4 INTRODUCTION

BACKGROUND

6 Diversity and Inclusion Charter of Peel
10 Charter Rationale
15 Benefits of the Charter

IMPLEMENTATION GUIDELINES

19 Implementing the D&I Charter of Peel
24 Organizations Using the Charter
26 Individuals Using the Charter
27 Building Blocks of Charter Implementation
27 Resources to Help Implement the Charter
28 Evaluating the Charter’s Impact and Next Steps
29 Endorsing the Charter
29 For More Information
30 End Notes
INTRODUCTION

This resource is intended to complement the Diversity and Inclusion Charter of Peel (D&I Charter). It is an updated version of the D&I Charter of Peel Backgrounder and Guidelines (2013).

This booklet is divided into two sections, revised to reflect the growth and evolution of the D&I Charter Initiative between 2014 and 2016.

(i) The Backgrounder introduces the D&I Charter, provides important information on Phases 1 and 2 of the Charter’s development, and lists the various long-term and short-term benefits of supporting the initiative and endorsing the Charter.

(ii) The Implementation Guidelines introduces a number of capacity building materials developed in Phase 2 of the Initiative, describes what implementation means for the Charter’s three priority areas and provides some introductory guidance around how organizations and individuals can each strive to implement the Charter’s twelve commitments.

This booklet concludes with information about where to access additional resources and a snapshot of the Charter’s next steps in 2016 and beyond.

The call to action of this resource is that all individuals, organizations and associations reading it will 1) endorse the D&I Charter of Peel; and 2) work in a coordinated and collaborative way to ensure the regular implementation of its various commitments. Executive Directors/Chief Executive Officers, managers, consultants, volunteers and community residents can all use this Backgrounder and Implementation Guidelines to actualize some of the key commitments in the D&I Charter of Peel.

For more information about this resource or about the D&I Charter of Peel Phase 2 Initiative, please visit our website at www.dicharter.rdrpeel.org.
Backgrounder
The Diversity and Inclusion Charter of Peel (D&I Charter) is a regional initiative that aims to foster greater inclusiveness and equity in Peel Region. It supports the implementation of the Canadian Charter of Rights and Freedoms, Canadian Multiculturalism Act, Canadian Human Rights Act, Employment Equity Act, Ontario Human Rights Code and Accessibility for Ontarians with Disabilities Act. However, the Charter is not a legal document.

The D&I Charter is a living document seeking to reflect the evolution of Peel Region and the changing municipal, provincial and national legislative and regulatory landscapes. It acknowledges that change is a gradual process.

**PHASE 1**

The development of the D&I Charter (Phase 1) was one of the recommendations of the Peel Newcomer Strategy Group’s (PNSG) Host Receptivity Working Group as part of a comprehensive work plan developed in 2010. PNSG formed a collaborative partnership with the Regional Diversity Roundtable (RDR) to lead this initiative, recognizing the RDR’s expertise in the field of diversity, equity and inclusion.

Created with the vision that everyone who lives, works and plays in Peel Region can participate in and meaningfully engage with their communities, the D&I Charter was developed over four months from 2012-2013 through large-scale community engagement to ensure it appropriately reflects the Peel community. All stages of this process ensured representation from diverse residents and from public, private, for-profit and non-profit organizations.
The D&I Charter was officially launched on April 18, 2013, receiving endorsement from a number of prominent community and organizational leaders in addition to several public figures within and beyond Peel Region.¹

PHASE 2

In August 2014, the RDR began spearheading Phase 2 of the D&I Charter, an 18-month collaborative initiative supported by the Region of Peel's Community Investment Program. Led by the Peel District School Board, the Collaboration Partnership included five organizations representative of various sectors/segments of the Peel community:

- **Education** - *Peel District School Board*
- **Health** - *William Osler Health System*
- **Settlement** - *Peel Multicultural Council*
- **Public Service** - *Brampton Library*
- **Aboriginal Peoples** - *Credit River Métis Council*

Together, this partnership was responsible for facilitating the implementation of the D&I Charter within Peel Region.

Between August 2014 and February 2016, the D&I Charter Collaboration Partnership successfully coordinated the development of a number of capacity building resources, including the DEI Organizational Self-Assessment Tool (SAT), the ‘Implementing the Charter’ Webinar Series, the ‘Charter Commitments’ Practice Brief Series and an updated version of this Backgrounder and Implementation Guidelines. Widespread community outreach was regularly conducted, increasing the number of Charter endorsements. The D&I Charter formed a growing presence on various social media networks – notably Twitter, Facebook and LinkedIn – attracting a number of followers within and far beyond Peel Region. Community engagement sessions were held throughout the 18-month period, engaging a large cross-section of the community, and the first comprehensive project evaluation was conducted by Taylor Newberry Consulting.

