

HUMAN RESOURCES	Section: Legal & Legislative Services
Policy: Equity, Diversity and Inclusivity Policy	Effective: March 17, 2026
Application: Staff, Council, Committees	Approved: March 17, 2026
Exclusion(s): N/A	By-law: N/A
Supercedes: N/A	Resolution: 68-2026

1. POLICY STATEMENT

The Municipality of Port Hope is committed to fostering a community where every employee and community member feels welcome, and has access to resources, services, and opportunities to live well. Recognizing that barriers to equity and inclusion persist for many due to social and structural factors, we are dedicated to continually working towards identifying and removing these barriers. Guided by an Equity, Diversity and Inclusivity Strategy with an Anti-Oppression Framework, we celebrate the diverse identities and experiences that enrich Port Hope and we strive to create equitable experiences, meaningful reconciliation, and safe and welcoming environments where everyone can thrive and contribute to a shared future.

This Policy is intended to provide clear direction for Council, Staff, and Committees of their role in upholding the above-noted values and operationalizing the Municipality of Port Hope's Equity, Diversity and Inclusivity Strategy with an Anti-Oppression Framework (Appendix 1). This Policy aims to initiate the process of working through the 11 Foundational Steps for effective EDI as outlined in the EDI Strategy and Framework.

2. DEFINITIONS

Anti-oppression is the work to challenge and remove oppression (individual and systematic discrimination or unjust treatment of social groups) perpetuated by power inequalities in society.

Corporation refers to The Corporation of the Municipality of Port Hope.

Diversity refers to all the ways in which people differ – including their unique characteristics, experiences, and identities related to factors like age, education, religion, sexual orientation, and gender. Moving towards equity and inclusion requires acknowledging, respecting, and appreciating what makes people different from one another.

EDI refers to Equity, Diversity and Inclusivity.

Equity means creating a fair and just society where everyone can reach their full potential. It requires confronting and removing social and structural barriers and power imbalances (e.g., stereotyping, bias, exclusionary policies, discrimination, etc.) and addressing past injustice so everyone can benefit from programs and services.

Equity, Diversity and Inclusivity Strategy with an Anti-Oppression Framework or EDI Strategy and Framework is the document approved by Council per resolution 18-2026.

Equity-deserving groups are communities that experience significant collective barriers to societal participation, including attitudinal, historic, social and environmental barriers based on factors including age, religion, disability, economic status, geography, or sexual orientation. These barriers are due to social and structural disadvantage and discrimination.

Inclusion describes the extent to which people feel they belong and are valued for who they are, and their unique perspectives and experiences. Inclusive environments, including organizational cultures, value diversity and difference as opportunities for individual and organizational growth.

Leadership Team refers to the Chief Administrative Officer, Directors, Managers and Supervisors of the Corporation.

Staff refers to employees of The Corporation of the Municipality of Port Hope.

3. RESPONSIBILITIES

- 3.1 Staff shall utilize this Policy and the Strategy and Framework while developing, implementing, revising or evaluating the Corporation's policies, procedures, practices, programs, projects, plans, services, events, by-laws, budgets and recommendations to Council and Committees.
- 3.2 All Staff shall complete mandatory EDI training appropriate to their position and shall conduct their duties and responsibilities in a manner that is consistent with and models the Municipality's commitment to EDI as set out in this Policy and the EDI Strategy and Framework.
- 3.3 Human Resources shall have general administrative oversight of this Policy, including coordination of corporate-wide EDI training activities, with appropriate assistance from the Leadership Team and other staff as needed.
- 3.4 The Leadership Team shall be responsible for implementing and communicating expectations and requirements related to this policy to employees under their direction by utilizing resources provided to them by the Corporation. They shall complete all mandatory EDI training appropriate to their position and facilitate the completion and tracking of all mandatory EDI training required by their employees.
- 3.5 Members of Council and of the members of the Corporation's Committees play a role in the implementation of this Policy through decision-making. Council and Committee members shall ensure the Policy has been used by Staff for development of policies, procedures, practices, programs, projects, plans, services, events, by-laws, budgets and recommendations to Council to guide their values and inform their decisions. By

reviewing reports about the use of the Policy, Strategy and Framework, Council and Committee members shall better consider the impact of their decisions on all members of the community.

4. GENERAL

4.1 Training

All Staff and Council shall participate in EDI training on an annual basis (at a minimum) as coordinated by the Human Resources team. Topics for training should be informed by the EDI Strategy and Framework with a view to increasing foundational awareness of EDI issues as well as building capacity to meaningfully apply this Policy. Municipal Committee Members shall be provided with scoped training appropriate to their roles to be included as part of their orientation/onboarding program.

4.2 Development of Policies/Projects

The EDI Strategy and Framework shall be applied while developing or revising policies, procedures, practices, programs, projects, plans, services, events, by-laws, budgets and recommendations to Council and Committees. To operationalize this approach, the Corporation's staff report template and Council-proposed motions shall be updated to include a standing section summarizing the considerations identified through application of the 10 Guiding Questions for Policy, Plans, Programs, Reports, Motions and Services as set out on pages 34 and 35 of the EDI Strategy and Framework approved by Council per Resolution 18-2026, addressing each question as applicable to the subject matter of the report.

4.3 Reporting and Review

An annual report shall be prepared by Human Resources to update Council on the activities and actions that have been undertaken by the Corporation further to the parameters of this Policy and the EDI Strategy and Framework. This Policy and the EDI Strategy and Framework shall be reviewed on an annual basis, and any proposed revisions shall be brought forward for Council consideration as part of the annual report prepared by Human Resources.

4.4 Communication

This Policy shall be posted along with the EDI Strategy and Framework on the Municipality of Port Hope website. The annual report prepared pursuant to Section 4.3 above shall include updates about the efforts being made towards EDI within the Corporation. Other communications may be posted with the assistance of the Communications Team regarding activities and events that may be of interest to the community throughout the year.

4.5 Community Partnerships

The Municipality recognizes the importance of building and nurturing relationships with partner organizations that support Equity-deserving communities with a view to fostering collaboration and actively engaging with these organizations to promote equity, diversity, and inclusivity. Staff, with direction from Council as needed, shall continue to actively seek out partnerships with community-based organizations that advocate for equity and social justice. A range of partnership types shall be explored including seeking input on Municipal initiatives as well as joint initiatives and events organized by partner organizations, which provide platforms for meaningful conversations, knowledge-sharing, and the co-creation of solutions to address systemic inequities.

4.6 Addressing Concerns About Existing Policies, Plans, Programs, Services

This section sets out a process to raise, review, and address concerns about bias and barriers, including systemic discrimination, in municipal policies, procedures, practices, programs, projects, plans, services, events, and by-laws (“Bias Concerns”).

A) Bias Concerns shall be submitted to the Clerk’s office. Where a matter is more appropriately addressed through another established process (i.e. statutory appeal, workplace accommodation etc.), the Clerks’ office shall redirect the complaint to the relevant process.

A Bias Concern shall be submitted in writing and include the following information:

- The applicable municipal service/document (i.e. policy, plan, program, service etc..)
- An outline of the concern regarding the service/document
- The nature of the impact and who may be affected
- The name and contact information for the complainant
- Any suggested remedy (optional)

B) The Clerk or designate shall acknowledge receipt of the Bias Concern and forward it to the applicable department, who will be responsible for reviewing and communicating with the complainant with respect to the Bias Concern. Departmental Staff shall review the concern and determine next steps within 30 days of receipt, unless more time is required due to complexity, consultation needs, or Council scheduling. Reviews shall be done in consultation with appropriate subject-matter supports (i.e. Legal, HR, etc..) and consider the following

- Whether the service/document creates or contributes to barriers or adverse impacts
- Whether there are reasonable alternative approaches to achieve the municipal objective with fewer barriers; and
- Whether mitigation or accommodation pathways are clear, available, and effective

- C) Should the review identify bias or barriers, the departmental Staff shall take appropriate corrective action within a reasonable time period which may include:
- Amending or replacing the service/document
 - Implement mitigation measures and/or an accommodation pathway
 - Update forms, notices, and/or public communications
 - Staff training, guidance, and supervisory controls
 - Monitoring and evaluating outcomes for effectiveness
- D) Departmental Staff will be responsible for communicating the outcome of the review to the complainant.

The Municipality will not tolerate reprisal against any person who raises a Bias Concern in good faith.

5. RELATED POLICIES

- 1.2 Human Resources Guiding Principles
- 4.1 Standards of Conduct
- 4.2 Workplace Violence, Harassment and Discrimination
- 4.4 Integrated Accessibility Standards Regulation
- 4.6 Workplace Accommodation

6. APPENDICES

- Appendix 1 - Equity, Diversity and Inclusivity Strategy with an Anti-Oppression Framework

Municipality of Port Hope

Equity, Diversity & Inclusivity (EDI) Strategy

with an Anti-Oppression Framework

Jan 20, 2026

Treaty and Land Acknowledgement

The Municipality of Port Hope exists on the lands of the Michi Saagiig Anishnaabeg traditional territory covered by the Williams Treaties. We honour and recognize First Peoples as rights holders and stewards of the lands and waters on which we have the privilege to live, work, and play, including the Ganaraska Forest and River. We pay respect to Elders past, present and emerging.

We commit to actions towards Truth and Reconciliation by recognizing the United Nations Declaration on the Rights of Indigenous Peoples, strengthening ties with First Nations, Métis, and Inuit peoples - especially those who make their home in Port Hope, and learning from Indigenous ways of knowing and being. We do so by recognizing the past and working towards a shared future.

Message from the Mayor and Municipal Council

As the Mayor and Council of Port Hope, we are proud to present our Equity, Diversity, and Inclusion (EDI) Strategy and accompanying Anti-Oppression Framework. This Strategy reflects our strong commitment to ensuring that every resident is treated with dignity and respect, has access to quality services, and feels a true sense of belonging in our community.

In today's world, marked by political divides and ongoing economic and social challenges, prioritizing equity, diversity, and inclusion is more important than ever. Embracing these values not only enhances opportunities and experiences for community members but also helps us overcome challenges, improve decision-making, and build meaningful connections.

This Strategy is a significant milestone for Port Hope, as it is the first of its kind for our Municipality. It builds on promising practices from other municipalities in the region and across Canada, establishing a strong foundation for fostering trust and belonging among all residents, especially those who face daily struggles in our community, at home, or at work.

Together, let us strive to create a welcoming and supportive environment for everyone in Port Hope.



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Foreword

Municipalities have a responsibility to ensure that their residents are treated with dignity and respect, that they can access and receive quality services, and feel included in their communities. The Municipality of Port Hope's Equity, Diversity and Inclusivity Strategy with an Anti-Oppression Framework (EDI Strategy and Framework) provides a roadmap for Municipal Staff, Council, Committees, and Boards to recognize and respond to the needs of citizens in all their diversity. Such work is supported by data and evidence, ensures the most effective and efficient use of public resources, and aligns with good and responsible governance.

The EDI Strategy and Framework incorporates the results of a rapid review of municipal EDI initiatives in Canada, with a particular focus on Northumberland County and its surrounding areas, as well as municipalities with smaller populations. The rapid review looked for promising practices in EDI – including initiatives that have staff and stakeholder buy-in and have demonstrated positive impacts in the workplace and community. Rapid review findings were complemented by insights from literature and documentation on how to best operationalize EDI and related approaches, such as Gender-Based Analysis Plus (GBA Plus) in Canada. In addition, interviews were conducted with eight representatives (individuals and teams involved in EDI initiatives) from both county and municipal levels to assess essential components for practical and impactful EDI development and implementation. The review and interviews explored the added value of considering social and structural factors and oppression in EDI work and sought to identify successful examples within municipal contexts. This multi-pronged approach helps ensure the initial Strategy and Framework are grounded in proven practices and tailored to the unique contexts of municipal environments.

