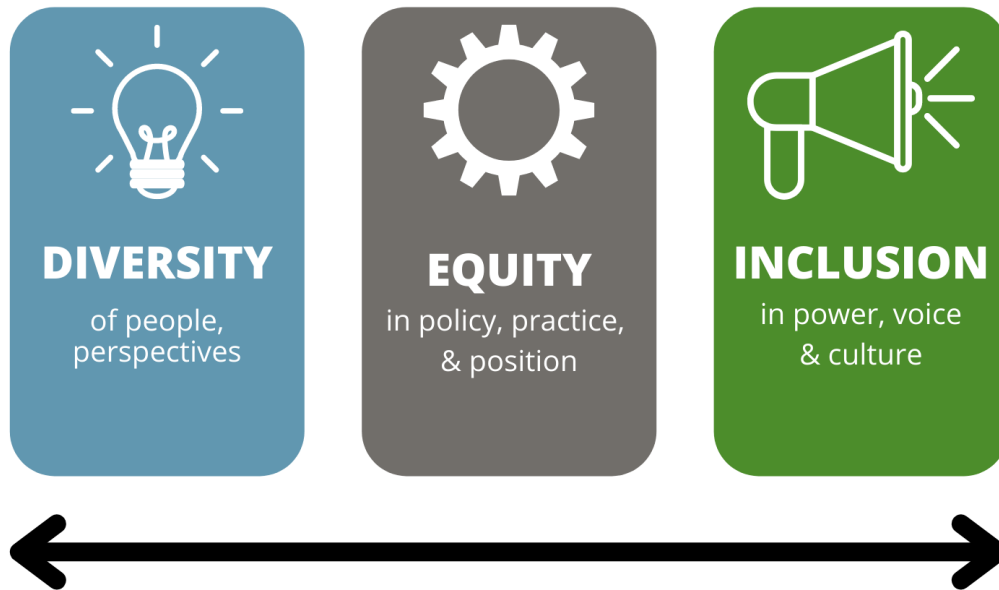


Creating a Diversity, Equity, and Inclusion Committee in Your Community

Steps, Best Practice Tips, and Lessons Learned



Local Immigration Partnership
Partenariat local pour l'immigration
LANARK & RENFREW



ALGONQUIN | Pembroke
COLLEGE Campus

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Introduction

Committing to being a community that embraces Diversity, Equity, and Inclusion (DEI) is the first important step in bringing about the change you would like to see in your space. Improving DEI can be a complex issue, but the first and easiest step is to start by creating a DEI committee (also historically known as D&I committee). Below is an outline of steps, best practice tips, and lessons learned to ensure that your committee is successful, productive, and most importantly, achieves its mission.

Prepare

A Diversity, Equity, and Inclusion (DEI) committee is most successful when the leadership team is on board with the initiative. Any role or one can start a DEI committee as long as there is support and buy-in from leadership. It is recommended that at least one community leader or senior team member “champions” the initiative.

We recommend that you do not develop this strategy alone. Even if you are the lone person in your community who is ultimately responsible to build and implement this plan, we recommend you seek input from others within your area. There are multiple ways to get others involved.

1. Gather your diversity champions and strike a committee specifically for developing your DEI strategy. Ask each person to take one section of the strategy development. Set a timeline for completion of different sections and completion of the entire strategy.
2. Don't create your strategy in a bubble. Seek input, feedback, or advice from different people in the community – from different backgrounds, sectors, or community groups.
3. Seek input from both supporters and detractors of diversity and inclusion. It may seem counterintuitive or discouraging to seek input from detractors, but if you identify ahead of time what their objections may be, you can incorporate approaches to mitigate the problems or roadblocks your DEI efforts may encounter.

Identify Committee Members

When creating a committee, keep in mind that it should ideally include members across levels and community teams, and be representative of the diversity within the community. Engage with community members or have an open call and explain your new Diversity, Equity, and Inclusion (DEI) committee and invite participation. It is highly recommended that you do not select committee members, but rather allow for voluntary participation. However, if you find your DEI committee is then “tilted” in one way or another that doesn't reflect your communities' diversity consider soliciting strategic members to join. You might also want to consider providing a simple incentive, such as offering free coffee or lunch during the committee meetings (food always works!). Make sure to set regular committee meetings which are built into the team's work plans, so this effort isn't considered subsidiary to each committee member's work responsibilities outside of the committee.

Please see Appendices A for a sample Terms of Reference.

