



City of  
**Peterborough**

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**To:** Members of the General Committee

**From:** Sheldon Laidman, Commissioner, Community Services

**Meeting Date:** March 13, 2023

**Subject:** Diversity, Equity and Inclusion Advisor Update, Report CSD23-005

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## **Purpose**

A report and presentation to provide an update on the work to date of the Diversity, Equity, and Inclusion Advisor.

## **Recommendation**

That Council approve the recommendation outlined in Report CSD23-005, dated March 13, 2023 of the Commissioner of Community Services as follows:

That the report and presentation be received for information.

## **Budget and Financial Implications**

There are no budget or financial implications with this report.

## **Background**

The Coalition of Inclusive Municipalities (Coalition) is a network that brings municipalities together to improve policies against racism, discrimination, exclusion, and intolerance, to undertake initiatives to eliminate all forms of discrimination, and to build open and inclusive societies.

On November 25, 2019, as per the recommendation outlined in [Report CLSHR19-005](#), City Council unanimously endorsed the Declaration to join the Coalition. On December

9, 2019, Human Rights Day, Mayor Diane Therrien signed the Declaration on behalf of the City of Peterborough making it the 22nd municipality to join the Coalition. Further, on December 14, 2020, as per the recommendation outlined in [Report CSD20-016](#), City Council approved that staff hire a DEI Officer using funds from the Community Development Program Reserve. The DEI Officer, now the DEI Advisor, was tasked with developing the City's first DEI Plan, embedding a DEI lens in City operations, and supporting the City in advancing the Coalition's Ten Common Commitments.

When a municipal council signs the declaration to join the Coalition, it endorses the Coalition's Ten Common Commitments and agrees to develop a Plan of Action (DEI Plan), which once adopted, becomes integrated into the municipality's visions, strategies, and policies. The Coalition's Ten Common Commitments are structured around three areas of municipal responsibilities that see the municipality: as a guardian that respects public interest; as an organization that upholds human rights; and as a community that promotes diversity. Collectively, the Commitments urge the municipality to drive action against racism and discrimination to build a more inclusive community. This means collaborating with, and empowering Indigenous and racialized communities to help the City work toward: becoming a more inclusive employer, service provider, and contractor; supporting the efforts of community partners, particularly in the policing service, labour market sector, housing, and education sector in challenging and dismantling systemic racism and discrimination; and developing initiatives that promote diversity and create equal opportunities.

The DEI Advisor provided an interim report to Council, [Report CSD21-017](#) with [Appendix A](#), on December 6, 2021 with a framework for moving forward on the City DEI Plan. On February 27, 2023 Council passed a motion requesting that the City DEI Advisor report on DEI updates and deliver a presentation at the March 13 General Committee meeting.

For the purposes of this report, definitions of key terms are included at the end.

## **DEI Plan**

Established in July 2022, the DEI Plan Steering Committee guides the development of the DEI Plan. The Committee consists of 14 members: 7 City staff representing various City departments, and 7 community members representing various sectors and interests. The Committee's work is focused on 5 key areas: communications, public education and awareness; human resources; training and education; community engagement; and planning and policy development. These areas were identified by the DEI Advisor through discussions with various stakeholders including City staff, community partners, and DEI practitioners at other municipalities. Alignment of these areas with the Coalition's Ten Common Commitments will be considered once the Plan is approved and implementation begins.

The Steering Committee is currently putting together 5 working groups that will develop these 5 key areas in the DEI Plan, where the composition of the working groups will reflect the composition of the Committee. Once a draft Plan is ready, focus groups will

be held with City staff and community partners to review and discuss the draft. The community at large will also have an opportunity to comment on the draft through a multitude of engagement platforms. The DEI Plan is expected to cover both internal and community expectations, so it is imperative that the consultation is extensive and far reaching.