This document begins with a brief introduction to the history and community profile of the Municipality of Port Hope. It then moves to an overview of equity, diversity, inclusion, and anti-oppression, describing the importance and value of an EDI Strategy framed within an Anti-Oppression Framework, what is needed for successful implementation, and how resulting outcomes can be measured and evaluated. With this guidance, Municipal Staff, Council, Committees and related Boards will be better positioned to promote equity and well-being, both within and outside of the workplace. The [Glossary](#) provides a quick overview of key terms, and the Appendices offer further information and resources for EDI (see [Appendix A](#) for a list of EDI initiatives in Ontario and select initiatives in Canada, [Appendix B](#) for a list of key resources, and [Appendix C](#) for additional examples beyond those provided within this guidance).

The Strategy and Framework are focused on the initial or foundational stage of taking up EDI in a Municipality. It lays out the groundwork over a timeline of 2 - 4 years, to foster internal policies, infrastructure, and capacity building necessary for longer-term and sustainable, community-engaged activities and practices. As change occurs in relation to context and time,

the Strategy and Framework should be viewed as a living document that is evaluated and updated on a regular basis to align with the needs of the Municipality. The success of this Strategy depends on supporting Municipal staff and ensuring the Municipality commits the resources required to deliver on its' goals. Nevertheless, taking up this tool is an important first step to help build trust, belonging, support and wellness across a wide range of diverse individuals and groups – particularly those who experience disadvantage and have been underrepresented in decision-making. This can help ensure that *all* Port Hope residents feel seen, heard and considered. Ensuring this is particularly important, given the anticipated increase in newcomers to the Municipality related to employment at the developing Wesleyville nuclear generation site. Together, the Strategy and Framework are instrumental in building collaborative capacity to respond to new and emerging issues and to create a better future for all those who choose to make Port Hope their home.

Port Hope: An Introduction

The location that is known as the Municipality of Port Hope is Michi-Saagiig Anishnaabeg traditional territory covered by the Williams Treaties. Since time immemorial, this land has been stewarded by Michi-Saagiig Anishnaabeg, Huron-Wendat, Haudenosaunee, Cayuga, and Chippewa Nations and is now also home to many Indigenous Peoples from across Turtle Island and around the world. The area was home to the Cayuga people in the early 17th century. A Mississauga village called Cochingomink existed on these lands during this time. Port Hope was called many different names between 1660-1819, including Ganaraske, Pimidaichkontoyng, Fat Fire Creek, Pemitescutiang, Cochingomink, Hope Mills, The Flats, Smith's Creek, and Toronto. In 1778, the Smith Creek fur trade was established.

The Michi Saagiig participated in eighteen treaties from 1781 to 1923 to allow the growing number of European settlers to establish in Ontario. Pressures from increased settlement forced the Michi Saagiig to slowly move into small family groups around the present-day communities: Curve Lake First Nation, Hiawatha First Nation, Alderville First Nation, Scugog Island First Nation, New Credit First Nation, and Mississauga First Nation.

In the early 1790s after Governor Simcoe established the township of Hope on this territory, Loyalists arrived to settle the area. The township was eventually named to honour Colonel Henry Hope, former lieutenant-governor of Quebec in 1819. The Municipality of Port Hope, established in 2001, is the result of a merger between the urban town of Port Hope (incorporated in 1834) and the rural township of Hope (incorporated in 1792).

Community Profile

In recent years, Port Hope has grown and changed and is increasingly a more diverse community with people from different walks of life and experiences. From 2001 to 2021 the population grew from 15,605 to 17,294, as illustrated in Figure 1 below.

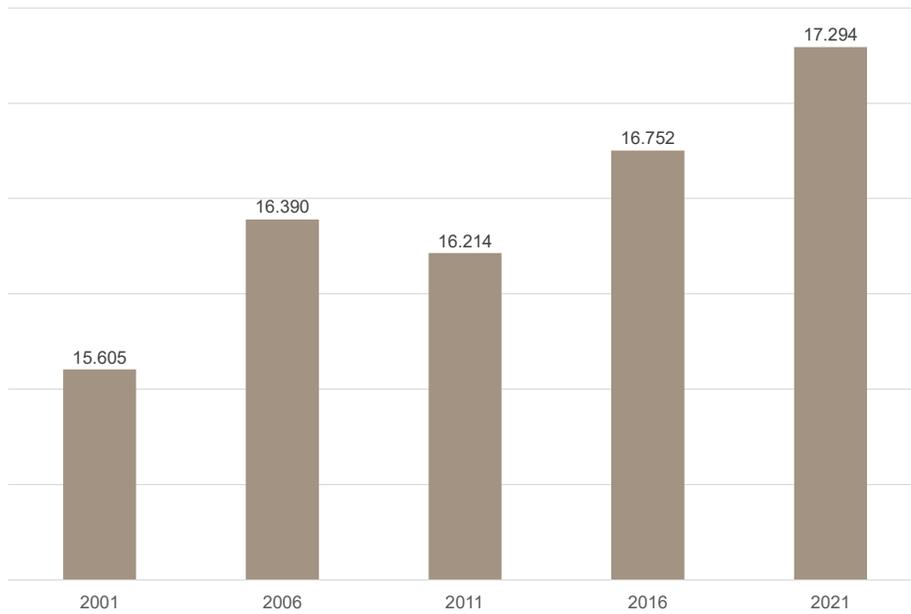


Figure 1 - Population Growth in the Municipality of Port Hope 2001-2021¹

¹ "Population" from Statistics Canada. Census (Last updated Feb 2022) from <https://townfolio.co/on/port-hope/demographics>.

The median age in the Municipality is currently 50.8 (see Figure 2 below).

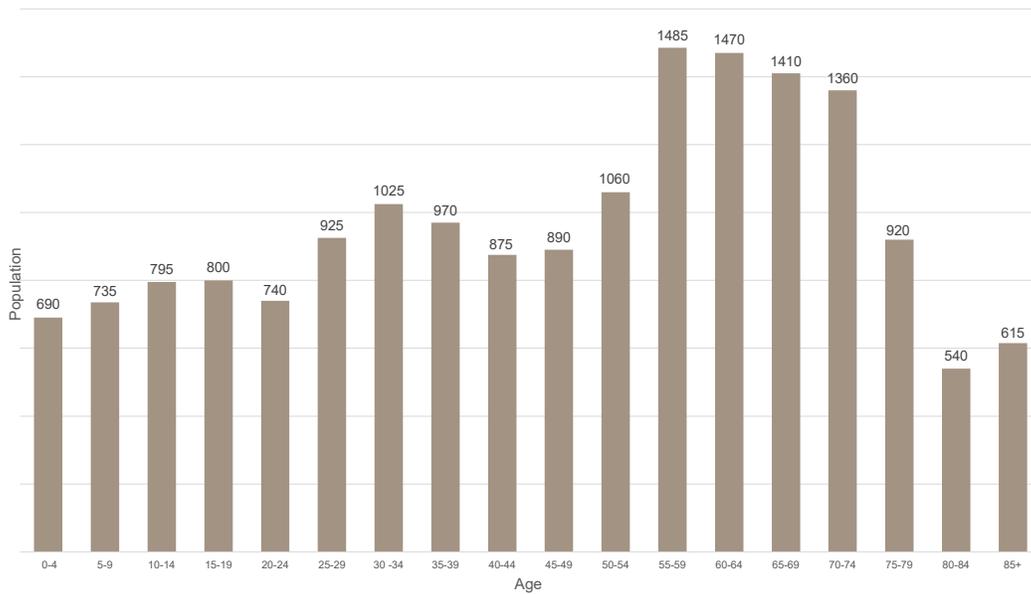


Figure 2 - Age distribution in Port Hope²

The population is also diverse, as represented in Figures 3, 4 and 5 below.

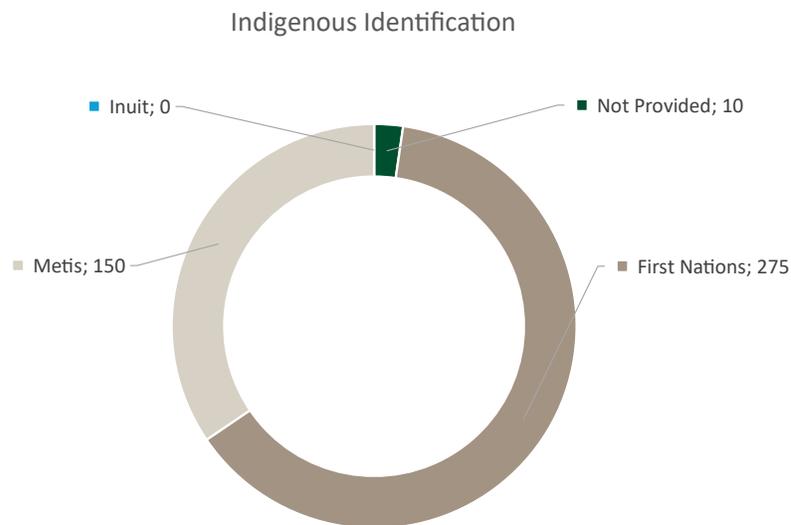


Figure 3 – People who identify as Indigenous³

² “Ages” from Statistics Canada. Census (Last updated April 2022) from <https://townfolio.co/on/port-hope/demographics>.

³ “Indigenous Identification” from Statistics Canada. Census (Last updated August 2022) from <https://townfolio.co/on/port-hope/demographics>.

Visible Minorities

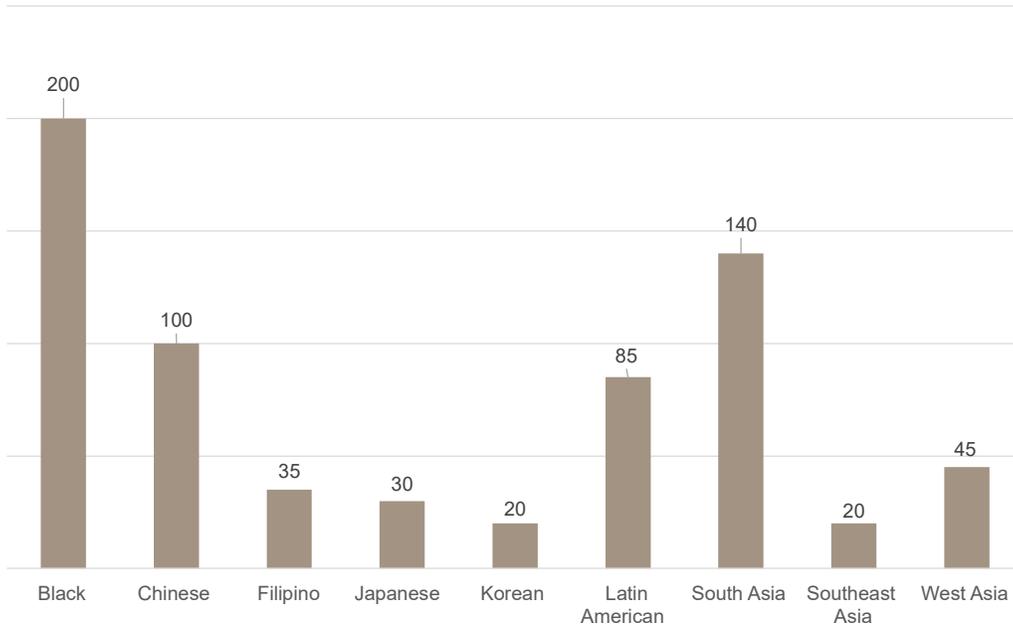


Figure 4 - Visible Minorities in Port Hope⁴

Distribution (in percentage) of main religious groups, Port Hope (CA), 2011 and 2021

