

# Welcoming & Inclusive Communities Toolkit

Templates and tools for Alberta's municipalities





**Welcoming & Inclusive Communities Toolkit**  
Templates and tools for Alberta's municipalities (2014)

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In partnership with the Alberta Urban Municipalities Association  
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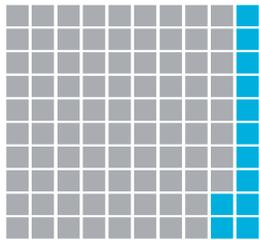
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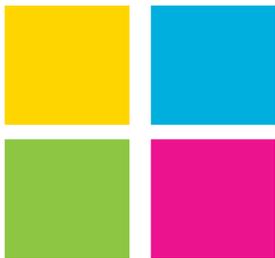
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Appendix & Resources

# Your guide to creating a more welcoming and inclusive community



**In 2012, Alberta attracted nearly 12 per cent of Canada's 280,636 immigrants.**



**In 2031, 1 in 5 Albertans will be a senior.**



**Alberta's youth population grew by more than 48,000 between 2002 and 2012.**



**1 in 20 Canadians identify as LGBT.**

**This toolkit is designed to help your municipality become a better place for everyone.**

A Welcoming and Inclusive Community (WIC) initiative is no longer an option for Alberta's municipalities. It is a necessity. Not only to comply with the increasing legal requirements around access, municipalities must now focus on WIC principles for their long-term sustainability. As the population changes and as immigration becomes the main source of growth, local governments that undertake WIC initiatives will be more competitive and prepared for the future.

## **Building on success**

The Alberta Urban Municipalities Association (AUMA) is proud to present this updated toolkit as part of our mission to support Alberta's municipalities, large and small. This revised version is based on the original 2006 toolkit that was developed as part of the launch of a province-wide WIC initiative.

Using much of the original toolkit's basic ideas, this version incorporates what we have learned over the last eight years. During this time, we have seen more and more communities in Alberta join together in WIC initiatives. As an organization, we are extremely proud to play a role in encouraging and promoting inclusion through the province.

## **Even more resources**

Of course, it is impossible to include every best practice or to share every success story in one document. To keep up-to-date on Alberta's WIC initiatives, and to share your own experiences with inclusion, please visit **wic.auma.ca** or email **wic@auma.ca** for more information.

### Data Sources:

- *Alberta Immigration Progress Report 2011*. Government of Alberta.
- *Youth in Labour Force 2012*. Government of Alberta.
- Alberta Health ([www.health.alberta.ca/seniors/aging-population.html](http://www.health.alberta.ca/seniors/aging-population.html))
- National Post / Forum Poll (<http://news.nationalpost.com/2012/07/06/the-true-north-lgbt-new-poll-reveals-landscape-of-gay-canada/>)

# Discrimination goes beyond skin colour

## **Ability**

Being a welcoming and inclusive community requires a recognition of the differing abilities of community members and taking action to ensure that all residents are able to actively participate in the social, cultural and economic life of the municipality. This may include, for example, ensuring barrier-free access to recreation facilities, accommodating differing needs in the municipal workplace and providing education on health policies for municipal staff. The *Alberta Human Rights Act* prohibits discrimination on the grounds of physical and mental disability.

## **Aboriginal People**

This is the overall term used in Canada's 1982 *Constitution Act* to refer to First Nations, Inuit and Métis people. The word recognizes the fact that Aboriginal peoples are the original people of Canada. There are many other words that Aboriginal people use to describe themselves and these may change over time. If you're unsure, it's always best to ask what name people prefer.

## **LGBT**

The abbreviation LGBT refers to lesbian, gay, bisexual, and transgendered people. LGBT people often feel excluded from our communities due to overt (homophobia) and systemic (heterosexism) experiences of discrimination. In 1996, the *Canadian Human Rights Act* was amended to prohibit discrimination on the basis of sexual orientation. In 2009, Alberta included sexual orientation in the *Alberta Human Rights Act*.

## **Newcomers**

Alberta municipalities have become increasingly aware of issues around dwindling populations and labour shortages. Attraction and retention strategies can help with growth. Sometimes new arrivals encounter challenges adapting to their new environment. Newcomers will be more attracted to prepared communities that make them feel welcome and included.

## **Seniors**

It is estimated that by 2031 there will be more than 923,000 seniors in Alberta - about one in five Albertans. As the population ages, communities must adapt not only to accommodate seniors' needs but also to recognize the unique opportunities around attracting and retaining this important demographic.

## **Youth**

In 2012, Alberta's youth made up 15.4% of the labour force and 14.7% of employed Albertans. To retain and attract youth, communities must make them feel welcome and provide opportunities for young people to participate and create.



# Where WIC fits

*A more welcoming and inclusive community cannot be created in a silo.*

While specific programs are often necessary, ultimately, the WIC concept is about incorporating the diversity of residents within your community into your overall governance, planning and service delivery. Successful municipalities work to engage as much of the community as possible in their planning and implementation efforts.



Instead of using this toolkit as a guide to a step-by-step process, your community could use the examples and suggestions within to spark ideas in support of your larger sustainability initiative.

The AUMA has created a number of resources over the years such as the *Affordable Housing Toolkit* and the *Guide to Municipal Sustainability Planning*, and a *Citizen Engagement Toolkit*. These can be valuable resources on their own, but can also be viewed as a suite of knowledge and resources, to assist municipalities to govern and provide service across a wide range of resident needs, now and in the future.

For example, if your community is going to work on a *Municipal Sustainability Plan*, initiatives towards creating a welcoming and inclusive community could be a component of the social dimension of sustainability. Instead of using this toolkit as a guide to a step-by-step process, your community could use the examples and suggestions within to spark ideas in support of your larger sustainability initiative.



WIC  
how to  
do it

There is no singular way to start a local WIC initiative. This is a sample checklist to give you an idea of some of the common steps in starting an initiative or plan. The following pages will expand on what needs to happen during each phase.



### Recognition

A successful initiative must reflect a genuine community need. Is the issue bigger than a handful of individuals? Does everyone involved recognize the same issue?

