous Improvement – Each project is an opportunity to improve, and we seek to identify and include new/better inclusive design features each time. These features help make our spaces more reflective and supportive of HRM staff and communities.



- Accommodations staff have developed a document explaining Inclusive Design* and highlighting the elements incorporated in each project. This document is included in the Welcome Package provided to each staff member when they move to their new space and is also available on the Corporate Accommodations intranet page.
- All RFEI's for leased space now include a requirement for prospective landlords to demonstrate how they are supporting workforce diversity, social responsibility, and community involvement as well as environmental and climate change initiatives.
- Corporate Fleet: Corporate Fleet collaborated with HRM Corporate Training on the creation of a new training course titled "Building A Better Public Service". This training is intended to provide all employees with advanced education and understanding in topics such as: *accessibility awareness, Values, Gender inclusive language, harassment, combatting bias, practices for fostering gender inclusion.*
- Employees at Emergency Fleet & Municipal Fleet have completed "Building A Better Public Service Module II – "Introduction to Gender and Sexuality."
- Module III of the 'Building A Better Public Service' comprised of an Anti-Black Racism Pilot Training, was delivered on March 14, 2024, by Russell Brooks and Cathy Collett.
- Respect in the Workplace – EFL (Fire & Police) facilitated sessions with Andre Cain to review and discuss harassment, respect etc. with frontline employees.
- Blanket Exercise –additional Fleet staff attended a recent Blanket Exercise through Corporate Training
- From Accessibility to Inclusion-All Corporate Fleet management who have direct reports (superintendents and supervisors) attended a one-day training session facilitated by Melissa Myers.
- A Corporate Fleet Business Analyst was enrolled in the Aspiring Leaders Designated Cohort, October 2023 graduation.
- Corporate Real Estate (CRE) & Finance and Asset Management (FMO): CRE and FMO hosted the D & I team at a management



meeting in the previous quarter. The D&I Team gave an overview including Service categories (Accessibility, French Services, ANSIO, Immigration Services, Gender Services and Urban Indigenous Engagement), identified Business Unit Support Person and Champions for future collaboration on built projects.

- On May 10/23 two managers and one staff member completed Reaching Out From an Afrocentric Place training made available by corporate communications.
- On June 30/23, Environment and Climate Change (ECC) delivered a training they developed open for all HRM staff on *Universal Design Principles and Implementation Within HRM*. This session aimed to educate attendees on the key principles of designing spaces and environments that are accessible and usable by all people, regardless of age, ability, or circumstance. The webinar included a mix of lectures, case studies, and interactive exercises on how to apply the principles of Universal Design in real-world situations within HRM
- ECC organized training in facilitation and systems change for ECC Staff, Community Safety and D&I Staff. The training included a strong focus on Equitable Systems Change. A community of Practice between our teams continues with a focus on our mutual work of building resilient communities.
- "Inclusive Excellence in Water Symposium" Four employees attended at Dalhousie University where leadership, equity and inclusion & Indigenous water stewardship were two of the main themes of the event.
- Working with ANSAIO to have PFE employee participation (Corporate Fleet) in an upcoming pilot for a new Anti-Black racism course.
- Six Environment & Climate Change staff attended D&I Speakers Series *Ramadan: What you need to know* at start of Ramadan.



- Two Environment & Climate Change staff attended training *Reaching out from Afrocentric Place*.
- A *Mental wellness in the climate crisis* workshop was held for ECC staff and was facilitated by Climate Psychologist Nancy Blair.
- Facility Maintenance & Operations: FMO staff were able to attend the D&I Speakers Series *Ramadan: What you need to know* at start of Ramadan, in the boardroom.
- The Manager of Operations attended the Rick Hansen Conference on March 27 & 28, 2024.
- Staff attained the Rick Hansen Foundation Accessibility Certification.

Equitable Employment

Action Item:

- Utilizing the Fair Hiring Policy, the HR Generalist & HRBP ensure our staffing planning includes discussion with hiring managers on Preferred and Designated recruitment.
- Mentorship for ISANS and MentorAbility
- Halifax Partnership
- Engineers Nova Scotia & ISANS
- Clean Foundation Designated Black & African Nova Scotian Leadership 15-week internship.

Results:

- PFE Job Postings: HR collaborates with hiring managers for each staffing plan to include opportunity for preferred and designated recruitment.
- In July 2023, ECC collaborated with HR to post 5 junior positions, we advocated to have 3 of the positions designated and were able to designate 2. Resulting in hiring 3 candidates from designated groups.
- Corporate Fleet was successful with receiving approvals for six (6) Automotive Skilled Trades Apprentice positions, and are working with HR on partnerships with NSCC, NS Apprenticeship Agency etc.