¹ See www.dicharter.rdrpeel.org/edu-training-tools-resources to access these capacity building resources.
CORE PRINCIPLES

The D&I Charter defines Diversity, Equity, and Inclusion (DEI) as the following:

**Diversity** is the presence of a wide range of human qualities and attributes, both visible and invisible, within a group, organization or society.

**Equity** is a condition or state of fair, inclusive and respectful treatment that recognizes and acknowledges the accommodation of differing needs and expectations. Equity acknowledges the fact that equal treatment does not always lead to equal results.

**Inclusion** is creating an environment where people have both the feeling and reality of belonging and are able to achieve their full potential.

The D&I Charter identifies three priority areas that guide the initiative’s vision for a more equitable and inclusive Peel Region:

- **Creating Equitable and Inclusive Workplaces**
  
  *Supportive environments with structures and systems that respect people for who they are and the uniqueness they bring, and allow people to perform at their best*

- **Ensuring the Provision of Equitable and Inclusive Community Services**
  
  *Recognition of all forms of human diversity, responsiveness to differing needs and issues, and creation of safe and welcoming spaces*

- **Recognizing and Supporting Diverse Neighbourhoods and Communities**
  
  *Healthy, vibrant and sustainable systems in which all community members are supported to thrive*

---

*Note that these definitions were collaboratively agreed upon during the community engagement process in Phase 1*
To actualize this vision, the D&I Charter’s Theory of Change, developed throughout Phase 2 using a participatory approach, emphasizes the fluidity of the initiative. It focuses on three core action areas that have defined the initiative: (i) Building the Charter Community; (ii) Identifying Effective Practices, Resource Sharing and Supporting Implementation; and (iii) Assessment, Partnerships and Recognition. These action areas are visualized below. They are interconnected, dynamic and are expected to evolve over time as the initiative grows and the Charter community expands.
Peel is diverse and growing fast, offering immense opportunities:

- Peel is among the fastest growing regions in Canada with a population of 1.3 million people. Peel’s population grew by 30.8% between 2001 and 2011 and is forecasted to grow by 45.7% between 2011 and 2041.²

- Peel residents hail from over 200 ethnicities (an average of 3.6 ethnicities per person), speaking 91 different languages.³ Visible minorities make up 56.8% of Peel’s total population, and immigrants make up 50.5%, the highest percentages in the GTA.⁴ About 80% of Peel’s population growth is due to immigration.⁵

- Employment in Peel grew by 27.7% between 2001 and 2011, and is forecasted to grow by 41.4% between 2011 and 2041.⁶

- Amongst the 27 Ontario municipalities ranked in the Ontario Urban Sustainability Report, Peel ranked 6th overall; 4th in Economic Vitality, 13th in Livability and Equity, 15th in Smart Growth.⁷ In the last five years, the Region of Peel has engaged in a variety of sustainability initiatives, including the Long Range Transportation Plan (LRTP) in 2012. In 2015, the Region has been an important player in a joint report on implementing the Provincial Growth Plan for the Greater Golden Horseshoe (P2G).⁸
• As of December 2014, 126,150 businesses are located in Peel, 14% of these are goods producing; the rest are service oriented businesses. These businesses employ over 700,000 workers.  
• Peel’s Indigenous population is growing; in 2011, 19,670 individuals in Peel identified as being of Aboriginal ancestry or identity.  
• Closing the education and labour-force gaps between Aboriginal and non-Aboriginal Peoples and leveraging the immigration system to fill skills gaps are two recommendations on how to build Ontario’s 21st century workforce in 2016. Given Peel’s unique demographics and growing economy, the region is well equipped to act on these recommendations.

But serious challenges face many of Peel’s diverse residents:  
• The recession of 2008 impacted Peel’s labour market. The unemployment rate increased from 6.4% in 2006 to 10.8% in 2010, and then began to decrease, standing at 8.9% in 2011. Youth unemployment increased from 12.9% in 2006 to 16% over the same period.  
• Peel Region has one of the highest unemployment rates in the Greater Golden Horseshoe, due in part to the increased movement of logistics firms into the region over the last ten years. 2014 saw a 1.1% decline in the labour force and a 0.3% fall in employment.
• As the labour market in the region has weakened, the need for social assistance has remained high. For instance, the number of Ontario Works caseloads reached a monthly average of 17,045 cases. It is projected that Peel’s economy is likely to continue to experience challenges with increased unemployment and “higher than pre-recession” social assistance levels.  