-  Conduct community/stakeholder group consultation(s) to determine local issues
-  Identify current municipal initiatives that make the community welcoming and inclusive



### Commitment

Addressing any issue takes hard work and commitment from a variety of sources. At this stage it is important to find out who will champion the issue and spearhead the work of your eventual vision and plan. Often this involves the creation of a committee.

-  Get buy-in / support from decision makers/community champions
-  Identify stakeholders and other potential partners
-  Assign existing committee or create new committee or working group



### Vision & Plan

You now have an understanding of your community needs along with people and organizations that are willing to help. The group must now decide what they want to accomplish in the long-term (vision) and how they will get there (a plan).

-  Develop a clear vision based on the recognized issue
-  Draft goals that will help reach your vision
-  Decide on short- and long-term actions to reach each goal
-  Develop a way to measure and evaluate each action
-  Draft a(n) action plan(s) for review
-  Approve by / inform council



### Action & Evaluation

Plans don't sit on the shelves anymore. They are available on websites for everyone to read. Divide the plan's actions between your group of knowledgeable, committed and engaged individuals and have them report back on their progress.

-  Communicate vision and plan to stakeholders and community
-  Enact plan
-  Conduct community / group consultations
-  Evaluate plan against reality (eg. demographics, consultations, etc)
-  Recommend future goals / refine vision
-  Revise plan in a set amount of years



### Celebration

Celebrating and recognizing accomplishments not only keeps committee morale high, but it's an excellent way to promote your work on a large scale and potentially attract more support from the community.

-  Promote accomplishments throughout the community
-  Plan community events and celebrations

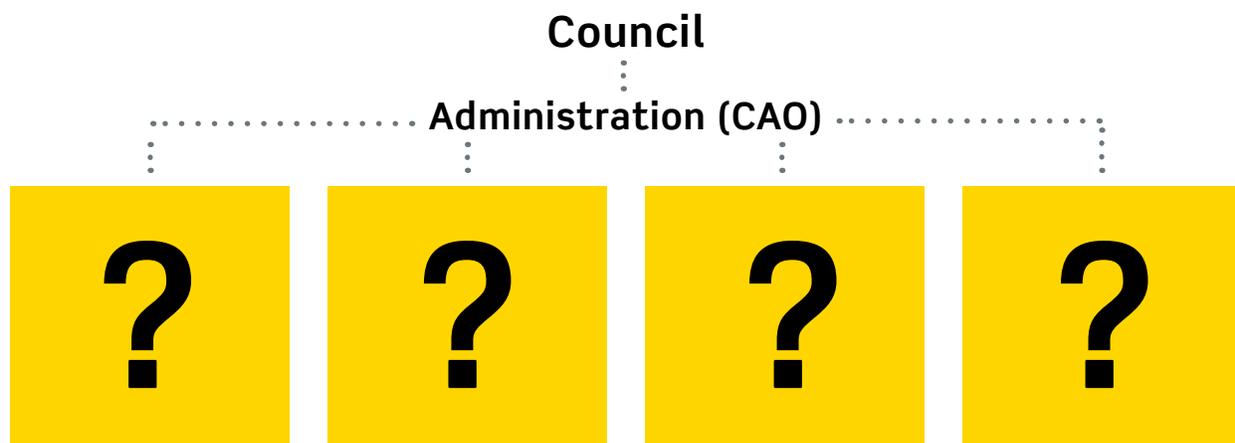


# Recognition

**Not everyone understands the concept of a more welcoming and inclusive community. Some feel that it is unnecessary, will cost too much money, or negatively impact their own way of life.**

**Before you can begin your own WIC initiative, there must be a general recognition within the community that it is required and is worth the effort.**

Whether the priority is to drive down the infrastructure deficit, diversify the economy or develop a more vibrant cultural life, building a reputation as an inclusive community will help attract the diversity of individuals required to contribute to the labour market, the economy, and the social and cultural dimensions of your municipality.



## Where do we put WIC?

If you are reading this toolkit, chances are that you do not currently have the resources for an entire department dedicated to inclusion or accessibility. In most cases, WIC responsibilities occupy a corner of an already busy desk of someone in administration, communications, or Family and Community Support Services (FCSS).

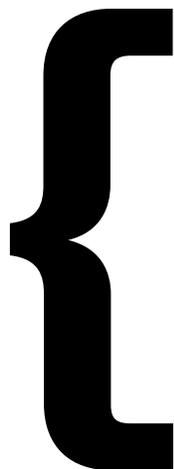
*The City of Brooks has found a natural fit for WIC within their human resources department. In their municipality, they have a position that focuses half-time on inclusion and the other half on the organization's human resources. This, according to the City, is a natural fit — making people feel welcome and included both as employees and as citizens.*



# how to **do it** assessment and planning

Assessment is often the first step in any initiative to improve quality of life or make change. Having a clear sense of your assets and your needs allows you to act thoughtfully and with greater impact, based on what you already know about yourself. The AUMA has developed a useful tool to help assess your municipality.

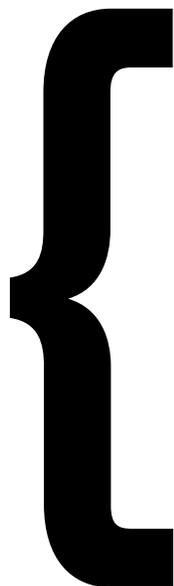
the  
short  
way



- 1. Visit [wic.auma.ca](http://wic.auma.ca) > download the AUMA's WIC Municipal Assessment & Planning Tool**
- 2. Complete the two page "Fast-Track Assessment"**

The Fast-Track Assessment 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  
long  
way



- 1. Visit [wic.auma.ca](http://wic.auma.ca) > download the AUMA's WIC Municipal Assessment & Planning Tool**
- 2. Complete the "In-Depth Assessment"**

The In-Depth Assessment provides a comprehensive way to assess how welcoming and inclusive your municipality and community are.

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.

either  
way



- 1. Talk**  
Use your results to open up conversation with municipal decision-makers, business and community leaders to garner their support or to educate them about inclusion work.
- 2. Act**  
Identify a few key areas from your assessment and focus on what you want to concentrate on given the resources, expertise and support currently available.