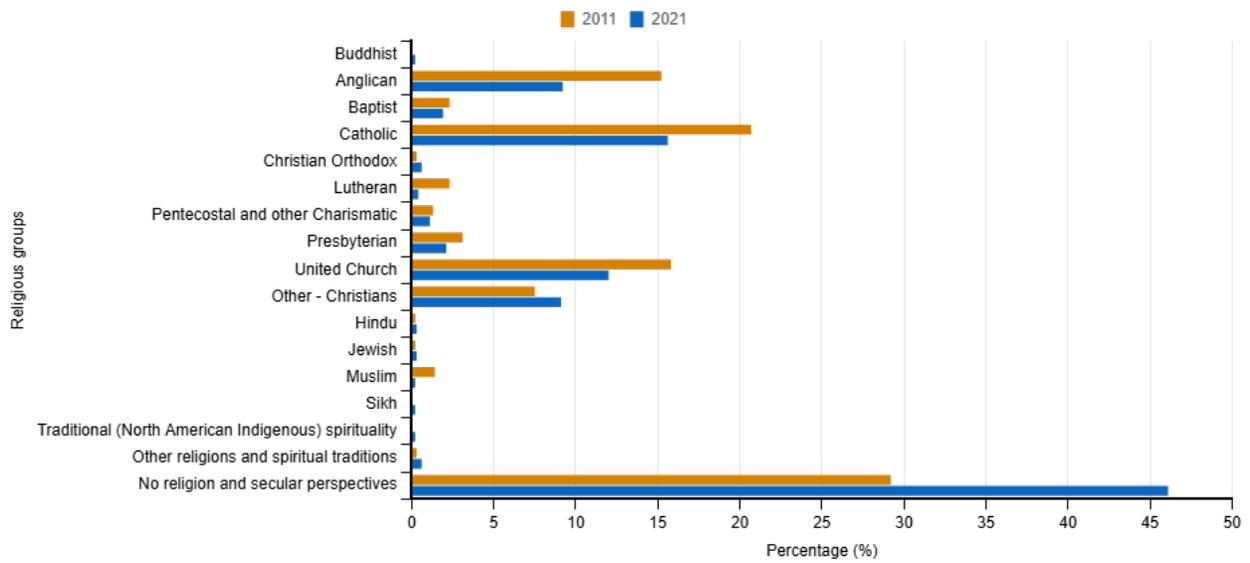


Figure 5 - Distribution of religious groups in Port Hope⁵

⁴ “Visible Minorities” from Statistics Canada. Census (Last updated October 2022) from <https://townfolio.co/on/port-hope/demographics>. A note that the Employment Equity Act defines visible minorities as “persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.”

⁵ “Distribution (in percentage) of religious groups, Port Hope, 2021 (last updated Dec 2022). From

This increasing population and diversity within it will continue to grow, particularly when considering the new residents that will come to Port Hope due to their employment at the potential future Wesleyville nuclear generation site anticipated for the mid-2030s (approximately 1,700 new jobs in Port Hope are expected as of the planning phase, January 2025). It is critical then that the Municipality foster an environment in which everyone can thrive.

EDI and Anti-Oppression

What is equity, diversity and inclusion, and why does it matter?

EDI stands for equity, diversity, and inclusion where:

Equity means creating a fair and just society where everyone can reach their full potential. It requires confronting and removing social and structural barriers and power imbalances (e.g., stereotyping, bias, exclusionary policies, discrimination, etc.), and addressing past injustice so everyone can benefit from programs and services.

Diversity is all the ways in which people differ – including their unique characteristics, experiences, and identities related to factors like age, education, religion, sexual orientation, and gender. Moving towards equity and inclusion requires acknowledging, respecting, and appreciating what makes people different from one another.

Inclusion describes the extent to which people feel they belong and are valued for who they are, and their unique perspectives and experiences. Inclusive environments, including organizational cultures, value diversity and difference as opportunities for individual and organizational growth.

The difference between these terms can be illustrated in the following questions (Figure 6 below) which show how considering each is integral to understanding who is participating, who is not, and why.

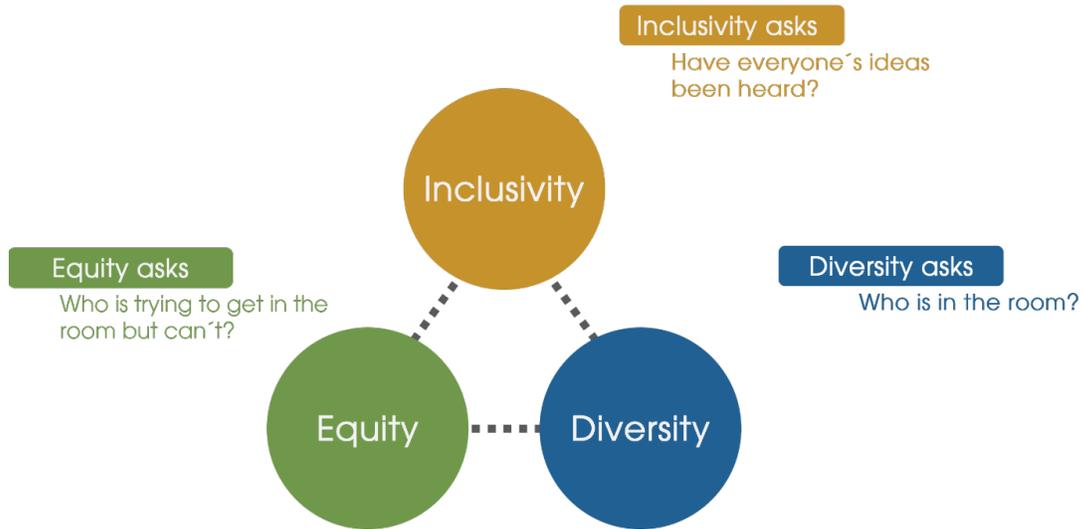


Figure 6 -Equity, Diversity and Inclusivity: Different Questions (based on the work of Dr. DL Stewart)

Striving towards a diverse, equitable, and inclusive community or workplace is central to meeting the needs of everyone – particularly those who experience disadvantage or exclusion. Committing to an EDI Strategy is a key first step. Strong EDI Strategy contributes to thriving communities (see Figure 7 below).



Figure 7 - Equity, Diversity and Inclusivity as a Foundation for Thriving Communities

Some clear benefits of an EDI Strategy include:

- More opportunities for all to live well, free from discrimination or exclusion
- Greater alignment of programs and services with community needs
- Improved organizational performance, engagement and productivity
- Enhanced economic growth and community prosperity

Why take up EDI in municipal policy and planning?

Municipal decision-making, policies, and services shape access to opportunities and resources for their communities. As the below box indicates, municipalities have a legal obligation to ensure this access, including an obligation to prevent exclusion or preference of a specific group of people, and protect citizens from discrimination.

Legislated duties can be found in the following:

- Ontario Human Rights Code (1990)
- Ontario Human Rights Code – Policy on Ableism and Discrimination based on Disability (2001)
- Ontario Occupational Health and Safety Act (1990)
- Accessibility for Ontarians with Disabilities Act (AODA) (2005)
- Ontario Anti-Racism Act (2017)
- Canadian Human Rights Act (1977)
- Canadian Charter of Rights and Freedoms (1982)
- Canadian Multiculturalism Act (1988)
- Canadian Employment Equity Act (1995)

These forms of legislation recognize that certain groups experience barriers to participation and opportunity due to systemic discrimination and oppression they experience for being considered different from the dominant society.

Who faces barriers to participation and opportunity?

- New Canadians, newcomers, refugees
- People with different educational backgrounds
- People with disabilities (visible, invisible)
- People with different language, literacy levels
- Non-Christian faith groups
- 2SLGBTQIA+⁶
- People with geographical separation from urban centres
- Indigenous Peoples
- Racialized people (non-white, non-Indigenous)
- Older adults and Youth
- People with low income or living in poverty
- Women
- Unhoused or Underhoused People⁷

These equity-deserving groups have been historically excluded and disenfranchised. This means that they often experience barriers to enjoying full rights and opportunities as members of Canadian society and are often underrepresented in decision making.

The importance of EDI is clear when considering shifting demographics and persistent inequities from the regional to national level, as illustrated in the box below.

Shifting demographics: A snapshot

- Between 2016 and 2036, the proportion of workers born outside of Canada is expected to increase from 1 in 4 to 1 in 3 working people.⁸
- 47% of workers over 15 are women,⁹ and 53% of university-educated workers are women.¹⁰
- People are retiring later, meaning there is greater generational diversity in the workforce.¹¹

⁶ 2 Spirit, Lesbian, Gay, Bisexual/Biromantic, Transgender, Queer and/or Questioning, Intersex, Asexual/Aromantic and others whose identities are not reflected.

⁷ Adapted from [Clarington Equity and Inclusion Lens Guideline \(2024\)](#) from and [City of Oshawa Equity & Inclusion Lens and Handbook \(2021\)](#).

⁸ Statistics Canada. (2019, March 20). [The labour force in Canada and its regions: Projections to 2036](#).

⁹ Statistics Canada. (2025, Jan. 24). [Labour force characteristics by gender and detailed age group, annual](#)

¹⁰ Environics Analytics. (2020, Feb. 28). [Canada 2020 and beyond](#).

¹¹ McRae, M. (2022, Jan 24). [Generational diversity at work](#). CPABC in FOCUS.

- The Indigenous-identifying population in Canada is growing significantly faster than the non-Indigenous population.¹²
- The proportion of people with disabilities in the workforce increased from 4.9% to 9.1% between 2006 and 2016.¹³

Persistent or worsening inequities and exclusion: A snapshot

- Persistent gender pay gap and disproportionate effect on low-income women and racialized women. For example, compared to Canadian-born men, gender wage gaps were largest for immigrant women landing as adults (20.9%) and Indigenous women (20.1%) and smallest for immigrant women landing as children (10.5%) and Canadian-born women (9.2%) in 2022.¹⁴
- Persons with disabilities have lower wages and are more likely to work part-time, leading to lower average weekly earnings. For example, a survey in 2019 found persons with disabilities (aged 16 years and older) earn 21.4% less than those without, and a 2022 supplement to the Labour Force Survey showed that the median hourly wage for employees with disabilities was 5.5% less than for those without disabilities.¹⁵
- Women who face intersecting systemic barriers disproportionately experience poverty. For example, 31.3% of lone-parent families headed by women, 15.4% of women who immigrated to Canada between 2016 and 2019, and 16.9% of women over 65 live in poverty.¹⁶
- A 2019 report found four in ten (41%) of all Black people had experienced discrimination based on their race or skin colour, about 15 times higher than the proportion among the non-Indigenous, non-visible minority population (3%). The same report found discrimination was more common among the Indigenous population than among populations who are both non-Indigenous and non-visible minority (33% versus 16%). Such reports have shown an increase in the last decade.¹⁷

¹² Statistics Canada. (2022, Sept. 21). [Indigenous population continues to grow and is much younger than the non-Indigenous population, although the pace of growth has slowed](#). The Daily.

¹³ Government of Canada. (2022, Sept. 6). [2016 Employment Equity Data Report](#).

¹⁴ Statistics Canada. (2023, Dec. 21). [Intersectional Perspective on the Canadian Gender Wage Gap](#).

¹⁵ Labour Market Information Council. (2022, Dec. 1). [Where's the data about disability and the labour market in Canada?](#)

¹⁶ Women's Legal Education and Action Fund (LEAF). (2023, July 5). [Gender and Poverty Backgrounder](#).

¹⁷ Statistics Canada. (2022, Jan. 16). [Experiences of discrimination among the Black and Indigenous populations in Canada, 2019](#).

One the whole, EDI is a key mechanism in municipalities to:

- get insight into employee and community member needs and experiences - including barriers to health and well-being;
- identify and address gaps or barriers in talent attraction and retention, as well as service quality and accessibility; and
- measure the impact and value-added of actions taken.¹⁸

What is oppression and why does it matter?

Though they are related concepts, oppression is different from discrimination. Discrimination is the unequal treatment of an individual or group based on factors such as race, gender, or ability. Oppression, on the other hand, refers to *systematic* discrimination, involving ongoing, unjust treatment of one social group by a more powerful social group for the social, economic and political benefit of the more powerful social group.¹⁹

It is important to note that oppression is not always driven by ill-intentioned, privileged people. Well-intentioned people may support policies and institutions that inadvertently exclude or discriminate against people, limiting their access to resources, and impacting their well-being. Oppression may be subtle and unnoticed, and oppressive norms can often go unquestioned, which maintains unfair and inequitable organizations and institutions.