Educate

From there, you will want to pull together educational materials for the committee and leadership team so they can be educated on the topic and set up for success. Make sure that the educational materials come from reliable sources and are diverse in format. Case studies on successful Diversity, Equity, and Inclusion (DEI) committees at other organizations can be

especially useful, and we also highly recommend looking for guidance from well-known HR organizations like the [Chartered Professionals in Human Resources Canada](#).

Note: [Local Immigration Partnership – Lanark & Renfrew](#) is one of many resources for such training.

Vision and Mission Statement

When creating your committee's vision and mission statements, be sure to take into account your communities' current overall mission and vision. It is best to align your DEI mission and vision with your communities' overarching mission and vision. To do this, you may consider how your DEI strategy can build on, support, or enhance the communities' mission and vision.

Your vision statement should:

- Be concise and high level
- Be forward-looking
- Avoid jargon
- Indicate who it covers and impacts (stakeholders, employees, clients/service users, community, government, shareholders, etc.)
- Include strategic goals and priorities
- Capture the essence of your community
- Resonate with everyone on the committee

In crafting your mission statement, look at what you want to do and how you will get there. Here are some suggestions around the purpose of a DEI strategy that could be incorporated into your mission statement.

- Increase social image, reputation in the community
- Improve productivity and achieve business goals through increased engagement
- Represent the community you serve to attract and retain top representation
- Foster innovation and creativity through encouraging diversity of thought
- Create an inclusive culture that fosters productivity, comfortability, and creativity

Finally, the mission and vision statements should be reviewed regularly to determine if they are still relevant. Questions to ask yourself when reviewing:

- How has it been received?
- How often is it looked at by others? (not just those of you who wrote it!)
- Is it outdated?
- Do the mission/vision and the strategy still support each other?
- Do your mission/vision statements still support the overall community mission and vision?
- Do your mission/vision statements generate broader discussion about diversity and inclusion within the community?
- Do your mission/vision statements generate discussion about the validity of the communities' mission?

Values Statements or Guiding Principles

The Values Statement or Guiding Principles for your DEI strategy are your enduring, core beliefs. They're guiding precepts that never change and are part of your strategic foundation. Again, use the verbiage that's most appropriate in your community.

You should include two to five values statements or guiding principles; this is not meant to be a long exhaustive list that will cover every possibility. Some suggestions of potential values statements and guiding principles are listed below:

- The culture of DEI goes deep in the organization and is more than a numbers game
- Inclusiveness is everyone's responsibility
- Show linkages to legislative requirements and/or organizational code of conduct
- Aligned with organizational values and culture, values of stakeholders
- Include components of respect, inclusion, equity
- Identify what the values mean with examples
- Again, like many other parts of the strategy, these statements or principles should be re-evaluated as needed with input from all levels.

Set Goals & Boundaries

After the team is up to speed and informed, it will be key to create a framework for the initiative that includes a vision and mission statement, goals that can be measured, and benchmark data for comparison at regular intervals. Without data or benchmarks, the DEI committee cannot be impactful to the community and can be too centred around qualitative topics. Please see Appendices B for a sample of a BIPOC & LGBTQ2S+ community survey to help establish benchmark data.

Note: It is important to seek out guidance on how to compile this data safely and effectively while preserving individual confidentiality. All identification measures need to be voluntary. [Local Immigration Partnership – Lanark & Renfrew](#) is a resource for such guidance.

SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. In some organizations, such an analysis may be referred to as Sensitivities, Risks and Contingencies, or Strategic Considerations Analysis, or Risk vs. Benefit Analysis. Again, always align the verbiage in your DEI strategy with the terminology that is currently used in your organization or community. There are many helpful resources on [how to complete a SWOT Analysis](#).

Long-Term Strategic Objectives

Long-term Strategic Objectives should be high-level objectives that will take several years to achieve—generally at least three years. Some organizations choose to set goals that may take five or even ten years to achieve.

Long-term strategic objectives answer the big picture question of what you must focus on to achieve your vision. They should articulate a position to be attained or an accomplishment rather than how you are going to get to that point.

Note: We recommend that you avoid idealistic or unrealistic long-term objectives. If they are not realistic or attainable, you're going to have difficulty gaining buy-in for your strategy. Of course, we all share the long-term objective of creating inclusive workplaces. But is it realistic to have a

long-term objective such as: Transform our community into an inclusive place to live and work? Is that really attainable within five or ten years? And how will you measure success? Keep in mind, some organizations have been on their diversity journey for over 20 years and are still struggling with inclusion issues.

