Municipal Evaluation Tool
Measuring Inclusion

Municipal Evaluation Tool: Measuring Inclusion

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Welcome to your Municipal Evaluation Tool for measuring inclusion

This Tool has been developed to help municipalities move ahead in their work towards becoming more welcoming and inclusive.

A wealth of evaluation tools exist for non-profit organizations, companies and government agencies, but there are few Canadian tools that reflect the unique functions and mandate of the municipality. The goal of this Tool is to give municipalities and communities a way to measure your current state, and to evaluate whether your actions are actually making an impact. It is similar to a 'diversity audit' or an 'inclusion checklist' in that it offers a comprehensive analysis of how welcoming and inclusive your municipality is from a number of angles.

However, this Tool does more than help you figure out your current state – it helps you plan where you might go next, and even tells you how you might get there. It is designed to help you understand the change process that communities often go through to become more welcoming and inclusive.

The tool is loosely based on the concept of 'benchmarking', which compares your current state with outstanding practices elsewhere in order to help your municipality improve. Benchmarking allows you to aim high from where you're at with an actual target in view, instead of squinting up at some vague notion of 'welcoming and inclusive' and letting the arrows fly haphazardly. We also want to emphasize that this tool is designed for municipalities to improve their own organizations and communities – there is no requirement to report your findings to any external body.

We have designed this Tool to be used in combination with AUMA's other resources. If you are using the **Welcoming and Inclusive Communities (WIC) Toolkit**, this evaluation will fit in Step 3.2: Gathering Information – Research, Consultation and Evaluation. It also dovetails well with **Planning Together: Guide to Municipal Immigration Action Planning in Alberta**, in the Recognition and Action & Evaluation sections.

There are two options for using this Tool, depending on the time and resources you have to dedicate to it, as well as how comprehensive you want your evaluation to be.

What do I do?

1. Choose to complete ALL Areas of Focus OR Select one or more areas of first priority and complete just those areas.

   To complete an Area click on all of the boxes that apply to your current situation. The tool will count the number of boxes selected and report them in the In-Depth Summary section.

2. After you have completed your evaluation, take a look at the Strategies section within this tool.

   The Strategies will give you a sense of typical actions that can be taken at particular stages in the change process, and can also help you generate your own ideas. Many of the Strategies have been implemented in Alberta, Canada and internationally. Where possible, we include a link to relevant web resources. Visit the Strategies section within this document.

... and after that?

Publicize your scores
If your score was higher than expected or has improved from last year, celebrate! Use the evaluation results in a press release; include it when you market to potential residents; publicly recognize your inclusion committee for their hard work. If you score was lower than expected, it could be a great way to emphasize the need to take action and secure commitment in your municipality or community.

Compare your results
See how similar or nearby communities scored, and discover how you can support each other with expertise, or collaborate regionally.

Use them as a talking tool
Bring the Fast-Track Evaluation Tool along to meetings to open up conversation with municipal decision-makers, business and community leaders to garner their support or to educate them about inclusion work.

Prepare

1. Decide who should lead each stage of evaluation and planning, and make sure that they understand the process and its value.

   It may help if that person has some experience doing evaluations or evaluations. Make sure they are also familiar with the tool's List of Terms and the Layers of Identity.

2. Figure out who else needs to be involved in the process.

   Depending on what areas you're assessing, who has accurate knowledge, and how rigorous or representative you want to be, you may want to assemble a team of municipal and/or community people to either consult with, or to do the evaluation together.

3. The Tool is organized into 15 Areas of Focus of which 11 look at the municipality and 4 look at the community. For your specific purpose, figure out what areas you want to assess. Only use the areas that are useful and applicable to you.

   For example, small municipalities may not need to fill out Social and Community Services. Community-based WIC committees, businesses, schools or agencies may only want to fill out the 4 community areas and a few municipal areas that also apply to your own organizations (e.g. Human Resources).

4. Set aside time (and if needed financial resources) to complete the evaluation.

Who can I use...
In my municipality?

- A team of staff appointed specifically to complete it.

- A single staff person, ideally the person who is most familiar with inclusion work. In smaller municipalities this may be the CAO or Town Manager.

- An elected official or committee of officials appointed specifically to complete this evaluation.

In my community?

- A committee of community members and organizational representatives.

- Leaders or change-makers in businesses, schools, libraries or local organizations.

- Anyone who is curious about how inclusive their municipality and community is.

Language & Literacy	Sexual Orientation	Gender
Age	Race	Culture / Ethnicity
Ability	Religion	Income

More welcoming and inclusive: For whom?

In doing inclusion work, it's essential to consider many kinds of diversity and difference. Often 'diversity' is used as a code word for 'race' or 'culture', but if we are truly committed to eradicating discrimination and inequity, we must be willing to look at the number of interlocking ways that people are disadvantaged and mistreated.

Although there are infinite kinds of differences present in people, the dimensions we have included in this tool are ones that are generally linked to structural inequality.

Some inclusion work only focuses on one or more of these layers of identity, often for good reason (e.g. there are limited resources and the community has identified one particular issue or population as a priority). Focusing on one kind of diversity can also be a strategic choice as your community moves through the change process, as it can provide a straightforward opening for people who are learning about diversity for the first time, or people who are overwhelmed with how big the goal of full inclusion seems.

Ultimately however, truly transformative inclusion work must consider how all elements of difference intersect, and how discrimination based on different layers of identity often interlocks to reinforce and perpetuate each other.

Who else should be involved?

If you've decided to involve a broader group of stakeholders in the assessment process, you will need to decide who, and how. Doing the assessment collaboratively can not only draw in a breadth of knowledge, it can help strengthen local networks of allies and colleagues interested in diversity work, and connect your work to what's already happening in the community. And of course, it can help you practice inclusion right from the beginning by inviting many people to come to the table.

Here are a few ideas for involving different people:

- With your team, either work through the tool together, or have each person complete it separately and combine the results to decrease bias

- Hold consultation meetings with a broadly representative group of community members or local agencies to collect information about the quality of life indicators

- Ask staff from different municipal departments to complete the area of focus that they are familiar with and return them to you to compile

- Do short interviews with municipal staff or community service providers to go through the checklists

- Visit local businesses or attend a Chamber meeting and ask for their perspective. Pitching this tool as a community survey can be a non-threatening way to engage employers.

What kind of time & money will the assessment take?

The Fast Track option can be completed in approximately 15 to 30 minutes, and the In-Depth option in 1 to 5 hours. To make the In-Depth process manageable, we suggest setting aside time to go through it over a period of a few days or weeks. If your municipality has made a long-term commitment to diversity and inclusion, you might consider incorporating this tool into a regular planning cycle, either annually or once per Council term.

Completing the assessment does not require any financial resources other than staff time, unless you do decide to bring together a group of community or municipal stakeholders to provide input. The budget implications of using the assessment results to plan for action depend on what stage of progress your municipality is aiming to reach in your inclusion initiatives. You may, however, be able to reduce the financial impact of inclusion work by collaborating with local community organizations, applying for provincial or federal funding, or forming regional partnerships with other municipalities.

A note for small communities
If you're strapped for time or expertise to complete the assessment, you may want to do the Fast Track only. If not all the areas of focus are relevant for your municipality, choose a few key ones to look at in depth.

A note for large communities
Yours may be a challenge of plenty. With a large number of municipal departments, community groups and organizations, it may be difficult to get an accurate picture of the whole municipality. Decide what scope and level of rigor you want, and plan for it. It may also help to split the tool into a few parts and distribute them to different people to complete.

Working with resistance

Creating a truly welcoming and inclusive community means challenging the status quo and the balance of power that operates in your municipality and community. People who are used to things operating a certain way may become uncomfortable when that balance of power shifts, especially those who benefit most from the way things are. Expect resistance. Anticipate who it might come from, and how you might deal with it using creativity, strategic thinking and compassion. But keep in mind that you cannot plan for everything – people you expected to resist may end up your champions, and those you were sure would be allies might surprise you with their objections. Your own discomfort may surprise you. Shifting community norms is a long-term process, and the emergence of resistance can actually be a sign that your strategies are working.

Areas of Focus

This tool is sectioned into 15 Areas of Focus with 11 Municipal Areas and 4 Community Areas. The Municipal Areas generally reflect how municipal functions are organized, and the Community Areas describe social elements that are often the target of inclusion work. Municipal staff and elected officials will be best poised to complete the Municipal Areas, and community members or staff/volunteers of community organizations and groups will have a more accurate read on the Community Areas.

Indicators

The indicators are the heart of this tool. If you choose to do the In-Depth evaluation, you'll use them to determine where exactly your municipality and community are at in their journey towards being welcoming and inclusive. The indicators describe situations or characteristics that typically happen at each Level, within each Area of Focus. Many of the indicators describe activities that might happen at that level, in order to give the tool an action-focused feel. In some cases the indicators are very specific, in order to zero in on typical characteristics of municipalities at a given level. In others, they are intentionally general so that they can be applied to a range of contexts/situations/priorities. Sometimes indicators discuss a particular layer of identity, but often we leave it to you to apply more general indicators to whatever layers of identity have been chosen as a priority for your municipality.

Municipal leaders are not aware of the importance of diversity in the municipality and community

Levels of Inclusion

Invisible
Diversity and difference are not even on the radar, or there is no recognition of the value that inclusion brings to a municipality. Overt or subtle discrimination is present. When a discriminatory incident happens there is no attempt at redress. Individuals who face discrimination must deal with any of its negative impacts on them without community support. There is a very entrenched/simplistic sense of who is seen as 'normal' and who is seen as 'different'.

Awareness
There is some effort being made to welcome marginalized or minority people into the mainstream of the community, based on a belief that all people are equal or an understanding of the harmful effects of exclusion. Discrimination is seen as somewhat important to address, but actions taken to address it lack adequate resources, do not happen consistently and are ad hoc. Interventions by the municipality, community organizations or individual residents focus on helping marginalized individuals meet their basic needs even if they are facing discrimination or exclusion elsewhere.

Intentional Inclusion
The municipality has made an official statement about the importance of inclusion and diversity, and a structural understanding of inclusion and inequity is being advanced. Interventions are planned with the goal of incorporating more equitable practices and attitudes into the entire organization or community. People make initial medium to long-term commitments to inclusion work. Ideas about who makes up the 'mainstream' of the community are starting to broaden.

Strategic Inclusion
Long-term, broad-reaching strategic measures are taken to decrease barriers to participation for people who have long been marginalized, with the understanding that focusing energy on those with the most barriers improves services for all. Strategies to transform processes that maintain systemic discrimination, as well as provisions for measurement and accountability, are in operation. When discrimination happens there is a process in place to address it that involves municipality and community support. The municipality is addressing one or a few layers of identity very effectively. The idea of who is 'normal' has shifted to be more reflective of a variety of human difference.

Culture of Inclusion
All layers of identity and difference are considered and supported, and systemic processes for maintaining inclusion are fully woven into the organization or community. The good of all people is a widely held value, and everyone is comfortable with and sees the importance of diversity, so discriminatory incidents rarely happen. Continuous improvement around inclusion is embedded within the organization. Inclusion is a way of life and all residents are supported to reach their full potential.

Fast-Track Evaluation

The Fast-Track Evaluation Tool will help you quickly assess how welcoming and inclusive your municipality and community are. It can be used by a single person in a municipality or community, or be completed by a group (e.g. a senior leadership team or social services department staff) and the scores averaged. The Fast-Track Evaluation can be completed in approximately 15 to 30 minutes. After you have completed the evaluation, check out the Strategies for ideas on how to move your municipality to the next level.

What do I do?

1. Read the **Municipal Areas of Focus** definitions on the next page and the **Community Areas of Focus** on page 13.

2. On page 12 and 13, assess what level you believe your community is at by clicking on the appropriate **Level of Inclusion** box.

3. Your results will be summarized on page 13.

Municipal Areas of Focus

Leadership and Accountability
Leadership is involved and accountable for the purpose of validating the issue, and demonstrating commitment to building inclusion and equity.

Commitment of Resources
Municipal or external resources are consistently available to support initiatives that promote inclusion and equity.

Planning, Implementation and Measurement
A shared vision of an inclusive, equitable community provides a framework for planning, policy, and action. Measurement and evaluation are used to feed back into implementation.

Human Resource Policies and Practices
Policies and practices that promote equitable recruitment and retention ensure that the municipal workforce is representative of the diversity of the community and that employee diversity is respected and supported.

Employee Engagement and Education
Municipal employees receive training and support to enable them to respond to the needs of a diverse public and to foster an inclusive workplace. Employee perspectives inform planning and decision-making.

Procurement
Procurement processes provide equal opportunities for under-represented businesses, such as Aboriginal, newcomer and women owned companies. External business partners and contractors conform to municipal equity and inclusion standards.

Social and Community Services
The municipality provides high quality social and community services that address the needs of diverse communities and individuals (e.g. recreation, libraries, culture, social services).