## Municipal Areas of Focus for Assessment

- **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, newcomers 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.



## Assessment Tool Ranking Levels

1

### **Invisibility**

Diversity and difference are not even on the radar, or there is no recognition of the value that inclusion brings to a municipality.

2

### **Awareness**

There is some effort being made to welcome marginalized or minority people into the mainstream of the community.

3

### **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.

4

### **Strategic Inclusion**

Long-term, broad-reaching strategic measures are taken to decrease barriers to participation.

5

### **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.

## Community Areas of Focus for Assessment

- **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 and 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 and 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.



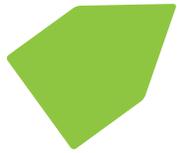
# Why are we doing this?

The following are some potential key messages that can be used when speaking with community leaders, the media, and other concerned stakeholders:



## **We will create a program that is right for our community.**

For this program to work, we need as much input from the community as possible. Based on this feedback and the funds available, we will create a program that represents who we are as a community and celebrates many of the initiatives that are already underway.



## **WIC is about economic development.**

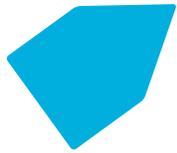
We are not only competing against other nations for skilled workers and professionals, but also with other provinces / territories and municipalities.

A welcoming and inclusive community will give us a competitive advantage and help set our community apart when potential new citizens are deciding where to live and work. We want to attract newcomers who want to build new businesses and create more opportunities for our community.



## **WIC will help us to be more efficient.**

Improved service delivery, more integrated planning, fewer complaints, and reduced vulnerability to liability in the event of discrimination or harassment complaints, are all potential benefits resulting from our WIC initiative.



## **WIC ensures that we comply with the law.**

We need to consider the legal liability of not being inclusive. International, federal, and provincial laws such as the *International Convention on the Elimination of All Forms of Racism* (to which Canada is a signatory), the *Canadian Charter of Rights and Freedoms*, the *Canadian Human Rights Act*, the *Canadian Multiculturalism Act* and the *Alberta Human Rights, Citizenship and Multiculturalism Act* underline this necessity.



## **WIC makes us a better and safer community.**

We want everyone to feel welcome in our community. Communities that are committed to promoting inclusion and equity and reducing racism and discrimination, experience an increased sense of cohesiveness and belonging.

When people feel welcome and are involved in the community, safety and security are enhanced. We want to earn the trust, loyalty, and respect of our municipal employees and our citizens by showing that we take diversity seriously, and are committed to actions that further access, equity, inclusion and justice for all.

## **Did you know?**

Under the *Municipal Government Act*, municipalities are tasked with:

- Providing good governance
- Providing services and facilities that are necessary in the opinion of council
- Developing safe and viable communities

# Ok. Let's get started.

Recognizing the need for a more welcoming and inclusive community is just the first step. The remainder of this toolkit focuses on tools and templates you need to run a successful WIC initiative.

There are many ways that municipal governments can work to be more inclusive and open. There is no single way that must be followed. **The best way is the way that works for your council and your community.** No matter the approach taken, the following steps will help get things done.



# Commitment

Successful work to promote WIC principles is an investment in the future of the community and, like most investments, needs ongoing commitment to ensure the best returns.

<p><b>Commitment Over Time</b></p>	<p>There are no quick fixes to a more inclusive society. It is not something that is done once and then forgotten. It is a journey, which requires a willingness to plan and work over the long term through shifting or competing priorities, and changes in leadership or staff.</p>
<p><b>Commitment of Resources</b></p>	<p>Allocating resources to implement organizational changes or community actions that promote WIC principles can be challenging for most municipal governments. Fiscal constraints often result in municipal managers requesting additional resources in order to meet access and equity obligations.</p> <p>Sometimes additional resources can be found from external sources, but these are often project based and time limited. A willingness to engage in the challenge of sharing or redistributing already stretched resources is often fundamental to sustaining the work over the long term.</p>
<p><b>Commitment to Accountability</b></p>	<p>Municipal willingness to be responsible for following through on commitments serves as a role model to other institutions and demonstrates genuine commitment to minority communities. Municipalities show this accountability by including commitments in strategic plans as well as measuring and reporting on achievements at both the organizational and community level.</p>
<p><b>Commitment of Individuals</b></p>	<p>Great work happens when those who are involved share a personal commitment and passion for achieving a more just and equitable society for all. One way that this can be fostered is by providing education and training opportunities within your community.</p>



### Leadership Engagement

Leadership involvement and visibility are critical to a successful WIC initiative. Mayor and council involvement as well as that of senior administration, validate the issue in the eyes of municipal staff, leaders of other institutions, and the general public. It has short- and long-term effects on the capacity to mobilize resources, build support and confidence amongst those involved, lead public education and shape public opinion.

Leadership at this level also demonstrates to members of minority communities that the broader community sees and understands their struggles, and is committed to broad-based sustained action to build inclusion and equity and reduce racism and discrimination.



### Do We Really Need a Committee?

Maybe not. Depending on the needs of your municipality, WIC initiatives can be created at varying levels of input/consultation by small groups, or even individual staff members.

### Who should we work with?

- Government (all levels)
- Immigrant community groups
- Faith communities
- Neighbouring municipalities
- Libraries, recreation providers
- Media
- Employers, business and labour organizations
- School boards, schools, post-secondary institutions
- Immigrant / Settlement agencies
- Aboriginal groups
- Recent newcomers
- Youth groups
- Language training programs
- Chamber of Commerce
- Seniors' organizations
- Landlords and housing associations
- Health institutions and agencies
- LGBT groups & organizations
- Economic development offices
- Social planning and advocacy groups
- Community service providers

### Who else?

Can you think of any other groups or organizations that would be good to engage?

.....  .....  .....



## what you need

# A Planning Mechanism

Depending on the needs of your municipality, WIC initiatives can be created at varying levels of input by small groups, or even individual staff members. It doesn't matter what it's called, the important piece here is to have a group (or individual) who can create a plan.