The following is an example of some of the outcomes expected by the Communications, Public Education, and Awareness Working Group:

The DEI Plan will include goals related to both internal and external communications. The Communications, Public Education, and Awareness Working Group will review the City's current communications, public education, and awareness activities as well as consider potential new actions in support of the overall goals of the DEI Plan. Examples of potential outcomes could include:

- Developing messages around what diversity, equity, inclusion, accessibility, and reconciliation means for the City.
- Enhancing and increasing communications about issues related to race and cultural identity, Indigenous history, the 2SLGBTQIA+ community, accessibility, and other issues that speak to the needs of equity-deserving groups.
- Publishing a community calendar of dates that are significant and meaningful to staff and the community (this calendar is already in place and is currently being used by Communications Services).
- Supporting events with community partners to recognize important dates of awareness, celebration, and commemoration and amplifying messaging from community partners and people with lived/living experiences.
- Developing an inclusive language guide for the City of Peterborough.
- Ensuring all City communication platforms are inclusive and accessible.
- Ensuring materials are presented in plain language, are culturally appropriate, and depict the diversity of Peterborough.
- Ensuring signage in City of Peterborough facilities is accessible.
- Providing an internal communication hub such as the intranet where resources that support staff DEI training and development will be centrally located.
- Considering new and more inclusive ways to reach equity-deserving groups in community consultations.
- Applying an equity lens to communication and outreach strategies to meaningfully facilitate community engagement.

The above examples of outcomes are from relevant sections of DEI Plans from other municipalities. The City's own Communications, Public Education, and Awareness Working Group, which will include City staff and community representatives, will apply a local intersectional lens when considering the needs of the City of Peterborough, which

will be reflected in the specific recommendations that will be received by the Steering Committee.

It is important to note that some of this work is already being done by Communications Services at the City of Peterborough, in collaboration with the DEI Advisor where appropriate (more examples are shared further below in this report). However, within the confines of available resources, this work is often balanced against other competing priorities. The Working Group will assess the resources needed for a robust DEI communications strategy that includes many of the suggested outcomes above and will ensure that these recommendations are reflected in the DEI Plan.

The DEI Plan is expected to be completed this summer and presented to Council in the fall of 2023.

### **DEI Projects and Initiatives**

While the DEI Plan is being developed, the DEI Advisor has been working on smaller, short-term projects and initiatives that reflect the 5 key areas of the Plan, with the intention of providing early DEI-related deliverables prior to the completion of the Plan. Outcomes from these projects reflect immediate and achievable results that will help City staff implement a DEI Plan with similar, but more elaborate long-term outcomes.

Below are some examples of this ongoing work.

### **DEI Training and Education**

Between July and November 2022, the DEI Advisor delivered 9 *DEI Basics* training sessions to 115 staff from various City departments, including Human Resources, Recreation Services, Social Services, Arts, Culture, and Heritage, The Art Gallery of Peterborough, Peterborough Museum and Archives, Communication Services, Public Works, Financial Services, Solicitor's Office, and Clerk's Office.

In April 2022, 5 sessions were also co-delivered with the Peterborough Police Services' Community Development and Engagement Coordinator to the PPS Senior Leadership Team and to more than 100 Police Officers.

In October 2022, 2 training sessions on the topics of Equity and Equality, and Intersectionality were offered to City staff as part of the line up of programs for staff during Global Diversity Month.

9 short DEI education sessions were also delivered to over 100 staff at Public Works during their Training Day in October 2022.

The DEI Advisor is currently scheduling the delivery of 2 trainings over 6 sessions to all staff at Social Services on the topics of Equity and Equality, and Intersectionality. A further training session, *Applying a DEI Lens: From Theory to Practice*, is also being planned for Social Services Managers.

A DEI Basics training session will be delivered to City Councillors in 2023 as per the Motion passed on February 27<sup>th</sup>. Further training for staff will be scheduled as needed.