Figure 8 below illustrates how oppression and power can operate across different areas of one's life to shape experiences of both advantage and disadvantage. It shows how the closer you are to the centre, the more advantages, privileges, and opportunities you can have.

¹⁸ Northumberland County. (2023). [2024-2026 Issue Paper: Equity, Diversity & Inclusion Strategy](#). p.4

¹⁹ UNESCO. (2023). [Fighting Racism and Discrimination. A UNESCO Toolkit](#).

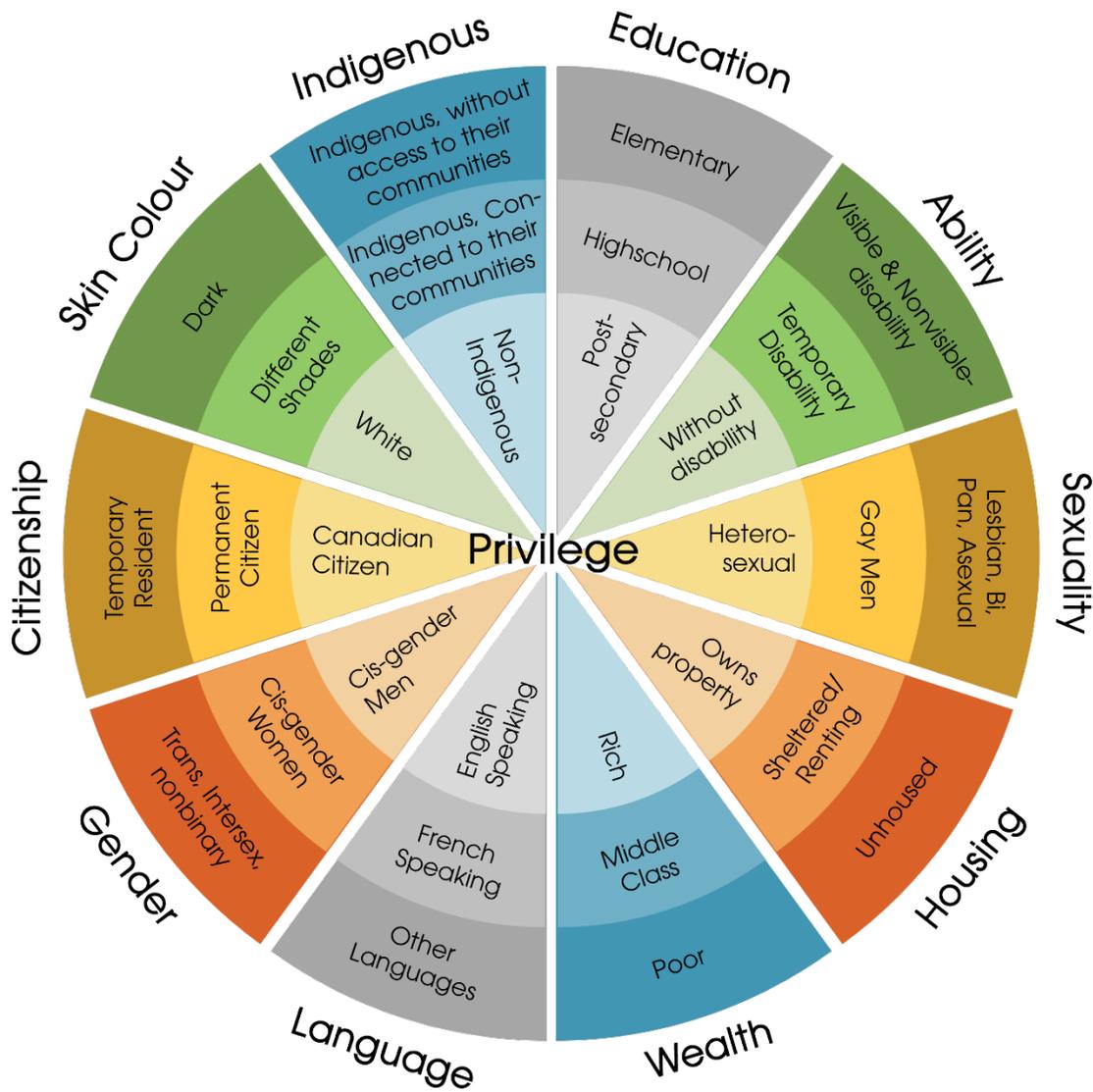


Figure 8 - Wheel of Privilege and Power

(adapted from the Canadian Council for Refugees and the Government of Canada)²⁰

Forms of oppression – including colonialism, racism, sexism, ageism, homophobia, transphobia, classism, xenophobia, and ableism - operate across these factors and drive exclusion and marginalization for many groups. These processes *intersect* to shape advantage and disadvantage in unique ways across individuals and groups (see “[Applying Intersectionality](#)” principle below for details).

²⁰ The wheel is meant to show examples of how identity and experience relate to privilege, and could include other factors such as sex, age, mental health, neurodiversity, body size, and religion. Figure adapted from: CCR. (2025). “[Anti-oppression](#)” and Government of Canada. (2023). “[Wheel of Privilege and Power](#)”.

Why take up EDI with an anti-oppression framework?

It is critical that any EDI Strategy, or initiative consider and challenge forms of oppression that negatively impact on people’s lives and well-being. This is why we use the language of anti-oppression. Specifically, **anti-oppression** is “the work of actively challenging and removing oppression perpetuated by power inequalities in society, both systemic oppression and individual expressions of oppression.”²¹ This oppression exists when individuals and groups are disempowered, discriminated against, or marginalized at individual, community, and system levels. Anti-oppression also recognizes that even if policies or practices do not contain explicit biases or seem to be discriminatory, they can still inadvertently contribute to inequity. Anti-oppression is not about blaming individuals, but rather about understanding and addressing the systems and structures that perpetuate oppression.

An EDI Strategy with an Anti-Opressive framework thus moves beyond an individual focus to capture the “bigger picture” of the obstacles people face to fully participating in the community or workplace and allows for more comprehensive and meaningful action to address them (see Figure 9 below).

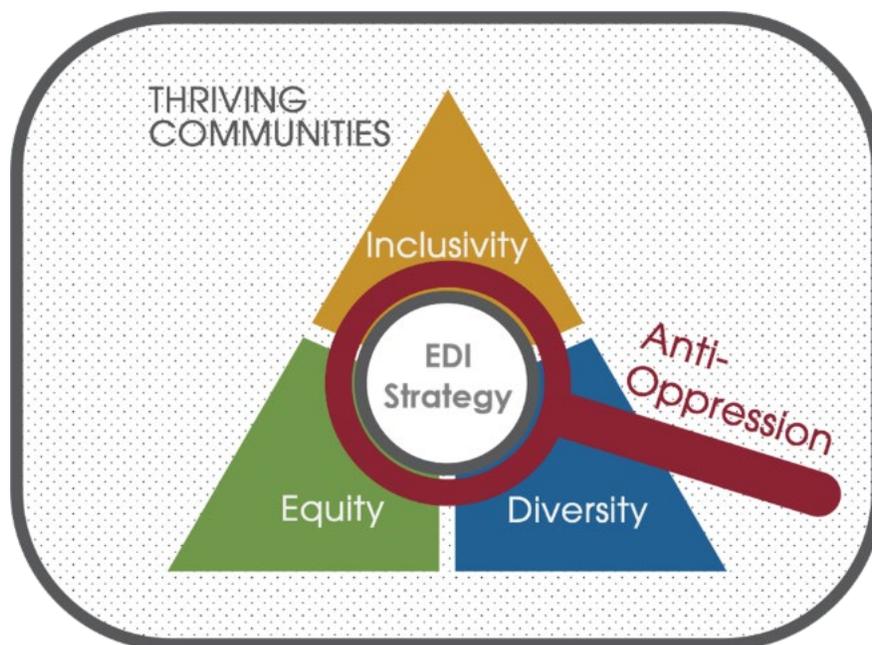


Figure 9 - Equity, Diversity and Inclusion with an Anti-Opressive Framework for Thriving Communities

²¹ CCR. (2009). [CCR Anti-Oppression Policy](#).

An example of an anti-oppressive orientation in EDI:

“The County’s vision is to be an anti-colonial, anti-racist, and anti-oppressive workplace where employees feel a sense of dignity, wellness, and belonging. Our approach to achieving this vision will focus on a shared commitment and responsibility to dismantle all forms of systemic oppression derived from white supremacy, including – but not limited to – anti-Black and anti-Indigenous racism, sexism, ableism, transphobia, and homophobia that operates on the personal, interpersonal and institutional levels.”²²

Dufferin County Equity Strategic Plan 2024-2027, p.4

It is important to note that an Anti-Oppression Framework explicitly acknowledges colonialism and settler colonialism as key forms of intersecting oppression. While these considerations are key in this Strategy and Framework, it **does not take the place of developing a separate strategy for Reconciliation** by the Municipality of Port Hope through engagement with surrounding First Nations (see Foundational Step 8 below).

EDI Strategy for Port Hope

The Municipality of Port Hope has taken numerous steps to build towards an EDI Strategy.

At their meeting on December 20, 2022, Council adopted the **United Nations Declaration on the Rights of Indigenous Peoples**. This Declaration establishes a universal framework of minimum standards for the survival, dignity, and well-being of the Indigenous Peoples of the world and elaborates on existing human rights standards and fundamental freedoms as they apply to the specific situation of Indigenous peoples.

Further, the Municipality is committed to removing barriers to ensure that all services and programs are accessible to everyone. The Municipality has an Accessibility Advisory Committee (AAC). The mandate of the AAC is to encourage and facilitate accessibility on behalf of all persons with disabilities by promoting public awareness and sensitivity; encouraging cooperation among all service and interest groups to ensure an inclusive community for all persons; identifying and documenting relevant issues and concerns; improving access to housing, transportation, education, recreation, and employment; improving communication among all levels of government and service agencies to make recommendations regarding policy, procedure and legislation; to educate and champion needs that arise based on the *Accessibility for Ontarians with Disabilities Act (2005)*; and recognizing that the needs of all

²² Dufferin County. (2023). [Equity Strategic Plan 2024-27](#).

persons, including persons with disabilities, are constantly changing. Most recently the Committee has requested to have ASL representation at public events and accommodation policy/practice that aligns with legislative requirements.²³

In addition, the Municipality regularly supports International Women’s Day, Black History Month, National Day for Truth and Reconciliation, National Accessibility Week, Pride Month, Northumberland’s Diversity Festival. Port Hope’s community leaders and advocacy groups have also underscored the importance of embracing diversity, confronting inequities, and promoting inclusion. Finally, although the Municipality is currently developing a new Strategic Plan, the last Plan explicitly committed “to meet the needs of our residents and business community by delivering efficient and effective government services with an approach that is financially sustainable and environmentally responsible” with a vision towards fostering a “unique, inclusive Municipality.”²⁴ To support such a mission, all Port Hope residents should be able to access services, programs, and environments that account for and align with their needs and experiences. This requires equipping the Municipality and those who work with and within it, the strategies and supports required to ensure all municipal operations/environments and the programs and services provided by the Municipality integrate considerations of equity, diversity and inclusion.

On May 16, 2023, Council passed the following motion (Resolution 28/2023) leading to the development of the EDI Strategy with an Anti-Oppression Framework to promote diversity, equity and inclusion in all aspects of municipal operations.

WHEREAS systemic oppression continues to impact marginalized individuals and communities, including but not limited to those based on race, gender, sexuality, religion, ability, and socioeconomic status; and

WHEREAS the Municipality of Port Hope has a responsibility to promote equity and inclusion for all residents and visitors, and to actively work towards dismantling systems of oppression within its jurisdiction; and

WHEREAS the Municipality of Port Hope acknowledges the need to create and maintain safe and inclusive spaces for all individuals and communities within its jurisdiction;

NOW THEREFORE BE IT RESOLVED THAT the Municipality of Port Hope Council direct staff to prepare an Equity, Diversity, and Inclusivity Policy with an Anti-Oppression Framework for consideration that outlines a framework for promoting diversity, equity, and inclusion in all aspects of municipal operations; and

²³ See the Municipality of Port Hope’s [Multi-Year Accessibility Plan \(2021-2025\)](#)

²⁴ Municipality of Port Hope. (2019). [Strategic Plan 2019-2022](#).