Consider some of the following options for your 'planning mechanism', along with their strengths and weaknesses.

	Strengths	Weaknesses
<b>Council Committee (External)</b>	<ul style="list-style-type: none"> <li>Owned by council</li> <li>Easier to integrate inclusion into council</li> <li>Strong leadership</li> </ul>	<ul style="list-style-type: none"> <li>Perception as top down</li> </ul>
<b>Community Committee (External)</b>	<ul style="list-style-type: none"> <li>Community ownership</li> <li>Vehicle for interaction between community leaders</li> </ul>	<ul style="list-style-type: none"> <li>Possible absence of influence on council decision making</li> </ul>
<b>Combined Committee (Joint)</b>	<ul style="list-style-type: none"> <li>Maximizes strengths</li> <li>Pools knowledge</li> <li>Vehicle for coordination</li> </ul>	<ul style="list-style-type: none"> <li>Different perspectives and resource bases need negotiation</li> </ul>
<b>Internal Working Group (Internal)</b>	<ul style="list-style-type: none"> <li>Combination of skills</li> <li>Coordination across planning areas</li> </ul>	<ul style="list-style-type: none"> <li>Possible clash with other responsibilities</li> </ul>
<b>Nominated Senior Officer (Internal)</b>	<ul style="list-style-type: none"> <li>Strong leader</li> </ul>	<ul style="list-style-type: none"> <li>Danger of all issues being funneled to this one person rather than being integrated</li> </ul>
<b>Existing Planning Section (Internal)</b>	<ul style="list-style-type: none"> <li>Existing infrastructure and planning processes can be used</li> </ul>	<ul style="list-style-type: none"> <li>May be limited to the activities of that section</li> </ul>
<b>Specialist Adviser (Internal)</b>	<ul style="list-style-type: none"> <li>Strong content expertise</li> </ul>	<ul style="list-style-type: none"> <li>Cost</li> <li>Knowledge may leave with the specialist</li> </ul>

**Internal committees** are often best suited to planning and managing activities that are within the municipal body itself, while **external or joint committees** can advise on both organizational and/or community initiatives. In addition, sub-committees may be formed which are structured according to the operations they are tasked with carrying out.



# how to do it

## Terms of Reference

Now that you have decided to form your own WIC committee, there are a few things to keep in mind before you begin your work.

Clarity is vital when working with a diverse group. A good terms of reference will help you advertise your committee to potential members and help them to understand what is involved in being part of the group.

### **Committee name**

### **Purpose / background**

*What is the committee's purpose? Why does it exist?*

### **Objectives**

*Clearly state the committee's SMART objectives  
(**S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**imely)*

### **Membership / composition**

*Who should be on the committee?*

### **Term of membership**

*Will the committee only be active for a certain amount of time? Will membership be ongoing or have a definitive end date?*

### **Membership duties**

*What does being a member of your WIC committee entail? Are you expected to attend every meeting or send someone in your place if you cannot attend? Should you be reporting back to your organization about the outcomes of your WIC meetings? Will you be expected to assist in drafting funding proposals, assist with recruitment of new members, promote your committee's activities, actively participate in the completion of action items, etc.?*

### **Structure**

*What will the structure of the committee look like?*

### **Decision-making**

*What decision-making process is used? How many members need to be in attendance at meetings? Who will chair meetings and keep the committee on track? When a decision is made, will it be directly implemented or referred to council or another group?*

### **Frequency**

*How many (regular) meetings will be held and when? How will they be called? Who will call them?*

### **Resources**

*Identify the resources needed to meet the objectives of the committee - people, materials, funds, skills, etc. What organizations will supply which resources (human or capital)?*

### **Evaluation**

*How will you evaluate the success of your committee? How will you determine if you have reached your objectives? When will this be determined (quarterly, semi-annually, annually, etc.)?*

### **Reporting**

*How will the committee report? Who does it report to?*

# how to do it

## Get people involved

The following can be used as a news release or bulletin when you are trying to find people to be part of your WIC initiative.

### Help Make our Community More Welcoming Call for Committee Members

Are you passionate about your community? Do you want to be involved in making your municipality more welcoming and inclusive? Then consider becoming a member of our Welcoming and Inclusive Communities committee.

#### Committee Purpose

The purpose of the committee is to develop and implement a 2013-14 action plan that will make our community a more welcoming and inclusive place for all, regardless of race ethnicity, ability, sexual orientation, age, income level or language. Some of the issues we intend to work on include attracting and retaining newcomers to our community and ensuring we have services available to meet their needs, and increasing the representation of diverse groups in community events and local organizations. We hope to create a welcoming and inclusive municipality in which all residents can feel included and fully able to participate in their community.

#### Who are we looking for?

We are looking for you! We would like to make our committee as representative of our community as possible. As a result, we are looking for a variety of committee members including, but not limited to:

- Politicians & community minded individuals
- Employers, business and labour representatives
- Representatives from community service groups
- Representatives from immigrant / settlement agencies and multicultural associations
- Recent immigrants or newcomers to our community
- Members from the Aboriginal community
- Representatives from various faith groups
- Youths & Seniors
- Members from the LGBT community
- Representatives from ability / accessibility associations

Committee members should have an expressed interest in issues around creating welcoming and inclusive communities and some prior experience in racism and discrimination work and / or newcomer attraction and retention is preferable.

Committee membership will be ongoing with meetings to take place on a monthly basis.

#### How do I get involved?

If you are interested in joining our committee or would like more information, please contact **[Contact Name]** by phone at **[Phone Number]** or by email at **[Email Address]**. In your email, please include your name, contact information, and a brief description of any prior experience with welcoming and inclusive initiatives / work.





# Vision & Plan

Clearly articulating your shared vision and public acknowledgement of your community’s commitment to this vision are critical to the success of any WIC initiative.

Developing a shared vision of an inclusive, equitable community is an important first step. If other stakeholders and community members are engaged in the development of this vision, they are more likely to share ownership and seek ways to support it. The vision could:

- Encompass the Coalition of Municipalities Against Racism and Discrimination (CMARD) strategic targets;
- Provide a framework for the development of strategies to build inclusion and equity and reduce racism and discrimination;
- Inform key policy areas within council; and
- Serve as a tool to inspire other community stakeholders to take action.