Other Municipal Services
The municipality provides other services that address the needs of diverse communities and individuals (e.g. transit, emergency and protective services, economic development, housing).

Economic Development
Economic development principles and strategies are created based on the understanding that diversity benefits the economy. Particular effort is taken to support the economic and business wellbeing of populations that have long been underrepresented in the sector.

Infrastructure and Land Use
Municipal infrastructure is inclusive and accessible. Land use planning takes into account the health, economics and history of all residents.

Citizen and Community Engagement
Inclusive processes engage residents in municipal decision-making and promote participation in community life. Municipal resources are used to strengthen the capacity of existing community initiatives that promote equity and inclusion. Municipal communication is relevant and accessible to diverse community members.

	Invisible	Awareness	Intentional Inclusion	Strategic Inclusion	Culture of Inclusion
Leadership and Accountability	◻	◻	◻	◻	◻
Commitment of Resources	◻	◻	◻	◻	◻
Planning, Implementation and Measurement	◻	◻	◻	◻	◻
Human Resource Policies and Practices	◻	◻	◻	◻	◻
Employee Engagement and Education	◻	◻	◻	◻	◻
Procurement	◻	◻	◻	◻	◻
Other Municipal Services	◻	◻	◻	◻	◻
Economic Development	◻	◻	◻	◻	◻
Infrastructure and Land Use	◻	◻	◻	◻	◻
Citizen and Community Engagement	◻	◻	◻	◻	◻
	◻	◻	◻	◻	◻

Community Areas of Focus

Capacity of Community Organizations

Agencies and organizations in the community (e.g. schools, health services, libraries, community organizations) are able to build inclusion and address discrimination. Strategic alliances and partnerships between institutions and organizations jointly initiate and support action.

Social & Community Services

The community provides high quality social and community services that address the needs of diverse communities and individuals (e.g. recreation, libraries, culture, social services).

Public Attitudes & Awareness

Community residents display values, perceptions and behaviours that encourage diversity and inclusion and counter discrimination.

Responses to Incidents of Discrimination

There are formal redress mechanisms to deal with incidents of individual and systemic discrimination and to provide support to those impacted. Community residents respond to incidents with compassion, support and an understanding of structural inequality.

	Invisible	Awareness	Intentional Inclusion	Strategic Inclusion	Culture of Inclusion
Capacity of Community Organizations	⬛	🟨	🟪	🟦	🟩
Social and Community Services	⬛	🟨	🟪	🟦	🟩
Public Attitudes and Awareness	⬛	🟨	🟪	🟦	🟩
Responses to Incidents of Discrimination	⬛	🟨	🟪	🟦	🟩
Community Total	⬛	🟨	🟪	🟦	🟩
Municipal Total	⬛	🟨	🟪	🟦	🟩
Overall Scores	⬜	⬜	⬜	⬜	⬜

Reset Fast Track

In-Depth Evaluation

The In-Depth Evaluation Tool provides a comprehensive way to assess how welcoming and inclusive your municipality and community are. The In-Depth Evaluation can be completed in as little as 1 to 5 hours, but could take longer depending on your goal for the evaluation and approach. To make the In-Depth Evaluation process manageable, we suggest setting aside time to go through it over a period of a few days or weeks. If this is too time-intensive, you may want to consider using the Fast-Track instead.

Remember

As you go through the assessment, expect different areas to be at different levels, or straddle several levels simultaneously. Changing the practices, systems and attitudes of a whole organization or community is not a linear or predictable process – expect to encounter resistance, and even to backslide at times.

What do I do?

1. Decide which municipal and community Areas of Focus you want to assess.

2. Read the **indicators** and, if they reflect your community's situation, click on the coloured dot to the left

3. Based on indicators that you have selected, give your community a rating from 1 (invisible) to 5 (culture of inclusion) by clicking on the appropriate number in the top-right corner.

4. Your results will be summarized on the **Evaluation Summary** on page 27.

Leadership & Accountability

Leadership is involved and accountable for the purpose of validating the issue, and demonstrating commitment to building inclusion and equity.

1 **2** **3** **4** **5** **Reset**

What would you rate your municipality?

- Municipal leaders are not aware of the importance of diversity in the municipality and community

- **Leaders are uninformed or defensive when issues of discrimination are brought to their attention**

- Leaders see a focus on inclusion as pulling resources away from the municipality's core strategic priorities

- **Leaders consistently see differences as risks and challenges rather than opportunities for enrichment**

- Leaders use stereotypes or discriminatory language in internal or external communications

- **Leaders are only accountable to the external government entity that requires compliance with human rights and employment equity regulations**

- **Leaders make occasional statements supporting the importance of diversity, or mention inclusion informally to staff or the public**

- Leaders require instructions and/or scripts to discuss diversity and inclusion

- **Leaders accept some responsibility for inclusion, especially as it relates to equal opportunity**

- Leaders attend community events that promote diversity, but mostly as photo opportunities

- **People from underrepresented populations who are considering running for municipal election are informally encouraged, mostly via personal relationships with current leaders**

- Accountability for inclusion is part of at least one management level person's activities

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- Leaders include the importance of diversity in major communications and link it to the institution's mission

- **Leaders willingly make speeches and public statements about inclusion, but these are usually limited to diversity-specific functions, projects or events**

- Leaders initiate conversations about increasing inclusion in the municipality and community and take responsibility for action

- **Leaders mainly communicate plans or progress around inclusion to others within the municipal organization**

- There is an awareness that a diverse senior leadership team is important and will enable the municipality to better fulfill its mandate

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- **Most leaders can articulate the municipality's inclusion strategy, including how inclusion enables the achievement of core strategic priorities**

- Leaders make internal and external speeches or statements about inclusion to a variety of groups

- **Leaders intentionally appoint a diverse management team**

- Most leaders understand that inclusion work is systemic and designed to strengthen the organizational culture; they are committed in the long-term to transforming the municipality

- **Leaders from underrepresented populations are increasingly being elected and appointed**

- Progress on inclusion initiatives is regularly reported to community members and groups, particularly those that work with marginalized populations

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- Senior leaders, both elected and administrative, are seen as change agents and role models and inspire others to take individual responsibility and become role models themselves

- **Leaders and council members publicly initiate and support diversity-related initiatives, even if they are perceived by the public to be controversial**

- Leaders integrate comments about diversity and inclusion in public statements on a variety of topics

- **A large majority of employees and community members across a range of layers of identity rate their municipal leaders as treating them fairly and inclusively**

- A senior leadership team that is fully representative of the diversity of residents is part of the expected municipal landscape

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Invisible　　　　Awareness　　　　Intentional Inclusion　　　　Strategic Inclusion　　　　Culture of Inclusion

Commitment of Resources
Municipal or external resources are consistently available to support initiatives that promote inclusion and equity.

1 2 3 4 5 Reset

What would you rate your municipality?

The municipality has not formally or informally committed to building inclusion

No financial or human resources have been set aside for inclusion

Inclusion is seen as a lower priority than other 'more tangible' municipal business, and therefore not requiring funds

No staff or elected official in the organization has a formal responsibility for addressing diversity, discrimination or inclusion issues

Staff who want to do inclusion-related activities in the workplace or community are expected to do it on their own time, or are reprimanded for using staff time

If municipal labour unions exist, they have no connection to inclusion work

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Inclusion work is seen as valuable but few financial or human resources are available for it

Diversity activities are done 'off the side of someone's desk' and are under-resourced and inconsistent

Staff are reluctant to request resources for inclusion from council or senior leadership because they anticipate refusal

Informal networks or committees of diverse staff are present in the municipal organization but have no real power or influence

There has been talk of applying for grants or partnering with local organizations or other municipalities to work on inclusion

External funds have been secured for short-term or one-time projects or initiatives

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Inclusion work has been added as a regular budget line item

There is a designated staff person or people with responsibility for inclusion work, and their activities are adequately budgeted for

Most staff in the organization are aware of the function and activities of the person or team tasked with inclusion work

Municipal funding has been earmarked to create an inclusion and diversity committee, made up of staff and/or community members. This committee has influence over decision-making

Grant applications, interagency or inter-municipal collaborations for funding have been successfully created for multi-year/multi-term initiatives

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There are adequate resources in place to ensure that inclusion strategies are fully implemented across all areas of municipal business

Inclusion work is not siloed in social and cultural services or HR, but is integrated into other departments as well

Changes in budget allocations respond to needs expressed by staff or community members

Budget priorities are focused on shifting policies and procedures, laying the groundwork for an inclusive municipal organization

The municipally-supported inclusion committee accurately represents the interests and concerns of a broad diversity of staff and/or community members

Municipal labour unions are engaged in inclusion work and dedicate resources to it

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The organizational chart contains a staff position with responsibility for inclusion work. If inclusion work is not centralized, responsibilities are embedded into a number of staff positions

Internal teams that work on inclusion are valued for their work. Their input is highly valued and drives municipal decision making

Municipal leadership, staff and residents can articulate the value of dedicating money and paid staff time to inclusion work

Resources are proactively allocated based on foreseeing potential needs, issues and opportunities

A culture of collaboration (with all levels of government, agencies, and other municipalities) ensures ongoing resource availability and efficiency

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| Invisible | Awareness | Intentional Inclusion | Strategic Inclusion | Culture of Inclusion |

Planning, Implementation & Measurement

A shared vision of an inclusive, equitable community provides a framework for planning, policy, and action. Measurement and evaluation are used to feed back into implementation.

1 **2** **3** **4** **5** Reset

What would you rate your municipality?

There is no awareness of the link between inclusion and the basic mandate of the municipality

Inclusion elements do not appear in planning documents such as municipal sustainability plans, town strategic or business plans

No metrics related to diversity are collected about the community, employees or municipal activities

There is no evaluation system set up for programs and services that work with diverse residents

Although it recognizes inclusion as important, the municipality does not see much benefit to policies and programs that address it concretely

Diversity elements are retrofitted into planning documents

Diversity issues and services are delegated to marginalized groups to address

There are no mechanisms to keep track of access to services by cultural groups, or to evaluate the appropriateness of existing services, although front-line staff may notice trends and needs

Internal measures, if any, include counting heads (of **staff or service users) or** doing numerically 'better' than other municipalities

Occasional qualitative feedback regarding inclusion is gathered but there is little follow-up

A vision for an inclusive community has been articulated to some level of detail and depth

A link is made between municipal inclusion work and its benefit to the whole community

The municipality is examining its policies, practices, requirements, and culture and creating strategies to reduce barriers to inclusion

The municipality has a written plan for inclusion with objectives, strategies, and a timeline

Promising practices from other municipalities and organizations are used to inform planning

The municipality is developing qualitative and quantitative inclusion goals based on input from a variety of internal and external stakeholders

Adequately resourced monitoring procedures are in place to measure progress in the area of inclusion

Strategy discussions consciously consider how marginalized community members and municipal **staff may be affected by** any decision, program or policy

People at all levels of the organization notice if diversity is not a consideration during planning

Staff members responsible for inclusion collaborate regularly with other **departments and staff**

All departments have annual goals related to diversity and inclusion that are reviewed and revised regularly

Metrics on service use, HR, incidents, community demographics and perception are regularly used to help develop a culture of inclusion

Climate studies are undertaken to provide a baseline for change

Successes around diversity work are regularly shared internally and externally

The municipality sees its accomplishment of diversity and inclusion goals as contributing to overall success and quality of life

Inclusion is a key element of all municipal activity. All planning honors the needs and values of the entire community without the need for special programs

Having achieved a level of competency, there is a climate and practice of continuous improvement

All components of inclusion work are regularly reviewed and revised

The municipality's system of measurement and evaluation is held as a model to be emulated by other communities and organizations

Invisible   Awareness   Intentional Inclusion   Strategic Inclusion   Culture of Inclusion

Human Resource Polices & Practices

Policies and practices that promote equitable recruitment and retention ensure that the municipal workforce is representative of the diversity of the community and that employee diversity is respected and supported.