- Corporate Fleet has filled a garage helper position at the Police Garage with an applicant who would qualify for non-traditional role for a garage environment.
- An E&CC staff member is an ongoing mentor for immigrant new graduates through the Halifax Partnership to assist them in securing meaningful employment.
- An E&CC staff member organized and spoke at a networking event focused on bringing new immigrants and established engineers together.
- ECC applied for and was offered a student as part of The Clean Foundation's Clean Leadership program. 15-week African Nova Scotian & African descent Leadership internship is aimed at youth 18-30 years old who self-identify as Black, African Nova Scotian or a Person of African Descent. An individual was hired in March 2024 and will work with ECC through the summer.

Meaningful Partnerships

Action Items:

- The business unit works with D&I to develop partnerships with educational institutions and communities as opportunities arise.
- Climate Action Challenge V2.0
- ECC works with Diversity & Inclusion to identify opportunities to engage diverse communities in our Climate work.
- Climate + Equity Dialogue
- Co-hosted a Networking Event for African Nova Scotian Youth and Climate Leaders in collaboration with One North End
- Deep Energy Retrofit Program
- Climate Equity Framework
- Community Mobilization Team Engagement
- Solar City Outreach
- Halifax Public Libraries – Pop up engagement
- Electric Vehicle Test Drive Events



- NAIG Volunteering
- North Preston’s Future Collaboration
- Accessible Transportation
- Other Events in the Community

Results:

- Corporate Real Estate: CRE Managers continue their work with the Africville heritage Trust (AHT) at Africville and their land interest. Tamar Brown is on the project team for the planned land transfer to AHT.
- CRE management consulted with D&I on supporting them connecting with the Tawaak Housing Authority for the Young Robie Transit Corridor Project and have now moved forward to work with the province.
- Corporate Fleet: NS Apprenticeship Program-Corporate Fleet working closely with HR and Communications. This is in response to recognizing the existing industry shortage and projected to become more challenging in the years to come as many skilled trades persons retire. Corporate Fleet was approved to hire six Apprentices; as promotion ramps up for recruitment, Fleet Management will be collaborating with Nova Scotia Community Colleges (NSCC).
- NS Department of Transportation & Infrastructure Renewal (NSTIR)– Corporate Fleet and NSTIR Fleet Maintenance have started quarterly meetings to discuss industry challenges for the public sector. Also working on opportunities between our two agencies related to vehicle maintenance and repairs.
- Community Circles-when D&I plans future events for the community with BU participation, PFE will be contacted for participation when details are available.
- Ramadan-PFE collaborated with Shehab Mattar of D&I to create a “*Did You Know?*” campaign of weekly content provided to all PFE



employees for the purpose of education and awareness around the Ramadan holiday.

- Red Dress Day- May 5/23. ED message on this important day included the opportunity to purchase handmade beaded pins, created by local artist Dee Watson (previously done at HRFE).
- Asian History Month-May 2023 activities included an Asian History month Quiz with prizes, display of Asian History month posters, Asian treat food sample day.
- Health & Safety and Mental Health-May 2023- ED director memo to all PFE. Corporate Fleet Safety quiz for employees.
- Access Awareness Week-May 29-June 3 (memo from ED)
- Indigenous History Month June-memo from ED, including promotion HRM events, encouragement to wear red dress pins purchased.
- Land Titles Initiatives Presentation-Oct 4/23-PFE collaborated with FAM to welcome Tamar Brown and the LTI team to host this meeting and provide a presentation on Land Titles Initiatives for PFE and FAM Directors
- Anti-Black Racism Conference- Oct 19/23-Attended by 28 PFE employees from all divisions, including non-leadership staff.
- Homewood Session- "Creating a Positive Culture of Acceptance and Inclusion" was presented to all PFE Leaders, to enhance leadership knowledge.
- Truth & Reconciliation Day and Mi'kmaq History Month Sept 30/23 and month of October, acknowledged and celebrated via: ED message included the opportunity to purchase handmade beaded orange shirt pins, created by local artist Dee Watson, a Quiz for all PFE with a dream catcher donated by Dee as a prize. The ED attended the flag raising ceremony.
- Accessibility Strategy presentation by D&I staff to PFF Directors.
- Welcoming and Inclusive Workplace- For 88 Alderney: added a sign at main entrance for BU/Division listings, added tactile signage for meeting rooms, added non-skid stair treads to staircase.