### **Adopting a DEI Lens in City Operations**

The DEI Advisor is encouraging and supporting City departments to apply a DEI lens to their day-to-day operations through training sessions and by advising on specific projects and requests. Below are some examples of how the DEI Advisor is supporting the adoption of a DEI lens in individual business functions at the City. This will become formalized once the DEI Plan is adopted but is indicative of the City embracing this work and it becoming part of the workplace culture.

**Social Services:** support the Social Services DEI Working Group and align its work with the upcoming DEI Plan; support ongoing and customized DEI training sessions for all staff at Social Services; connect Social Services with community partners who can add an intersectional lens to the services provided.

**Arts, Culture, and Heritage:** advise on the development of the Municipal Cultural Plan; advise on the Heritage Cultural District Study; review of the Public Arts Policy and Procedures using a DEI lens; advise on projects as needed.

**Peterborough Public Library:** support the development of the Library DEI Committee; advise on Library programming using a DEI lens; connect the Library with community partners who can support in expanding the Library's mandate of community-led programming.

**Peterborough Museum and Archives:** review of Museum policies on DEI and Truth and Reconciliation; advise on projects through a DEI lens as needed.

**Financial Services:** support the work of the Social Procurement Advisory Committee.

**City Committees:** review of the application form for joining City Committees using a DEI lens; review of Committee Handbook and addition of a DEI section; DEI presentation during orientation session for new Committee members.

**Recreation Services Division:** review of the (draft) program for promoting cultural events and festivals at Quaker Foods City Square.

**Communications:** support with inclusive wording for specific messaging, coordinate press releases for DEI Instagram Live conversations, review of City Hall lighting and flag-raising procedures, development of standardized email signatures procedure for staff, support with developing statements on key issues around inclusion in our community such as the recent incitement of hate against the Drag Queen Story Time events at the Peterborough Public Library.

The DEI Advisor and the Human Resources Division partnered with WorkTango to survey all City employees to establish baseline information and metrics with regards to the City's workforce to monitor and evaluate the progress of the City's DEI initiatives.

## **The Community Safety and Wellbeing Plan**

The following motion was deferred at the February 27<sup>th</sup> Council meeting related to [Report CSSS23-007](#) Community Safety and Well Being Plan Implementation:

Whereas, the City of Peterborough is a vibrant and culturally diverse city;

Whereas, in 2019, the City of Peterborough joined the Coalition for Inclusive Municipalities;

Whereas the Arts and Culture Advisory Committee and the Equity, Diversity and Inclusion Committee have the ability to consider events of artistic or cultural value or of a diverse and inclusionary nature;

Whereas, the 2019 Safer Ontario Act mandated a CSWB Plan with Peterborough's municipal goals to include, "sense of belonging, as well as social and cultural expression";

Whereas, expressions of hatred and discrimination nonetheless persist.

1. The City of Peterborough's CSWP list of community risk factors be amended to include a 6th addition, "Race and Cultural Identity" (p. 2 of report)
2. The City of Peterborough, throughout the calendar year, enhance its proactive and proud commitment to our cultural communities in the following ways:
  - a) Explicitly promote and honour Black History Month, Asian Heritage Month, Canadian Jewish Heritage Month, National Indigenous History Month, Pride Month, Islamic Heritage Month and National Disability Awareness Month, by producing city-driven programming/exhibits and supporting specific community partners at their respective initiatives and events;
  - b) Communicate specific Days (Weeks and/or Months) of Significance to equity-seeking groups in meaningful ways, i.e. portraits, visuals and/or brief reflections via the City of Peterborough website and social media channels.