Staff from marginalized groups are often concentrated in particular departments, especially those that are low-paid and low-status e.g. maintenance, data processing

Some jobs are thought to be a 'better fit' for certain groups such as men, younger workers, or racialized people

Employee diversity is left to chance, as there is no special effort to recruit, hire, promote or retain staff from marginalized groups

HR conversations discuss 'diversity' vs. 'excellence' as if they are mutually exclusive

Employees are expected to adapt to a fairly homogenous workplace culture

The municipality does not know whether its HR policies and employee benefits comply with legal and human rights regulations

Access to staff training and development is not equitable

The hiring focus is on meeting employment equity targets ('counting heads') but without a plan to strategically achieve this

Applicants from marginalized groups are more likely to be in temporary, part-time or contract positions

Job postings state that the municipality is an equal opportunity employer, but in reality that might not be case

There is some flexibility in allowing employees to personalize their workspaces and dress

If accommodations for employees are made, they are applied inconsistently and may be seen as favoritism

Even though there is human rights compliance in HR, there is not widespread buy-in as to its importance

Special programs are used to boost employee diversity

Job descriptions, classifications and compensation are reviewed for bias

Hiring managers are educated in understanding cultural differences and the impact their biases may have on hiring decisions

Language and physical access needs are accommodated when there is a high demand for staff

Attempts are made to accommodate religious practices and to schedule around religious and cultural holidays even if they are not the holidays of the majority

The municipality offers a variety of training and development programs including job rotation, cross-training and apprenticeship, and encourages employees to take advantage of them

Programs that address barriers to hiring and retention exist to help mentor and advance underrepresented groups and women

Hiring panels are representative of the diverse population the municipality wants to attract and advance

Skills and knowledge in working with diversity are prioritized in hiring, performance appraisal and promotion

Strategies are in place to utilize the skills, knowledge, talents of diverse staff members, beyond their abilities to work with their own communities

Accessibility and accommodation for employees with disabilities is implemented and fully supported

The organization's HR processes have resulted in equitable recruitment, retention, and advancement and a pervasive feeling of inclusion

The organization's reputation for diversity efforts makes it an employer of choice

There is a broad diversity of staff at all levels of position and pay

Programs exist to help all staff advance and these successfully reach all segments of the employee population

The organization accepts diversity in language, dress, physical appearance, non-traditional schedules and leave as fully legitimate, and it does not impact career progress

Benefits and services are adapted to changing conditions and innovative ideas, based on the needs of employees

Invisible | Awareness | Intentional Inclusion | Strategic Inclusion | Culture of Inclusion

Employee Engagement & Education

Municipal employees receive training and support to enable them to respond to the needs of a diverse public and to foster an inclusive workplace. Employee perspectives inform planning and decision-making.

1 2 3 4 5 Reset

What would you rate your municipality?

Column 1 (Invisible)

No training is available for staff on diversity and inclusion, either internally or externally

Staff generally do not understand the value of advancing inclusion within the municipal organization, even if they see its value in the broader community

Staff are unskilled or uncomfortable working with members of the public with disabilities, of different races, are LGBTQ, who have low literacy, an accent, or low English proficiency

Staff do not talk about the 'different' or 'unusual' aspects of their lives at work e.g. there are no 'out' LGBTQ staff, staff do not talk about their invisible disabilities or non-traditional family structures

Talking about discrimination, politics and 'isms' at work is seen as controversial so is avoided

Column 2 (Awareness)

Some cultural sensitivity or diversity training is available for staff, but it is not mandatory and not built into a long-term educational strategy

Employment equity, compliance, disability accommodation, age discrimination or other inclusion-related policies have been communicated to prevent damaging legal action and publicity

Employee education around human rights or respectful workplaces is built around the basic notion that everyone is equal

Many staff are resistant to diversity training, as they see it as taking time away from 'real work'

Educational offerings always rely on non-local experts instead of incorporating the expertise of community members

Staff sometimes receive notices about community inclusion-related initiatives

Column 3 (Intentional Inclusion)

Inclusion and equity training is available regularly, is mandatory, and incorporates an understanding of structural inequality

Training programs encourage employees to investigate their own biases, stereotypes and privilege

Programs include education about a wide range of dimensions of diversity, not just 'culture'

There still may be some staff resistence to attending inclusion trainings

Education about diversity is integrated into other training and professional development offerings e.g. employee orientation

Staff discuss diversity and discrimination fairly openly at work, even though some are still ncomfortable with such topics

The municipality organizes cultural celebrations throughout the year that are attended by a wide range of staff at all levels from all departments

Column 4 (Strategic Inclusion)

Management is required to regularly attend training on diversity as part of their performance and advancement process

A variety of learning methods are used to deliver training and education

Staff are consulted on a regular basis about their training needs around inclusion

A diverse pool of educators is engaged to provide training and coaching, and is compensated at industry standards

All employees are involved in inclusion initiatives; rewards and recognition are given to inclusion champions and advocates

Significant others and same-sex partners are included in organizational events that only previously included married spouses of the opposite gender

Column 5 (Culture of Inclusion)

Staff see their responsibility as serving all members of the public with dignity and skill, and connect this to the overall mandate of the municipal organization

There is a comprehensive multi-year strategy for inclusion education for all staff and leadership

Staff are able to detect and challenge bias in their own and others' written and oral communications

Challenging and sometimes controversial issues related to inclusion such as racism, sexism, ageism and homophobia, particularly between staff, are handled firmly, with sensitivity, conviction and compassion

Staff are supported when they talk about discrimination, bias and equity at work, and action is taken (if appropriate) to address individual or systemic issues

Invisible   Awareness   Intentional Inclusion   Strategic Inclusion   Culture of Inclusion

Procurement

Procurement processes provide equal opportunities for under-represented businesses, such as Aboriginal, newcomer and women owned companies. External business partners and contractors conform to municipal equity and inclusion standards.

1 2 3 4 5 Reset

What would you rate your municipality?

Diversity is not considered in the criteria when selecting suppliers for municipal goods and services

The same suppliers have been used for years and there is no reason to change this

Owners of supplier companies are most often white, male and relatively established in their industry

Underrepresented suppliers are often turned down because the municipality worries they will be less experienced or efficient

There is no impetus to encourage diverse or emerging local suppliers

Current suppliers do not see a need to promote inclusion internally, or there are frequent incidents of discrimination in their companies

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Some effort is made to procure goods and services from underrepresented suppliers, but there are no broad strategies, goals or value statements underlying this action

The municipality uses a few underrepresented suppliers for small, short-term contracts. Contracts are usually based on informal relationships and networks

There is no connection between municipal inclusion initiatives and procurement functions

If there have been complaints about discrimination in supplier companies, the municipality has not been able or willing to address it

Discussions about increasing supplier diversity assert that eliminating barriers faced by underrepresented companies amounts to preferential treatment or 'reverse discrimination'

The municipality has allocated financial and human resources to implement a long-term supplier diversity strategy

Municipal policies and practices have been created to expand the use of underrepresented suppliers

Tenders and requests for proposals and contracts are reviewed for bias

Inclusion education is given to municipal staff who perform procurement functions

Suppliers who are committed in some way to inclusion and diversity goals are encouraged to bid for contracts, and this quality is considered in the selection process

The municipality has a growing set of data on potential suppliers that are emerging or diverse in ownership, management and staff, as well as their internal inclusion practices

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The organization is proactive in attracting underrepresented suppliers because of the value they bring to the municipality and community

Suppliers with ownership or workers from marginalized populations and suppliers who are committed to their own diversity goals are given more points in the bidding process

Staff who are involved in procurement are educated about diversity and are aware of how personal bias may affect their decisions and supplier relations

Regular input from suppliers informs the transformation of procurement processes to be more inclusive

The municipality offers advice to local suppliers to develop their own practices of inclusion

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The municipality uses a diverse range of suppliers for both core goods and services as well as smaller and low-fee contracts

Suppliers reflect community demographics along a broad range of layers of identity

The needs of all residents are better served by a more diverse set of municipal suppliers and contractors

Underrepresented suppliers regularly seek out opportunities with the municipality because of its reputation for inclusive business practices

Municipal suppliers are committed to their own diversity and inclusion goals, which includes the presence of marginalized people at all levels of the company

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| Invisible | Awareness | Intentional Inclusion | Strategic Inclusion | Culture of Inclusion |

Social & Community Services

The municipality provides high quality social and community services that address the needs of diverse communities and individuals (e.g. recreation, libraries, culture, social services, etc).

1 2 3 4 5   Reset

What would you rate your municipality?

1 — Invisible

- Services, key documents and forms are provided in English only and/or contain jargon or complex legal terminology
- **Intake forms and processes assume opposite-gender partnerships and nuclear family structures**
- Service locations are not accessible to people using wheelchairs, walkers or canes
- **Intake forms and referral services only address one issue at a time, and staff are unskilled or impatient working with complex or multi-barriered clients**
- Service providers collect no data on the demographics of their users
- **Programs & services are designed for and by heterosexual, economically stable, Judeo-Christian, white, English-speaking, able-bodied, adult residents**
- There is no diversity in cultural programming, perhaps because municipal staff are unaware of the diversity that exists in the community

2 — Awareness

- **The municipality acknowledges its inability to work with people of diverse backgrounds and refers them to services elsewhere**
- Although staff may try to be welcoming, residents from marginalized populations generally do not use/attend programs and services
- **Forms and processes are still designed for mainstream service users but staff are aware that they do not work for everyone and try to make case-by-case adjustments**
- Staff may occasionally stay late to accommodate a client's schedule, but this is frowned upon
- **Service locations have some physical accessibility, but key spaces like bathrooms or offices are not fully navigable by wheelchair or walker**
- Cultural programming focuses on celebrating multiculturalism by showcasing diversity in food, dress and dance

3 — Intentional Inclusion

- Interpreters are available but users may have to return later to meet them
- **Some attempt is made to schedule service and program times to be accessible for people who work different hours**
- Service locations are up to code in terms of physical accessibility
- **Services, forms and print materials are available in multiple languages, large print, Braille etc. but their use may still be low because clients are not aware of them**
- Service providers regularly collect data on the demographics of users to evaluate/improve services
- **Staff are skilled and professional when working with marginalized clients, even if they are personally uncomfortable**
- Cultural programming that reflects the complex histories and life experiences of a diversity of residents is seen as valuable

4 — Strategic Inclusion

- **Staff are intentionally hired for their language and cultural skills as well as their diverse life experiences (e.g. living with a disability, being working class) in order to better reflect all residents**
- There is always someone on call who can translate if needed
- **Staff are willing and able to adapt services to respond to issues and needs e.g. meals, childcare, transportation, faith practices**
- All printed and web material is in language that is clear and easily understood by all populations (including youth, seniors, people with developmental disabilities, people with low literacy)
- **Programs and services are used by a wide range of age groups as systemic barriers to their participation have been addressed**
- Underrepresented populations and groups regularly initiate and are involved in cultural programming that reflects their own experiences

5 — Culture of Inclusion

- Staff take responsibility for advancing diversity and advocating for marginalized clients in service provision and in the broader community
- **Social services and programs are connected to strong networks of informal and personal support**
- Providing access to services in a number of different languages (including American Sign Language) is standard practice
- **All key forms are translated into the key languages spoken in the community, as well as Braille and in large print**
- Service locations are physically accessible to people with a variety of disabilities, well beyond legal code requirements
- **Cultural and recreational programming reflects the identity, values, practices and history of all residents**

| Invisible | Awareness | Intentional Inclusion | Strategic Inclusion | Culture of Inclusion |

Other Municipal Services

The municipality provides other services that address the needs of diverse communities and individuals (e.g. transit, emergency and protective services, housing).

1 2 3 4 5 Reset

What would you rate your municipality?

Column 1 (Invisible)

- There is no discussion about affordable housing

- **People with disabilities or low incomes, seniors, youth, Aboriginal people and racialized people often live in unsuitable, unsafe or crowded residences because housing is expensive or not built for extended families**

- Many marginalized residents lack adequate transportation and so face social isolation and an inability to easily access services

- **Emergency and protective services staff are unskilled in dealing with residents who are poor, Aboriginal, racialized, LGBQ, trans or have disabilities. Or worse, staff respond more slowly to calls from, or are discriminatory when dealing with these residents**

Column 2 (Awareness)

- **If affordable housing is available, it was created as part of a one-time initiative, or relies on the goodwill of developers or on corporate social responsibility initiatives**

- Activity by protective services to deal with violence or crime in Aboriginal communities or racialized communities considers violence a cultural issue and serves to further alienate both survivors and perpetrators

- **If there is public transit, coverage is significantly less in low-income, racialized, Aboriginal or commercial neighbourhoods**

- Marginalized residents communicate their dissatisfaction with municipal services to other community service providers

- **Marginalized populations have lower access to home ownership and higher commute times to work**

Column 3 (Intentional Inclusion)

- The municipality has policy and planning documents that encourage affordable housing, although housing is still an issue for a number of low-income residents

- **An evaluation has been undertaken to find out whether public transit is feasible and would benefit the most marginalized residents**

- If there is public transit, operators receive training on serving diverse populations

- **Buses or trains are physically accessible to people using wheelchairs, walkers or canes**

- Emergency and protective services staff receive training on working with diverse populations

Column 4 (Strategic Inclusion)

- **Municipal strategies support the development of housing at a range of price points, and for a range of family sizes and configurations**

- Public transit vehicles are seen as safe spaces for all residents

- **Transit information is in a format and language that is clear and easily understood by all populations (including youth, seniors, people with developmental disabilities, people with low literacy)**

- Emergency and protective services regularly provide interpretation in the languages spoken the community

- **Leaders from marginalized communities turn to trusted emergency and protective services staff when issues arise in their communities**

- Emergency and protective services staff are hired for their ability to work with a diversity of people

Column 5 (Culture of Inclusion)

- All residents have access to affordable housing options that meet their needs and lifestyles

- **All residents have efficient, affordable and accessible transportation options for travel within and outside the municipality**

- Protective services are well-trained and able to talk about violence in marginalized communities in a way that supports safety and inclusion for all residents

- **A large majority of employees and community members across a range of layers of identity rate emergency and protective services staff as treating them fairly and inclusively**

Invisible | Awareness | Intentional Inclusion | Strategic Inclusion | Culture of Inclusion

Economic Development

Economic development principles and strategies are created based on the understanding that diversity benefits the economy. Particular effort is taken to support the economic and business well-being of populations that have long been underrepresented in the sector. This area of focus can be completed either by the municipality or community, depending on who is responsible for economic development activities.