FURTHER BE IT RESOLVED THAT the Equity, Diversity, and Inclusivity Policy with an Anti-Oppression Framework be presented to Council for adoption prior to the end of 2023, and include but not be limited to the following:

1. Ensuring that municipal policies, procedures, by-laws and practices are designed to be inclusive and accessible to all residents and visitors, regardless of their identity or background; and
2. Providing regular training for all municipal employees and officials on issues related to diversity, equity, and inclusion, and on ways to identify and address bias and discrimination; and
3. Establishing a system for reporting and addressing incidents of discrimination, harassment, or other forms of oppression within municipal operations and ensuring that there are consequences for those who perpetrate such acts; and
4. Developing partnerships with community organizations and advocacy groups that work to promote diversity, equity, and inclusion, and seeking their input and feedback on municipal policies and initiatives; and
5. Allocating resources to promote diversity, equity, and inclusion in municipal operations, including but not limited to hiring practices, procurement, and service delivery; and
6. Regularly reviewing and updating the Equity, Diversity, and Inclusivity Policy with an Anti-Oppression Framework to ensure that it remains relevant and effective in addressing systemic oppression; and

AND FURTHER BE IT RESOLVED THAT Council hereby affirms the Municipality of Port Hope's commitment to promoting diversity, equity, and inclusion in all aspects of its operations and acknowledges the ongoing work required to create safe and inclusive communities for all residents and visitors.

This Motion provides clear direction to the Municipality of Port Hope to enhance its efforts to provide equity promoting services, policies and programs that build on the strengths and resilience of its diverse community members.

This strategic framework serves as the foundational basis for developing future policies related to Equity, Diversity, and Inclusion (EDI). It is recognized as an essential initial step in advancing our EDI objectives.

Anti-Oppression Framework: Guidance

The Strategy and Framework (herein called the Framework) exist to create a foundational shared vision and understanding of how to advance equity and inclusivity across Municipal departments, and to outline the Municipality's orientation to this work.

The Framework guidance is designed to support the Municipality by embedding the principles of equity from design to implementation of corporate policies, procedures, programs, projects, plans, services, and budget decisions.

It is applicable to all areas of Municipal work from human resources, finance, communications, customer service, procurement, community grants, emergency preparedness, committee governance structures, transportation and roads, recreational programming, and community engagement processes. The guidance can also inform the development of any future Strategic Plan for the Municipality of Port Hope.

Who can use this Framework?

It is important that everyone involved in decision-making processes consider the impact of their advice and decisions on all Port Hoppers and ensure that the business that is advanced reflects the needs of all members of our community.

While there are so many persons who impact on EDI related work, the Framework is primarily focused on reaching the following groups:

Council and Councillors – Councillors have a unique opportunity, especially through their Motions to Council, to demonstrate their commitment to eradicating systemic oppression and to model this through their decision-making.

Municipal Staff including Senior Leadership – Applying an Anti-Oppression Framework is a way to action and document a tangible process and demonstrate improved outcomes. As such, it is encouraged that the Framework is used by all those who are charged with developing, implementing, revising or evaluating Municipality of Port Hope policies, procedures, practices, programs, services and events. The responsibility to apply the Framework should, where possible, extend to consultants and external vendors. Over time, as the benefits of taking up the Framework become more evident, its systematic use across all municipal actors is the goal.

Committees and Boards – All Municipal committees and boards should be encouraged to use this Framework to assess their work and the advice they provide around policies, procedures, programs and services.

How to use this Guidance

The guidance begins with **11 Foundational Steps**. These steps require human resources (individuals with defined roles and responsibilities), financial resources (realistic budget allocations to undertake each step) accompanied by clear timelines and measurable outcomes. Without these supports, even well-designed actions are unlikely to achieve their intended impact. Collectively, the foundational steps constitute the necessary scaffolding - or put in other words - internal infrastructure for the success of the Framework's application.

The next section of the guidance describes **Key Principles** of an Anti-Oppression Framework, which include a specific focus on reflexivity to uncover and mitigate unconscious biases. The final section is a series of **Guiding Questions** designed for a range of users with different roles and responsibilities within the Municipality of Port Hope. These questions can help ensure that EDI considerations are systematically integrated in all day-to-day work and that unintentional and harmful consequences of decisions on all people, particularly equity-deserving groups, are anticipated and avoided.

11 Foundational Steps

Outlined below are 11 key steps to provide the foundation for effective EDI, organized over a four-year period. Examples from various municipalities are provided for each step. These steps require clear actions, and success will be measured by whether each is completed in the time period outlined. Establishing formal indicators and benchmarks for tracking and measuring progress could also be considered.²⁵ It is important that progress related to each step and related actions are regularly reported to the Municipal Council. It is recommended that this would initially occur (at minimum) on an annual basis. Reporting in this way can allow for uptake of the EDI Strategy and related actions to easily adjust to current context and need as well as demonstrate its impact, which in turn, allows for greater buy-in around its value-added. For the strategy to be applied consistently and sustainably, regular staff resources must be designated to coordinate, monitor, and report on the implementation of the EDI Strategy.

Before beginning...

1) **Identify who is responsible** within the Municipality for the oversight of the Framework.

This can be led by Human Resources or another person(s) who directly reports to the CAO.

If capacity does not exist within existing Staff to fulfil this role, a dedicated person needs to

²⁵ The *Global Diversity, Equity and Inclusion Benchmarks* are employed by many Canadian municipalities, including Cobourg, the City of Guelph, Oakville, metro Vancouver cities, among many other Canadian municipalities. See [Appendix B](#) for more information.

be hired to coordinate and facilitate EDI activities outlined below, supported by a realistic budget.

“For EDI work to move forward in a sustainable and good way, it needs to be a priority for the City and done proactively, not in a reactionary way or off the sides of people's desks.”²⁶

2) **Develop an EDI statement** for the Municipality of Port Hope.

Examples:

- “The Town of Stouffville is committed to creating safe, respectful environments where employees, residents, and community members feel represented and comfortable being their true selves. Our strength comes from the diversity of our community and through ongoing learning and dialogue, the Town seeks to ensure inclusivity for all individuals. It is our commitment to provide equitable experiences and remove barriers to ensure full participation in our community and uphold the vision of a town that is unified and welcoming of all.”²⁷
- “The Municipality of Clarington recognizes that ethno-cultural, race, gender identity, sexual orientation, ability, religious affiliation, age, and other aspects of identity collectively impact and form our life experiences and how we interact within our communities. We value the diversity of the people and communities we serve. The need to belong is universal and fundamental. Clarington recognizes that there is work to be done to close the belonging gap and is committed to creating an inclusive, equitable and safe community.”²⁸

3) **Create a communication strategy** to share the EDI statement internally and externally and relate these to the vision, mission, and values for the Municipality of Port Hope.

Examples:

- Create visibility of the EDI commitment via a website “hub” for all things EDI-related, linked to the main municipal government page. This can include, for example
 - The Framework
 - An Upcoming Event list in the community or Northumberland County
 - Links to existing and future commitments – e.g., Accessibility commitment and plan, EDI Advisory Committee (see step 4), membership in the Coalition of

²⁶ City of Beaumont (2023). [Belonging in Beaumont: Equity, Diversity, and Inclusion \(EDI\) Framework](#). p. 31.

²⁷ Town of Stouffville (2024). [Diversity, Equity, and Inclusion](#). par.1.

²⁸ Municipality of Clarington. (2024). [Clarington’s 2024-27 Inclusion, Diversity, Equity and Anti-Racism Strategy](#). p. 4.

- Inclusive Municipalities (step 7), commitment to Reconciliation (see step 8), and other relevant and existing commitments (e.g., Accessibility)
- Information on Municipal programs, policies, and reporting relevant to EDI, including success stories and employee recognition for EDI work
- A sign-up option for community members to receive email updates on EDI²⁹
- The Town of Cobourg’s initial EDI development included the creation of a communication strategy with tasks including:
 - To develop messages around EDI for the town (including EDI statement and related vision, mission and values) to feed into communications
 - To enhance EDI considerations in public websites and career page (e.g., ensure language/images/ideas are inclusive)
 - To tell the town’s EDI story (including getting stories of different groups, topics, and ideas about the history and diversity of the town)³⁰

For another example on how to integrate EDI considerations into communications, please see [Appendix C](#).

4) Consider Establishing an Advisory Committee or a Working Group once appropriate staff resources are attached to the Strategy. With proper supports (e.g. providing food, childcare, transit support, ensuring accessibility with respect to time and place) this Committee can facilitate increased participation of people who experience various barriers to typical public consultation processes. Terms of Reference can be developed for the Committee to ensure that its mandate include regular outreach with community organizations and advocacy groups that work to promote EDI to help leaders and Municipal Staff make decisions that benefit these residents. In the case of Port Hope, this Committee could build on the existing Accessibility Advisory Committee to create an Accessibility, Equity, Diversity and Inclusion Committee.

²⁹ Examples include the Town of Cobourg [“Diversity and Inclusion”](#) website (2024).

³⁰ Town of Cobourg. (2021). [The Town of Cobourg’s Equity, Diversity, and Inclusion Strategy](#) (Draft).

Example:**Town of Scugog Accessibility, Diversity, Inclusion, Equity Advisory Committee (SADIE) (2022-2026)**

The Scugog Accessibility, Diversity, Inclusion and Equity Advisory Committee (SADIE) will assist staff with recommendations, advice, feedback, and information to the Township of Scugog on matters relating to diversity, equity, and inclusion by focusing on:

- Improving our understanding of diversity and commitment to inclusion
- Reinforcing diversity and inclusion within the organizational culture
- Engaging staff in diversity and inclusion efforts and promoting opportunities for leadership, advancement, and employee development
- Identifying and addressing barriers to inclusion in the delivery of municipal programs and services Page 4 of 6 Under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA), Section 29 of the AODA describes three (3) main activities in relation to accessibility:
 - Advise the Township of Scugog Council about the requirements and implementation of accessibility standards and the preparation of accessibility reports and other matters for which the council may seek its advice;
 - Review site plans and drawings described in section 41 of the Planning Act that the committee selects; and
 - Perform all other functions that are specified in the regulations.³¹

5) Develop a plan of action around appropriate learning opportunities and training for all Municipal Staff, Council, Committees, and Boards to increase awareness and build capacity to do EDI work and apply the Framework. This could be coordinated with other Municipalities and/or with Northumberland County and overseen initially by the appropriate staff resource and then subsequently by the Advisory Committee. Once the plan is initiated, training would ideally be mandatory and grounded in the [Guiding Questions](#) within this Framework.

Examples:

- The concepts and ideas introduced in a Framework like this might be new to many Municipal Staff. The City of New Westminster created a comprehensive plan to training

³¹ For more information, see SADIE. (2023). [Terms of Reference](#).

designed to meet people where they are at (including temporary part time staff. Their training objectives include:

- Offer opportunities for all Staff to key partners to learn, including key concepts, principles and questions in the Framework – ensure comprehensive training for all staff, Board, Mayor and Council, and consideration in new staff orientation.
 - Encourage reflection on the Framework and its implementation in both personal and organizational spheres
 - Build a safe learning environment³²
- The federal government offers a free training module on Gender-Based Analysis Plus (GBA Plus), a user-friendly tool used by many municipalities to identify and improve the equity impacts of their work, particularly in relation to equity-deserving groups. For example, Calgary, Edmonton, Montreal and Halifax provide GBA Plus training to various levels of staff and leadership, from new employees to hiring managers and councillors.³³
 - The Canadian Centre for Diversity and Inclusion, a national charity for EDI in Canada, offers municipalities (and other groups) membership in their community of practice which grants access to free events, learning opportunities like webinars, and other resources related to EDI. Many municipalities in Canada compose its Employer Partner Network (i.e., in Ontario, partners include Quinte West, Clarington, Cobourg, Dufferin County, Ajax, Whitby, etc.).³⁴

Please see [Appendix B](#) for more learning and training options relevant to EDI, and [Appendix C](#) for an example of a municipal learning initiative

6) Commit to the goal of working towards the integration of EDI considerations into Municipal Staff reports, Council motions, Committee and Board work and activities. This commitment can be demonstrated initially, for example, by ensuring that motions and reports answer one short question as follows:

Is the diversity of the community accounted for in this motion or report? (Have you considered how potential forms of exclusion or discrimination related to gender, disability, age, geography, language, or other factors, relate to the issue of focus?)