The DEI Advisor engaged in multiple discussions with the consultants throughout the development of the Community Safety and Wellbeing (CSWB) Plan. Careful considerations were given in terms of how to best embed a DEI lens into the CSWB Plan. The intention was not to isolate DEI as a stand-alone priority nor look at race and cultural identity alone as themes that are separate from the other priorities. Instead, the conclusion was to embed DEI as a theme that cut across ALL the priorities in the Plan. This means that each priority will be examined through an intersectional lens that would include race, class, gender, and (dis)ability, among other social categories and constructs and consider the lived and living experiences of the persons who are facing challenges to safety and wellbeing under each of these priorities. Belonging is at the centre of this Plan – a theme that holds all of its priorities together, and DEI flows through the Plan to ensure that the outcomes speak to a strengthened sense of inclusion and belonging. This is specifically noted under the section labeled Approaches and Core Values in the CSWB Plan.

It is also worth noting that Truth and Reconciliation as well as systemic racism are acknowledged in the CSWB Plan's Guiding Principles, and the Ten Common Commitments that are set by the Coalition of Inclusive Municipalities (CIM) also serve as one of the Plan's Guiding Frameworks. The CSWB Plan also acknowledges that a corporate-wide DEI Plan is being developed, which will offer recommendations for the implementation the CSWB Plan as well as other City business operations.

The motion referenced above in this section was deferred to allow a further report on the work being done by the City on Diversity Equity and Inclusion. Procedurally it could be brought forward again during the review of this report.

### **Truth and Reconciliation “Committee”**

The Truth and Reconciliation (T&R) “Committee” is in its early stages and was established in January 2023 at the direction of the DEI Plan Steering Committee. Initially, the intention was to ensure that the theme of T&R is actioned across the entire DEI Plan. However, it is also realized and acknowledged that T&R responsibilities must continue beyond the adoption of the DEI Plan. Further, the City's DEI Advisor consistently receives requests from staff to advise on the application of an Indigenous lens to the City's policies, programs, procedures, service delivery, and decision-making processes, which the T&R “Committee” would be best positioned to do. It is therefore envisioned the T&R “Committee” becoming one of the City's standing committees that can advise on Indigenous relations on a continuous basis.

Note the quotation marks around the word committee as other words, such as circle or partnership may be preferred by Indigenous communities. The final name for this group will be selected by its members.

Membership is currently being established and currently includes representatives from Nogojiwanong Friendship Centre, Nijikiwendidaa Anishnaabekwewag Services Circle, and the Ontario Federation of Indigenous Friendship Centres (OFIFC). This “Committee” will continue to meet frequently for the next few months as it hears from Indigenous advocates at other municipalities, set the “Committee’s” goals, establish its terms of reference, and invite more Indigenous peoples from various sectors to join the “Committee”.

The T&R “Committee” respectfully acknowledges the existing relationship between the City and First Nations and with that, wants to also offer its space to showcase the strong voices of the Urban Indigenous population as well as the voices of those who identify as Indigenous but are not affiliated with First Nations. Further, this “Committee” wants to signify the diversity of Indigenous people living in Peterborough and ensure that all Indigenous voices are included, heard, and valued.

A number of key documents are expected to inform the work of the T&R “Committee”: the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP); the Provincial Urban Indigenous Action Plan; and the Declaration of Mutual Commitment and Friendship. This latter document is currently the primary focus of the T&R

“Committee”. The Association of Municipalities of Ontario (AMO) recommends that each municipality signs such a declaration with its local Friendship Centre as a means of strengthening this relationship and rebuilding trust. The OFIFC refers to this declaration as “a framework for collaboration between cities and towns and urban Indigenous communities [and] reconciliation in action on a local level [that] will continue to set the standard provincially and federally on how to meaningfully engage with Indigenous communities living in urban and rural areas.” Work on a Declaration of Mutual Commitment and Friendship between the City of Peterborough and the Nogojiwanong Friendship Centre was started in 2022 by City staff. The DEI Advisor will further develop this with the support of the T&R “Committee” with the intention of presenting it to Council in the fall of 2023.