A good formula for how to articulate long-term objectives is: To have (or to become) X (the result) by year.

Here are some suggested guidelines for developing long-term strategic objectives for your DEI strategy:

- Align to your vision and business strategy
- Focus on a limited number of priorities
- Engage all levels of the community with input from many stakeholders
- Review and revise periodically
- Share and engage across the community to foster buy-in and encourage integration in regular activities

Here are some examples of the potential wording of long-term strategic objectives for community DEI strategies:

- 10 years – Become municipal leaders on influencing DEI Best Practices
- Organization's overall strategic objectives/vision/mission includes DEI
- Develop organizational culture focused on inclusion through education and communications, using change management and culture change approaches
- Programs will be in place to attract, retain, and support diverse groups
- Attract and retain a workforce that reflects the communities we serve
- Increase representation of (specific underrepresented groups) at X level(s) of the organization by X%
- Create strong community partnerships with specific community organizations
- Establish a central repository of information on diversity and inclusion with easy access for community members
- Review and address policies affecting diversity

Short-Term Goals / Priorities / Initiatives

Short-term goals articulate exactly what needs to be done to achieve the long-term strategic objectives. Short-term goals set specific, measurable performance targets that generally can be achieved within one to two years. Some organizations choose to indicate goals year by year. For example, if your DEI strategy spans five years, and your long-term objectives indicate what you would like to have accomplished at the end of those five years, then this short-term goals section might lay out specific priorities or initiatives for years one, two, three, and so on.

For setting short-term goals, we suggest you use the widely respected [SMART Goals framework](#). SMART Goals should be: Specific, Measurable, Achievable or Agreed-upon, Realistic, and Timebound.

Here are some examples of specific short-term goals that may be adopted within committees:

- Communicate the D&I mission/vision and strategy internally and externally by X date
- Implement new measures to establish a baseline, gather current state information

- Based on the current state information, establish working groups to focus on specific areas of DEI.

You can also consider specific examples of short-term goals, with a 'what, when, who' framework.

- What: Conduct a self-identification survey
When: Annually
Who: DEI committee lead
- What: Raise awareness
When: Ongoing/By X date
Who: Communications, DEI committee chair

Accountability

Setting both short and long-term goals can help measure the success of the initiative. Keep the committee accountable by regularly reviewing the progress made in correlation with the mission and goals by having them present their progress and issues to community leadership quarterly. Measurement should be a consideration for every short-term goal and action item you have. Every time you establish a goal or action item, you should include how you will measure the achievement of that goal.

Although it can be easier to track activities and numbers, it is more compelling to measure impacts or outcomes. For example, many organizations will report items like this: 150 community members attended Town Hall event focusing on DEI strategy. That is interesting and it is indeed a measurement, but it doesn't answer the question: What was the impact of the information sharing? Was there a change in attitudes, perceptions, or behaviours of the participants?

As much as possible, we recommend that you incorporate impact measurements in addition to activity measurements. To capture such information, you may consider an exist or pulse survey.

Appendices

A: Terms of Reference – City of Pembroke Diversity Advisory Committee Sample

Purpose/Mandate:

The purpose and mandate of the Diversity Advisory Committee is to provide advice and recommendations to the City's Planning and Development Committee related to diversity, equity, and inclusion in Pembroke, and to advise the City on actions that can be taken to ensure Pembroke is a welcoming, safe, and diverse city for all.

Definition(s):

Diversity: In the context of the Diversity Advisory Committee, diversity is defined as the inclusion of people from a range of different ethnic and cultural backgrounds and of different ages, genders, sexual orientations. This includes but is not limited to Black, Indigenous, and people of colour (BIPOC), and members of the lesbian, gay, bisexual, transgender, queer, and two-spirited (LGBTQ2+) community.

Report to:

Planning and Development Standing Committee of Council.