- PFE worked with *Blue Coast*, an African Nova Scotian Black owned business, which created African Heritage Ribbons. The ribbons are handmade from high quality African Kente cloth and represent a recognition of the important contributions African Nova Scotians have made to society. Ribbons were sold for \$10.00, and \$5.00 from each ribbon sold went to the Africville Museum, PFE raised \$182.50 that was donated to the Africville Museum.
- Created a Quiz for African Heritage Month for all PFE with prizes consisting of local handmade gifts from African NS businesses, that were contributed by local African Nova Scotian Entrepreneurs (*Ova Afrique* [here](#) , *Holly Drops* [here](#) , *Fire & Desire Candle Co.* [here](#)).
- Organized a Guest Speaker session with Percy Paris. PFE cohosted with FAM at the Dartmouth Library on March 6/24.
- ECC and the Halifax Innovation Outpost issued a second Climate Action Challenge (CAC) to the community in October 2022. In the second round, six teams were accepted into the Challenge for prototyping and piloting:
 - Developing an energy use sub-metering solution for apartment dwellers to understand and have more agency in their energy use, by iFormit Solutions.
 - Producing upcycled paper bags for small businesses and employing newcomer women and youth in partnership with MetroWorks, by Greenii.
 - Engaging African Nova Scotian community and youth in North End Halifax on climate action in community, by Inspiring Communities.
 - Developing regenerative mycelium panels for use in building construction by Habit Studio.
 - Establishing an energy rebate navigator program for small non-profit organizations in Halifax to access energy efficiency upgrades, by Navigate Energy.
 - Developing a SaaS solution to help businesses reduce emissions in supply chains, by Acuity.



- E&CC working closely with Diversity & Inclusion to create newcomer resources about climate change impacts and extreme weather events. These resources are to be translated into French, Arabic, Ukrainian and Swahili. Our office also formed a partnership with the YMCA Centre for Immigrant Programs to develop these resources.
- HalifACT staff did a “Listening Tour” with Climate Leaders in the City. A significant theme emerged around thinking differently and working more intentionally across silos on Climate Equity work. At the same time, our close partner, HCI3: Halifax Climate Investment, Innovation, and Impact Fund received a call for funding for Climate and Equity work. In collaboration with HCI3, we began convening a group including the Ecology Action Centre, One North End, Inspiring Communities, NS Dept of Environment and Climate Change and NS Dept of Natural Resources and Renewables to explore what might be done if there were funding to support it.
- This work led to an event Co-hosted by ONE North End and Hope Blooms aimed at building bridges and sharing stories and findings around building pathways for African Nova Scotian Youth to the green economy. It was an opportunity to share about the Climate Action Challenge and HCI3 funding opportunities that helped fuel the work.
- In collaboration with community partners like ONE North End, the Clean Foundation, and Inspiring Communities, we are working on a framework to guide the work of HalifACT. This framework also aims to build common understanding and relationships with other community partners who are working towards climate equity.
- E&CC met with Raven Glasgow to explore partnerships with the Community Safety facilitators and opportunities to present to the Central North and Lake Loon-North Preston-East Preston-Cherrybrook Community Mobilization Teams in the summer of 2023. Team members were invited to local community conversations in North Preston, East Preston, and Cherry Brook.



- ECC partnered with Next Ride to host electric vehicle test drive events in each HRM voting district. This included a test drive at the Wallace Lucas Community Centre in Lucasville.
- Partnered with Next Ride to host an electric vehicle test drive event at Nelson Whynder Elementary and participated in the North Preston Day parade with HRM's fully electric Ford E-Transit van at the invitation of One North End
- Five members of the ECC team volunteered at the North American Indigenous Games which took place in Halifax in the summer of 2023.
- One North End hosted conversations in Cherry Brook with local community members. Sean Kelly Consulting presented on Community/Shared solar and Halifax Solar City presented on options for getting Churches and homes into the program.
- Deep Water Church hosted conversations online for the East Preston Community where Solar City presented.
- For each of these communities, there was open dialogue with Q&A regarding household residential solar and potential future community solar programs. The group explored the benefits it can have for local communities (reducing energy poverty, while increasing employment opportunities, intergenerational wealth, and environmental stewardship).
- In partnership with Halifax Public Libraries, the municipality launched public engagement activities to gain feedback on climate action in our communities. The libraries are a great partner because they are on the front lines with many vulnerable communities in Halifax. We are excited by what we are hearing so far.
- Nov 10/24-ECC team hosted the 'Human Library' at the Halifax Central library.
- Along with the Clean Foundation, the department of Solid Waste, ONE North End, and Aerobics First, ECC convened to strategically plan how to integrate climate education into outreach initiatives to be completed over the summer by North Preston's Future's interns.