• Immigrants make up 80% of the population increase in Peel region, yet 33% live on a low income, three times the poverty rate of non-immigrants. One third of recent immigrants in Peel live below Statistics Canada’s low-income cut-off. The median income of recent immigrants is $15,000 compared with $28,000 for the total population. This, despite the fact that 44% of recent immigrants in Peel aged 15+ have a university degree, compared to 19% of Canadian-born Peel residents.

• About 15% of Peel’s population reports a disability, and 18% of them are living in poverty.

• The population of seniors in Peel (65+ years of age) is increasing by almost three times the rate of Ontario and Canada, and nearly 40% of them are living in poverty.

• In 2013, 21% of Peel’s children aged 0-17 were living in low income.

• Peel is the traditional territory of the Mississaugas of the New Credit. The number of people with Aboriginal ancestry or identity that live in Peel grew by 40.5% from 2001 to 2006, double Canada’s rate and a third higher than Ontario’s; from 2006 to 2011, this population grew again by 14%, yet Aboriginal Peoples continue to experience widespread discrimination.
• There is an overrepresentation of racialized – predominately Black and Aboriginal - children and youth in care in Ontario, including in Peel. This overrepresentation is also a reality within Ontario’s youth and adult prison system. There are, proportionally, five times more Aboriginal boys in the young male jail population than what they represent in the general young male population. According to Statistics Canada, in 2013/2014, Aboriginal youth accounted for 41% for all correctional admissions, whereas they only accounted for 7% of the youth population.

• Approximately 7 to 10% of the Ontario population is part of the Lesbian, Gay, Bisexual, Transsexual, Transgender, Intersex, Queer, Questioning and 2 Spirit (LGBTTIQQ2S) community yet, due to stigma and discrimination, this community is at higher risk of depression, anxiety, phobias, suicidal thoughts, self-harm, alcohol/drug dependence and face barriers accessing services. While there are a growing number of programs and supports available in Peel, the number of LGBTTIQQ2S individuals who have reported acts of discrimination remains high. It is estimated that about 30% of suicides in the region are LGBTTIQQ2S youth.

• In Census 2011, 5,685 people reported speaking French as the primary language at home yet there is a lack of services available in French. For Francophone newcomers, settlement is more difficult due to both language and racial discrimination.
Across Peel, males 15 years and older have higher median employment incomes than females in the same group. The income gap in 2006 ranged from $11,197 in Mississauga to $16,545 in Caledon. A 2011 study found that racialized women were 48% more likely to be unemployed and earned on average 55.6% the income of non-racialized men; moreover, according to the Peel Newcomer Strategy Group, immigrant women earn roughly half the median income of immigrant men.

About 29% of homeowners and 43% of renters in Peel face housing affordability challenges (spending more than 30% of household income on shelter). Roughly 11,500 individuals, used homeless shelters located in Peel in 2009; 37% of this number was children and youth. By mid-2010, Peel’s wait list for social housing was over 15,000 households, with families without priority status waiting 12 to 15 years for placement. This is in fact the longest wait list for subsidized housing in Ontario.

In the face of these numerous opportunities and challenges, it is important to ensure that the Peel community is continuously able to create, innovate, build and thrive. The D&I Charter is a local effort to ensure inclusive community development in Peel’s unique context.
When people are able to participate in and engage with their communities in meaningful ways, respect for all forms of diversity increases, and barriers are overcome. Inclusion is not just about legislation; it is also about the reality of belonging. Moreover, it promotes social and economic growth, while decreasing the negative impacts of social exclusion; for instance, anti-social behavior, violence and unsafe neighbourhoods. Moreover, focusing on people’s strengths enables numerous community initiatives that effectively address needs and increase equity and inclusion for the community-at-large.