Yes/No

³² City of New Westminster. (2022). Diversity, Equity, Inclusion and Anti-Racism Framework. p. 21 (N/A online).

³³ For details, see Women and Gender Equality Canada. (2024). [Take the Gender-based Analysis Plus course.](#)

³⁴ For details, see [Existing Partners - Canadian Centre for Diversity and Inclusion.](#)

If yes, briefly describe these considerations.

*If no, briefly explain why this is not applicable to your motion or report.*³⁵

Ideally, before the end of the first year, there is capacity to begin integrating a reflection statement in every staff report and council motion, potentially in a section where alignment with current Strategic Plans are considered. This can document and make transparent how any proposed project and/or action has considered and addressed potential impacts on diverse groups of people, including equity-deserving groups, to ensure inclusivity and avoid potential access barriers. Thorough reflection can be facilitated consideration of the **10 Guiding Questions** below.

7) Join the Coalition of Inclusive Municipalities.³⁶ In Canada, 121 cities are members of the Coalition of Inclusive Municipalities, a network of cities committed to fostering inclusion. This network of shared knowledge and experience works to advance initiatives to:

- improve their practices to promote social inclusion
- establish policies to eradicate all forms of racism, discrimination, exclusion and intolerance
- promote human rights and diversity

In joining the Coalition, the Municipality endorses the common commitments³⁷ set by the Coalition, and agrees that in the future, a plan of action to work towards these aspirational commitments is developed.

Example:

In 2021, the town of Cobourg joined the Coalition of Inclusive Municipalities (CIM) to continue to support diversity and inclusion and to work against racism and discrimination locally. The declaration was unanimously endorsed by Council. The Town of Cobourg at the time joined 83 municipalities across Canada committed to respecting, protecting, and promoting human rights and diversity (as of 2024 that number has grown to 121) and made a commitment to developing a Plan of Action to fulfill the 10 Common Commitments of the Coalition.³⁸

³⁵ This is similar to the Canadian Federal Government's mandatory requirement for federal employees from all departments and agencies to apply [Gender Based Analysis Plus](#) (GBA Plus). This involves considering the relevance of gender and diversity-relevant factors to all areas of work (e.g., in proposals, policies, programs, and impact assessments).

³⁶ For details see [Join the Canadian Coalition of Municipalities Against Racism and Discrimination](#).

³⁷ Canadian Commission for UNESCO. (2020). [The Coalition of Inclusive Municipalities: A Guide for New and Established Members](#). p. 8.

³⁸ Town of Cobourg. (2021, Jan. 4). Press Release: Town of Cobourg Joins the Coalition of Inclusive Municipalities (N/A online).

Other regional examples of coalition members include Peterborough, Durham Region, Clarington, Scugog, Uxbridge, Whitby, Oshawa, and Belleville.

See Coalition-related resources in [Appendix B](#).

8) Initiate a process to create a stand-alone Reconciliation Plan with neighbouring First Nations.

Example:

City of Toronto 2022-2032 Reconciliation Action Plan³⁹

Description by former Mayor Tory:

“The path to reconciliation outlined in this action plan is the next step in our continued effort to renew the City of Toronto’s Statement of Commitment to Aboriginal Peoples.

Over the past decade, our City has taken strides to improve relationships with First Nations, Inuit and Métis communities, to embody our commitment with concrete actions, and to enable partnerships and meaningful dialogue along the way. This plan demonstrates our commitment to doing more and furthering that work we have started.

With the release of the Truth and Reconciliation Commission’s Calls to Action in 2015, we recognized the need to build on this commitment with further action. As a city which is home to many First Nations, Inuit and Métis communities it is our duty to do so. As a result, we established the Indigenous Affairs Office to provide leadership and to advise us in our partnerships and collaborations with Indigenous communities. With the release of the City’s first ever Reconciliation Action Plan, we are capturing work underway and pushing the City of Toronto to do more with and for Indigenous Peoples. This path includes many steps, beginning with truth-telling, enhancing relationships, sharing power, seeking justice and making financial reparations. All of which will allow the City of Toronto to truly honour the contributions of Indigenous Peoples, past, present and future.” For resources and guidance related to developing a Reconciliation Plan, see [Appendix B](#).

9) Establish a baseline for equity data to inform the EDI initiatives. This can involve taking steps to better understand the demographics of Port Hope and, for example, undertaking a diversity census of Municipal Staff and leadership, or planning community engagement activities to better understand the different needs and experiences of residents.

³⁹ City of Toronto. (2022). [2022-2032 Reconciliation Action Plan](#). p. 10.

Example:

- The town of Stouffville conducted an **employee assessment** that included
 - A review of existing documentation provided by the town
 - Consultations with town Staff and Members of Council (1:1 and group interviews regarding experiences with EDI)
 - An employee surveyThey also conducted an EDI “maturity assessment” – looking at the extent to which an organization incorporates EDI practices that impact their mission and purpose, across factors including EDI effort, investment in EDI, equity and representation, and recruitment and retention.⁴⁰

- City of **Windsor Workforce Census** (2018)⁴¹ (publicly accessible)
 - City Council authorized the distribution of a Workforce Census to Corporate staff for which there was a completion rate of 30.90%, with 1,002 responses
 - The data set helps showcase the “many different groups of people who populate municipal positions, highlighting data from employment type and retirement eligibility to the education level and demographic makeup of municipal employees. Data sets like this are invaluable for municipalities as they may communicate the diverse wants and needs of workers and highlight shortcomings within the internal workings of the Municipality.”

10) Develop a Plan to Audit and Assess Existing and Anticipated Policies, Programs, Services, and Information Review to ensure inclusivity and reduce inequities.**Example:**

- Municipal Staff, Council, Committee and Board Members can complete an assessment of experiences and outcomes related to their use of the 10 Guiding Questions. This can provide metrics on the Framework’s impact. Questions can include:
 - What research about impact on equity-deserving groups has shaped changes to your current or proposed policy/program/initiative/service?
 - What changes were made as a result of answering the questions?
 - Please list any research/outreach/community engagement activities that were done to help you plan for equitable change.

⁴⁰ Town of Whitchurch-Stouffville. (2022). [Diversity, Equity & Inclusion Strategy: Supporting Documents](#).

⁴¹ City of Windsor. (2019). [Results of the Corporation of the City of Windsor’s 2018 Workforce Census](#). (Includes data with survey questions).

- How are you planning to measure or evaluate the impact of these changes on equity-deserving groups?
- Are there any areas where more support would be helpful?
- How has the process of engaging with the questions affected your thinking about inequity and your role in addressing power imbalances?⁴²

11) Support employment and hiring standards that identify barriers to EDI and take steps to address them.

Example:

Oakville’s Inclusive Hiring Checklist⁴³

These questions can assist in taking a good look at EDI with respect to hiring policies and practices, with the goal of challenging unconscious bias and considering potential barriers faced in the recruitment process. Questions span how job postings are developed and shared, how applicants are screened, interviewed and evaluation, and how potential biases and barriers may be explored. Questions include:

- Are the years of experience requirements that are listed in the job description, job posting, pre-screening criteria and/or assessment criteria still necessary or valid in order to perform the job? For example:
 - Requiring “recent experience” can create barriers for people re-entering the job market
 - Requiring a specific number of years of experience can create barriers due to age
 - Candidates should not be required to demonstrate “Canadian” experience
- Are you using inclusive language in the job description, job posting, testing materials, during your interviews and telephone discussions with candidates? For example:
 - Are your communications and terms gender-neutral?
 - Are you providing examples and communicating messages that reflect diversity?
 - Are you using jargon, idioms or humour that would not be easily understood across different generational, cultural, ethnic and language groups?
- Have you considered where to post your job to reach the broadest pool of diverse applicants? For example, in addition to the town’s website, the job ad may be shared with community partners, employment agencies that serve diverse applicants,

⁴² Adapted from the City of London’s Equity Tool Reflection & Reporting survey (N/A online).

⁴³ Oakville (nd). [Oakville Inclusion Lens](#). Also informs the Municipality of Clarington’s (2024) [Equity and Inclusion Lens Guideline](#).

or other places that facilitate access to job postings for diverse applicants.

- Are you favouring candidates that are similar to you in gender, race, ethnicity/ancestry/place of origin, colour, ability, sexual orientation, cultural background, where you grew up/lived, education background, similar interests, etc.?
- Are you able to remove as many barriers as possible upfront? For example:
 - Scheduling interviews in locations that are physically accessible
 - Arranging interview/testing rooms that are large enough for assistive devices
 - Providing a copy of interview questions at the interview for candidates to follow along (collect at the end of the interview)

As aforementioned, these steps help lay the groundwork – focusing on building internal change and necessary infrastructure - for a longer-term sustainable and coordinated development and implementation of EDI that is informed by and meaningfully engages with the Port Hope community. Working towards greater capacity and engagement around EDI requires consistent reflection and reporting around the challenges and value-added of its uptake, to facilitate buy-in and troubleshoot barriers. The values and efforts reflected in this work also need to be reflected in future municipal priorities and strategies, where EDI is regularly considered. For further examples of how EDI planning can progress beyond this preliminary stage, please see Appendix C's "[Maturity Framework](#)" example.

Key Principles

The effective implementation of the Framework necessitates a set of guiding principles to inform mindsets, behaviours, and activities of all involved in supporting and advancing it.

CENTERING POWER

Power imbalances (e.g., shaped by forces like patriarchy, racism, colonialism, ableism, xenophobia) are baked into many institutions and behaviours, and affect the social status and positions of both individuals and groups. Municipal Staff and Council need to understand and respond to power - from reflecting on the privileged positions they may hold, to the systems of governance and decisions they oversee in the service of the public good. This is not easy work - it often means putting work into understanding how inequities are created, perpetuated, masked or unconscious to many within organizational or workplace culture, and what it takes to undo this (including taking personal and organizational responsibility for perpetuating or balancing inequities).

APPLYING INTERSECTIONALITY

Intersectionality is a key concept to inform impactful EDI policies,⁴⁴ as it accounts for the complexities of people’s lives. It highlights that in any situation of inequity, different forms of oppression do not operate independently but overlap. For example, a Black woman who has recently immigrated to Canada to live in Port Hope with her children may face challenges and privileges that are distinct in relation to her racialized identity, her language, her religion, her gender, her migration status, and her role as a single mother. She might, for example, experience intersecting barriers in her day-to-day, from finding accommodation to accessing quality health care for her family. Figure 10 below illustrates how experience is shaped by interacting factors at multiple levels – from individual (e.g., identity factors and personal contexts), to organizational (e.g., work roles and organizational culture), to structural levels (e.g., discriminatory policies). This creates vulnerabilities, advantages and capacities that shape experience and well-being.

⁴⁴ See for example, Khaira et al. (2021). [Diversity, Equity & Inclusion in Ontario’s Single Tier Municipalities](#).