- PFE attended Going from Support to Inclusion Training on March 7/24. Per the latest D&I annual report, PFE has highest number of individuals trained 48.
- ECC worked with D&I to select communities to participate in our Resilient Retrofits program with the Clean Foundation. Supporting home retrofits for homes that are susceptible to flooding. Homes for retrofits were selected with consideration to social and economic equity.
- Signed on as a core partner to the African Nova Scotian Ambassadors Project: Climate Impacts. Joining monthly meetings, ECC will support this 2-year project with outreach to HRM's ANS communities, providing Climate Content expertise where needed and help shape a process for local ANS community climate plans.
- Collaborated with North Preston's Futures to explore ANS Youth Engagement for the Summer.
- Sponsored One North End in their youth "Climate Challenge for EveryONE" aimed at bringing attention to underserved and underrepresented communities regarding the climate crisis.
- Began conversations with ONE, to understand the results of their ANS engagement data and support with knowledge mobilization and sense making.
- Staff partnered with Everyone Everyday, a project of the Mi'kmaw Native Friendship Centre on Earth Fest activities.
- ECC team was part of the first ever Sustainability subcommittees for the Junos which were held in Halifax from March 22nd-24th. Staff supported active and accessible transportation options for concertgoers.
- *Climate Action Research for Transportation Networks (CART)* presentation Feb 9/24 held at the Halifax Central Library
- *Action Accelerator at the intersection of housing and climate crisis* held Feb 20/25 St. Mary's Boat Club.



Accessible Information and Communication

Action Items:

- Storm Kits for Newcomers – Emergency Preparedness
- Virtual hub for HalifACT.
- HalifACT Community Updates

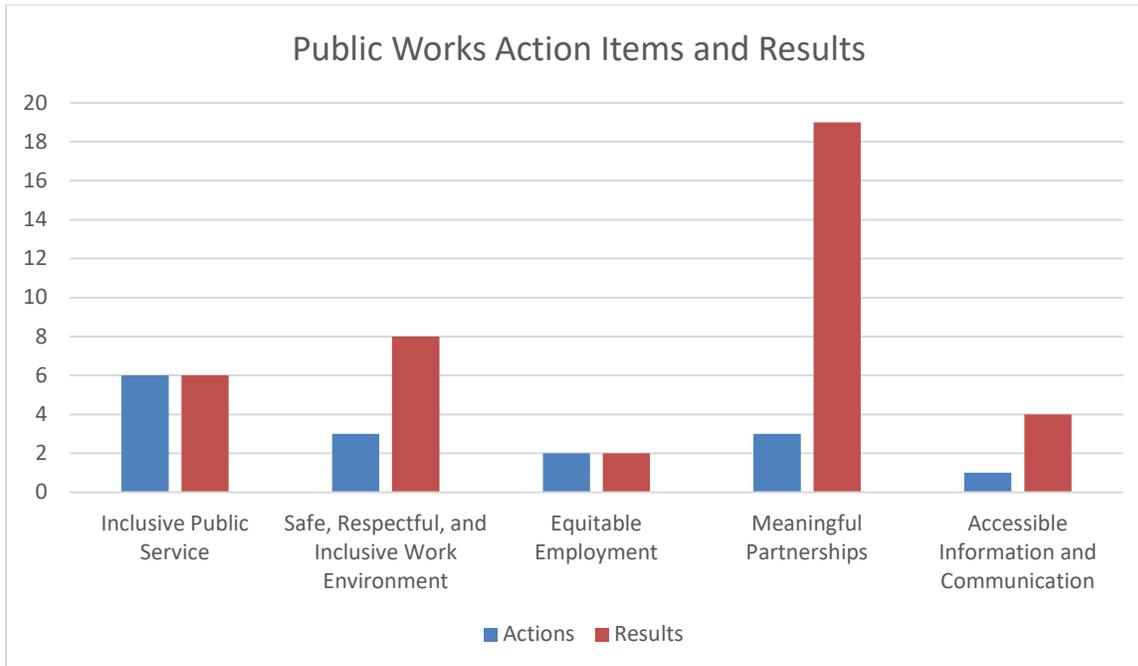
Results:

- Environment & Climate Change worked with Halifax Libraries and the Emergency Management staff on the next phase of the Storm Kits for Newcomers project. They planned and created handout/public education materials and will have those translated to enhance accessibility and understanding of emergency situations and how best to prepare. This work is being done in collaboration with the Offices of Diversity & Inclusion and Communications.
- ECC has been working with IT and Corporate Communications to develop a virtual hub for HalifACT that allows two-way communication and is accessible to a broad audience. IT presented their proposed solution, ECC is moving forward with next steps.
- HalifACT community updates are provided quarterly.