### **DEI Expertise and Resource Sharing**

The DEI Advisor played a key role in supporting the establishment of a DEI Committee at Peterborough Police Service and is currently an active member of this Committee. The DEI Advisor is also a member of the Peterborough Immigration Partnership’s Coordinating Committee and the TEACH Outside the Box Coordinating Committee – a collaborative by the Kawartha World Issues Centre and other community partners that offers Social Justice workshops for teach candidates and community educators. The DEI Advisor also provides DEI expertise and resources to other partner organizations in the community as needed and as aligned with the Coalition’s Ten Common Commitments.

The DEI Advisor is also connected to the Community of Practice for Municipal DEI Practitioners in Ontario and is currently offering support to the DEI Taskforce Lead at the County of Peterborough.

The DEI Advisor has assisted with a number of research projects with community partners and Trent University and continues outreach with community groups and agencies to ensure alignment with the City’s DEI commitments.

### **Community Partnerships**

The City provides Community Service Grants to community organizations that offer subject-matter expertise on issues that matter to the City and support its mandate as a member of the Coalition of Inclusive Municipalities. An example is the grant that supports the important work of the Community Race Relations Committee (CRRC) of Peterborough in the amount of \$43,024.

When asked about the impact of the City’s funding, the CRRC Coordinator shared the following: “The Community Services funding that the CRRC received from the City of Peterborough for 2022 has directly contributed to the organization’s growth, stability, and transition into an equitable post-COVID19 recovery for the community. The funding supports the Coordinator’s position, which ensures that efforts for ongoing capacity building and revenue generation are given the full-time effort and care required to improve and sustain important organizations like the CRRC. Among the programming



that CRRC has offered in 2022, the Community Services Grant through the City of Peterborough has provided the CRRC with the capacity to lead community events that center the importance of racial and cultural equity, to develop new anti-racism training modules for community education, and to increase the organization's capacity to provide much-needed advocacy services in Peterborough.”

Specific CRRC events and programs in 2022 included:

- BIPOC Peer Support Program (6-week program)  
Anti-Racism Community Education Series (5-part series)
- Black History Month 2022 Launch
- CRRC AGM 2022 (Voices for Action Against Racism in Peterborough Panel)
- BIPOC Healing: After-Hours Social (direct response to Derecho Storm recovery for BIPOC community members)
- DisOrientation Week Open Mic & Movie Night (documentary sponsored by ReFrame; followed by post-film discussion)  
IG Live Series: Connect, Converse & Challenge Colonialism with Indigenous Changemakers in Peterborough (4-part series)
- CRRC's 40<sup>th</sup> Anniversary: Celebrating Multiculturalism in Nogojiwanong

### **Instagram Live Conversations**

The DEI Advisor held 3 Instagram Live conversations in 2022 to mark National Indigenous Peoples Day, Emancipation Day, and International Human Rights Day.

These Instagram Live conversations are coordinated with and supported by the City's Communications Services staff. They are announced with a press release and streamed on the City's official Instagram account, where recordings of the conversations can be accessed after the live events. The DEI Advisor has been using this platform to engage staff and the general public in meaningful conversations through a DEI lens about race and cultural identity and the discourse around equity and human rights. The conversations also aim to highlight key dates in the City's communications calendar and helps amplify the messages that are being shared through official social media platforms.

More conversations highlighting other important dates will be scheduled in 2023.

### **Peterborough DEI Project**

In June 2022, the City received a grant from Canadian Heritage through its Community Support, Multiculturalism, and Anti-Racism Initiative (CSMARI) Program to support the Peterborough DEI Project. With the bulk of the funding for this project allocated to support the salary of the DEI Advisor to develop the City's DEI Plan, the remainder of the funds are split between two community partners: the Community Race Relations Committee of Peterborough (CRRC) and the New Canadians Centre (NCC). CRRC will

use their funds in 2023 to deliver anti-racism training workshops to City staff with the support of their Social Justice Educator, while NCC will be using their funds in 2024 to develop a series of videos to highlight the experiences of newcomers with racism and discrimination. The project will end in April 2024.