1 2 3 4 5 Reset

What would you rate your municipality?

Invisible

Municipal economic development plans and local organizations (e.g. Chambers of Commerce, Rotary Clubs) do not intentionally include or engage people from marginalized communities or agencies that represent them

There is no municipally-supported strategy or plans to attract new visitors or residents to the area

Community, business and opinion leaders do not see the need to attract newcomers to their community

There is no data available on the profile and diversity of the community as a base for economic development discussions

Marginalized populations have a higher poverty and unemployment rate than average

Marginalized populations are seen by business leaders primarily as a source of affordable labour

Awareness

Economic thought leaders (e.g. elected officials, business leaders, academics) include references to marginalized communities in some public addresses and documents

Economic leaders are aware of the diversity of their workforce and the communities to which they belong

Economic development documents and promotional material are aimed the diversity of the community and are available in multiple languages

Municipality has some data on community demographics that can be used for discussions and planning

Economic development is starting to be discussed in concert with community development and considers social and financial impacts

Training is available for business leaders around inclusion and economic/community development

Intentional Inclusion

Marginalized communities are involved in the development of economic development plans

Training is available for marginalized communities around economic/community development and business opportunities

Economic development strategies see marginalized communities as economic assets with broad economic benefit to the municipality (e.g. import/export networks, niche markets)

Economic development boards, cooperatives and committees include members of marginalized communities

The municipality supports and educates local businesses to consider inclusion in their own facilities and infrastructure

The municipality has a relationship with Aboriginal communities or business organizations to promote economic success

Strategic Inclusion

Business leaders become mentors to members of marginalized communities

Loans and other supports are available to foster the economic success of marginalized people

Economic development plans consciously include marginalized communities (e.g. tourism development)

Visitor promotion is designed for diverse audiences and includes direct information on the cost, LGBTQ-friendliness, age-appropriateness and physical accessibility of attractions

Income and unemployment rates of marginalized populations are on par with the rest of the community

Marginalized populations have access to and complete high school and higher education at the same rate as the general population

Culture of Inclusion

Economic development strategies support the vibrancy and resiliency of all residents, and build on the diversity of local resources and strengths to foster community well-being

The labour market in the community and nearby is equitable and offers opportunities that are accessible to everyone

Poverty and unemployment rates are low overall in the community and net disposable incomes on par with the provincial average

The community is known as a welcoming destination and people or investors who come, stay

Community, business and opinion leaders from marginalized communities have a wide network

Collaboration between all levels of government results in coordinated efforts to provide opportunities for diverse workers, business owners and investors

Invisible | Awareness | Intentional Inclusion | Strategic Inclusion | Culture of Inclusion

Infrastructure & Land Use

Municipal infrastructure is inclusive and accessible. Land use planning takes into account the health, economics and history of all residents.

Column 1 (Invisible — grey)

- People of similar cultures or income levels tend to live in particular areas of the municipality

- **There are few or no inside or outside public spaces where residents can congregate**

- Residents with disabilities are unable to access public spaces and may face social isolation

- **Legal claim to nearby lands by Aboriginal communities is seen as an obstacle to municipal expansion or a hassle in land use planning**

- Roads, dumps, sanitary treatment facilities, power plants or other major infrastructure projects are often located close to low-income, Aboriginal or racialized neighbourhoods

- **Residents respond to proposals for mixed-income and multicultural neighborhoods with NIMBY-ism, or simply don't see their value**

Column 2 (Awareness — yellow)

- **Existing facilities are retrofitted to increase physical accessibility when there are leftover resources**

- Most public facilities and above-ground infrastructure are up to legal code requirements for accessibility

- **Parks spaces exist in the municipality but they may be hard to get to, lack accessible facilities or do not offer free and culturally sensitive programming**

- Some tolerance is exercised in municipal facilities when passers-by enter to, for example, warm up in the lobby or use public washrooms; however, there is no explicit commitment to municipal facilities as welcoming public spaces

- **Municipally funded monuments and public art honour public figures who are predominantly white, male and wealthy**

Column 3 (Intentional Inclusion — pink)

- Facility building policies are in place to ensure accessibility is beyond legal code requirements wherever possible

- **Parks and open-air public spaces are designed to be physically accessible. Inclusive design and zoning principles have been articulated and integrated into planning**

- A few municipal public spaces have been created, or existing spaces have been adapted or retrofitted, specifically for use by youth

- **Processes to gather input from residents on new infrastructure projects are used regularly and feedback has a concrete impact on planning**

- The history of particular neighbourhoods and tracts of land, particularly that of marginalized communities, is respected in land use planning

Column 4 (Strategic Inclusion — blue)

- **In public statements, the municipality acknowledges the traditional indigenous territory it is located on**

- Physical environments and décor reflect the different cultural populations in the community

- **Aboriginal land values of stewardship and sustainability are integrated into policy and planning**

- New municipal facilities are built to be inclusive of a broad range of users e.g. various family structures, cultural healing practices

- **Plans are in place to relocate, close down or mitigate the health impacts of existing infrastructure on marginalized communities**

- Youth, seniors, people with low incomes and people with disabilities have options for safe, creative, public places to hang out

Column 5 (Culture of Inclusion — green)

- Land use planning happens in coordination with local and nearby Aboriginal communities, as well as a range of community groups, in the best interests of all residents

- **Residential and commercial neighbourhoods are racially and economically mixed**

- Public spaces encourage interactions between diverse residents

- All residents notice when facilities and infrastructure are not fully physically accessible

- **Municipal facilities and public spaces are seen as havens for people in crisis. Processes are in place for intervention, making referrals etc.**

- The municipality is seen as a local and regional leader in inclusive facility and land use planning

Invisible   Awareness   Intentional Inclusion   Strategic Inclusion   Culture of Inclusion

Citizen & Community Engagement

Inclusive processes engage residents in municipal decision-making and promote participation in community life. Municipal resources are used to strengthen the capacity of existing community initiatives that promote equity and inclusion. Municipal communication is relevant and accessible to diverse community members.

1 2 3 4 5 Reset

What would you rate your municipality?

Column 1 (Invisible)

Residents are not included in civic decisions and typically find out after the decision has been made

The same small group of people generally attends town halls, does surveys or writes letters to the editor

If there is community participation in decision-making, it is by informal groups of civic and business leaders who are mostly wealthy, white and male

Consultation meetings are conducted using Robert's Rules or a similar set of procedures with little room for unstructured conversation

When residents raise issues around discrimination or '-isms', decision makers don't know what to do, get defensive or don't take them seriously

External communication is available only in English and includes jargon or specialized terminology

The municipality does not see the value of building broad community capacity around inclusion

Column 2 (Awareness)

Some effort is made to include marginalized voices in consultation. Often those engaged are in traditional leadership roles, e.g. the local youth council president

Additional resources are not available to staff or elected officials to go beyond traditional consultation methods

The municipality prefers not to get involved in inter-group relations in the community

There is some consideration that the audience for municipal communications is diverse, but no strategy to address this

The municipality is becoming aware of other local service providers that work with marginalized populations

Although it is seen as valuable, the municipality leave inclusion work to community organizations or other levels of government

Municipal support of community inclusion initiatives is built on personal connections between municipal and community leaders

Column 3 (Intentional Inclusion)

Elected officials see it as necessary to engage a diversity of residents to collect input on municipal activities

Policy has been put in place to support systematic procedures for engaging marginalized residents

The municipality intentionally builds relationships with places frequented by marginalized populations e.g. churches, youth drop-in centers, parks

Diverse community organizations and members are regularly invited to be a part of municipal planning

Diversity in the audience for municipal communications is intentionally considered in marketing plans

Marketing is done through key community members and leaders as well as through traditional channels

Community members and organizations doing work around inclusion are championed and supported by the municipality

Column 4 (Strategic Inclusion)

Consultation processes effectively include the perspectives of residents who have been excluded in the past

There is commitment to the goal of broad consultation, although people may be frustrated by the amount of time taken by the process

Consultation processes use multiple methods on a regular basis

The municipality uses its formal relationships with community groups to gather resident input

It is noticed and unusual when communications and marketing assume a homogenous audience

Residents can identify that the municipality values diversity and can identify initiatives being used to achieve that

The municipality proactively identifies needs, issues and opportunities for community-based initiatives and takes steps to facilitate and support them

Column 5 (Culture of Inclusion)

People participating in consultation fully reflect the demographics of the community

Residents regularly bring up challenging issues and decision makers are willing to engage in dialogue and shift municipal practices in response

Diverse community groups regularly participate in consultations, and their input is reflected in policy and decision making

The organization successfully designs communications to reflect the needs and perspectives of its diverse residents

The municipality is seen and respected by the majority of community members as a champion of and natural ally in inclusion work

The municipality is a leader advocating for inclusion and diversity with provincial and federal governments

Invisible | Awareness | Intentional Inclusion | Strategic Inclusion | Culture of Inclusion

Capacity of Community Organizations

Agencies and organizations in the community (e.g. schools, health services, libraries, community organizations) are able to build inclusion and address discrimination. Strategic alliances and partnerships between institutions and organizations jointly initiate and support action.

Invisible

- There is no diversity and inclusion work happening in the community
- Inclusion and diversity are not an explicit part of discussions about community success and wellness
- Marginalized residents create parallel and separate services in response to the barriers they face from mainstream community organizations and institutions
- People perceived as **'different' generally do not** participate in local groups and organizations nor hold leadership positions in the community
- When community members raise issues around discrimination or '-isms', leaders don't know what to do, get defensive or don't take them seriously

Awareness

- Although it recognizes inclusion as important, the municipality does not see much benefit to policies and programs that address it concretely
- Diversity elements are retrofitted into planning documents
- Diversity issues and services are delegated to marginalized groups to address
- There are no mechanisms to keep track of access to services by cultural groups, or to evaluate the appropriateness of existing services, although front-line staff may notice trends and needs
- Internal measures, if any, include counting heads (of **staff or service users) or** doing numerically 'better' than other municipalities
- Occasional qualitative feedback regarding inclusion is gathered but there is little follow-up

Intentional Inclusion

- A vision for an inclusive community has been articulated to some level of detail and depth
- A link is made between municipal inclusion work and its benefit to the whole community
- The municipality is examining its policies, practices, requirements, and culture and creating strategies to reduce barriers to inclusion
- The municipality has a written plan for inclusion with objectives, strategies, and a timeline
- Promising practices from other municipalities and organizations are used to inform planning
- The municipality is developing qualitative and quantitative inclusion goals based on input from a variety of internal and external stakeholders
- Adequately resourced monitoring procedures are in place to measure progress in the area of inclusion

Strategic Inclusion

- Strategy discussions consciously consider how marginalized community members and municipal **staff may be affected by** any decision, program or policy
- People at all levels of the organization notice if diversity is not a consideration during planning
- **Staff members responsible** for inclusion collaborate regularly with other **departments and staff**
- All departments have annual goals related to diversity and inclusion that are reviewed and revised regularly
- Metrics on service use, HR, incidents, community demographics and perception are regularly used to help develop a culture of inclusion
- Climate studies are undertaken to provide a baseline for change
- Successes around diversity work are regularly shared internally and externally

Culture of Inclusion

- The municipality sees its accomplishment of diversity and inclusion goals as contributing to overall success and quality of life
- Inclusion is a key element of all municipal activity. All planning honors the needs and values of the entire community without the need for special programs
- Having achieved a level of competency, there is a climate and practice of continuous improvement
- All components of inclusion work are regularly reviewed and revised
- The municipality's system of measurement and evaluation is held as a model to be emulated by other communities and organizations

Invisible | Awareness | Intentional Inclusion | Strategic Inclusion | Culture of Inclusion

Social & Community Services

The community provides high quality social and community services that address the needs of diverse communities and individuals (e.g. recreation, libraries, culture, social services, etc).

1 2 3 4 5 Reset

What would you rate your municipality?