Public Works

The chart below depicts the number of action items that Public Works reported for each of the five D&I framework goals, as well as the number of results of these action items. The chart highlights the priority items for this business unit and may or may not reflect each of the five Diversity & Inclusion Framework goals.





In total, Public Works reported 15 action items and 39 results.

Inclusive Public Service

Action Items

- Diversity and Inclusion (D & I) training.
- Design and Construction (D & C) work towards standardizing current CSA B-651 guidelines for use within HRM Right-of-Way.
- Gathering feedback on HRM's current accessibility strategy within the built environment.
- D & C Continuing to add accessibility infrastructure in HRM Right-of-Way.



- Sidewalk and ROW asset condition ratings scheduled for 2024.
- Training with D&C

Results

- Solid Waste Resources (SWR) staff member attended “Diversity and Inclusion Basics (An Overview).
Two D & C construction inspectors completed the D & I training.
- D & C are using tactile directional surface indicators (TDSI’s) to provide wayfinding direction in the right of way where identified in capital construction projects in 2024 and are creating a standard detail for their application.
- Supervisor, Design Engineering Technology attended the Public Accessibility Strategy Engagement Session.
- D & C Actively tendering multiple projects to update existing infrastructure with tactile warning surface indicators (TWSI) to direct the attention of visually impaired pedestrians to changing conditions in the right of way. Additional raised crosswalks have also been constructed on capital construction projects to help make pedestrians more visible in certain circumstances while crossing the street.
- D & C Helped in flagging sidewalk trippers and problem areas within the ROW.
- Approximately 20 staff from D & C attended Accessibility within Transportation Systems training.

Safe, Respectful, and Inclusive Work Environment

Action Items

- Celebrate achievements of staff from a D&I lens.
- Continue to take steps to increase knowledge about diverse cultures, identities and people with diverse lived experiences and use that new information to inform our work in the business unit.
- Promote diversity, inclusion and allyship with employees through training and other learning opportunities.

Results



- Infrastructure Maintenance and Operations (IMO) celebrated the Canadian citizenship of one employee in the internal division.
- One Active Transportation (AT) employee attended the ANSAIO Pop Up Event: The Life Experiences of Percy Paris: Growing up Black in Nova Scotia.
- Three employees from Transportation Infrastructure Management (TIM) attended the ANSAIO Pop Up Event: The Life Experiences of Percy Paris: Growing Up Black in Nova Scotia.
- Five Survey Services employees completed HRM Diversity & Inclusion: An Overview training.
- One AT employee volunteered at and attended the Anti-Black Racism Conference in October.
- One Survey Services employee volunteered at and attended the Anti-Black Racism Conference in October.
- D&C and Project Planning and Transportation Asset Management (PP&AM) hosted an ANSAIO pop-up event with speaker Percy Paris. Percy spoke to the team regarding his experience growing up in Nova Scotia from the perspective of a black male. He also spoke about his experiences as a business owner and his life in politics. The team enjoyed his talk and had many questions at the end.
- 69 Public Works' employees attended an Anti-Black Racism workshop in September and October 2024.

Equitable Employment

Action Items

- The Cogswell Project has established the Social Benefits Advisory Committee (SBAC) consisting of representatives from five equity seeking groups.
- Attract and retain a skilled workforce that reflects the diverse residents of the municipality.

Results



- The committee meets monthly to guide Dexter’s diversity work, including hosting job fairs to attract diverse communities, and to track the metrics of diversity working on the Cogswell project.

36% of the Dexter workforce has self-identified as belonging to one or more equity seeking groups in the past 12 months. When sub-contractors are included, this number changes to 33%.

13.4% of project work hours have been completed by self-identified African Nova Scotians in the past 12 months; this exceeds the target of 5% set out in the tender and contract.

Stats remain below the targeted 5% specified in the construction contract for the Mi’kmaw community in the past 12 months. Dexter and the SBAC are working to increase this number.