Duties and Responsibilities:

The Pembroke Diversity Advisory Committee shall provide advice and make recommendations to the Planning and Development Committee on the following:

- The development and creation of new policies, procedures, and by-laws related to diversity, equity, and inclusion;
- The identification and implementation of community outreach activities, which further diversity, equity, and inclusion in the municipality. This includes providing assistance with and support for the implementation of education programs and for special events relating to diversity, equity, and inclusion matters;
- Education and/or outreach to the public regarding diversity, equity, and inclusion and the work of the Diversity Advisory Committee and the City of Pembroke relating to diversity, equity, and inclusion;
- Addressing incidents of racism, homophobia, transphobia and discrimination in the municipality, and advising the municipality on how to best deal with such incidents;
- Additional measures to address racism, homophobia, and transphobia including any plans, studies and initiatives related to diversity, equity, and inclusion;
- The development and updating, as required, of a Diversity, Equity, and Inclusion Action Plan;
- Assisting the City with applying a diversity, equity, and inclusion lens to a range of municipal activities;
- Other related matters as referred to the Committee by Council.

Composition and Terms of Appointment:

The Pembroke Diversity Advisory Committee shall be composed of the following members:

- Up to six (6) citizen appointments;

- One (1) representative from the Algonquins of Pikwakanagan First Nation appointed by the Chief and Council;
- One (1) representative from the Local Immigration Partnership, or similar organization that works towards forwarding the goals of inclusion and diversity in Pembroke;
- Up to two (2) members of Council, one (1) of which is a member of the Pembroke Police Services Board;

The following are resource appointments, which will help guide the Diversity Advisory Committee, but not be members of the Committee. These individuals will be invited to meetings on a case-by-base basis, depending on the agenda for each meeting:

- One (1) representative from the Renfrew County District School Board;
- One (1) representative from the Renfrew County Catholic District School Board;
- A staff resource person to be assigned from the City's Economic Development, Culture and Tourism Department;
- One (1) representative from the Association canadienne-française de l'Ontario (ACFO) Champlain, or similar organization that works towards forwarding the goals of the francophone community;
- One (1) representative from Algonquin College Pembroke Campus that works with International students at the College;

Members of the Diversity Advisory Committee shall be appointed for a four (4) year term that corresponds with the term of Council and to be reviewed with every new Council to determine the membership and if the Committee should remain in place.

All persons appointed to the Diversity Advisory Committee shall be required to adhere to the established by-laws, policies and procedures of the Corporation of the City of Pembroke that pertain to the Diversity Advisory Committee.

Membership Selection:

At the beginning of each Council term, the City of Pembroke shall place an advertisement within the newspaper and on its website requesting expressions of interest from individuals who are residents of the City of Pembroke. Council may also consider applications from individuals who reside outside the municipality who, in the opinion of Council, are in a position to contribute positively to the betterment of the community.

Applicants shall be required to submit a written expression of interest.

Individuals who self-identify as Black, Indigenous, and persons of colour (BIPOC), and members of the lesbian, gay, bisexual, transgender, queer, and two-spirited (LGBTQ2+) community are strongly encouraged to apply to the Committee. Organizations granted resources appointments are encouraged to nominate people within their organization that self-identify as BIPOC, and/or a member of the LGBTQ2+ community, and/or have intercultural competency training.

Meetings of the Diversity Advisory Committee:

A Chairperson, whose responsibility will be to chair the meetings generally in accordance with the City's procedural by-law, shall be selected by the Committee at the start of each Council

term. A Vice-Chairperson may also be selected for the same term as the Chairperson and may act as chair when the Chairperson is absent or unable to fulfill their duties.

Meeting dates and times shall be determined by the Committee. Meetings shall occur at a frequency established by the Committee that best addresses the workload and objectives of the Committee. In accordance with the requirements of the Municipal Act, notice of meetings shall be posted on the municipal website.

A member of the Economic Development, Culture and Tourism Department's staff shall act as a recording secretary for the Committee and, in consultation with the Chair, be responsible for preparing the meeting agendas.

All meetings of the Committee shall be open to members of the public, subject to closed meeting provisions of the City's Procedural By-Law.

A simple majority of appointed members shall constitute quorum.

The Diversity Advisory Committee shall be empowered to appoint ad-hoc working groups of its members to address any specific question, study, or issue. The purpose of such ad-hoc working groups shall be to make recommendations on a particular issue to the Diversity Advisory Committee.

Decisions of the Diversity Advisory Committee shall be made by consensus.

Code of Conduct:

All members will be required to sign and abide by the Code of Conduct for City of Pembroke Council and Local Board Members.

Attendance Policy:

Each member of the Diversity Advisory Committee shall assume an active role in the Committee's activities. After three consecutive absences, the chairperson or a staff member of the Clerk's Department shall follow up with the absent member to determine the cause of the absences. Members who miss the three consecutive meetings without reasonable cause and/or who are not fulfilling their respective responsibilities as determined by the Committee, may be asked to relinquish their membership.