Each municipality has its own unique vision for the future that guides the creation of policies and strategies. When framing your vision for WIC, keep the principles and values of your community’s vision at the forefront of your planning by aligning your overall WIC initiative with other important documents like municipal sustainability plans (MSPs) or external marketing and communications plans.

## Reach out

A strategy to build inclusion and equity is most successful when it is owned and developed by the local community, the groups in that community and the institutions that serve that community. Community engagement, involvement of stakeholders, and open and visible processes of planning and discussion, are all key ingredients in promoting this ownership. Municipalities cannot deliver on inclusion and equity alone.

**Partnerships, either informal alliances or formally constituted bodies, are key to making progress. These partnerships are most effective when there is a commonly defined vision, which brings together potential institutional and community stakeholders.**

## What are your community’s priorities?

- Celebration of diversity
- Language accessibility
- Supporting local programs
- Education and awareness
- Accessibility
- Increasing social programs
- Promotion of existing programs
- Policy work
- Marketing
- Affordable housing
- Safety
- Promoting health care services
- Economic development
- Supporting an aging population
- Other

“We want Innisfail to be a place where people feel connected and included. We want people to know that they belong.”  
- Town of Innisfail

### **A more welcoming WIC**

Work to promote inclusion and equity and reduce racism and discrimination requires the broad involvement of committed groups of people. For this to happen, the issue needs to be carefully framed in a way that builds inclusion for all stakeholders.

Experienced anti-racism practitioners have learned the hard way that the work can break down over struggles around language, definitions, meanings, and competing agendas.

**Developing and communicating a vision for the future that speaks to a “just society for all”; ensuring a process that bridges difference and builds bonds; and reaching agreement on a common understanding of language and approaches; are essential ingredients to building trust, awareness, new attitudes – and change.**

“I believe celebrating our diversity and becoming a welcoming community will enhance the quality of life for all our residents, and make Brooks a prouder, stronger community.”  
- City of Brooks



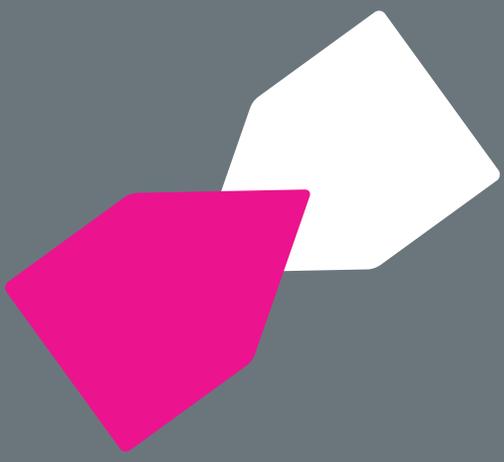


## Linking to Existing Priorities, Initiatives and Networks

WIC can be daunting work and it can be easy to get overwhelmed. It helps if you can understand the big picture and then situate the work accordingly.

Positioning the work within broader municipal agendas such as **Municipal Sustainability, Economic Development, Business Planning, Citizen Engagement, and/or Welcoming and Retaining New Immigrants**, increases efficiency as well as effectiveness.

It is equally important to link with other community-based initiatives designed to increase access, integration, inclusion, participation and equitable outcomes for minority individuals and communities. We all know how the “silo approach” places undue stress on limited resources and people.



### Try this

- Talk to members from complementary initiatives to find out what they are doing, share best practices, and work together to make best use of stretched financial and people resources.
- Review your top level municipal plans for goals and actions that work toward your WIC vision. Find a way to support these goals rather than recreate them in your plan.
- Work with partner organizations to identify their short- and long-term goals as an organization and see where the WIC initiative can help.
- Create a supportive, relationship-based network for like-minded groups, organizations and individuals, emphasizing the shared vision of your WIC initiative.
- Attend annual local RCMP priority planning meetings to get WIC on their agenda.

## 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.**

— *from AUMA WIC Municipal Assessment & Planning Tool*  
[wic.auma.ca](http://wic.auma.ca)



# how to **do it** Get the right information

To help set the right goals, you need to track the information that best reflects the makeup of your community.

## **Analyze demographic indicators**

Take a close look at existing demographic indicators, previous research studies, or projects within your community (see next page for examples) to help set baselines and eventual targets to reach.

## **Consult with target groups and communities**

Speaking directly with members and representatives of the groups and communities you are trying to reach will give you the most valid and unique insight into the current state of your community.

## **Meet with service groups and non-profits**

Find out from those on the ground what the most pressing local issues are in terms of access, equality and service.

## **Diversity audit**

Conduct a diversity audit (internal assessment) of the current level of performance of your municipal organization in responding to diversity and issues of equity, access, inclusion and racism. Some key areas to examine are policies and practices that address or have impact on:

- Equitable representation of racial minority members within the different levels and sectors of the municipal work force, and within decision-making bodies/advisory committees of council;
- Ability of municipal administration to provide services that are accessible and relevant to the total community;
- Ability of council and senior administration to create an organizational climate that is welcoming and respectful of the diversity of its employees and current and future client base;
- Ability of council and senior administration to provide leadership in engaging other institutions, employers, and the broader community in the vision, commitment and action necessary to ensure an inclusive, accessible and equitable society for all municipal citizens.

## **Promote, Inspire, Invite.**

Whichever way you choose to gather information, the process should be developed and used in a way that:

- Promotes planning based on what is working and what needs improvement;
- Inspires people to want to be involved as active participants in the ongoing vision and work of promoting inclusion and equity and reducing racism and discrimination;
- Invites ongoing reflection, dialogue and feedback and tracks performance.

# What kind of data?

The Centre for Research on Immigration, Ethnicity and Citizenship (CRIEC), proposes collecting and tracking the following demographic indicators that can be helpful in establishing baselines and setting diversity related goals.