### **Faces of Leadership**

In September 2022, the City received a grant from the Federation of Canadian Municipalities' Canadian Women in Local Leadership Fund for its project, *Faces of Leadership* – a collaboration between the City and the Community Foundation of Greater Peterborough (CFGP). This grant is also leveraged with a further \$4,700 through Community Services funds.

Faces of Leadership will support the development of a more diverse and inclusive understanding of leadership and will empower participants from equity-deserving groups with the knowledge, confidence, and opportunity to see themselves as leaders in our community. Faces of Leadership seeks to build on efforts that are normalizing diverse and meaningful representation in leadership. The project aligns with the City's DEI work and will advance CFGP's efforts in resource development for future gender equality work in our community. The project will also map the diverse journeys that are taken, particularly by BIPOC and members of equity-deserving groups, to arrive at leadership positions. It will further explore how our local community views leadership, as well as the role that the local charitable sector plays in supporting its development.

This project is entirely focused on women and gender-diverse individuals who experience barriers to leadership opportunities due to the intersectionality of race, gender, (dis)ability, class, and age, among other social factors.

### **Important Definitions**

Diversity is the presence of “difference” within a given setting. Differences can arise in our appearances, thoughts, likes and dislikes, values, and identities. Diversity among identities may relate to gender, race, ethnicity, religion, nationality, education, marital status, sexual orientation, ability, and socioeconomic status, to name a few. (Definition taken from A Guide to Employee DEI Surveys by WorkTango).

While ‘equality’ means ‘sameness’, equity means fairness – fair treatment, fair access, fair opportunity and fair advancement for all people. Equity is an approach that ensures everyone is supported in their personal and professional development. Unlike equality, equity does not aim to treat all individuals in the exact same way. Instead, equity recognizes that advantages and barriers exist, and that as a result, different people have different needs. (Definition taken from A Guide to Employee DEI Surveys by WorkTango).

Equity-Deserving Groups: members of a community that face significant collective challenges in participating in society. This marginalization could be created by attitudinal, historic, social, and environmental barriers based on age, ethnicity, disability,

economic status, gender, nationality, race, sexual orientation, transgender status, among other elements of diversity. Equity-deserving groups are those that face/identify barriers to equal access, opportunities, and resources due to disadvantage and discrimination and may actively seek social justice. (Definition taken from the City of Peterborough Public Arts Policy).

Inclusion is the act of creating environments in which people feel like they can bring their authentic selves to work. It means everyone feels valued, respected, and appreciated for their unique identities, even when they're different from others. Inclusion outcomes are met when you, your institution, your policies and programs are truly inviting to all. And extends to the degree in which diverse individuals are able to participate in decision-making processes and development opportunities. (Definition taken from A Guide to Employee DEI Surveys by WorkTango).

Intersectionality, a term coined by Kimberlé Crenshaw, is the way in which social categories such as race, class, gender, age, (dis)ability... etc. overlap to create and exacerbate discrimination and disadvantage. It is not enough to add up the oppressions and address each one individually. Discrimination isn't limited to a singular axis of oppression. Because many people experience compound discrimination, we must look at what happens at the crossroads – at the *intersection* of these oppressions.

“Reconciliation is about establishing and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal peoples in this country. In order for that to happen, there has to be awareness of the past, an acknowledgement of the harm that has been inflicted, atonement for the causes, and action to change behaviour.” Further, reconciliation as is the case with DEI work is a continuous and ongoing process where we acknowledge the truth about our historic and present-day colonial and oppressive practices as well as the systems in place that are perpetuating them, and then take responsibility over shame and blame for the changes that must happen to make us a more just society. At the core of this work is a re-imagining, re-establishing, and re-strengthening of the relationships with Indigenous peoples in a way that is respectful and focused on them and their needs. (Taken and further adapted from the Truth and Reconciliation Commission).

## Summary

This report is an overview of the work of the DEI Advisor to date. It serves as a DEI progress report for the City of Peterborough.

Submitted by,

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