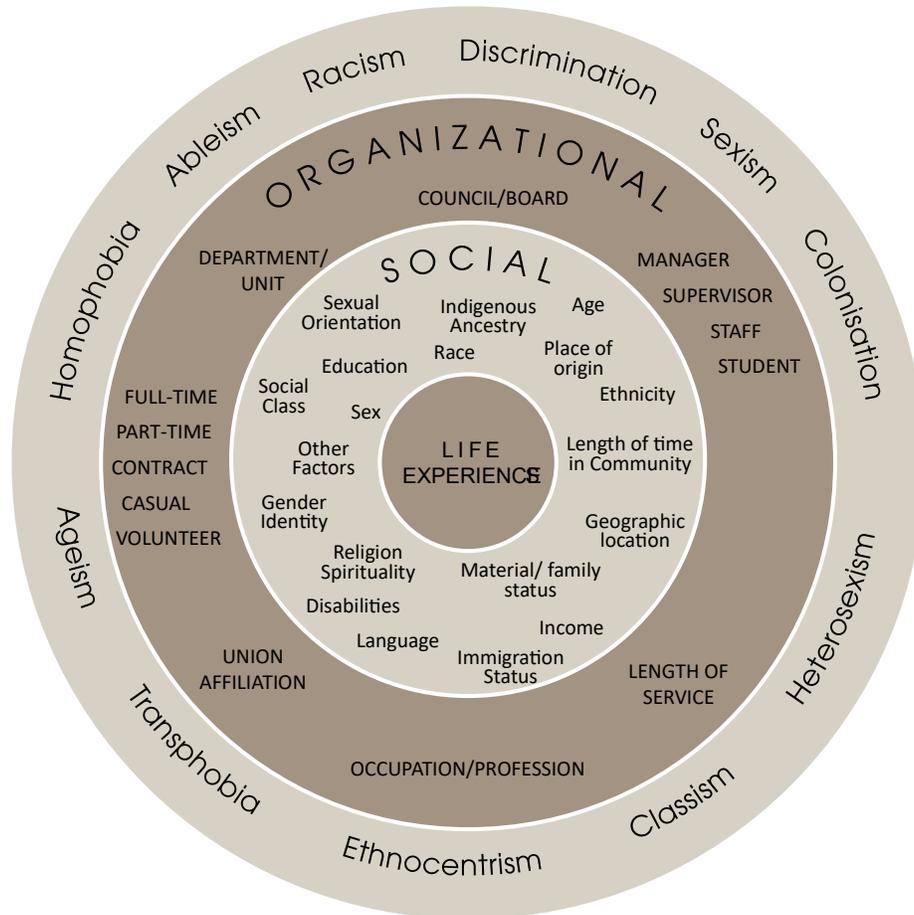


Figure 10 - Intersectionality of Experience (adapted from the City of Ottawa and City for All Women Initiative)⁴⁵

ENGAGING DIVERSE POPULATIONS

Engaging diverse populations means actively involving people from various backgrounds and perspectives in Municipal activities and decision-making. This involves creating opportunities for everyone to participate, and ensuring that voices from equity-deserving groups (who are not often at the decision-making table) are heard and valued. This broadens understandings of local dynamics and community needs and norms, including insights around who is benefiting, who is contributing, and why some individuals and groups may not participate (i.e., constraints and challenges to access and participation). Such engagement fosters collaboration and relationships across diverse groups, and leads to innovative, comprehensive, and meaningful approaches to promoting equity.⁴⁶

⁴⁵ City for All Women Initiative (CAWI). (2025, June). [Advancing Equity and Inclusion: A Guide for Municipalities](#).

⁴⁶ For resources related to public/community engagement see [Appendix B](#)

UNIVERSAL DESIGN

Universal design is a principle focused on creating environments, products, and services that are accessible and usable by everyone, regardless of age, ability, or other factor. It considers accessibility from the outset, rather than adding them as afterthoughts or adaptations, and benefits everyone, including people with disabilities, older groups, and families, by promoting equal access. Beyond physical design considerations, universal design also looks at barriers to access including attitudinal, transportational, informational and communication, environmental, and institutional.⁴⁷

BEING ACCOUNTABLE

Instituting change requires more than good intentions or check-box exercises. What is required is a clear plan with outcomes, tied to accountability metrics and timelines, and a process for documenting and learning from what works and what does not work. Of critical importance is establishing who will be responsible to ensure the implementation of the Framework. It also entails linking the Framework and its activities to performance measures, sufficiently resourced time and tools, and endorsement from senior management and community leaders.

ENGAGING IN REFLEXIVITY

Everyone comes to the table with certain beliefs, biases, and values shaped by their unique life circumstances and identities. This impacts how we engage with our work and day to day activities, including how we understand, prioritize and respond to policy issues. Critical self-reflection – or reflexivity - allows one to see that how one views the world and how one experiences advantage and disadvantage are intertwined with power dynamics. Reflexivity requires time and space for thought, dialogue, and learning. It can involve exploring questions such as:

- What knowledge, values, interests, and experiences (related to both your personal and work life) do I bring to this work?
- How do my intersecting identities (e.g., gender identity, race/ethnicity/skin colour, Indigeneity, nationality, socio-economic status, age, dis/ability) relate to processes of power? How do my opportunities and capacities to date link to my experiences of advantage and disadvantage?
- Which kinds of evidence, tools and analyses have I prioritized and engaged with? Do these reflect the perspectives, knowledge, and needs of diverse groups in the community?

⁴⁷ See Oakville's [Universal Design Standards](#) (2024) as an example.

- Who is on my work team? Are power relationships within the team or between me/us and community members recognized?⁴⁸

10 Guiding Questions for Policy, Plans, Programs, Reports, Motions and Services

These questions are recommended for use by everyone working on behalf of the Municipality of Port Hope in terms of their day to day and routine decision making and applied to both new and existing initiatives. They help paint a complete picture of the problem at hand, how it has been addressed, and potential equity considerations in moving forward.

- 1) What is the problem to be addressed? Why is it considered a problem? Who has identified the problem?
- 2) Who benefits from the current *or* proposed policy/program/initiative/service in relation to the problem?
- 3) Who might be excluded from resulting opportunities, resources and/or benefits? Consider, for example, groups including:
 - New Canadians, newcomers, refugees
 - People with different educational backgrounds
 - People with disabilities (visible, invisible)
 - People with different language, literacy levels
 - Non-Christian faith groups
 - 2SLGBTQQIA+
 - Indigenous Peoples
 - People with low income
 - Older adults and Youth
 - Racialized people (non-white, non-Indigenous)
 - Women
 - Rural residents
 - Unhoused or Underhoused People
- 4) Does the policy/program/initiative/service acknowledge or address harm or exclusion experienced by certain communities or groups? If so, what are positive changes that are being introduced to improve inclusion and build on the strengths of the people that the policy/program/initiative/service is designed to serve?

⁴⁸ See [Appendix B](#) for educational tools and guidance related to reflexivity.

- 5) What data or evidence are you relying on to answer questions 1-4? (e.g. Census data, surveys, employee complaint/concern/comments, demographic and academic research, Indigenous knowledges, grey literature, think tank and other policy research)
- 6) Does the analysis of the problem include direct input and enable, through appropriate supports, engagement by those who will be most affected by that decision. When maximizing engagement across diverse groups, considerations can include:
 - targeted outreach, including those without access to digital technologies, and having outreach facilitated by community members
 - accessibility for mobility devices, visual and hearing impairments
 - child or dependent care obligations
 - transportation needs
 - safety concerns
 - language/translation
 - supports for people to spend time in an engagement activity (e.g., honoraria/stipends, meals/refreshments, childcare, bus tickets, varying times of day, etc)
- 7) In what ways does the policy/ program/initiative/service challenge exclusion, unfair impacts and structural causes of inequities? From whose perspective are you evaluating the ‘success’ of your project or policy? How will you measure progress or success?
- 8) What steps have been taken through the process to deepen partnerships and collaborations with the community (e.g., groups representing equity-deserving communities, social service providers, not for profits) and surrounding First Nations?
- 9) How can we communicate the policy to reach the full diversity of people affected? (See communications checklist example in [Appendix C](#))
- 10) As a result of what you have learned in applying this Framework, summarize what you have done differently and the impact it has had.

For additional forms of guidance related to EDI, see [Appendix B](#).

Acknowledgements

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Glossary

Terms not explicitly defined in the document that are important to EDI.

2SLGBTQI+

It is the acronym used by the Government of Canada to refer to the Canadian community. 2S: at the front, recognizes Two-Spirit people as the first 2SLGBTQI+ communities; L: Lesbian; G: Gay; B: Bisexual; T: Transgender; Q: Queer; I: Intersex, considers sex characteristics beyond sexual orientation, gender identity and gender expression; +: is inclusive of people who identify as part of sexual and gender diverse communities, who use additional terminologies.

Ableism

Ableism is a systemic and structural form of oppression that stems from the attitude and belief that disabled people are inferior. It underpins individual discrimination and systemic barriers and inequities against people with disabilities. Ableist beliefs include the fear of becoming disabled, as well as the fear of disabled people. It engenders the erasure and invisibility of disabled people, which leads to inaccessible places, processes, and groups.

Ageism

Refers to two concepts: a way of thinking about older persons based on negative attitudes and stereotypes around aging; and a tendency to structure society based on an assumption that everyone is young, thus excluding the real needs and perspectives of older persons.

Accessibility

Accessibility is necessary to allow persons with disabilities to live independently and participate fully in society. It means that a person faces no barriers to accessing the environment around them, including transportation, information, and services.

Anti-Indigenous racism

Anti-Indigenous racism is the ongoing race-based discrimination, negative stereotyping, and injustice experienced by Indigenous Peoples within Canada. It includes ideas and practices that establish, maintain and perpetuate power imbalances, systemic barriers, and inequitable outcomes that stem from the legacy of colonial policies and practices in Canada.

Anti-racism

Anti-racism is a process of practicing and embodying efforts to actively fight against racism and seek to eradicate racism on every level. The goal of anti-racism is to challenge racism by identifying it and actively working to change the policies, behaviours and beliefs that allow racism to continue. Anti-racism is rooted in action.

Classism

Classism is the belief in or support for a policy or idea that denies value, dignity, liberties, and opportunities to people based on their perceived membership in a socioeconomic group.

Colonialism

A practice of domination, which involves the subjugation of one people to another. **Settler colonialism** — as found in Canada — is the unique process where the colonizing population does not leave the territory, asserts ongoing sovereignty to the land, actively seeks to assimilate the Indigenous populations, and to extinguish their cultures, traditions and ties to the land. Everyone living in Canada today receives varying privileges or consequences from settler colonialism; however, White people are significantly advantaged by settler colonialism.

Equity-Deserving Groups

Equity-deserving groups are communities that experience significant collective barriers to societal participation. This can include attitudinal, historic, social and environmental barriers based on factors including age, religion, disability, economic status, or sexual orientation. Equity-deserving groups are those that face barriers to equal access, opportunities and resources due to social and structural disadvantage and discrimination.

Homophobia

The fear, hatred, or aversion of people who experience same-sex attraction.

Indigenous

The term 'Indigenous' encompasses First Nations, Métis and Inuit people, either collectively or separately, and is a preferred term in international usage, e.g., the 'U.N. Declaration on the Rights of Indigenous Peoples.' In its derivation from international movements, it is associated more with activism than government policy and so has emerged, for many, as the preferred term.⁴⁹

⁴⁹ UBC. (2018). [Indigenous People's Language Guidelines](#).

Patriarchy

A system of society or government in which men hold the power and women are largely excluded from it.

Privilege

Understanding that people in dominant identity groups have certain advantages that help them make their way in life and achieve their goals with fewer barriers than other in less dominant identity group.

Racialized People

Racialized people refers to people, other than Indigenous people, who are non-white. Racialization is the process through which people come to be categorized or perceived as belonging to a particular race. Racialized groups can experience differential treatment related to factors including race, ethnicity, language, religion, culture, etc. Though visible minority is the term used in Canada's human rights legislation, the term racialized is preferred to highlight that inequities are not the result of one's identity but related to power relations.

Racism

Racism is any individual action, or institutional practice which treats people differently because of their colour or ethnicity. This distinction is often used to justify discrimination. Systemic racism is often caused by policies, practices and procedures that appear neutral but have the effect of disadvantaging racialized groups. It is experienced in different ways by different racialized groups, including via anti-Indigenous racism, anti-Black racism, antisemitism and Islamophobia.