## Economic Data

Unemployment rate, income levels and poverty rates by ethnic or national origin, to enable interpretation of the position of racialized groups (education level should be used as a control variable). Other possible economic data could include: employment rate of racialized groups, under-employment of such groups, long-term retention of members of such groups by employers.



## Housing Data

Residential segregation, access to ownership, commute times and dependency on public transport, user-friendliness of bus services.



## Public Safety Data

Hate crimes, number of reported racist incidents, number of discrimination complaints, percentage of persons indicted/tried for criminal offences, citizens' feelings of security.



## Education Data

Official language training and competence, educational attainment, participation in higher education, home computer and on-line access, waiting time for English classes and adult education.



## Health Data

Hospitalization and mortality rates, obesity rates, infant mortality and birth weights.



## Participation Data

Representation of racialized groups within the city council and in management of local bodies.

### A word about data

Many communities have cautioned against solely using Statistics Canada data for decision making. For a more accurate reflection of what's happening, especially in terms of immigration, talk to your local settlement agencies and main employers.

# Developing the Plan

Now that you have determined where your municipal organization and community are situated, it is time to develop the plan. You will need to decide on the:

1. **Scope of the plan**
2. **Key areas and strategies for action**
3. **Implementation approaches**
4. **Indicators you will use to determine if you are being successful**

Each of these phases again needs to reflect the key ingredient principles in order to have the best chance for success.

## Creating a WIC that's right for your community

WIC initiatives can be developed at several levels and scaled to meet the need of every municipality. The scope of your plan will depend on your circumstances and will be based on the work you have already done to determine **need, capacity, commitment, and resources. The idea is to work out what the local circumstances are and what level of response or planning is possible in these circumstances.**

Consider some of the following options to guide you:

No council should be discouraged from attempting to do something to improve access, equity and inclusion for all. Ensuring efforts are shaped by the key ingredients for effective inclusion work, will enhance the likelihood of success.

- All-In-Approach:** Incorporating inclusion, equity and anti-racism objectives in everything that your council does
- Incremental Approach:** Building on existing practices by making small changes to policies and practices
- Focused Approach:** Addressing one key area or even specific issue (eg. community awareness, employment equity) at a time in order to maximize resources and not spread your committee too thin
- Integrated Approach:** Incorporating WIC principles into already developed plans and processes (eg. municipal sustainability plan, the local area revitalization plan, the economic development plan, the community development plan)
- Regional Approach:** Coordinating WIC efforts of neighbouring municipal councils with shared visions (eg. rural and urban)
- Coordinator Approach:** Municipal council works in partnership with other relevant institutions and stakeholders to develop initiatives that promote WIC principles
- Mix & Match:** Picking and choosing from the above (or from other successful WIC communities) what you think will work best for your community



# What Can We Do?

There are many ways that municipalities can promote equity and inclusion and reduce racism and discrimination. The best WIC initiatives define key areas for action and the appropriate plans to succeed. Through your visioning process, you have likely already talked about key areas for your municipality to focus on. If not, consider some of the more common areas below that may apply to your situation:

*Organization. Areas pertaining to the municipality as an employer.*

*Government. Areas pertaining to council/elected officials.*

*Community. Areas pertaining to the community as a whole.*

**O G C**

## **Identification of Problem Areas**

Work with the community to identify potential discriminatory policies and practices particularly in the areas of policing, justice and corrections and identify strategies to address these inequities.

**O G C**

## **Leadership**

Involving municipal leadership in mobilizing the broader community to become active participants in a strategy to promote equity and inclusion and reduce racism and discrimination. Sustained leadership involvement and visibility, and advocacy with leaders from other institutional sectors are vital to engaging broader community participation and commitment.

**O G**

## **Policy and Planning Integration**

Policies and practices that ensure all areas of municipal policy, planning and practice are examined for impact in regards to access, equity and inclusion for racial minorities, and that the same lens is used in the development of new municipal policies, plans and programs.

**G C**

## **Strategic Coalitions and Partnerships**

Strategic alliances and partnerships with other institutions to jointly manage initiatives that promote inclusion, access, and equitable outcomes for all community residents, and increased harmony within the community.

**G C**

## **Community Building**

Using funding and other municipal resources to strengthen the capacity and broaden the base of existing groups and initiatives that promote equity and inclusion.

**G C**

## **Public Education, Awareness and Engagement**

Involving the community in developing a racism free community by initiating public education campaigns or events, and creating opportunities for dialogue and interchange across racial, language, ethnic and faith identities.

**G C**

## **Education and Training Programs**

Develop and implement education and training programs with a focus on prevention and intervention for police, crown attorneys, local city officials and media on issues of racism and hate.

**G**

## **Funding and Service Provision**

Creating policies and practices that promote equitable access for racial minority communities to available municipal funding, and the use of municipal funding to support initiatives that promote inclusion and equity and reduce racism and discrimination within the broader community.

**G**

## **Redress Mechanisms & Protocols Against Racism and Discrimination**

Development or strengthening of redress mechanisms to address cases of institutional racism within the community.

**O**

## **Employee Training**

Policies and practices that ensure that municipal employees receive the training and support required to enable them to work effectively within a multi-racial workforce and respond to the needs of a racially diverse public.

**O**

## **Human Resources Practices**

Creating policies and practices that promote the equitable recruitment and retention of members of minority communities into the municipal workforce in order to ensure that the workforce is representative of the diversity of the municipality.

**O**

## **Business Practices and Performance Management**

Developing policies, practices and administrative procedures that support the organization's commitment to access, equity, and inclusion by requiring external business partners and contractors to conform to municipal access, equity and inclusion standards. As well, creating and implementing mechanisms and strategies to measure, evaluate and report on WIC performance.

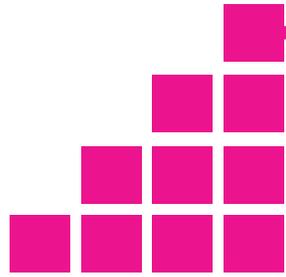


# Making Informed Decisions

The best strategies are the ones that are relevant to your local community. Your council or anti-racism steering committee in consultation with key stakeholders will need to make their own decisions about the best approach to adopt.