Invisible

- Services, key documents and forms are provided in English only and/or contain jargon or complex legal terminology

- **Intake forms and processes assume opposite-gender partnership and nuclear family structures**

- Service locations are not accessible to people using wheelchairs, walkers or canes

- **Intake forms and referral services only address one issue at a time, and staff are unskilled or impatient working with complex or multi-barriered clients**

- Service providers collect no data on the demographics of their users

- **Programs and services are intentionally or unintentionally designed for and by heterosexual, economically stable, Judeo-Christian, white, English-speaking, able-bodied, adult residents**

- There is no diversity in cultural programming, perhaps because staff are unaware of the diversity that exists in the community

Awareness

- **Community agencies acknowledge their inability to work with people of diverse backgrounds and refer them to services elsewhere**

- Although staff may try to be welcoming, residents from marginalized populations generally do not use or attend programs and services

- **Forms and processes are still designed for mainstream service users but staff are aware that they do not work for everyone and try to make case-by-case adjustments**

- Staff may occasionally stay late to accommodate clients who work during regular business hours, but this is frowned upon

- **Service locations have some physical accessibility, but key spaces like bathrooms or offices are not fully navigable by wheelchair or walker**

- Cultural programming focuses on celebrating multiculturalism by showcasing diversity in food, dress and dance

Intentional Inclusion

- Interpreters are available but users may have to come back a few days later to meet with them

- **Some attempt is made to schedule service and program times to be accessible for people who work different hours**

- Service locations are up to code in terms of physical accessibility

- **Services, forms and print materials are available in multiple languages, large print, Braille etc. but their use may still be low because clients are not aware of them**

- Service providers regularly collect data on the demographics of users to evaluate and improve services

- **Staff are skilled and professional when working with marginalized clients, even if they are personally uncomfortable**

- Cultural programming that reflects the complex histories and life experiences of a diversity of residents is seen as valuable

Strategic Inclusion

- **Staff are intentionally hired for their language and cultural skills as well as their diverse life experiences (e.g. living with a disability, being working class) in order to better reflect all residents**

- There is always someone on call who can translate if needed

- **Staff are willing and able to adapt services to respond to issues and needs (e.g. meals, childcare, transportation, faith practices)**

- All printed and web material is in language that is clear and easily understood by all populations (including youth, seniors, people with developmental disabilities, people with low literacy)

- **Programs and services are used by a wide range of age groups because systemic barriers to their participation have been addressed**

- Underrepresented populations and groups regularly initiate and are involved in cultural programming that reflects their own experiences

Culture of Inclusion

- Staff take responsibility for advancing diversity and advocating for marginalized clients in service provision and in the broader community

- **Social services and programs are connected to strong networks of informal and personal support**

- Providing access to services in a number of different languages (including American Sign Language) is standard practice

- **All key forms are translated into key languages spoken in the community, as well as Braille and in large print**

- Service locations are physically accessible to people with a variety of disabilities, well beyond legal code requirements

- **Cultural and recreational programming reflects the identity, values, practices and history of all residents**

Invisible | Awareness | Intentional Inclusion | Strategic Inclusion | Culture of Inclusion

Public Attitudes & Awareness

Community residents display values, perceptions and behaviours that encourage diversity and inclusion and counter discrimination.

1 2 3 4 5 Reset

What would you rate your municipality?

Invisible (1)

- The general population is unaware that bias is an issue

- **There is some awkwardness or discomfort in interacting with people who are seen as 'different'**

- Homogenous social groups are the norm

- **Some residents react strongly to new residents based on an unfamiliarity with difference or a fear of jobs being taken away**

- Marginalized residents either assimilate within mainstream culture or limit their interaction with the community for survival and to cope with any hostility

- **Residents with disabilities are seen as a drain on the system and their families**

- There are no 'out' LGBTQ residents in the community

- **Views of marginalized people are shaped by media, statements heard at home, and school curricula. Depending on how this information is interpreted, mainstream peoples' responses may be fear, aversion or a sense of responsibility to help**

Awareness (2)

- **There is a welcoming atmosphere by some members of the community and a curiosity about differences between people**

- Most people expect new residents to assimilate into the community. If the new residents speak another language there is an expectation that they will learn English quickly

- **There is a growing awareness that bias exists and that people are negatively impacted by it. There is intellectual struggle around what is 'fair' and how to 'fix' the problem**

- There is occasional public education around the value of diversity in the community

- **Common statements: "I'm colour-blind, I don't see race" "Residential schools were horrible and I'm glad we've closed that chapter in Canada's history. Now Aboriginal people need to move on" "Of course gays and lesbians should have equal rights. Just don't throw your sexual practices in my face"**

Intentional Inclusion (3)

- People struggle on how to be inclusive and value differences on an interpersonal level

- **There is much confusion and discontent. Some people resist change and keep the status quo; some feel guilty; some continue to question and be upset with authority figures and local organizations for treating people unfairly**

- People are beginning to see how structural inequality operates to negatively impact marginalized populations while maintaining benefits for the mainstream

- **Residents express a desire for more strategic or formal public education around difference, culture, inclusion or equity**

- There is a genuine desire to build inclusion but when conflict arises or people are challenged on their behaviour, they may resist or retreat

Strategic Inclusion (4)

- **Few people expect assimilation from marginalized residents**

- Most residents are aware of the historical and current contributions of marginalized people to the community

- **There may be pockets of residents in the community who still question new residents' presence, especially their effect on the local economy**

- Marginalized residents still carry some fear of backlash and do not trust that they will be fully welcomed and included

- **Residents understand that inclusion is about treating people fairly (equity) rather than the same (equality) and strive to accommodate differences**

- Training is available to increase residents' skills and awareness

Culture of Inclusion (5)

- All residents are seen as valuable members of the community who enrich and contribute to community life

- **Diverse groups are the norm**

- All residents are willing to talk about difference and diversity to each other and to people not from that community, even when it is painful, uncomfortable or brings challenging issues to light

- **All kinds of differences are respected and valued as opportunities for learning and problem solving, and residents have the skills and support to engage in hard conversations**

- Cultural change is embraced, with all residents accepting and articulating how and why diversity is integral to the community's success and wellbeing, and seeing it as everyone's responsibility.

| Invisible | Awareness | Intentional Inclusion | Strategic Inclusion | Culture of Inclusion |

Responses to Incidents of Discrimination

There are formal redress mechanisms to deal with incidents of individual and systemic discrimination and to provide support to those impacted. Community residents respond to incidents with compassion, support and an understanding of structural inequality.

1 **2** **3** **4** **5** **Reset**

What would you rate your municipality?

Discrimination is entirely off the community's radar

Discussion of the incident is either non-existent or disappears quickly. People do not have the knowledge or willingness to consider its broader impact on the survivor, perpetrator or community

When an incident of discrimination happens, most residents focus on what the survivor did to provoke the incident

There is no process in the community for incidents of discrimination, other than police complaints or incident reports at schools, for example

Local organizations have not implemented processes for reporting or dealing with incidents of discrimination

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Discrimination is just beginning to be on the radar screen in the community, with some increased discussions

Incidents of discrimination are dealt with based on the community status (e.g. respected, unknown, ostracized) of the people involved

Camps may form in the community, leading residents to either focus on the survivor's behaviour or condemn the action. 'Us' vs. 'Them' language may be prevalent

Some organizations attempt to respond but there is no process in place; or there is a process, but it is not being followed skillfully, with resources, or commitment

If the focus of discussion is how non-community members will view the incident, then the response may be a quick fox that brings the community together but does not include a long-term plan

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Community leaders want to learn more about the issue as they realize this is not an isolated incident, and they feel a responsibility for moving the community forward

If residents choose sides and camps are formed, each camp may use media or legal means to take up the issue instead of coming together and creating a community response

A few organizations and groups have a protocol in place to respond to discriminatory incidents that happen internally or in the broader community

Information about how other communities have dealt with similar situations is used to help generate solutions. The community may ask for help from external players

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Any discriminatory incident is seen as a broad issue, not an issue that only impacts the survivors or the perpetrators

Most residents understand and can articulate how a particular incident is linked to structural inequality

There are regular proactive community discussions involving input from a number of different marginalized groups on how to respond to incidents

A proactive response plan is put in place that involves a number of community members and organizations

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All community members have a sense of how an incident would be handled if one should happen

A diverse group of leaders and community members steps forward immediately when an incident occurs. A task force may be convened to assess the situation

When an incident occurs based on a particular identity, community members who experience other marginalized identities stand in solidarity and contribute their expertise to the response

Strong, educated and agile organizational networks respond quickly to discriminatory incidents when they happen, and address not only the issue at hand but also the deeper systemic causes

Support is always available for both survivors and perpetrators, and a number of restorative justice and culturally grounded redress mechanisms are regularly used

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Invisible   Awareness   Intentional Inclusion   Strategic Inclusion   Culture of Inclusion

Evaluation Summary

Reset MET

	Invisible	Awareness	Intentional Inclusion	Strategic Inclusion	Culture of Inclusion	Self Rating
Leadership and Accountability						
Commitment of Resources						
Planning, Implementation and Measurement						
Human Resource Policies and Practices						
Employee Engagement and Education						
Procurement						
Other Municipal Services						
Economic Development						
Infrastructure and Land Use						
Citizen and Community Engagement						
Capacity of Community Organizations						
Social and Community Services						
Public Attitudes and Awareness						
Responses to Incidents of Discrimination						

So, you have completed your evaluation
Now what?

The strategies to follow are ideas and good practices compiled through AUMA's Welcoming and Inclusive Communities (WIC) initiative as well as literature and web reviews. Some strategies are specific or one-off (e.g. hold a cultural celebration) and some require thinking through and a longer implementation process (e.g. develop an educational strategy for employees). Not all Strategies will work for every municipality; local stakeholders will be able to assess what's right for your context. We've included a few strategies for each level, but we've also left space for you to insert your own ideas, as we know that locally made solutions are often the most effective.

For each Area of Focus, take a look at the list of Strategies that correspond to the Level you're at. Identify a few key areas you want to concentrate on given the resources, expertise and support currently available to you. Pull out some of the strategies we've included, or build on them to create your own. Use some of the indicators in the evaluation tool as outcome targets and build them into your municipal or department plans.

In this section we have included as many links and resources as possible so that you can jump right into the work as soon as you're ready. As you create your plan, take note of various planning tools that already exist, such as the **Welcoming and Inclusive Communities (WIC) Toolkit**, the **Canadian Coalition of Municipalities Against Racism and Discrimination Toolkit**, or **Planning Together: Guide to Municipal Immigration Action Planning in Alberta**, which has a sample action plan template you can use.[2]

2

WIC Toolkit
wic.auma.ca/WIC_Toolkit

CCMARD Toolkit
www.unesco.ca/en/home-accueil/~/media/Unesco/Sciences%20Sociale/CCMARD%20Toolkit%20WEB-EN.ashx

Planning Together
wic.auma.ca/digitalAssets/2/2914_Planning_Together.pdf

LEADERSHIP & ACCOUNTABILITY

Develop a vision for a welcoming and inclusive municipality that clearly outlines the short and long term benefits of achieving this vision.

Get buy-in and support from decision makers, champions and "change agents" within your municipality who can help to identify organizational needs, influence decision makers and facilitate change.[3]

Include responsibility for inclusion at the management level.

Ensure that municipal leadership has the information necessary to communicate both the social and economic benefits of a welcoming and inclusive community to all levels of the municipality and to citizens.[4]

Identify stakeholders and potential partners within the community that can support and provide feedback on municipal inclusion initiatives.

Create opportunities for municipal leadership to communicate the progress being made towards inclusion to citizens and community groups.

Sign on to the declaration of Canadian Municipalities Against Racism and Discrimination (CMARD) to communicate your municipality's commitment to equity and social justice, to create accountability and to gain access to networks of municipalities working towards the same vision.[5]

Create an annual diversity/ inclusion report card to be shared with Council and community stakeholders, to provide a mechanism for accountability and success stories upon which to build momentum and commitment.[6]

Develop programs to encourage the election of underrepresented candidates to municipal office.[7][8][9]

Integrate inclusion and equity objectives into specific municipal plans and initiatives such as Municipal Sustainability, Economic Development and Community Development, and into key organizational documents.

Support other municipalities by sharing innovative approaches, lessons learned and expertise. Participate in municipal networks that are working towards similar goals.

[3] — How do Municipalities Benefit, p. 9-10, Alberta Urban Municipalities Association, Welcoming and Inclusive Communities Toolkit
http://wic.auma.ca/WIC_Toolkit/

[4] — Canadian Coalition of Municipalities against Racism and Discrimination (CCMARD)
http://www.unesco.org/new/en/social-and-human-sciences/themes/fight-against-discrimination/coalition-of-cities/north-america/

[5] — Canadian Coalition of Municipalities against Racism and Discrimination (CCMARD)
http://www.unesco.org/new/en/social-and-human-sciences/themes/fight-against-discrimination/coalition-of-cities/north-america/

[6] — Durham Region, Diversity and Immigration Community Report Card 2012
http://www.durhamimmigration.ca/about/community_plan/Documents/Diversity%20and%20Immigration%20Annual%20Report%20Card%202013.pdf

[7] — Protégé Program: Community and Mentor Guide
http://www.fcm.ca/Documents/tools/Women/Protege/Community_Guide_EN.pdf;

[8] — School4Civics
http://diversecitytoronto.ca/get-involved/diversify-politics/

[9] — Women in Municipal Government
http://www.auma.ca/live/AUMA/Toolkits+%26+Initiatives/Women_in_Municipal_Government

COMMITMENT OF RESOURCES

Articulate the benefits of allocating resources to building inclusion and equity and create a resource plan based on determination of need and an assessment of where the best opportunities for success exist.