B: Terms of Reference – Algonquin College, Pembroke Campus Committee on Equity, Diversity and Inclusivity Sample



Introduction

As part of Algonquin College's commitment to creating a culture of inclusivity and respect, the Pembroke Campus is establishing a Committee on Equity, Diversity and Inclusivity (Pembroke EDI Committee). This Committee will provide a forum where members of the campus community can discuss any challenges that exist for creating an inclusive and respectful environment on the Pembroke campus and recommend actions to the Dean's Management Committee (DMC) to achieve the goal of making the campus a welcoming place for everyone.

Mandate

With accountability to DMC, the Pembroke EDI Committee has a mandate to:

- Identify any challenges that may exist to creating a culture of inclusivity and respect and inform DMC of those challenges
- Propose to DMC actions that should be taken to address challenges and/or to promote a more inclusive campus
- Propose and support activities that would promote a culture of inclusivity and respect
- Serve as champions for inclusivity on the Pembroke Campus

Membership

The membership of the Pembroke EDI Committee should be representative of the diversity of the Pembroke campus, both in terms of personal background and position on campus. The composition shall be flexible, and when new issues arise, additional individuals may be invited to join or attend meetings. The Pembroke EDI Committee will generally include the following members:

- Student Success Specialist (chair)
- Student representatives (up to four)
- Faculty representatives (up to three)
- Support staff representatives (up to three)
- Administrative support from Dean's Office

The Dean's office will issue a call for volunteers for the representatives annually. If there are more volunteers than positions available, the Dean's Management Committee will select the representatives, with advice from the Committee chair.

Meetings

The Pembroke EDI Committee shall meet at least once per term, and more often as needed. Minutes of the meetings will summarize issues presented and actions recommended, respecting confidentiality of the members on sensitive topics. Minutes will be provided to the Dean's Management Committee after each meeting.

C: BIPOC & LGBTQ2S+ Community Survey – City of Pembroke Diversity Advisory Committee Sample

The Diversity Advisory Committee of the City of Pembroke is looking for feedback from members of the BIPOC and LGBTQ2S+ community. This is a survey meant to help us understand racism, homophobia, transphobia, and discrimination that exists in Pembroke. All current and past residents of Pembroke and area are invited to fill out the survey, and we strongly encourage individuals from the BIPOC and LGBTQ2S+ communities to participate. The survey will be anonymous and confidential, and a summary of information will be used to create an action plan to improve diversity, equity, and inclusion in Pembroke.

If you are unfamiliar with any terms used in this survey, please consult these helpful resources: [LGBTQ2 terminology – Glossary and common acronyms](#)
[Canadian Race Relations Foundation Glossary of Terms](#)

Should you have any questions, or if you would like to provide any further information, feel free to email diversity@pembroke.ca.

What is your age?

- 18 years or younger
- 19-30 years
- 31-45 years
- 46-60 years
- 61 years or older

Do you presently live in or have you lived in the City of Pembroke?

- Yes, current resident of Pembroke
- Yes, former resident of Pembroke
- No, but live in the surrounding area (I.e. Laurentian Valley, Petawawa, etc.)

Which of the following racial categories best describes you? [Diversity of the Black population in Canada: An overview \(statcan.gc.ca\)](#) (Statistics Canada, 2016 Census of Population 2A-L questionnaire.)

- Arab
- Black
- Chinese
- Filipino
- Indigenous (First Nations, Métis, Inuk/Inuit)
- Japanese
- Korean
- Latin American
- South Asian (e.g., East Indian, Pakistani, Sri Lankan, etc.)
- Southeast Asian (e.g., Vietnamese, Cambodian, Laotian, Thai, etc.)
- West Asian (e.g., Iranian, Afghan, etc.)
- White
- Another race category not described above
- Do not know
- Prefer not to answer

Which of the following ethnicities best describe you? Select all that apply [Ethnic or cultural origins: Technical report on changes for the 2021 Census \(statcan.gc.ca\)](#)

- Afghan
- African
- American
- Arab
- British
- Canadian
- Caribbean
- Chinese
- Dutch
- English
- European
- Filipino
- First Nations
- French
- German
- Hungarian
- Indian
- Inuit/Inuk
- Iranian
- Irish
- Italian
- Jamaican
- Japanese
- Korean
- Latin American
- Lebanese
- Métis
- Norwegian
- Pakistani
- Polish
- Portuguese
- Scottish
- Spanish
- Swedish
- Russian
- South Asian
- Southeast Asian
- Ukrainian
- Vietnamese
- West Asian
- Another ethnicity not described above