- Measuring your progress**  
To know if your actions are making a difference, you need to know the current reality. It is good to analyze existing demographic indicators, and research studies or projects that address issues of inclusion, access, equity, racism and discrimination within your community. Relevant areas might include: **indicators of poverty; barriers that lead to differential outcomes or treatment in the areas of employment, education, housing, neighbourhood planning, access to health, policing, recreational opportunities and other community services** as well as any **data or anecdotal evidence of incidents of racism or discrimination**.
- Know your limits**  
Determine the capacity and readiness of your organization and community to undertake the work involved in promoting WIC principles. This will ensure that your committee only makes decisions it can follow through with.
- Get input**  
To make your decisions representative of the entire community, you must first know what the community wants. Talk with stakeholder groups and other leaders/advocates who are knowledgeable about inclusion, access and equity barriers faced by minority communities. Most importantly, **get input and analysis from your minority communities**.
- Don't reinvent the wheel**  
AUMA's provincial WIC initiative exists so that municipalities can learn from the experiences of others. Talk to other WIC members, contact the AUMA, or use the best practices in this toolkit to make decisions that are right for your community.



# Locating Resources

Like any other priority, municipal initiatives to promote equity and inclusion and reduce racism and discrimination, require adequate resources to successfully implement and sustain the work over the long term. Identifying existing resources is an important step in addressing strengths and gaps, and the resource capacity to undertake the work. It requires putting into place a viable financial plan through commitments in annual budgets and through seeking external funding when needed.

Here are some approaches to start you off:

## Who do you have?

Create a list of local organizations and their capacity to initiate and maintain involvement in your WIC initiative. This list could also identify these organizations' policies and programs that address issues of inclusion, equity, and anti-racism, as well as the resources committed to implement such work.

## Get \$\$\$

Develop an annual budget that reflect council's commitment to WIC by providing adequate human and financial resources to support the initiative. This predictable and consistent funding ensures that the work, at the municipal and community level, is seen as a core part of council's values.

## Get More \$\$\$

Develop projects to seek external funding for initiatives that promote equity and inclusion and reduce racism and discrimination for time-limited, catalyst activities. Such projects can help build understanding and commitment to organizational and community change, while simultaneously providing organizations with time to consider how to support the long-term implementation of such work.

## Where are the gaps?

Identify resource gaps and needs, among the WIC-related organizations. Once created, this assessment will assist in matching skills with need.

## Everybody wins

Develop a protocol for mutually beneficial relationships, between municipal, institutional and community-based organizations engaged in work to promote WIC principles. A starting point could be holding a workshop for community organizations at which representatives from local, provincial, private (foundations), and federal funding programs explain their programs, what resources are available and how to apply.

# how to do it

## Create an action plan

Action items can be generated from your knowledge of the needs, capacities and opportunities that were identified in the recognition and commitment phase, as well as your initial meetings. Your action plan should define what, how, who and when everything will happen. The following is a basic setup for a typical action plan:

### Identified Priorities

1. *It can be challenging to balance how many priorities the committee should take on.*
2. *Focus on the highest rated items first and then as you gain momentum, play to the strengths, size and commitment of the group.*
- 3.
- 4.

### Goal #1.

<i>Your group's first priority.</i>	
Action Item(s)	Success Indicator(s)
<i>A specific action to help reach the goal.</i>	<i>How will you know the action is complete, or how will its success be measured?</i>
—	—
Resources Required	
<i>Capital &amp; Physical Resources</i>	<i>Human Resources</i>
Time line	
<i>Month/year — Action item / milestone</i>	

**+ Repeat and expand as necessary**



SMART goals describe specific and measurable ways you would like a certain part of your community to be. SMART guidelines can help you refine your action items as you develop them. To work, they need to be achievable with your resources, relevant to the community and be time specific (eg. short- vs. long-term). Linked together, your goals will help you realize your plan's overall vision.

**Specific**  
**Measurable**  
**Achievable**  
**Relevant**  
**Timely**

## Sample goals, actions and indicators under **Organization**

<i>Provide diversity staff training and increase services for minority communities</i>	
Action Item(s)	Success Indicator(s)
<i>Translation services</i>	<ul style="list-style-type: none"> <li>• <i>Materials identified for translation</i></li> <li>• <i># of documents translated</i></li> <li>• <i># of languages supported</i></li> <li>• <i>Use of translation services by the community (# of documents requested, etc)</i></li> </ul>

## Sample goals, actions and indicators under **Community**

<i>Increase participation of minority groups in city life</i>	
Action Item(s)	Success Indicator(s)
<i>Offer prizes or distinctions to highlight outstanding contributions</i>	<ul style="list-style-type: none"> <li>• <i>Recognition program established</i></li> <li>• <i># or \$ of prizes/awards</i></li> <li>• <i>% participation by businesses and volunteer community</i></li> <li>• <i>Attendance at ceremony; community participation</i></li> </ul>

## Sample goals, actions and indicators under **Government**

<i>Law enforcement is representative of community makeup</i>	
Action Item(s)	Success Indicator(s)
<i>Adoption of WIC programs and policies</i>	<ul style="list-style-type: none"> <li>• <i>Make up of police force / bylaw services</i></li> <li>• <i># of discrimination complaints</i></li> <li>• <i>Citizen satisfaction #s</i></li> </ul>



# Action & Evaluation



Implementing your plan requires considering how to address road blocks, build in anti-racism education and training, develop mechanisms for open communication and public education, locate resources, and commit to accountability.

## Accountability

Input from minority communities and critical learning from a range of WIC initiatives, highlight accountability as a critical ingredient to successfully promoting inclusion and equity.

Accountability assures that the work is being done and as importantly, demonstrates the successes achieved and what is changing as a result.

Implementation approaches need to build in processes of accountability that:

- Allow for transparent reporting on achievements, lessons learned and next steps, in ways that demonstrate genuine commitment to municipal staff, institutional and community stakeholders, the general public and most importantly members of minority and marginalized communities.
- Share achievements, lessons learned and innovative approaches with other municipalities and levels of government as a way to support institutional and community work to promote equity and inclusion.