Develop a resource list of local and provincial organizations working towards inclusion and equity that could support municipal initiatives.[10]

Review existing resources in municipal departments to see how they can be leveraged to provide support for inclusion related initiatives.

Create a Welcoming and Inclusive Communities (WIC) committee that includes municipal staff, representatives from community organizations and/or community members to ensure that the committee has access to expertise in a variety of areas.[11] [12] [13]

Collaborate with other municipalities and community organizations to share resources (e.g. via regional economic development alliances, provincial Family and Community Support Services networks).[14] [15]

Track funding available from provincial and federal governments for inclusion related work. [16]

Establish protocols for working with other municipal, institutional and community-based organizations engaged in equity work to provide ongoing access to knowledge and expertise and to augment available resources.

Develop annual budgets that reflect Council's and senior leadership's commitment to equity and inclusion by providing adequate human and financial resources to support the work.

Integrate inclusion and equity objectives into specific municipal plans and initiatives such as Municipal Sustainability, Economic Development and Community Development, and into key organizational documents.

Support other municipalities by sharing innovative approaches, lessons learned and expertise. Participate in municipal networks that are working towards similar goals.

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[10] – For your local list, start with the Chamber of Commerce, schools, libraries, non-profits and businesses. Provincially, AUMA's Welcoming and Inclusive Communities initiative (http://wic.auma.ca) and the Alberta Human Rights Commission (http://www.albertahumanrights.ab.ca) are great places to start.

[11] – How to guide on creating a successful terms of reference for your municipality's WIC committee http://wic.auma.ca/digitalAssets/2/2398_WIC_Committee_Terms_of_Reference_Guide.pdf

[12] – Advisory Committees, p.36, Toolkit: Canadian Coalition of Municipalities against Racism and Discrimination http://www.unesco.ca/en/home-accueil/~/media/Unesco/Sciences%20Sociale/CCMARD%20Toolkit%20WEB-EN.ashx

[6] – Durham Region, Diversity and Immigration Community Report Card 2012 http://www.durhamimmigration.ca/about/community_plan/Documents/Diversity%20and%20Immigration%20Annual%20Report%20Card%202013.pdf

[13] – Regional Municipality of Wood Buffalo, Regional Advisory Committee on Inclusion, Diversity and Equality http://www.woodbuffalo.ab.ca/Municipal-Government/boards_committees/Regional-Advisory-Committee-on-Inclusion--Diversity-and-Equality.htm

[14] – For example, see the Human Rights Education and Multiculturalism Fund http://albertahumanrights.ab.ca/education_fund_grants.asp) and Heritage Canada (http://www.pch.gc.ca

[15] – Lakeland Region Inclusion Project http://brianstorseth.ca/mp/upload/files/30/docs/PressReleases2012/12%2010%2010%20Lakeland%20Region%20Inclusion%20Project%20NR%20Final.pdf

[16] – Locating Resources, p.36, Toolkit: Canadian Coalition of Municipalities against Racism and Discrimination http://www.unesco.ca/en/home-accueil/~/media/Unesco/Sciences%20Sociale/CCMARD%20Toolkit%20WEB-EN.ashx NR%20Final.pdf

PLANNING, IMPLEMENTATION & MEASUREMENT

Conduct an analysis of demographic data regarding inclusion, access, equity and discrimination in your community. Relevant areas might include employment, poverty, access to health, and other community services. [17]

Conduct an environmental scan to identify inclusion initiatives and activities in the municipality and the community and create a catalogue of this work.

Research characteristics of a welcoming and inclusive community and good practices being used by other municipalities. [18] [19] [20] [21]

Assess municipal capacity and readiness to undertake work that promotes inclusion by inventorying available skills and expertise within the organization.

Conduct consultations with key representatives of marginalized communities and organizations that serve these communities to determine the most pressing needs. Incorporate the insights gained into your action plan. [22]

Create a committee or working group that will share responsibility for achieving the vision of a welcoming and inclusive community. Create terms of reference for the committee to clarify roles and assign responsibilities. [23] [24]

Create a municipal policy framework to provide overall direction for inclusion related initiatives. [25] [26]

Create an action plan for inclusion initiatives within the municipality based on the vision. Include goals, actions, timelines and success indicators. Obtain senior leadership and council buy-in and support for the plan. [27] [28]

Communicate the municipality's vision and plan to stakeholders, community organizations and citizens, particularly those involved in the consultations.

Create performance measurement and evaluation systems to provide data on outcomes achieved. Regularly review this data to ensure that actions are effective in achieving the goals and vision of the plan. [29] [30] [31] [32]

Review your action plan regularly to ensure that emerging gaps and needs are being addressed.

Encourage all municipal departments to integrate inclusion related goals and actions into their strategic plans.

Provide senior leadership with success stories that can be regularly shared within the municipality and the community.

[17] —Count me in! Collecting human rights-based data
http://www.ohrc.on.ca/en/count-me-collecting-human-rights-based-data

[18] —AUMA's Welcoming and Inclusive Communities website
http://wic.auma.ca

[19] —Cities of Migration
http://citiesofmigration.ca/good-ideas-in-integration/municipal/

[20] —Settlement and Immigration Calgary. A Welcoming City
http://www.calgarylip.ca/wp-content/uploads/2013/05/CLIP-FINAL-DOCUMENT.pdf

[21] —DiverseCity, The Greater Toronto leadership project
http://diversecitytoronto.ca/research-and-tools/other-resources/

[22] —Our Welcoming Community, North Shore Welcoming Action Committee
http://www.cnv.org/~/media/105DC99F3E3B407487DF99590355C33A.pdf

[23] —How to guide on creating a successful terms of reference for your municipality's WIC committee
http://wic.auma.ca/digitalAssets/2/2398_WIC_Committee_Terms_of_Reference_Guide.pdf

[24] —Regional Municipality of Wood Buffalo, Regional Advisory Committee on Inclusion, Diversity and Equality
http://www.woodbuffalo.ab.ca/Municipal-Government/boards_committees/Regional-Advisory-Committee-on-Inclusion--Diversity-and-Equality.htm

[25] —City of Edmonton, Diversity and Inclusion Framework and Implementation Plan
http://www.edmonton.ca/city_government/city_organization/office-of-diversity-and-inclusion.aspx
http://www.durhamimmigration.ca/about/community_plan/Documents/Diversity%20and%20Immigration%20Annual%20Report%20Card%202013.pdf

[26] —Welcoming Community Policy Framework and Implementation Plan
http://www.calgary.ca/CSPS/CNS/Documents/Social-research-policy-and-resources/welcoming-community-policy.pdf

[27] —Planning Together: Guide to Municipal Immigration Action Planning in Alberta
http://wic.auma.ca/digitalAssets/2/2392_Planning_Together.pdf

[28] —City of Saskatoon, Welcome Home Immigration Action Plan
http://www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Documents/ImmigrationActionPlan.pdf

[29] —WIC Municipal Evaluation & Planning Tool
http://wic.auma.ca

[30] —What Gets Measured Gets Done: Measuring the Return on Investment of Diversity and Inclusion
http://www.cidi-icdi.ca/reports/what-gets-measured-gets-done.pdf

[31] —Indicators for evaluating municipal policies aimed at fighting racism and discrimination
http://unesdoc.unesco.org/images/0014/001496/149624e.pdf

[32] —Outcomes and Indicators of Welcoming and Inclusive Communities and Workplaces Initiatives
http://www.amssa.org/sites/default/files/kcfinder/files/program/diversity/WelcomeBC_report.pdf

HUMAN RESOURCE POLICIES & PRACTICES

Conduct internal reviews of human resource policies to ensure compliance with human rights and other equity related legislation. [33]

Elicit informal feedback from employees to identify any consequences of inequitable HR policies and practices.

Regularly gather data and track demographics of employees to compare the diversity of the workforce with the diversity of the available labour force. [34]

In HR materials, emphasize that the municipality welcomes applicants for job postings from a variety of backgrounds.

Include references to employment equity, human rights, discrimination and diversity resources on the HR website.

Provide information to leadership about human rights and other equity related legislation.

Access employment agencies and organizations that serve the needs of marginalized individuals, and use their networks to ensure job postings reach diverse communities.

Review municipal job postings and hiring practices to eliminate unintentional barriers. [35]

Develop Code of Conduct, Respectful Workplace and Accessibility/Accommodation policies to foster respectful, ethical and safe behaviour in the workplace, and to promote accessibility and accommodation. [36]

Create a process and allocate adequate personnel with expertise on inclusion and equity to respond to complaints of exclusion and discrimination. [37]

Educate HR staff on how to recruit and support a diverse work force. Put programs into place to facilitate the hiring and advancement of underrepresented groups.

Organize career fairs targeted to underrepresented groups (e.g. new immigrants, aboriginal peoples and persons with disabilities).

Train managers on the importance of following inclusion-related policies, and of responding effectively to reports of harassment and discrimination.

Implement a tracking process to record complaints and resolution efforts, in order to ensure consistent follow up on discrimination related complaints in the workplace, and to create accountability at all levels of leadership.

Use an inclusion lens to ensure that new HR policies and practices are inclusive and do not pose any new barriers. [38]

Integrate diversity and inclusion measurements into all job competencies and adjust performance appraisals to include a review of these competencies. [39]

Communicate the results of engagement surveys and complaint resolutions to all employees in order to articulate a commitment to openness and transparency about issues of equity.

Develop internship/mentorship programs to facilitate equitable advancement for underrepresented groups within the municipal workforce.

[33] –Human Rights in the Workplace
www.albertahumanrights.ab.ca/employment.asp

[34] –City of Hamilton; Workforce Census
http://www.hamilton.ca/NR/rdonlyres/9A51D869-A26C-444E-B389-9E3327475468/0/Oct11EDRMS_n221403_v1_7_4_HUR11012_Workforce_Census_Report_Oc.pdf

[35] –Increasing Diversity Through Improved Recruitment and Hiring Practices
http://hrcouncil.ca/hr-toolkit/diversity-recruitment.cfm

[36] –City of Edmonton; Respectful Workplace Administrative Procedure
http://www.edmonton.ca/city_government/documents/A1127_Respectful_Workplace_Pro.pdf

[37] –Discrimination and Harassment; Strathcona County Municipal Policy Handbook
http://www.strathcona.ca/files/files/attachment-lls-mph-hum-001-025-discrimintaion-and-harassment.pdf

[38] –City of Ottawa; Equity and Inclusion Lens
http://ottawa.ca/en/city-hall/get-know-your-city/statistics-and-economic-profile/equity-and-inclusion-lens

[39] –Human Rights Maturity Model; Employment Equity and Job Competencies
http://www.hrmm-mmdp.ca/unsec/fctsheet/fctsheet6c-eng.aspx

EMPLOYEE ENGAGEMENT & EDUCATION

Conduct a workplace engagement survey to determine the overall climate of the workplace, and to identify barriers to inclusion. [40]

Conduct a review of current internal educational programs on diversity, inclusion and equity to determine if needs for education in these areas are being met.

Conduct a review of current professional development programs to determine if they adequately address issues of inclusion.

Elicit feedback from employees to determine how educational programs can be adjusted to meet specific needs for inclusion related awareness, knowledge and skills.

Compile a list of education programs offered by external organizations such as educational institutions, non-profits and consulting companies. Review these programs for their applicability and usefulness to your organization. Provide the selected list to employees and update regularly.

Articulate your municipality's commitment to inclusion through ongoing internal messaging such as posters, staff newsletter articles, events and memos.

Communicate information on inclusion related initiatives to all municipal employees on an ongoing basis.

Build a library/website of materials on diversity that is available to all staff.

Develop education programs for leadership that provide knowledge and skills on how to create inclusion at all levels of the organization, including service provision.

Develop educational programs that explore issues of difference in the workplace, dispel myths and stereotypes and provide skills for negotiating difference.

Partner with external organizations such as educational institutions, human rights organizations, non-profit organizations and consulting companies to develop and offer new educational programs.

Ensure that educational programs address a wide range of dimensions of diversity, not just 'culture'.

Develop a long-term educational strategy for delivering education on inclusion and equity to every municipal employee.

Implement a mandatory Respectful Workplace Policy training program for all employees that outlines the policy and related procedures for initiating complaints and resolving issues. Periodically provide refresher training. [41]

Include information on the Respectful Workplace Policy in new employee orientation programs.

