



## **DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY COMMITTEE AGENDA**

**Tuesday, January 23, 2024 at 7:00 pm**

**By video conference**

Any members of the Public wishing to observe the meeting can contact the Clerk's Office at [info@dufferincounty.ca](mailto:info@dufferincounty.ca) or 519-941-2816 x2500 before 4:00 p.m. on the day of the meeting.

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Call to Order

Land Acknowledgement Statement

*We would like to begin by respectfully acknowledging that Dufferin County resides within the traditional territory and ancestral lands of the Tionontati (Petun), Attawandaron (Neutral), Haudenosaunee (Six Nations), and Anishinaabe peoples.*

*We also acknowledge that various municipalities within the County of Dufferin reside within the treaty lands named under the Haldimand Deed of 1784 and two of the Williams Treaties of 1818: Treaty 18: the Nottawasaga Purchase, and Treaty 19: The Ajetance Treaty.*

*These traditional territories upon which we live and learn, are steeped in rich Indigenous history and traditions. It is with this statement that we declare to honour and respect the past and present connection of Indigenous peoples with this land, its waterways and resources.*

Declarations of Pecuniary Interests

### **DISCUSSION**

1. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – January 23, 2024  
Item #1 – Role of the Advisory Committee to Council

Rebecca Whelan, Deputy Clerk/Information Management Coordinator, to review the role of Community Advisory Committees to Council.

2. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – January 23, 2024  
Item #2 – Selecting a Chair & Vice Chair

A discussion regarding selection of a Chair and Vice Chair.

3. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – January 23, 2024  
Item #3 – Establishing a Meeting Schedule

A discussion regarding meeting frequency.

4. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – January 23, 2024  
Item #4 – Committee Membership

Rohan Tompson, Director of People & Equity, to lead a discussion about committee membership.

5. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – January 23, 2024  
Item #5 – Committee Quorum

A discussion regarding the Committee quorum.

6. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – January 23, 2024  
Item #6 – Equity, Diversity & Inclusion Anti-Oppression Orientation

Ruth Cameron, Ruth Cameron Consulting, to lead Equity, Diversity and Inclusion Anti-Oppression Training.

7. DIVERSITY, EQUITY & INCLUSION COMMUNITY ADVISORY – January 23, 2024  
Item #7 – Strategic Plan Orientation

Ruth Cameron, Ruth Cameron Consulting, to facilitate a discussion regarding the Committee's strategic plan.

### **Next Meeting**

To be confirmed  
Video Conference



**Diversity, Equity and Inclusion  
Community Advisory Committee  
Terms of Reference**

**Mandate:**

The mandate for the committee will be to advise County Council, make recommendations and provide a monitoring and measuring role to help ensure that the County applies a diversity, equity and inclusion lens to its policies, services and programs. The committee will develop an annual work plan focused on goals related to: a) developing and enhancing committee knowledge of effective DEI practices, b) selection of County programs, policies and services for review, and reporting, and c) amplification of community DEI events and initiatives. The committee will report progress on its workplan on an annual basis.

1. Engage in relevant training about reconciliation, diversity, equity and inclusion, anti-racism and anti-oppression issues and strategies for the purposes of orientation and capacity building and knowledge development of effective practices on an annual basis.
2. Provide insight, advice, and make recommendations to County Council relating to the following:
  - identifying systemic barriers faced in accessing county services, information, programs and facilities;
  - strategies for building connections and fostering a deeper sense of inclusion and belonging especially for marginalized groups;
  - proposed County of Dufferin initiatives, services, and policies to meet changing needs of a diverse community;
  - employment and employee awareness policies, initiatives, and programs.
3. Provide recommendations on opportunities for education and awareness programs for the Committee, Council and staff on anti-racism, diversity, equity and inclusion in consultation with the County Administration and within the budget allocated by County Council.
4. In cooperation with County Staff Diversity and Inclusion Committee provide regular updates to County Council that monitor and measure the County's success in

applying a diversity, equity and inclusion lens resulting in implementing real changes to policies, services, and programs.