What sexual orientation do you identify with/as? [CIMToolkitLGBTQ2PlusInclusiveness.pdf](#)

- Asexual
- Bisexual

- Heterosexual (straight)
- Homosexual (gay/lesbian)
- Pansexual
- Other

Which gender do you most identify with? [CIMToolkitLGBTQ2PlusInclusiveness.pdf](#)

- Woman
- Man
- Non-binary
- Two-Spirit
- Not listed
- Prefer not to answer

How safe/comfortable do you feel expressing your identity from a perspective of race? From a scale of 1-10 where 1 is not comfortable at all, 5 is neutral, and 10 is extremely comfortable.

1-10 scale

How safe/comfortable do you feel expressing your identity from a perspective of ethnicity and culture? From a scale of 1-10 where 1 is not comfortable at all, 5 is neutral, and 10 is extremely comfortable.

1-10 scale

How safe/comfortable do you feel expressing your identity from a perspective of gender? From a scale of 1-10 where 1 is not comfortable at all, 5 is neutral, and 10 is extremely comfortable.

1-10 scale

How safe/comfortable do you feel expressing your identity from a perspective of sexual orientation? From a scale of 1-10 where 1 is not comfortable at all, 5 is neutral, and 10 is extremely comfortable.

1-10 scale

Have you personally experienced or witnessed homophobia in Pembroke? If so, what happened in the incident(s)?

Yes (with box to fill in)/Yes, prefer not to share/No

Have you personally experienced or witnessed transphobia in Pembroke? If so, what happened in the incident(s)?

Yes (with box to fill in)/Yes, prefer not to share/No

Have you personally experienced or witnessed racism or discrimination in Pembroke? If so, what happened in the incident(s)?

Yes (with box to fill in)/Yes, prefer not to share/No

Within Pembroke, in which of the following settings have you witnessed or experienced racism, discrimination, or unfair treatment because of race? (based on [Race relations in Canada 2019](#)) Check all that apply

- At school/college
- In the workplace
- In stores/restaurants

- In the healthcare/social services system
- In dealing with police/justice system
- Local social media groups/forums
- On the street
- Have not witnessed or experienced
- Other (please specify)

Within Pembroke, in which of the following settings have you witnessed or experienced racism, discrimination, or unfair treatment because of ethnicity? (based on [Race relations in Canada 2019](#)) Check all that apply

- At school/college
- In the workplace
- In stores/restaurants
- In the healthcare/social services system
- In dealing with police/justice system
- Local social media groups/forums
- On the street
- Other (please specify)

Within Pembroke, in which of the following settings have you witnessed or experienced homophobia, discrimination, or unfair treatment because of sexual orientation? (based on [Race relations in Canada 2019](#)) Check all that apply

- At school/college
- In the workplace
- In stores/restaurants
- In the healthcare/social services system
- In dealing with police/justice system
- Local social media groups/forums
- On the street
- Other (please specify)

Within Pembroke, in which of the following settings have you witnessed or experienced homophobia, transphobia, discrimination, or unfair treatment because of gender identity? (based on [Race relations in Canada 2019](#)) Check all that apply

- At school/college
- In the workplace
- In stores/restaurants
- In the healthcare/social services system
- In dealing with police/justice system
- Local social media groups/forums
- On the street
- Other (please specify)

What do you see as the largest systemic problems that are presently barriers to achieving equity in Pembroke?

What actions would you want to see implemented to encourage improved representation of currently underrepresented groups in positions of leadership across various sectors?

What actions would you want to see implemented to revise/restore/accurately reflect Pembroke's history?

What actions do you believe could be taken within Pembroke in the short- and long-term to improve our community for marginalized groups including racialized and LGBTQ2S+ members?

One answer box for short-term, one for long-term

Thank you for participating in the survey. The City of Pembroke will be hosting a virtual roundtable on Wednesday, May 26, 2021 at 5:00 p.m. At this roundtable we hope to hear further from the local BIPOC and LGBTQ2S+ community and their allies on racism, homophobia, transphobia, and discrimination in Pembroke. If you would like to receive an invitation to the roundtable, please enter your email below.