Develop modules on inclusion and equity related issues that can be used by leadership in various settings such as meetings and retreats to increase knowledge around inclusion and equity.

Integrate inclusion and equity related content into other training and professional development offerings e.g. supervisor training, leadership development, customer service training etc.

Track metrics on participation in learning and development to ensure that opportunities and participation are equitable for all employees.

Regularly elicit feedback from employees about how workplace culture can be improved to ensure that difference and diversity is being recognized and worked with effectively.

Regularly review the results of employee engagement surveys and implement programs to address reported issues. Create a process to communicate back to employees how issues have been addressed.

Ensure that champions and change agents for inclusion are recognized for their work. Establish an award program to nominate an employee who has been a champion of inclusion.

[40] —Count me in! Collecting Human Rights-based Data
http://www.ohrc.on.ca/en/count-me-collecting-human-rights-based-data

[41] —WorkSafeBC Bullying and Harassment Training Tool
http://www2.worksafebc.com/ppts/bullying/BH_AwarenessTraining_v5.pptx

PROCUREMENT

Create a strong case for supplier diversity that includes both economic and social benefits to the community. [42]

Communicate the municipality's commitment to supplier diversity on the municipal website and on forums where requests for proposals (RFPs) are posted. [43]

Conduct a review of current suppliers and contractors to determine if they reflect the diversity of available suppliers.

Clarify the legal regulations concerning the use of diversity and equity criteria in public procurement procedures.

Define specific annual targets for supplier diversity, and track the achievement of these targets.

Create a database of minority owned businesses that is actively maintained and integrated into the purchasing process in order to ensure contract opportunities are reaching diverse suppliers. [44]

Become a member of networks that promote supplier diversity to gain access to expertise and support. [45]

Offer information sessions for vendors on how to access contracts with the municipality.

Include supplier diversity as part of the municipality's strategic plan for procurement and link this into the inclusion action plan.

Create a supplier code of conduct that sets minimum performance standards for suppliers and their subcontractors in order to ensure safe and equitable workplaces for employees of suppliers. [46]

Create strategic partnerships with your Chamber of Commerce, business networks and other organizations to assist in reaching out to diverse suppliers.

Include code of conduct and equity related standards in RFPs to make suppliers aware of the municipality's expectations for ethical conduct and safe workplaces.

[42] —Supplier Diversity in the GTA: Business Case and Best Practices
http://diversecitytoronto.ca/wp-content/uploads/DiverseCityCounts6-report-web.pdf

[43] —New Orleans; Office of Supplier Diversity
http://www.nola.gov/economic-development/supplier-diversity

[44] —Finding Minority Owned Businesses
http://www.ethnicmajority.com/MBEdata.htm

[45] —Canadian Aboriginal and Minority Supplier Council
https://www.camsc.ca/what-is-supplier-diversity

[46] —City of Edmonton; Supplier Code of Conduct
http://www.edmonton.ca/business_economy/documents/Supplier_Code_of_Conduct.pdf

SOCIAL & COMMUNITY SERVICES

Review key documents to make sure they use clear, simple language free of jargon. [47]

Research barriers to information accessibility (e.g. cognitive impairment, no internet access, low literacy, language barriers) and design appropriate formats for information delivery. Consider the need for special formats such as large print, Braille, etc.

Review service provision locations (including access routes, bathrooms, etc.) for safety, accessibility for people with mobility issues, availability outside normal working hours (9 to 5) and for those using public transportation.

Collect demographic data on the use of services and compare this to the demographic data of residents. Review to determine why certain groups may not be accessing municipal services.

Communicate the intent of the municipality to become more inclusive through various outreach activities and events.

Conduct a needs assessment in various communities to assess areas of exclusion and barriers to accessing municipal services. Consult with community organizations and service providers to help gather data.

Have ready access to interpreters that can be called on at short notice, and ensure that staff are trained to use interpreters.

Create a Welcome Package / Newcomer Guide with information about the community that will help new residents get settled in the community. [48]

Develop a reference resource poster to tell people where to obtain municipal services. [49]

Ensure that the municipal website can be translated into the main languages spoken in your communities, and is accessible to people with disabilities. [50]

Have the newcomer guide available in a variety of languages. Translate the guide into the main languages spoken in your communities.

Develop and deliver educational programs for front line service providers that will enable them to provide quality services to diverse clients.

Create a New Arrival Information Centre to create a 'one-stop shop' for essential information on services within the community. [51]

Invest in programs designed and delivered by immigrant and refugee communities to address settlement and integration needs of newcomers. [52]

Ensure that recreation services are inclusive and accessible in a variety of ways. [53]

[47] –A Plain Language Audit Tool
http://en.copian.ca/library/learning/nwt/auditool/audit.pdf

[48] –City of Grande Prairie; Newcomers Guide
http://www.cityofgp.com/index.aspx?page=1794

[49] –Yellowhead Tribal College; Edmonton Services Map
http://www.ytced.ab.ca/sites/default/files/files/pdf/TawowMap.pdf

[50] –Introduction to Web Accesibility
https://www.w3.org/WAI/intro/accessibility.php

[51] –City of Edmonton; Citizen and New Arrival Information Centre
http://www.edmonton.ca/for_residents/programs/citizen-and-new-arrival-information-centre.aspx

[52] –City of Edmonton; Emerging Immigrant and Refugee Communities Grant Program
https://www.edmonton.ca/for_residents/emerging-immigrant-and-refugee-communities-grant-program.aspx

[53] –Everybody's Welcome: A Social Inclusion Approach to Planning and Development for Recreation and Parks Services
http://www.sparc.bc.ca/resources-and-publications/doc/257-booklet-everybodys-welcome.pdf

ECONOMIC DEVELOPMENT

- Conduct a needs assessment with various communities to assess barriers to accessing economic opportunities.

- **Consult with community organizations and service providers to determine gaps in economic development for various groups.**

- Review public information about economic development to make sure they use clear and simple language free of jargon. Consider the need for special formats for print materials such as large print, Braille etc.

- **Review economic development practices in similar jurisdictions and industries to identify useful inclusion related strategies and programs.**

- Include information on economic development at the New Arrival Information Centre or in the Welcome Package.

- **Market the municipality provincially, nationally and internationally as a community of choice for people of all backgrounds.**

- Create a Welcome Business Package with marginalized communities in mind (e.g. language, size of font, etc.) to help residents engage in economic opportunities.

- **Have business leaders meet with newcomers in English language classes and provide information on economic development services.**

- Encourage small business training in local colleges on local business practices/business development skills.

- **Develop and deliver educational programs for economic service providers (financial institutions, business advisers, lawyers, accountants, labour unions, etc.) to enable them to provide appropriate services to diverse clients.**

- Set up local incubators and training for businesses from marginalized communities.

- **Engage the local Chamber of Commerce and financial institutions in developing strategies for economic engagement.**

- Encourage members of marginalized communities to become board members of business associations (e.g. Chambers of Commerce, trade associations) and participate in economic strategy development.

- **Facilitate links between immigrant serving organizations and employers. Support the creation of formal or informal groups to provide mechanisms for this collaboration. [60]**

- **Engage economic development advisers and business leaders in exploring mutually beneficial economic links with immigrant communities' countries of origin.**

- Work with regulatory bodies to develop innovative assessment frameworks that recognize foreign credentials as well as skills and work experience gained outside Canada. [61]

- **Work with economic development practitioners at other levels of government to make attraction and retention efforts part of existing economic development strategies.**

- Create a business recognition program that recognizes businesses that have made diversity and inclusion a priority in their hiring practices. [62]

- **Create municipal policies to support a living wage. [63]**

[60] —Edmonton Region Immigrant Employment Council
http://eriec.ca

[61] —A Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications
http://www.hrsdc.gc.ca/eng/jobs/credential_recognition/foreign/framework.shtml

[62] —Brooks Diversity Business Award
http://brookschamber.ab.ca/business-awards/2012-winners-and-nominees

[63] —Municipal Living Wage Policy Toolkit: A Living Wage for Families
http:/firstcallbc.org/pdfs/lw/municipal%20toolkit.pdf

INFRASTRUCTURE & LAND USE

Review the locations of public infrastructure projects. Compare them with locations of low-income, First Nations, Metis and Inuit or racialized communities and assess the positive and negative impacts on quality of life.

Review recent research, standards and good practices in urban development and designing healthy communities. 64

Review demographic shifts within neighbourhoods to better understand trends in diversity.

Perform an accessibility review of municipal facilities. 65

Engage municipal staff, agencies, organizations, businesses and consultants involved in real estate development, housing, transportation, landscape architecture and project financing to share the results of a good practice review.

Make municipal staff, contractors and consultants aware of safety and physical accessibility standards in public and non-public facilities. 66

Encourage municipal infrastructure staff to better understand the needs of marginalized communities.

Use your Municipal Development Plan (and supporting land use documents) as vehicles to express the municipality's approach to inclusion in infrastructure planning and development.

Involve marginalized communities/ neighbourhoods and social service organizations in conducting their own community infrastructure/ assets reviews. 67

Engage communities in public renewal or new design projects (e.g. schools, transit centres, clinics, etc.) to incorporate a variety of cultural symbols and concepts.

Seek input from Aboriginal communities on land-use policy, planning and development processes. 68

Develop a plan for making facilities more accessible for employees with mobility restrictions, based on the findings of the accessibility review.

Create an interdepartmental committee of municipal staff to give input on new developments. Include a representative who can assess and make recommendations on building inclusion into development plans.

Encourage the setup of a design award for innovative residential, commercial or institutional facilities that encourage inclusivity.

Develop a community care program that engages all communities to care for public infrastructure as a common good (e.g. public green spaces, murals).

60 — Creating Equitable, Healthy, and Sustainable Communities: Strategies for Advancing Smart Growth, Environmental Justice, and Equitable Development
http://www.eps.gov/dced/equitable_development_report.htm

61 — Review of Accessibility Features
http://www.london.ca/city-hall/accessibility/Documents/Facility%20Assessment%20Form%20PDF.pdf

62 — Making Your Municipality Barrier-free
http://www.auma.ca/live/MuniLink/Communications/Member+Notices?contentId=17519

63 — Good Practices in Participatory Mapping
http://www.ifad.org/pub/map/pm_web.pdf

64 — Aboriginal Peoples and Land Use Planning
https://www.landuse.alberta.ca/Governance/AboriginalPeoples/Pages/default.aspx

CITIZEN & COMMUNITY ENGAGEMENT

Create mechanisms for regular communication with the public via the Internet, media releases, and accessible public meetings.

Research good practices in effective community engagement. [65] [66]

Conduct public sessions on municipal inclusion initiatives to provide opportunities for input and to identify interested community leaders.

Market community events to diverse groups to ensure broad participation. Consult with these groups to determine the most effective methods of marketing (posters in certain neighborhoods, ethnic radio stations, flyers at other community events, etc.)

Encourage the participation of underrepresented voters in municipal elections. [67] [68]

Organize town halls to offer residents an opportunity to discuss and be heard on issues of discrimination in the municipality. [69]

Invite elders, key community representatives and leaders to municipal planning meetings to provide their perspectives. Make sure discussions are in plain language and meeting processes are explained or adapted to encourage dialogue. [70]

Organize focus groups in communities that are under-represented in public involvement (people living in poverty, aboriginal, youth, temporary foreign workers, etc.) to elicit feedback on major policy areas such as housing and transportation.

Organize Diversity Cafés, living libraries or forums to provide citizens the opportunity to meet and talk to a variety of people from diverse backgrounds about issues of inclusion.

Form partnerships with other institutions (such as education, health, justice, policing, business, labour, and the voluntary sector) to jointly develop initiatives to promote inclusion and access to services.

In consultations and dialogues, use language that will draw people in rather than create resistance. Research what might be the most appropriate language by consulting with various groups or key leaders.

Create a standard of practice for community engagement that outlines the processes that will be used to respectfully and genuinely engage public involvement with under-represented groups. Include guidelines for accessibility, respectful communication, provision of appropriate food, compensation, etc. [71]

Create mechanisms such as advisory councils for various groups (youth, aboriginal, newcomers) to give these groups a voice in the creation of municipal policies and programs. [72] [73]

Hold annual forums to bring together municipal staff, stakeholders, community organizations and citizens interested in creating a welcoming and inclusive community. [74]

Review the demographics of governance structures (agencies, boards and commissions, etc.) to ensure there is representation from diverse groups and communities. [75]

[65] —Columbia Basin Trust; Community Engagement Case Studies
http://www.cbt.org/uploads/pdf/Case_studies_from_Public_Engagement_paper.pdf

[66] —Pathways to Change: Facilitating the Full Civic Engagement of Diversity Groups in Canadian Society
http://www.albertahumanrights.ab.ca/documents/hremf/PathwaysToChange.pdf

[67] —City of Calgary; Every Vote Counts
http://www.calgary.ca/CSPS/CNS/Documents/Social-research-policy-and-resources/EveryVoteCounts.pdf?noredirect=1

[68] —Municipal Elections: Step-by-Step Voter Information
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[69] —City of Vancouver; CitizenU
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[70] —Multiculturalism in Communities: A Guide to Developing and Sustaining Dialogue
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[71] —Community Engagement Toolkit
http://www.sparc.bc.ca/index.php?option=com_rubberdoc&view=doc&id=534:community-engagement-toolkit&format=raw&type=pdf

[72] —Regional Municipality of Wood Buffalo; Mayor's Advisory Council on Youth
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[73] —City of Edmonton; Connect, Contribute, Care: Municipal Engagement Recommendations for Edmonton's Next Generation
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[74] —City of Lethbridge; Discover Diversity Conference 2012
http://www.lethbridge.ca/living-here/Our-Community/Documents/Discover%20Diversity%20Conference%20Report%202012%20-%20FINAL%20email%20size.pdf

[75] —Diversity Matters: Changing the Face of Public Boards
http://www.maytree.com/PDF_Files/DiversityMatters.pdf

CAPACITY OF COMMUNITY ORGANIZATIONS

Establish a resource list of local and nearby organizations working to promote diversity, equity and inclusion.