5. Liaise with organizations and stakeholders, particularly those from marginalized groups including, but not limited to Black, Indigenous, non-white racialized, Two Spirit and LGBTQIA+, disabled, impoverished and newcomer community members from systemically disadvantaged communities to facilitate discussions that promote broader understanding of systemic inequalities and promote engagement between residents of diverse backgrounds and abilities, to generate solutions for removal of barriers to equity.

**Composition:**

The Diversity, Equity and Inclusion Committee is composed of the following members:

Role	Member
Committee Chair	To be selected annually from within the volunteer / voting members of the committee
Committee Vice-Chair	To be selected annually from within the volunteer / voting members of the committee
Community Members	8-10 volunteer members appointed from the community
Council Representation	2-3 ex-officio, non-voting members of County Council
County of Dufferin Staff Liaison (non-voting)	2 members from the Staff Diversity and Inclusion Committee
Support Staff (non-voting)	Support staff as required

**Selection Process:**

Community Members will be selected through an application and interview process. The interview panel will include the appointed Council members and a staff representative. Committee members will have the skills, knowledge, and experience to contribute effectively to the committee’s mandate. Committee members must be a County of Dufferin resident, business owner or stakeholder who has an understanding of the impacts of racism and systemic discrimination on marginalized people and meet the following general qualifications:

- be familiar with overall community issues
- have demonstrated knowledge around diversity, equity and inclusion
- be able to build meaningful relationships and connections within the community

Council shall strive to ensure Committee membership reflects the diversity of the community with particular focus given to marginalized groups who have traditionally faced systemic discrimination including but not limited to Black people, First Nations, Indigenous, Inuit and Metis peoples, individuals from non-white racialized communities, disabled persons, impoverished and newcomer community members from systemically disadvantaged communities, and people who identify as Two Spirit or LGBTQ+.

### **Member Expectations:**

Committee members are expected to adhere to the following conduct and practices:

- That all committee members, in all forms of communication, when speaking about the work of the committee, or members of the committee do so in a respectful manner
- That committee members address differences of opinions or conflict with other committee members in a respectful manner
- That all committee members respect confidentiality and privacy
- That all committee members are required to attend a minimum of 75% of committee meetings, not inclusive of DEICAC sub-committee meetings.

### **Conflicts of Interest:**

Members should be cognizant of perceived conflicts in terms of issues which may serve to benefit them personally. Members shall not use their status on a Committee for personal or political gain.

Conflicts of interest can be actual and perceived. Proactively managing perceived and actual conflicts of interest are integral to maintaining public confidence in DEICAC's integrity as a Committee of Council.

An actual or real conflict of interest is a situation where an individual's professional or personal self-interest could in fact, motivate them to act in a way that goes against a client, employer's or the public interest, and the individual actually does have the opportunity to take that action, or to make a decision that personally benefits them over other interests. An actual conflict may or not may be recognized by all parties.

A perceived conflict may be where a conflict does not exist, but a reasonable person may think it does, due to proximity in personal or business relationships between the individuals involved in a decision.

Individuals must maintain an arms-length relationship from all other Committee members, and disclose their actual and perceived conflicts of interest prior to engaging in Committee discussions and / or decisions that could result in personal or professional benefit.

Once a conflict, either actual or perceived is declared:

- Individuals must recuse themselves from the pertinent discussion and decision-

- making process and / or,
- if the conflict involves an ongoing relationship that is not arms-length in nature and involves members connected to the committee's work, the individual in conflict must step down from the committee.

**Subcommittees and Working Groups:**

The Diversity, Equity, and Inclusion Community Advisory Committee may form subcommittees and working groups within its membership as may be necessary to address specific issues within its mandate. Subcommittees shall draw upon members of the Committee and the Chair of the subcommittee shall be a voting member. Subcommittees may also invite community volunteers and stakeholders to participate in specific initiatives.

**Remuneration & Expense Reimbursement:**

Remuneration will be provided in accordance with Policy 1-2-2 – Committee Structure and Mandates

**Term of Office:**

The Committee members shall be appointed for the Term of Council (4 years).