Reflexivity

Describes the process of self-analysis and self-revelation that helps a person interpret their social position/location, thereby revealing some of their biases and assumptions. It is also the process by which a person (e.g., a policy actor, a researcher, etc.) analyses his/her own biases (from glossary in antiracist framework)

Sexism

Sexism is linked to power in that those with power are typically treated with favour and those without power are typically discriminated against. Sexism is also related to stereotypes since discriminatory actions or attitudes are frequently based on false beliefs or generalisations about gender, and on considering gender as relevant where it is not.

Transphobia

Transphobia is the negative views against trans persons and communities, which can result in aversion, fear, hostility, and intolerance. It is founded on assumptions used to justify discrimination and violence against trans individuals or others who are thought to be trans.

Unconscious Bias

Underlying stereotypes, prejudices or attitudes that people hold outside of their awareness about other groups of people with different social, racial, or ethnic identities

Xenophobia

Xenophobia describes a fear and dislike of people perceived as foreign or different. It often involves discriminatory beliefs about individuals from other countries or minority ethnic communities, and can manifest in exclusionary behaviours, practices, and policies.

Appendix A: EDI in Canadian Municipalities

Includes policies, strategies, guidance, and related initiatives (note: not an exhaustive list)

Northumberland County

- [Northumberland County's 2023-27 Community Strategic Plan \(2023\)](#) states a goal to “foster a diverse, equitable, an inclusive organization and community” involving demonstrating leadership in the “development of strategies and commitment of resources to advancing equity, diversity, and inclusion, both organizationally and within the community” (p. 20). They are currently developing an EDI Strategy.
- [Town of Cobourg's Equity, Diversity, and Inclusion Strategy 2022-2026](#)
- The Corporation of the Township of Hamilton approved an “Equity, Diversity, and Inclusion” Policy in November 2024 for revision January 2028 (no dedicated resources as of Feb. 2025)
- Municipality of Brighton - established a Justice, Equity, Diversity & Inclusion (JEDI) Committee in 2023 (Terms of Reference [here](#))
- [Municipality of Trent Hills Strategic Plan 2023-2027](#) includes future objective of EDI training opportunities for Council and municipal staff

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Appendix B: Key EDI Resources

Educational tools and guidance

On reflexivity

- Centre for Advancing Collaborative Healthcare and Education (CACHE). (2024). Reflexive Questions for Educators & Facilitators. [cache-reflexive-questions-educatorsv20240117-final-clean-share.pdf](#)
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Guidance on EDI

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Training

- Association of Municipalities of Ontario. (2025). Equity, Inclusion, and Innovation in Municipalities. <https://www.amo.on.ca/equity-inclusion-and-innovation-municipalities>
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- Canadian Diversity Initiative. “Diversity and Inclusion Training Online: Courses”. <https://candiversity.com/courses/>

EDI resources and hubs

- Canadian Centre for Diversity and Inclusion. “Toolkits.” <https://ccdi.ca/toolkits/>
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Appendix C: Additional Examples

Example A: Edmonton Zoning Bylaw Update

The City of Edmonton's undertook a pilot project to embed equity in a zoning bylaw update. Zoning plays a key role in the social structure and oppression that can occur in municipalities, including how it can shape economic and racial segregation, and have other unintended inequitable impacts. Given this, updating these bylaws can promote EDI and anti-oppression within municipal regulations.

The City of Edmonton worked to create "A Zoning Bylaw for Everyone" which applied Gender Based Analysis Plus with the goals including: 1) affirming the City's Commitment to addressing discriminatory regulations and practices, 2) researching and exploring how planning, policies and regulations have led to intended and unintended social impacts, and 3) promoting equity and explicitly remove barriers in the City of Edmonton's regulations.

To consider equity at in all aspects of the initiative, the City created a GBA+ and Equity Toolkit and accompanying worksheet called the "Compass". The Toolkit and Compass help planners – at each stage of the regulation writing process - consider the impacts of regulations and take meaningful action.

For more on the City's Zoning Bylaw Renewal, Toolkit, and Compass, see:

- Zoning Bylaw Renewal - "Equity and engagement" section here: https://www.edmonton.ca/city_government/urban_planning_and_design/zoning-bylaw-renewal
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Example B: Facilitating Engagement with an Employee Resource Group

Various municipalities use employee resource groups to provide a space and resource to discuss and promote EDI related work, including challenges and opportunities in the workplace.

For example, the Town of Whitchurch-Stouffville, Ontario formed an ERG in the early stages of their EDI policy implementation – a voluntary, internal, employee led group – to advocate for and facilitate staff engagement with EDI and be contacts for employees to voice concerns and receive support on EDI issues. The ERG aims for representation from all departments and/or key service delivery business units. This allows employees to identify and voice EDI relevant needs within their departments to provide areas of opportunity and collaboration.

The Town's Action Plan lays key considerations when forming an ERG, including:

1. Identify ERG champion(s) to lead the group – individual(s) should be outside of the HR-function or have a co-lead from another business unit;
2. Identify the ERG’s goal and purpose – such as connecting people, advocating for change, etc.;
3. Socialize the ERG and gather interest to increase interest and understanding of EDI – gather feedback and be open to group needs;
4. Identify Executive Support – identify an executive team member to champion efforts and leverage resources.

In this phase of ERG formation, the members are also trained in EDI.

See Stouffville, ON. (2024). Diversity, Equity & Inclusion Strategy. Supporting Documents. p. 36.
https://www.townofws.ca/media/y5ujwku3/stouffville_de-i_action-plan.pdf

Example C: Equity-Responsive Budgeting in Toronto

The City of Toronto’s equity responsive budgeting is intended to embed equity considerations throughout the budget process. This initiative supports informed decision-making that includes: a) analyzing how proposed changes to the Operating Budget decrease, maintain and/or increase inequities, and b) reporting the outcomes of the analysis throughout the budget process, including the development, public deliberations and decision-making stages.

All budget proposals must include an Equity Impact Statement that is generated relying on the City’s Equity Lens Tool. This tool poses questions including: 1) Does the proposal impact Indigenous, Black and/or any equity-seeking group? 2) How does the proposal impact the barriers faced by these groups? 3) What is the level of impact on equity, if any?

To support decision making the following is in place:

- Reports summarizing the equity impacts of individual budget proposals are provided to Division Heads and Senior Leadership as the Staff Recommended Budget is developed and finalized.
- An External Review Panel reviews the budget proposals and provides an analysis of the equity impacts of the Staff Recommended Budget. Their findings are summarized in a Budget Briefing Note that is made publicly available.
- The Equity Impacts Statements for all Budget proposals are included in the Staff Recommended Operating Budgets.

For more information see: City of Toronto. (2020). Equity Responsive Budgeting at the City of Toronto. <https://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-158858.pdf>

Example D: Communications Strategy in Newmarket

Communications is a key component of the Town of Newmarket Ontario's DEI Lens. The Lens includes a list of guiding questions to ensure equity and inclusion is promoted in all communications, including:

- Have we considered all possible target audiences? Who might be at risk of exclusion?
- What specific communication strategies are needed to reach them? (e.g., working with community leaders, bulletin boards, community newspapers, social media)
- Do our communication materials get out to the community organizations and networks that serve the diverse populations we need to reach? Do we check periodically to ensure materials are stocked and being used?
- How do the messages we are communicating foster inclusion, respect and equity?
- Is the medium easily accessible and understood by the full diversity of our target audience? (e.g., plain language, accessible formats, multiple languages)
- Have we considered what populations will be missed by only using certain methods? (e.g., online or social media communications) What other approaches might we use?
- Have we considered if there is a budget or alternative resources for translation services?
- Do images represent the full diversity of employees or residents? Do they capture the diversity within specific communities of people?
- Will the people portrayed in the images relate to and feel included in the way they are represented?
- Is everyone portrayed in positive images that promote equity and break stereotypes?
Consider: who is active and passive, who is at the centre, who is serving and being served.

From Newmarket, ON. (2021). Diversity, Equity and Inclusion Lens.

https://www.newmarket.ca/TownGovernment/Documents/Diversity%20and%20Inclusion/DEI_Lens_2022.pdf p. 4

Example E: Supporting EDI Learning in Mississauga

The City of Mississauga used 'Equity Alerts' – considered to be a "micro-learning tool" that provides a monthly 'learning bite' (2-3 pages max) to help build employees' EDI understandings. It was posted on the City's internal website accessible by all employees, and covered topics which started at a foundational level (e.g., key concepts) and progressed in complexity over time. Each alert included supplementary resources for learning and discussion questions. In 2022, these online alerts became Equity Alert Cafes, a monthly online meet-up opportunity for employees to connect employees to discuss relevant info related to the Equity Alerts.

For a list of the Equity Alert Topics, see Appendix I in:

City of Mississauga. (2024). Equity, Diversity and Inclusion. 2023 Progress report.

<https://www.mississauga.ca/wp-content/uploads/2024/07/29091810/Accessible-EDI-progress-report-2023.pdf>

Example F: Tracking progress in EDI

- 1) Like many other municipalities, the City of Guelph tracks their performance informed by the indicators of the Global Diversity and Inclusion Benchmarks. An example of these indicators are provided in the following table, that helped the city track its progress over a course of 3 years (2019-22):

Focus areas	Indicators
Commit to an inclusive culture	<p>Employees develop more clarity about the behaviours that helps us to create an inclusive workplace.</p> <p>Leaders are talking about our Plan with more confidence and frequency .</p>
Flexible mindset and work practices	<p>Employee engagement data is showing progress towards greater and more consistent levels of engagement.</p> <p>Demographic data on workforce across the talent management trajectory is more reflective of the labour market.</p>
Networks and industry partnerships	<p>A GBDI audit shows upward progress with recognizing, valuing and embedding inclusion competencies within our employment practices.</p> <p>Network and industry partners have greater awareness of the progress of the Diversity and Inclusion Plan.</p>

From Guelph, ON. (2019). *Employee diversity and inclusion: future ready*. <https://guelph.ca/wp-content/uploads/City-of-Guelph-Employee-Diversity-and-Inclusion-Plan-2019-Web.pdf>

Another example of a Municipal reporting on progress using the Benchmarks is found [here](#) with the City of Coquitlam, BC.

For more on the Global Diversity, Equity & Inclusion Benchmarks (GDEIB) to help organisations determine strategy and measure progress in managing diversity and fostering inclusion, see <https://globaldeibenchmarks.org/>

2) The Town of Whitchurch-Stouffville developed a “Maturity Matrix” to track to progress related to their EDI policy, related activities, and impacts. It is a 4-phase model, captured by the following table:

				
	Phase 1: Awareness	Phase 2: Transformation	Phase 3: Integration	Phase 4: Sustainment
Focus	Reactive approach: A compliance -only mindset with little system in place but awareness of value of DEI	Purpose-driven approach: Forming a strategy for DEI and foundational DEI systems and processes.	Systematic approach: DEI is fully integrated, tracked and measured within data to day activities and planning.	Growth -oriented approach: DEI is used to drive strategic change and measured against business outcomes.
Strategy	Limited leadership involvement or commitment	Leaders contribute to DEI goals and priorities.	Leaders held accountable for DEI within their business units.	Leaders incorporate DEI into all aspects of strategic change .
Data	Very little to no collected data on DEI. Focus on collecting demographic information.	Begin to track data to drive awareness of DEI experience.	Regular collection of data and begin to leverage data to assess and improve current policies and practice.	Use data to actively measure DEI programs ROI and impact .
Governance	No or few dedicated resources.	Dedicated staff and budget.	Dedicated staff and budget.	Additional resources and budgets distributed throughout functional areas .

It recognizes that maturity is lower in contexts where there are limited resources and organizational processes that integrate EDI. It also highlights necessary steps for the movement from “a compliance-based approach to creating sustainable cultural change.”

Adapted from the Town of Whitchurch-Stouffville (2024). “Diversity, Equity, and Inclusion (DE&I) Maturity Matrix” in Diversity, Equity & Inclusion Strategy: Supporting Documents. pp. 8-9. https://www.townofws.ca/media/y5ujwku3/stouffville_de-i_action-plan.pdf