The D&I Charter’s approach to equity and inclusion in Peel Region follows this model of social inclusion and asset-based community development. Endorsing the D&I Charter involves a voluntary local commitment to its core principles (see page 8) in addition to implementing relevant national and provincial legislation. Endorsement is the acknowledgment of a collaborative effort to enhance equity and inclusion beyond sector, community or organization-specific initiatives. D&I Charter endorsers are thus a part of a community with a common vision for a more equitable and inclusive Peel Region. The benefits of endorsement can be described in terms of both long-term and short-term outcomes.
LONG TERM

Implementing equity, reducing barriers and increasing inclusiveness at the individual, neighbourhood/community and organizational levels can lead to the following long-term benefits for people:

- more vibrant, creative, healthy, engaged and connected communities
- improved access to needed information, services, supports, opportunities
- safer and more welcoming spaces
- improved livelihoods
- improved support for children, youth and extended families resulting in reduced child poverty and violence
- more seniors living at home with dignity while being connected with communities
- more transparent and accountable institutions and systems
- stronger local economies
- increased civic engagement

A recent study shows that diverse leaders are linked to financial prosperity, innovation and social inclusion. Diversity among leaders of organizations is crucial to:

- financial performance
- attraction and retention of highly skilled staff and
- promotion of inclusion, trust and goodwill within the community
By increasing diversity, organizations capitalize on different skill sets, unique perspectives, communication skills and cultures. The long-term benefits of implementing promising practices around diversity, equity and inclusion in organizations include:

- improved decision-making quality at all organizational levels
- increased motivation, innovation and productivity
- increased employee/client/customer satisfaction
- increased attraction and retention of talent pool
- improved staff attendance
- increased organizational morale
- more coordinated cross-sectoral efforts around diversity, equity and inclusion
- better understanding of market demands, greater awareness of client needs, and a wider customer/client base
- reduced costs
- improved inter-cultural understanding and enhanced social growth, harmony, and prosperity

**SHORT TERM**

In addition to the numerous long-term benefits of the D&I Charter, there are many immediate advantages that come with supporting the initiative. As an individual or organizational endorser, for instance, you will get priority access to all resources and tools developed by the D&I Charter (e.g., the DEI Organizational Self-Assessment Tool) in addition to becoming part of a vast and growing community of individuals, community/neighbourhood groups and organizations striving for increased equity and inclusion in Peel Region.
Implementation Guidelines
The D&I Charter of Peel Collaboration Partnership has dedicated Phase 2 of the project to supporting the D&I Charter’s implementation. While the commitments in the Charter have been collaboratively identified to speak broadly to a number of diversity, equity and inclusion issues, this does not preclude the Charter from being an outcomes-based document. However, it is not expected that each and every commitment be addressed simultaneously! Instead, it is important to consistently work towards fulfilling the Charter’s vision by aligning existing initiatives with the Charter’s key priority areas.

In this spirit, organizations, individuals and community groups can access the following resources, in addition to this updated version of the Charter Backgrounder and Implementation Guidelines, available on the D&I Charter’s website at www.dicharter.rdrpeel.org/edu-training-tools-resources/.
DEI Organizational Self-Assessment Tool (SAT)

Designed to assist all types of organizations in assessing their diversity, equity, and inclusion work, this tool consists of eight domains and a series of indicators designed to help celebrate successes in addition to identifying areas for improvement. These include: Planning & Policy, Organizational Culture, Employee Education & Training, Human Resources, Community Capacity Building, Service Planning & Development, Client Engagement, and Service Provision. The tool also consists of an action planning worksheet that can help in long-term strategic planning.

‘Implementing the Charter’ Webinar Series

Developed to provide organizations, individuals and communities with more information and foundational support around D&I Charter implementation, this webinar series consists of three 60-75 minute sessions around the D&I Charter’s three priority areas – Creating Equitable and Inclusive Workplaces; Ensuring the Provision of Equitable and Inclusive Community Services; and Recognizing and Supporting Diverse Neighbourhoods and Communities. Along with each webinar, there is a complementary Practice Brief (one-pager) that summarizes and addresses each priority area.

‘Charter Commitments’ Practice Brief Series

Created in effort to provide initial implementation support around the Charter’s twelve commitments, this series consists of single-page Practice Briefs that introduce and provide tips around implementing the commitments in the Charter.

iii A compilation of all available Practice Briefs is also available in print and online.
In order to make the commitments in the Charter more tangible, they have been categorized under three priority areas. Some commitments fit under one or more priority area. Individuals and organizations alike can refer to these priority areas for implementation support.