**Meetings:**

The committee will meet a minimum of 6 times per year or at the call of the Chair.

**Quorum:**

Committee quorum requires that the majority of voting members be present. If quorum is not attained within the first 10 minutes, the formal meeting cannot proceed and the support staff member is not required to remain and/or provide notes. If members present choose to remain, they may do so for an information exchange only.

# DEICAC Session November 2023

## EDI AOP Orientation



# Agenda

- © Introductions
- © Reflections
- © DEI Definitions
- © Understanding Sovereignty – Treaties in Canada
- © Brief Video – Measuring DEI Metrics – Sanger Leadership Centre





# Introductions

© Name

© Pronouns

© What brings you to DEICAC?



# Reflections

- © What did you think of the orientation resources –
  - © DEI definition video,
  - © Reading on differences between diversity, equity and inclusion,
  - © Video on treaties
- © Comments, questions?



# DEI (and other) Definitions

- © Diversity – a range of experiences, characteristics, skills perspectives and abilities, amongst individuals. An individual cannot be diverse diversity occurs amongst a population, or a group of individuals.
- © Equality and Equity – equality is about sameness in treatment or sameness in resourcing, equity is achieved by understanding how individuals are advantaged and disadvantaged in processes, and providing resources to correct disparity for more just outcomes
- © Inclusion –creating environments where everyone, including marginalized and structurally excluded groups feel safe to participate authentically, without conforming to mainstream or majority-group norms



# DEI (and other) Definitions

- © Municipality – an administrative division that is a local governing body with powers delegated by the under the laws of the state or provincial entity of its location
- © We are connecting our understanding of diversity, equity and inclusion to the delivery of services, and the quality of participation and resident engagement within this administrative division



# Systemic inequality

© Involves the unequal distribution of valued resources, rewards, and social positions in a society. There are systems that determine and reinforce which individuals and groups get what resources with marked and persistent differences in wealth, income, and power that are tied to our overarching economic systems. The differences in groups are in a ranked or layered hierarchy.



# Anti-racism and Anti-oppression

- © Systemic or structural inequality is connected to linked systems of racism and oppression. The persistence in the distribution of inequalities along the same forms of inequality show us how exclusion and inequality are created.
- © Understanding these oppressions assists us in dismantling barriers.



# What is Intersectionality?

- © I have a bit of a pet peeve related to misinterpretations of intersectionality, so please listen to Kimberlé Crenshaw, Professor of Law at Columbia and UCLA, explain the term and concept <https://youtu.be/ViDtnfQ9FHc>



# Intersectionality is not...

- © An identity – an “intersectional person”
- © A whole lot of “stuff” or having a lot of identities
- © Facets of identity without an analysis of power, interlocking oppressions and privilege,
- © A way to divest or distance yourself from your privilege.





# Intersectional Recognition

- © In service delivery, intersectional recognition refers to understanding how the structure of a process, policy or procedure may obscure how inequality is constructed or being reinforced.
- © attention to the role of difference in terms of acknowledgement and analysis
- © Example - a feminist analysis – which feminist analysis?



# Understanding Sovereignty

- © It is imperative that we understand Indigenous sovereignty, and do not subsume it under equity. This requires an understanding of our responsibilities as treaty people, in what is now known as Canada.
- © <https://www.youtube.com/watch?v=TpWHkbz4JZA>



# What is Sovereignty?

- © This term refers to a supreme power or authority
- © Sovereignty is derived from status as First Peoples since time immemorial - with an understanding of responsibilities in relation to the land and territory that sustains you and all other life interconnected in that relationship.
- © Treaties are partially about agreements respecting autonomy and detailing sharing for respectful and sustainable use of resources – not extraction for profit, domination, or advantage.



# Systems of oppression

- ◎ Sexism
- ◎ Homophobia
- ◎ Ableism
- ◎ Transphobia
- ◎ Racism
- ◎ Ageism
- ◎ Classism
- ◎ Xenophobia

- We are going to jointly discuss / define these systems.
- How do they intersect with other oppressions?
- How might someone or a group experience some relative privilege within one of these forms of oppression?