\$1.78M of goods and services have been invoiced to diverse suppliers, representing 2.5% of construction spend to date. Work continues toward the 10% minimum specified in the construction contract.

- Take measures in increasing the diversity of our workforce by participating in hiring events to attract candidates from underrepresented groups.

Meaningful Partnerships

Action Items

- Support diverse communities by continuing to build and strengthen partnerships with internal and external agencies, advocacy groups, industry partners and community groups and leaders.
- Work within Public Works across Divisions and with other Business Units on shared D & I goals and initiatives.
- Continue to build relationships and collaborate with community advocates for accessibility.



Results

- The Cogswell Project alongside the Arts and Culture team has completed a Request for Proposal (RFP) to initiate the arts and commemoration work for the Cogswell redevelopment project.
- Partner with ANSIO for events during African Heritage Month.
- SWR staff have been interacting with underrepresented communities and focusing on litter and illegal dumping mitigation.
- SWR staff continue to maintain a relationship with the Immigrant Services Association of Nova Scotia (ISANS) to provide waste sorting education to their members.
- Active Transportation (AT) continues to collaborate with African Nova Scotian community groups in East Preston, North Preston, Cherry Brook-Lake Loon, and Lucasville to plan and implement Active Transportation facilities.
- Two facilitators have been hired to work with the Indigenous and African Nova Scotian communities to understand which stories should be told through the Cogswell District and identify the means to tell these stories. The first phase of engagement activities will start in early spring and conclude by the end of summer 2024.
- IMO held an event at each depot (Turner and Mackintosh) to promote African Heritage Month, ANSIO, and understanding the Afrocentric lens and continue to educate staff on the impacts and legacy of people of African descent on the development of Canada and Nova Scotia. These events were catered by local African descent catering companies.
- SWR staff attended a meeting with the Central North Community Mobilization Team (CMT) to discuss concerns about litter and illegal dumping in their community.
- SWR staff delivered a vermicomposting workshop and set up a vermicomposter at Hope Blooms (an organization that engages youth



to become change agents, positively impacting the community through innovative agricultural and culinary programs in the North End of Halifax).

- SWR staff attended the “Achievement and Resilience of Entrepreneurs of African Descent” lunch and learn on February 6, 2024. This session was put on by ISANS members in collaboration with the Office of Diversity and Inclusion/ANSAIO.

SWR staff met with ISANS to explore further collaboration and future opportunities; this resulted in setting up more presentations with a broader reach across ISANS members (having presentations for classes in beginner levels of English comprehension – more hands-on activities in place of lecturing).

SWR staff delivered a virtual What Goes Where waste sorting presentation for an ISANS class.

- AT group supported and collaborated with community groups in Lucasville and East Preston to plan and build active transportation facilities.
- HRM hosted a community information session in March 2024 for residents and abutters for the East Preston Greenway project.
- AT employee participated in a D&I organized community round table in Upper Hammonds Plains.
- The New Sidewalk Level of Service report presented by Project Planning & Asset Management was approved and enhanced the social equity criteria for identifying higher priority segments for new sidewalk.
- AT employees completed a site visit to the Liverpool roundabout with community accessibility advocates to talk about accessibility.
- Accessibility advocates consulted on the Woodside-Shearwater AT Plan.
- The Manager, Active Transportation is the co-organizer of a Transportation Association of Canada (TAC) conference session



entitled “1st Person Lessons on Accessibility” for the fall 2024 conference.

- HRM was a participant in the “ Canadian National Institute for the Blind (CNIB) Bus Stops Study” which released its report this quarter.
- The Gravel Road Paving Program – Halifax Regional Municipality Roads report, presented by TIM, was approved by Regional Council and included Accessibility as one of the prioritization criteria for paving.
- D&C continues to meet with CNIB and “Walk n’ Roll” among other advocacy groups to gain first person feedback on our streets and sidewalks for existing conditions, during design work, during construction, and on final completion on a variety of types of infrastructure.

Accessible Information and Communication

Action Items

- SWR staff have been working to ensure presentations and educational materials are more accessible.

Results

- SWR staff updated some presentations to include subtitles and CAST (captions).
- SWR staff is reviewing the Solid Waste sorting guides to improve overall readability and be more inclusive of languages and comprehension.
- Staff have also updated the Halifax Recycles App with more inclusive information and updating different items to be more inclusive with language.
- SWR staff created an Accessible Communications presentation and held a training session for other SWR staff and Waste Resource Association of Nova Scotia (WRANS) members. This presentation will be used for onboarding new staff and has been shared provincially with other Solid Waste departments.