Host religious festivals and new year celebrations that are meaningful to different community groups, to increase residents' sense of belonging and knowledge of diverse groups.

Create a database of people who can volunteer as interpreters to provide verbal and written translation for residents and organizations.

Develop a resource list of local and regional facilitators, speakers and educators in the area of inclusion and diversity.

Identify key community members, leaders and elders who can be liaisons for their community. However, be alert to differences in opinions and perspectives within communities.

Become familiar with and apply for funding for inclusion related work from provincial and federal governments, as well as foundations and corporations.

Collaborate with other municipalities to jointly hire diversity and inclusion educators and consultants to maximize resources.

Ensure that there is ample opportunity for diverse residents to participate as board members and volunteers in community organizations by reducing barriers to participation (cost of child care, transportation, need for interpreters, etc.). [76]

Provide training, coaching and mentorship to support people from marginalized populations to take on or remain in community leadership positions. [77]

Develop a protocol for mutually beneficial relationships between municipal, institutional and community-based organizations engaged in work to promote equity and inclusion.

Provide education, funding and support on inclusion and equity to community organizations and citizens.

Find a way for informal community groups working on inclusion to access legal or charity status through the municipality or a local non-profit so they can apply for grant funding.

Ensure that community issues are being addressed using the knowledge and expertise within that community where possible, before bringing in external resources.

Create an awards program to acknowledge community leaders and organizations for their contributions to inclusion.

Collaborate with educational institutions such as local colleges, adult learning councils and literacy organizations to provide programs that address the educational needs of diverse groups.

Provide training for key community and civic leaders to increase their understanding of individual and institutional discrimination and to develop their skills as allies and advocates for change.

Develop a train-the-trainer program to nurture capacities within the community and sustain ongoing change work.

Solicit the expertise of key community leaders about how to build coalitions to advance inclusion.

[76]—City of Calgary; Creating inclusive Communities: A diversity booklet of tips and resources for community groups wanting to involve new Canadians and persons with disabilities
http://www.ccis-calgary.ab.ca/uploads/CDIS/Diversity_Resource_Centre/City_of_Calgary_-_creating_inclusive_communities.pdf

[77] —Diversity in Governance: A Tool for Nonprofit Boards
http://diversecitytoronto.ca/research-and-tools/other-resources/diversity-toolkit

PUBLIC ATTITUDES & AWARENESS

Recognize events that raise awareness about historical and current discrimination (e.g. International Day for the Elimination of Racial Discrimination, International Women's Day, Black History Month, Pride days, etc.). [78]

Use appropriate equity related language and terms on communication materials. [79]

Provide information to the public about what discrimination is, how to report it, and what their rights are, using public service announcements, posters, and pamphlets. [80]

Seek opportunities to integrate themes of difference and inclusion into regular community events.

Create a speakers' bureau on various topics—such as seniors, understanding the complexities of racism, etc. Provide the information to local employers and organizations and encourage them to access these speakers.

Collect and disseminate information about the contributions of marginalized communities to the media and in public forums and events.

Collaborate with the local library to create a Living Library program, to hear interesting and inspirational stories about experiences of people who have faced challenges because of their identity (race, gender, sexual orientation, cultural background etc.). [81]

Encourage the media to run stories about the activities and accomplishments of groups in the community that do not usually receive much attention in the press (e.g. Aboriginal, new immigrants, people of colour, disabled).

Encourage the media to provide information to help dispel stereotypes, promote understanding and educate the public about various groups and communities.

Support dialogue and relationship building between populations to build increased understanding, empathy and collaboration. [82]

Incorporate language or information on pertaining to underrepresented communities into public spaces and signage (parks, trails, street signs etc.).

Create a naming committee to recommend names for roads and other infrastructure that reflect the histories of Aboriginal and other communities.

Provide feedback to the media about news articles that stereotype or provide false information about groups.

[78] –Dates significant to human rights and diversity
http://www.albertahumanrights.ab.ca/education/dates.asp

[79] –Evaluation Tool - List of Terms

[80] –Information sheets related to human rights law; Alberta Human Rights Commission
http://www.albertahumanrights.ab.ca/publications/bulletins_sheets_booklets/bulletins/sheets.asp

[81] –Edmonton Public Library; Human Library
http://www.epl.ca/new-living-library-2013

[82] –City of Vancouver; Dialogue Project
http://vancouver.ca/people-programs/dialogues-project.aspx

RESPONSES TO INCIDENTS OF DISCRIMINATION

- Become familiar with the legislation around discrimination. [83]

- **Gather data on incidents of discrimination in collaboration with the police. Track incidents of discrimination reported in the media or community and determine how they are being resolved.**

- Document the experiences of citizens who have experienced discrimination to add to data, to understand how issues of discrimination affect people differently and to assist with analyzing root causes and potential solutions. [84]

- **Form partnerships with non-profit organizations, businesses, schools, faith organizations, chambers of commerce, and cultural organizations that can contribute to the efforts to respond to acts of discrimination.**

- **Support individuals who experience racism and discrimination.**

- Provide information to the public on how to report incidents to the police or other appropriate bodies.

- **Recognize events that raise awareness of historical and current discrimination (e.g. International Day for the Elimination of Racial Discrimination, Hate Crimes Awareness Day, etc.).**

- Support and encourage municipal and community leaders to take public stands against hate, discrimination, bigotry, and racism by participating in events that raise awareness about discrimination.

- **Support efforts made by residents and community organizations to identify and respond to hate crimes and discrimination.**

- Work with the Alberta Human Rights Commission to provide education to businesses and organizations. [85]

- **Develop and implement a Community Response Plan to better respond to discrimination and bias-related incidents. [86]**

- Create partnerships between local organizations to create campaigns to raise awareness of discrimination. Ensure that diverse groups are represented in these partnerships and have the opportunity to participate equitably.

- **Develop and provide curriculum to schools on how to recognize and address issues of discrimination. [87]**

- Issue press statements when necessary to voice concern about incidents of discrimination.

- **Create an annual report card on incidents of discrimination within the community to raise awareness, create accountability and articulate a commitment to reducing discrimination.**

- Support policing services in their efforts to be exemplary institutions in combating discrimination. [88]

- **Respond to rallies and gatherings of groups that promote discrimination by organizing, participating in and supporting counter rallies.**

- Develop a social marketing campaign with input from the community partners/advisory groups to inform citizens about discrimination, rights and obligations, prevention and redress options. [89]

[83] —Alberta Human Rights Commission
http://www.albertahumanrights.ab.ca

[84] —Beyond Hate: A resource Toolkit. Building a Community Response Plan to Counter Hate
www.beyondhate.ca

[85] —Alberta Human Rights Commission; Education and Engagement
http://www.albertahumanrights.ab.ca/education.asp

[86] —City of Saint Peter; Bias/Hate Crime Response Plan
http://www.saintpetermn.gov/sites/default/files/documents/admin/biashateresponseplan.pdf

[87] —A list of Curricular Resources
http://www.albertahumanrights.ab.ca/publications/diversity/human_rights_fund_reports/diversity_resources_Alberta/youth.asp

[88] —Human Rights and Policing: Creating and Sustaining Organizational Change
http://www.ohrc.on.ca/en/human-rights-and-policing-creating-and-sustaining-organizational-change

[89] —Welcoming and Inclusive Communities Campaign Toolkit; AUMA
http://wic.auma.ca/Welcoming+%26+Inclusive+Communities+Campaign+Kit

Terms

Aboriginal peoples: This is the overall term used in Canada's Constitution Act, 1982 to refer to Native Indians, Inuit and Métis people. The word recognizes the fact that Aboriginal peoples are the original inhabitants of Canada. There are many other words that Aboriginal peoples use to describe themselves. It is always best to ask how people wish to be named.

Disability: Refers to physical, mental, or emotional conditions that limit and/or shape an individual's participation in work and society. Canadian law now requires employers to accommodate people with disabilities to ensure their maximum participation and contribution.

Gender: A socially constructed system of classification that ascribes qualities of masculinity and femininity to people. Gender characteristics can change over time and are different between cultures.

LGBTQ: Stands for Lesbian, Gay, Bisexual, Transgender/Transsexual and Queer. There are many variations of this acronym but we use this one in the evaluation tool. LGBT is often used interchangeable with the word 'queer'.

Terms Continued

Transgender/Trans: A broadly used umbrella term that refers to all individuals who cross the socially constructed line of masculinity or femininity. Trans includes people who reject, or who are not comfortable with, in whole or in part, their birth-assigned gender identities. It includes diverse groups of people: pre-operative, post-operative, and non-operative transsexual people; male and female cross-dressers, "transvestites," "drag queens" or "drag kings"; intersex individuals; and men and women regardless of sexual orientation, whose appearance or characteristics are seen as atypical.

Underrepresented: Having numbers that are disproportionately lower than the average population. Underrepresentation can often result from barriers to representations, and is one way to determine whether a population is marginalized in a given area.

Women: People who identify as women, regardless of their biological sex. Although women make up half of the population, they have long been subjected to structural inequality worldwide.

Youth: People aged 15 to 30, according to the Government of Canada.

These definitions have been adapted from Dancing on Live Embers: Challenging Racism in Organizations, The City of Ottawa's Equity and Inclusion Lens, the UC Berkeley Gender Equity Centre's Definition of Terms webpage, Training for Change's Glossary, and Wikipedia.com.
http://www.uccs.edu/diversity/core-principles-and-definitions.html

Mainstream: The center or in-group. The mainstream sets the tone for a group or organization or society, its own preferences become the norms for the group, and it provides most of the leadership for carrying out the mission of the group. The mainstream may or may not be conscious of its role and higher status. Everyone is a member of some mainstream or other: even a working class Jewish radical lesbian may be able-bodied, for example, and ""able-bodied"" is a mainstream identity. When we talk about the mainstream, we contrast it with the margin.

Marginalized: Excluded, ignored, or relegated to the outer edge of a group/society/community. People are often marginalized in societies or communities due to the effects of structural inequality (see below).

Racialization: Using social markers (e.g. skin colour, cultural habits, dress, language, accents, religions, political beliefs and surnames) to label or perceive a person of a certain community as different from "whiteness". If you are racialized, you are likely to receive unequal treatment in society.

Structural Inequality: Occurs when the fabric of organizations, institutions, governments or social networks contain an embedded bias which provides advantages for some members and marginalizes or produces disadvantages for other members. This can involve property rights, status, or unequal access to health care, housing, education and other physical or financial resources or opportunities.

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Postscript

How we developed this tool

This tool was assembled using a two-step process:

1. a review of similar tools that currently exist and are being used to audit, assess and evaluate diversity, inclusion, human rights practices and cultural competency in organizations and companies; and

2. a needs assessment and pilot conducted with staff members from Alberta municipalities of various sizes.

The tools we reviewed came primarily from Canada and the US. Many of them used the common approach of specifying indicators in order to place the organization (or elements of the organization) at a particular level of achievement or stage of progress – in other words, a benchmarking model. This model assumes that an organization can work towards a particular level by taking particular actions, and that we can tell they have reached that level by assessing whether particular characteristics are present. Given the very particular context of the municipal world, we decided that a benchmarking framework offered a process that was easy to understand, complete and translate into action.

In order to verify that this was the most appropriate and useful format for the tool, we conducted a needs assessment with staff members from nine (9) Alberta municipalities who already do some kind of work around inclusion and diversity. Using a short benchmarking tool as an example, we asked questions like: What might motivate you to assess your inclusion work? What kind of instructions would you need? Who would be the person most likely to complete an evaluation in your municipality? How much time would you dedicate to it? From there we developed a draft tool, which was then reviewed by staff from four (4) municipalities to ensure its quality.

WIC Development Partners

www.auma.ca   www.alberta.ca   www.albertahumanrights.ab.ca   www.zenev.ca

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