# Systems of oppression – Persistence of inequality

- © Colonialism
- © Settler colonialism
- © Anti-Black racism



# Municipal services and DEI

- © What is the connection between DEI, municipal services, AR / AO and sovereignty?
- © We are taught that many structures, organizations, processes, policies and practices are objective, but we've just had a discussion to the contrary.
- © We can improve these systems in municipalities for equity in access, opportunities and outcomes.



# Municipal services and Sovereignty

- © Even with a beginning understanding of sovereignty, treaty relationships and responsibilities as treaty people, we can think about access to services, and resourcing First Nations, Indigenous, Inuit and Metis peoples in a way that aligns with much broader goals related to autonomy and decolonization.



# Enhancing Municipal Services

- © Practices “We’ve always held that community event in that location”.
- © Procedures “We promote that event through these specific social media channels, but have moved away from printed resources”.
- © Policies – (Perhaps more self-explanatory).





# Legislated Municipal Responsibilities

## – Human Rights and Accessibility

- © Ontario Human Rights Code
- © Ontario Occupational Health and Safety Act
- © Accessibility for Ontarians with Disabilities Act (AODA)
- © Canadian Human Rights Act
- © Canadian Charter of Rights and Freedoms



# Brief Video –Measuring DEI Metrics – Sanger Leadership Centre

© Why do we want to establish DEI metrics?

<https://youtu.be/KBsiUE5C7k0?t=127>



# Measuring DEI Metrics – Establishing a Baseline

- ◎ Define indicators
- ◎ Define desired goals and outcomes
- ◎ Gather baseline data
- ◎ Implement initiatives
- ◎ Monitor and evaluate
- ◎ Report and engage for new cycles



# Defining a Case

- ◎ Define indicators
  - ◎ Define desired goals and outcomes
  - ◎ Gather baseline data
  - ◎ Implement initiatives
  - ◎ Monitor and evaluate
  - ◎ Report and engage for new cycles
- Tree audit
  - Stormwater monitoring / replacement
  - Community centre services
  - Trails and conservation areas



# Questions? / Comments?



# Questions? / Comments?

© Municipal corporation. (2023, September 14). In Wikipedia.

[https://en.wikipedia.org/wiki/Municipal\\_corporation](https://en.wikipedia.org/wiki/Municipal_corporation)



**County of Dufferin**  
**Diversity, Equity and Inclusion Community Advisory Committee**  
**Strategic Plan,**  
**2022 - 2026**

## **Introduction and History**

The County of Dufferin Diversity, Equity and Inclusion Community Advisory Committee (DEICAC) was created in October 2020 as a response to local incidents of anti-Black racism. The Advisory Committee to County Council was implemented very promptly, following in the wake of similar actions in municipalities that took place during the most recent wave of North American African, Caribbean and Black community civil rights organizing, characterized by the United States and Global Black Lives Matter movement. As an initially community-led response to very recent visible and public acts of anti-Black racism, the action was connected to and reminiscent of many of the strategies used by the Black Canadian organizers that created and sustained earlier phases of the Canadian Civil Rights movement spanning the 1940s to the 1960s. While those historic organizers efforts resulted in the creation of the Ontario Human Rights Commission in 1961 (Black History in Canada: 1960 to Present, n.d.), the efforts, demands and requests of community members and elected councilors from the cities and townships of Dufferin County spurred DEICAC's 2020 implementation. Despite DEICAC's catalyst being acts of anti-Black racism that occurred within the larger community, rather than barriers or discrimination within municipal services, the committee's initial focus remained on providing advice to the County and recommendations to County Council on both issues and improvements that could be implemented within County's policies, programs and services. However, in the pattern of previous actions fostering cooperation, collaboration and coalition-building in response to discrimination, and persistent structural inequities in society, the Community Advisory Committee broadened its purpose to addressing multiple and connected systems creating barriers to access and inclusion for marginalized communities within the County, while also allowing for limited community engagement, and the inclusion of an anti-racist and anti-oppressive focus. This process of broadening from political action rooted in addressing and ending anti-Black racism to expansion including addressing the interconnected oppressions of sexism, classism, ableism, heterosexism, homophobia, transphobia, ageism, and settler colonialism and other entrenched forms of systemic oppression is a shift common to prior, current and ongoing civil rights organizing in North America and other regions.

