



Diversity, Equity, and Inclusion Strategy & Action Plan

Action Items for 2025 - 2027

“Our **Mission** is to journey together as a community that promotes housing, community safety, and social inclusion in the City of Peterborough by responding to immediate needs, breaking down barriers among us, and advocating for systemic change.

Our **Vision** is that everyone belongs, and together we flourish.”

Our Action Plan is a living document. There is still work to do and information to gather that will inform future action items and those we prioritize. We must begin by acknowledging that we may be contributing to discrimination in ways we do not yet recognize. Several categories of action items are outlined below including Assessment, Policy, Accountability & Communication, Hiring & Onboarding Practices, Training, and Resources & Accessibility.

Assessment

- Conduct an equity audit to determine where equity seeking groups are within the organization.
 - Gather and track data from existing and hired employees using an optional self-ID survey.
- Track diverse workforce data and assess employment outcomes of equity seeking employees including pay, promotions, workload, training and mentoring opportunities, terminations, and resignations.
 - Track outcomes by intersection, not just by single identity category.
- Review patterns in complaints, and incident reports of discrimination and harassment.
- Assess qualitative data gained from Staff Wellness Survey, and management visioning sessions.
- Review informal and formal policies and practices for barriers to equity seeking groups.
- Revise DEI action plan informed by findings of equity audit and policy reviews.

Policy

- Develop a DEI Statement, Policy, and Strategy with Action Items. Focus on:
 - Identifying and removing systemic barriers which prevent some employees from excelling and reduces injustices which some groups face
 - The protection of, and duty to accommodate, the groups that are identified in the *Employment Equity Act* (EEA) as well as others who face barriers in the workplace, such as 2SLGBTQI+ individuals, women, members of visible

minorities, indigenous peoples, persons with disabilities (physical and neurodiverse) and those with intersectional identities.

- Include examples of overlapping oppressions in policies (e.g. racialized queer employees, disabled newcomers).
- Explore hiring a BIPOC DEI consultant to support policy development and action items, and update them yearly.
- Outline responsibilities of Directors, Managers, Employees, and HR in relation to DEI.
- Embed accountability practices into management job descriptions and performance reviews, ensuring that leaders at all levels consistently model these commitments.
- Develop DEI policy and action items using feedback from equity audit including employee self-ID surveys, Staff Wellness Survey, and management and staff feedback.

Accountability & Communication

- Share publicly and internally DEI plans, initiatives and accomplishments and data to achieve better transparency and support change.
- Report DEI metrics to the Board of Directors annually.
- Solicit employee feedback annually on DEI initiatives to measure progress.
- Integrate DEI in Annual Visioning and add DEI metrics into annual reviews.
- Develop a DEI Advisory Committee (or HR Committee with DEI focus), as a:
 - Designated space where staff can approach for help with advocacy or to ask for accommodations
 - A forum for conversations around fair treatment and opportunity for all employees
 - A way of including the experiences of our staff in our DEI policies and practices.
- Determine who monitors compliance and oversees progress of DEI strategy (e.g. Board of Directors, or DEI committee).
- Incorporate cultural awareness and cross-cultural sensitivity into OCP activities and events.
- Advance Truth and Reconciliation efforts in a meaningful and transparent manner
 - Develop meaningful land acknowledgements for all public OCP events.
- Model pronoun usage at OCP events.
- Increase allyship and visibility during Pride, MMIWG week, and other cultural events, particularly from Lead Team.
- Gather and incorporate staff feedback when creating OCP policies.
- Develop a 3-month and annual staff feedback tool for programs to improve in areas including: orientation, training, supervision, health, safety & wellbeing practices, and alignment with mission, values, and shared DEI goals.
- Develop a tool to assess grant opportunities to ensure alignment with our values and DEI goals.

Hiring & Onboarding Practices

- Address underrepresentation of equity seeking groups in leadership through active and intentional recruitment
 - Increase diverse representation in leadership positions as it will promote different perspectives and allow us to better serve our communities.

- Set clear DEI goals in this area as a Special Program.
- Analyze organizational demographics before posting jobs to inform recruitment process.
- Review job descriptions to ensure underrepresented groups are invited to apply.
- Assess hiring processes for biases to improve consistency and integrate DEI framework.
- Develop a process for diverse hiring panels, frame interviews through a DEI lens, and provide training on standardized interviewing:
 - Use an Intersectionality lens when selecting hiring committees, include equity seeking groups and 2SLGBTQI+ individuals and other diverse groups.
 - Reduce individual subjectivity and improve interviewing skills through standardized training for all interviewers.
 - Develop an interview protocol sheet that explains to candidates what is expected in as much detail as possible (approach, length of interview, competencies assessed, number of panel members and setup, including how to request accommodations if required.)
- Review onboarding processes to ensure all staff receive the information they need upon hire in an accessible manner. Provide in-person and paper options for onboarding.
- Build inclusivity and team connection across the organization by sharing names and optional photos of new staff in the staff newsletter.
- Incorporate a building tour as part of onboarding, including accessible common spaces.
- Conduct contract audits for programs using Permanent Residence (PR) eligibility criteria.

Training to Support Structural Change

- Strategically frame the importance of DEI strategy to management, emphasizing how it enhances our overall mission. Engage management throughout the process.
- Develop mentoring and coaching programs, and leadership training for equity seeking employees and all staff.
- Review Dare To Learn (DTL) to improve internal reach as a tool for professional development.
- Continue and improve training on cultural competency and anti-oppression including but not limited to consideration of invisible and visible disabilities and improving accessibility, gender neutral language, understanding of what microaggressions are and how to combat them, how to have difficult conversations around racism, xenophobia, homophobia, transphobia, islamophobia, anti-semitism, and anti-fatness, and focus on unconscious bias and means to mitigate it.
- Review all internal and CommEd trainings with a DEI and Values lens.
- Develop specialized ongoing training for management on how to respond to complaints of discrimination and to equip management to implement our DEI goals and strategy.
- Develop support systems to address staff's desire for deeper safety when working with community members.

Resources & Accessibility

- Coordinate access to a prayer/smudge/grief room.
- Provide computer access in the Reception area to all staff.
- Provide paper options for all online forms and job applications.

- Develop and distribute a resource on paid Counselling for staff and include in onboarding package.
- Support the development of and participation in support groups for staff, including for queer/trans staff.

Terms

- **OCP** - One City Peterborough
- **2SLGBTQI+** - Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Intersex
- **DEI** – Diversity, Equity and Inclusion
- **EE** – Employment Equity
- **EEA** - Employment Equity Act
- **BIPOC** - Black, Indigenous, People of Colour
- **PWD** – Persons with Disabilities
- **VM** – Visible Minority
- **PWLE** - People with Lived Experience

References

[CSIS Diversity, Equity and Inclusion Strategy 2022 - Canada.ca](#)
[Employment Equity Act](#)

Drafted November 6, 2024
Last Updated Sept 9, 2025