CREATING EQUITABLE AND INCLUSIVE WORKPLACES

Equitable and inclusive workplaces are key to the vision of the D&I Charter. The regular practice of self-reflection (vis-à-vis attitude, assumptions, and behaviour in the workplace), seeking out of education and training opportunities, cultivation of a safe environment for colleagues, participation in organizational policy development, willingness to adapt to change, formation of resource groups and/or committees addressing diversity, equity and inclusion issues, engagement in dialogue sessions to reinforce behaviour, and active listening are all key strategies that support the implementation of the following commitments:

- Ensuring equitable and inclusive behaviours, practices, policies with regular review
- Supporting inclusive leaders and change champions
- Dedicating resources, including people, time, and/or money to equity and inclusion
- Building transparent and accountable relationships and systems
- Recognizing individuals and organizations implementing best practices in equity and inclusion
ENSURING THE PROVISION OF EQUITABLE
AND INCLUSIVE COMMUNITY SERVICES

The D&I Charter calls for a coordinated effort to ensure the provision of services that are accessible and relevant to the needs of community members; that regularly engage in community collaboration and undergo consistent monitoring and evaluation to assess program/service delivery; and that recognize the importance of intersectionality in determining equitable service needs and outcomes. Charter commitments that these strategies will help to implement include:

- Enabling full participation and engagement by all through equitable access to information, services, opportunities
- Creating safer spaces that foster mutual understanding, respect and growth
- Dedicating resources, including people, time and/or money, to equity and inclusion
- Partnering and collaborating to support and build equity and inclusion
RECOGNIZING AND SUPPORTING DIVERSE NEIGHBOURHOODS AND COMMUNITIES

As articulated in the D&I Charter, in effort to ensure the full inclusion of all those in Peel, a coordinated community development process is essential. This process must embody the acknowledgment of all forms of diversity, and consistent community engagement by service providers and public institutions; responsible decision making & resource allocation by influential individuals and organizations; a commitment to a transparent & egalitarian justice system; conscious leadership development at the local level; investment in inclusive planning and policy development; and an appreciation for critical questioning and advocacy by students, researchers, and community groups. Charter commitments that these strategies support include:

- Integrating the values of equity and inclusion into personal lives, work, relationships and participation as residents
- Supporting vibrant neighbourhoods where diverse people come together as communities
- Providing ongoing learning that facilitates equity and inclusion at individual, organizational and community levels
- Partnering and collaborating to support and build equity and inclusion
- Celebrating Peel Region’s rich diversity
- Enabling full participation and engagement by all through equitable access to information, services, opportunities
Throughout Phase 2 of the D&I Charter Initiative, a primary challenge for organizational implementation has been using the Charter in addition to existing diversity, equity and inclusion initiatives – be they particular policies, equity frameworks, and/or organizational philosophies.

In the previous version of the D&I Charter Backgrounder and Implementation Guidelines, it was emphasized that in the process of implementing the Charter, organizations need to create realistic and accountable action plans with sufficient resources to implement change initiatives (e.g., setting up regular monitoring and evaluation mechanisms that measure equity outcomes and adapt to changes over time). This recommendation for organizational implementation of the D&I Charter relies on the primary assumption that the Charter is a vehicle by which a variety of organizations can express a unified commitment to diversity, equity and inclusion in Peel.

The frameworks, philosophies, and/or practices used to do this will vary by organization, by sector, and by industry. However, the D&I Charter serves as a tool to be used by organizations in Peel in the coordination of efforts to build a more inclusive and equitable region.

In addition to using the DEI Organizational Self-Assessment Tool (see page 20) to assess current work and lay out an action plan particular to organizational context, the following promising practices are also useful in guiding Charter implementation within organizations:
• creating an equity and inclusion statement as part of the organization’s vision
• forming an equity and inclusion committee that works to ensure the incorporation of equity throughout the organization
• producing equity and inclusion toolkits for hiring managers and recruiters
• setting up mentorship programs for individuals from diverse groups
• providing ongoing learning opportunities on diversity, equity and inclusion issues for Board, leadership, all levels of staff and volunteers
• using a diversity in governance toolkit with Board members and/or leadership
• creating and implementing policies and practices that reflect the diverse needs of the workforce and other stakeholders
• ensuring information is accessible (e.g., translated, interpreted, written in large fonts) for all clients served
• providing child care and transportation support for caregivers accessing services
• ensuring urban planning and built design enables welcoming, accessible communities for diverse people (e.g., accessible schools, parks, recreation facilities and activities, libraries, faith-based services and public transit)
• implementing existing legislation and regulations
• regularly engaging communities in asset-based approaches to sustainable community development
• partnering and sharing with others to achieve system improvements
• recognizing/celebrating leaders and promising practices, and creating incentives to encourage equity and inclusion.
Phase 2 of the D&I Charter Initiative has revealed a great deal about the role of individuals and communities in implementing the Charter. A primary question from Peel residents has been: **What is our personal responsibility to the Initiative? How can we participate in supporting the Charter in our daily lives?**