The initial press release referencing DEICAC's inception (Dufferin County, 2022) speaks to its role as not only one of a group of volunteers offering advisement, but also to facilitating and participating in organizational development for the municipality and County Council through a monitoring, measurement, and reporting role. This action and results-oriented framing of DEICAC's mandate is a



marked departure from the mainly recommendation, celebratory and awareness-raising functions that many municipal diversity, equity and inclusion committees are frequently relegated into performing.

Even within this unique mandate, DEICAC's work originally focused on a) advising County Council on incorporating a diversity equity and inclusion (DEI) lens and associated frameworks into policies, programs and practices across county services, b) providing updates to County Council on DEI progress in policies, services and programs, and c) a limited amount of activity related to liaising with equity-focused organizations and individuals to facilitate engagement. In an effort to facilitate these objectives, County leadership engaged a consultant specializing in anti-oppression organizational development to provide a process for the development of a Committee strategic plan and an expanded, revised Terms of Reference document to be approved at Council for the enhancement of DEICAC's priorities. In addition to providing the framework for ongoing DEICAC work, a vision, mission statement, strategic priorities and measurable goals, the plan provides potential topics for ongoing training for committee members, and a workplan template. This document reflects and details the entirety of the plan.

### **The Strategic Planning Process**

In summer 2022, the County of Dufferin engaged Ruth Cameron Consulting to engage in a rapid and brief strategic planning process prior to the October municipal election and conclusion of the current term for serving DEICAC members. Supported by leadership from the County and members of the Committee, the planning process commenced. The streamlined effort focused on gathering of relevant data from strategic documents from Dufferin County and other municipalities and jurisdictions engaged in diversity, equity and inclusion, and anti-racism and anti-oppression work, as well as key informant interviews and consultations with the County's Chief Administrative Officer, the Director of People and Equity, County Councillors on the Committee, and the Committee Chair and other individual members of the Committee, and a focus group open to the entire Committee. These consultations included a brief assessment of the current context in which DEICAC operates, motivations for engaging in diversity, equity and inclusion work, and anti-racism and anti-oppression initiatives. Other feedback included individual and group reflections on the scope and priorities for DEICAC collaborative efforts, and a situational analysis of perceived or identified areas of advantage, momentum, or challenge impeding group progress to workplan implementation. Subsequently, key informant interviews were used to conduct a brief analysis related to perceived committee strengths and challenges, and opportunities and threats to implementing and achieving the committee's mandate. The strategic planning development process was conducted in three portions:

- Document collection (organizational documents, municipal initiatives, grey literature) and synthesis into themes.
- Confirmation of main themes from the document synthesis through comparison with themes from the staff, volunteer, and County Councillor feedback.
- A SCOT analysis (an analysis of strengths, challenges, opportunities & threats) of interview and focus group content.

Subsequently, these themes were used to provide content and the core components and areas of focus identified in the new strategic plan and revised terms of reference. Thematic analysis revealed several corroborating areas of feedback including a desire to capitalize on the enthusiasm of volunteers through promptly moving into actionable activities subsequent to onboarding orientation and training, and a desire to be responsive to local incidents through acknowledgment and affirming positive community actions towards repair of harm. There was a shared desire to capitalize on the strong support and endorsement for the formation of a Committee from County Council through development implementation, and once completed, highlighting the impact achieved from executed and completed workplans.

Identified challenges included the persistent balance involved in maintaining a manageable scope and focus for the work of a volunteer committee in the face of a desire to be responsive to constant local, national and international events and incidents revealing deep-rooted inequalities and oppressions. Highlighted gaps included less knowledge of definitions related to diversity, equity and inclusion (DEI), critical analysis and anti-racist, anti-oppression (AR / AO) frameworks, and high-impact DEI and AR / AO strategies necessary to address and mitigate structural determinants – the oppressions entrenched through policy, practices and law, significantly limit our ability to create equity and reach equality. Additional annual DEICAC training on DEI and AR / AO definitions, frameworks, and workshops on historical and current law, policy and practices reinforcing systemic social inequality in communities would address these knowledge and analytical gaps.

### **Vision, Mission, Values and Strategic Priorities**

#### **Vision:**

DEICAC works toward a future in Dufferin County where diversity is respected and valued, systemic discrimination is eliminated, and structural barriers to social and economic inclusion are dismantled. Dufferin County policies, practices, programs and services are recognized equity resources, utilized to foster civic engagement and community belonging, and to support building of sustainable communities, create economic stability, and enhance meaningful social inclusion and well-being.

**Mission:**

DEICAC will engage education and training, community engagement, and a commitment to broadening and fostering diversity, equity and inclusion, anti-racist, anti-oppressive and anti-colonial practices to:

- Facilitate community awareness and connection,
- Address institutional barriers to inclusion, representation and retention
- Work towards removing policy and practices that reinforce persistent social inequality present in the County.

The Diversity, Equity and Inclusion Community Advisory Committee is a catalyst for fostering equity within the Corporation of the County of Dufferin, with the goal of creating a more inclusive community. We bring community volunteers together to cultivate opportunities for training and learning, capacity-building and local transformation toward practices in support of this goal. The Committee works in alignment with other local community groups seeking justice through raising awareness and engaging in organizing for equity, supporting initiatives reducing multiple and diverse forms of inequality. DEICAC endeavors to champion true reconciliation and act in solidarity with movements affirming Indigenous sovereignty.

**Mandate and Strategic Priorities:**

DEICAC members participate in capacity building activities focused on increasing meaningful representation across civic leadership, participating in ongoing equity, diversity and inclusion training, and raising awareness about and dismantling anti-oppressive and anti-racist practices. DEICAC works towards the goal of increasing equitable civic, social, and economic outcomes in Dufferin County. Strategic priorities include these intentions and outcomes:

- To build DEICAC, County Council and administration's understanding of social and economic inequality, and committee capacity to promote access, equity and inclusion through changes in County policy, programs and services.
- To sustain DEICAC's presence as a committee of County Council, recognizing diversity, fostering meaningful equity and inclusion initiatives in Dufferin County.
- To assess County of Dufferin progress towards meaningful equity-related benchmarks and goals.
- To raise awareness of and to amplify other local community diversity, equity, and inclusion, reconciliation, anti-racist and anti-oppression initiatives.

## Goals and Objectives

Goal 1 - DEICAC works to advance initiatives focused on eradicating inequality in the delivery of County of Dufferin programs and services through developing knowledge of effective DEI practices.

- Throughout the Term of Council, DEICAC will engage in both orientation and additional ongoing annual training focused on developing expertise in issues related to systemic marginalization, equity, diversity, and inclusion, reconciliation, anti-racism, and anti-oppression, to facilitate advising County Council and administration on effective evidence-based changes in programs, services and practices that promote more equitable engagement and outcomes.

Goal 2 - DEICAC will monitor progress towards meaningful representation, diversity and participation of equity-seeking individuals and communities with County Council, and through knowledge-sharing, recommendations and engagement with municipal programs and services.

- Throughout the Term of Council, DEICAC will engage annually with a limited number of County programs and services to advise and learn about their equity initiatives. This will inform DEICAC development of annual benchmarks as indicators of progress toward equity-related goals.
- DEICAC will report to County Council on advisement to municipal programs and services and progress towards these defined benchmarks on an annual basis.

Goal 3 - DEICAC promotes human rights and diversity through amplifying other select local initiatives raising awareness about equity, meaningful representation and inclusion, diversity, challenging discrimination, and promoting reconciliation.

- Throughout the Term of Council, DEICAC will develop a strategy to amplify other municipal and community-led equity initiatives and reconciliation efforts.
- DEICAC will include these activities within its annual work plan and annual reporting.