First and foremost, the Charter encourages self-reflection – of individual assumptions, behaviour, and attitude. This practice, of identifying one’s social identity(-ies), understanding biases, privileges and power difference, increasing open-mindedness and respect for all forms of diversity, and improving communication with diverse people, is essential to the creation of an inclusive and equitable community. Additionally, by being personal advocates for the initiative – attending community forums and other events, engaging with the initiative on social media, contributing to Insights, the D&I Charter’s community blog, interacting with Charter news and updates through the initiative’s website, and spearheading community/workplace dialogue sessions – individuals can begin to do their part to fulfill the collaborative vision of the D&I Charter.

**Other ways individuals can use the Charter include:**

- seeking opportunities for education
- role modelling inclusive behaviours among family, friends, co-workers
- raising awareness of the Charter
- championing and advocating for diversity, equity and inclusion issues
- connecting with others doing similar work
- creating forums to engage in community dialogue and tell personal stories
THE BUILDING BLOCKS OF THE D&I CHARTER IMPLEMENTATION

Endorsing the D&I Charter, developing/using/sharing implementation resources and advocating on behalf of the Charter may not be a linear process; however, all of these actions, coordinated amongst diverse stakeholders, are essential in ensuring the Charter’s vision for an equitable and inclusive Peel Region where everyone can live to their full potential.

RESOURCES TO HELP IMPLEMENT THE CHARTER

The Regional Diversity Roundtable is a collaborative of Peel-based organizations and institutions committed to building inclusion and diversity competence that results in the institutionalization of equity. They offer a wide range of resource materials, workshops and learning events.

For additional resources, please access www.regionaldiversityroundtable.org or call 905-457-7288 ext. 258.
EVALUATING THE CHARTER’S IMPACT AND NEXT STEPS

Since the launch of the D&I Charter in April 2013, the initiative continues to widely impact the Peel community. Currently, as a combined result of Phase 1 and Phase 2, there are more than 100 single endorsers and a large number of community partners within and beyond Peel Region. Endorsers include organizations that represent large constituencies, significantly increasing the numbers of individuals and communities being impacted by the initiative.

In Phase 2, the initiative also engaged in a year-long comprehensive evaluation process, conducted by Taylor Newberry Consulting (TNC).

As the D&I Charter of Peel Initiative continues to develop into a living and growing community network, there are two major areas of focus (not listed in order of priority):

1) Expanded promotion of the DEI Organizational Self-Assessment Tool, followed by measurement of the tool’s uptake and collection/analysis of data in the format of a Report Card on Diversity, Equity and Inclusion in Peel Region

2) Widespread transliteration of the D&I Charter into Peel’s top 10 languages (including the creation of accessible documents) in addition to a Community Ambassador Program aimed at engaging Peel’s diverse ethno-linguistic communities, and the diverse individuals within these communities, in achieving the vision of the D&I Charter of Peel.
ENDORSING
THE CHARTER

Go to www.dicharter.rdrpeel.org/charter-endorse-the-charter/ or contact (905) 457-7288 ext. 213 to endorse the Diversity and Inclusion Charter of Peel.

FOR MORE
INFORMATION

Go to www.dicharter.rdrpeel.org or contact (905) 457-7288 ext. 213 for more information.
END NOTES

9. Labour Force Characteristics for Peel, Peel Data Centre. Regional Diversity Roundtable “Community Centrend non-Aboriginal Peoples. Re 2 Initiative, please visit our website at www.dr
13. Ibid.
16. Peel Data Centre.
17. Peel Data Centre.
19. Peel Data Centre.
22. Peel Data Centre.

27 LGBTTIQQ2S Practice Brief. Regional Diversity Roundtable.


30 Peel Data Centre.


33 Peel Data Centre.


37 Portraits of Peel: A Community Left Behind. Peel Fair Share Task Force, Social Planning Council of Peel, United Way of Peel Region, Region of Peel. 2011.


43 Cukier, Wendy, Margaret Yap, Kristen Aspevig, Lennie Lejasisaks. DiverseCity Counts 3 – A Snapshot of Diverse Leadership in the GTA. 2011.

44 Under Representation of Visible Minorities in the Workplace Practice Brief. Regional Diversity Roundtable.