Goal 4 - The DEICAC mandate and strategic priorities are reflected in an annual work plan focused on a) the Committee completing relevant DEI training, b) providing informed recommendations to County Council, c) reporting on monitoring ensuring that the County applies a diversity, equity and inclusion lens to its policies, services and Programs, and d) where feasible, amplifying other local DEI initiatives.

- DEICAC's work plan will incorporate all noted areas of focus within its annual work plan and annual reporting to County Council.

## **Conclusion**

Through evidence-informed advisement and engagement from committees like DEICAC, municipal diversity, equity and inclusion, and anti-racism and anti-oppression initiatives can foster improved decision making, both within administration and council, avoiding decisions that overlook or exclude marginalized groups within the local community. More robust engagement, and better-informed recommendations, created through a critical lens, can allow for more equitable distribution and allocation of public goods, enhance the impact of diversity and inclusion recruitment and retention initiatives, and improve community engagement practices (MRSC - Diversity, Equity, and Inclusion Resources for Local Governments, n.d.). Once successfully implemented, the DEICAC strategic plan will meet several commitments developed by the Coalition of Inclusive Municipalities, including obligations to a) monitor and address discrimination, b) provide equality of opportunity as a municipal employer, service provider, and contractor, and c) engage residents in local anti-racism initiatives and in decision making (Coalition of Inclusive Municipalities, 2022). The DEICAC strategic plan, combined with the County of Dufferin strategic plan will facilitate the County in joining other municipalities across Canada, including jurisdictions with as diverse experiences, challenges and equity strategies as those developed and represented within parallel structures at the City of Toronto, and at the town of Halton Hills. From their advisory role to the County of Dufferin, as its programs and departments do the long-term work of embedding diversity, equity and inclusion, and anti-racism, anti-oppression frameworks into the delivery of municipal services, DEICAC will enable the recognition of equity as an inherent and integral component not only of a customer service standard, but also in systems, structures and in community beyond the County of Dufferin's reach. This fundamental work will not only positively impact current residents, but also future generations within Dufferin County.

## References

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**Appendix 1**

**Sample Annual Work Plan**

Strategic Goal	Activities	Outcomes
<p><b>Goal # 1</b>  <b>Developing Effective DEI / AO Knowledge</b></p>	<ul style="list-style-type: none"> <li>In 2022-2023 the entire DEICAC committee participated in 2 2-hour DEI-focused onboarding / orientation sessions</li> </ul>	<ul style="list-style-type: none"> <li>With new knowledge acquired after the training sessions, the committee decided to focus on Parks and Recreation, Municipal park permit policies for 2022-2023 review and feedback .</li> </ul>
<p><b>Goal # 2</b>  <b>Conducting DEI Review / Advisement / Monitoring Progress</b></p>	<ul style="list-style-type: none"> <li>Parks and Recreation presented a program and services overview to DEICAC in Fall 2022, and after receiving feedback reconnected to present proposed DEI program and policy changes to DEICAC in Spring 2023</li> </ul>	<ul style="list-style-type: none"> <li>Parks and Recreation provided their Program and Policy review report to council in late spring 2023</li> <li>DEICAC provided DEI recommendations to County Council for their delegation process in Winter 2023</li> </ul>
<p><b>Goal # 3</b>  <b>Amplifying Community DEI Initiatives</b></p>	<ul style="list-style-type: none"> <li>DEICAC shared social media posts on behalf of 3 local disability rights, LGBTQ, and cultural organizations in 2023, and issued a statement in support of the community vigil in Shelburne in Summer 2023.</li> </ul>	<ul style="list-style-type: none"> <li>The Orangeville DEI Committee requested DEICAC reach out to local equity, cultural and human rights associations through social media to all delegate at County Council for resources for an annual March 21<sup>st</sup> event.</li> </ul>
<p><b>Goal # 4</b>  <b>Presenting Annual Work Plan</b></p>	<ul style="list-style-type: none"> <li>DEICAC planned the annual work plan in November 2022.</li> </ul>	<ul style="list-style-type: none"> <li>DEICAC presented the work plan to County Council in December 2022 and reported on the workplan in August 2023.</li> </ul>