## Education & Training

Education and training can play a critical role in the changing of institutional policies and practices and lead to individual changes in attitudes and behaviours. It needs to be an ongoing process, linked with the overall plan, and embedded within other strategic education and training initiatives. Potential approaches are:

- Developing an education and training plan for internal and external individual and organizational stakeholders in your WIC initiative.
- Developing a train-the-trainer program to ensure capacities are nurtured within the broader community to maintain ongoing education and change work. This would ensure local capacity building and the development of education and training work specific to the community's history and experiences.
- Examining ways to value and ensure effective roles for existing community-based WIC resource groups, in the ongoing education and training work of your initiative.

“It takes a very long time. There will be a few steps forward and then many back ... Strong commitment and dedication are needed. Resources of time (not just quick project but multi-year funding) ... is essential to the progress.” – City of Calgary

# how to do it

## Evaluate your WIC

The success of your efforts can be measured through the use and comparison of action and result indicators at the data collection, implementation and impact assessment phases. Ongoing participatory evaluation by key stakeholders supports a cycle of action and reflection that can be used to assess and refine your work to promote equity and inclusion and reduce racism and discrimination.

	Yes	No	Comments
<i>Did the structure work effectively?</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Does it need to be changed in any way to make it work better?</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Were the needs identified in the planning, the real issues that needed to be addressed?</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Was the scope of the plan adequate?</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Were the objectives identified by the plan appropriate given the needs that were identified?</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Were the objectives met?</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Were the key areas the best areas to work?</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Were the strategies developed by the plan relevant to achieving the objectives set by the plan?</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>What was accomplished?</i>	<i>Highlight physical and countable things like number of consultations held, workshops held, training sessions, etc.</i>		
<i>What was the impact?</i>			
<i>What have we learned as a result of the plan?</i>			
<i>What could have been or needs to be done differently?</i>			
<i>What else needs to be done?</i>			

# On communicating and working with the public

It is important for municipalities involved in work to promote inclusion to ensure that internal and external audiences are educated about the issues involved. This requires processes of ongoing communication, (both within your organization and within the broader community), that are designed to broaden the base of support. **Care should be taken to ensure that communication mechanisms and processes operate both ways and bridge language barriers.**

- Be regular**  
Implement an adequately resourced function for regular communications with the public through avenues such as the Internet, media releases, and accessible public meetings. Consider issuing progress reports to your stakeholders on a yearly basis.
- Do it in public**  
Conduct information sessions for the public on the strategies being used to promote equity and inclusion and reduce racism and discrimination. This will provide opportunities for public input into the anti-racism initiative. It will also assist in identifying community leaders and issues requiring attention.
- Reach out (to everyone)**  
Conduct outreach into specific communities such as youth to ensure they are informed about your work, and ways in which they can either get more information or become involved.
- Go big**  
Establish a regularly convened public forum, (e.g., annually), to announce change initiatives that promote equity and inclusion and reduce racism and discrimination; as well as to be accountable for the implementation of such initiatives.



## Frequently asked questions about the Canadian Coalition of Municipalities Against Racism and Discrimination

### What is it?

The Canadian Coalition of Municipalities Against Racism and Discrimination (CMARD) helps broaden and strengthen our ability to protect and promote human rights through coordination and shared responsibility among local governments, civil society organizations and other democratic institutions.

### How much does it cost?

While there is no membership cost to joining CMARD, fulfilling the ten commitments (see below) will likely involve some cost (human resource, financial, or otherwise).

### Should our municipality join CMARD?

AUMA encourages every municipality to look at the commitments and if they make sense for your community.

### What is the benefit?

Becoming part of the Coalition, provides a **national network of shared knowledge and experience** and **gives evidence that your municipality is serious about building inclusion and equity and combating racism and discrimination.**

### What is involved?

Being part of CMARD involves signing a declaration binds your municipality to ten commitments:

#### The municipality as a guardian of the public interest

-  **Commitment 1:** Increase vigilance against systemic and individual racism and discrimination
-  **Commitment 2:** Monitor racism and discrimination in the community more broadly as well as municipal actions taken to address racism and discrimination
-  **Commitment 3:** Inform and support individuals who experience racism and discrimination
-  **Commitment 4:** Support policing services in their efforts to be exemplary institutions in the fight against racism and discrimination

#### The municipality as an organization in the fulfillment of human rights

-  **Commitment 5:** Provide equal opportunities as an employer, service provider and contractor
-  **Commitment 6:** Support measures to promote equity in the labour market
-  **Commitment 7:** Support measures to challenge racism and discrimination and promote diversity and equal opportunity in housing

#### The municipality as a community sharing responsibility for respecting and promoting human rights and diversity

-  **Commitment 8:** Involve citizens by giving them a voice in anti-racism initiatives and decision making
-  **Commitment 9:** Support measures to challenge racism and discrimination and promote diversity and equal opportunity in the education sector and in other forms of learning
-  **Commitment 10:** Promote respect, understanding and appreciation of cultural diversity and the inclusion of Aboriginal and racialized communities into the cultural fabric of the municipality

# CMARD how to do it



## Contact the Canadian Commission for UNESCO

e: [info@unesco.ca](mailto:info@unesco.ca)  
p: 1-866-669-4346



Send a letter from the mayor to the Canadian Commission expressing your interest in joining



## Present and pass this resolution:

*Given that:*

The Canadian Commission for UNESCO (United Nations Educational, Scientific and Cultural Organization) is calling on municipalities to join a Canadian Coalition of Municipalities Against Racism and Discrimination and be part of UNESCO's international coalition launched in 2004; and the Federation of Canadian Municipalities endorses the Call for a Canadian Coalition of Municipalities Against Racism and Discrimination and encourages its members to join; and

*Whereas:*

Municipal governments in Canada, along with other levels of government, have responsibilities under Canada's Charter of Rights and Freedoms as well as federal, provincial and territorial human rights codes, and therefore have an important role to play in combating racism and discrimination and fostering equality and respect for all citizens;

*Be it resolved that:*

The Municipality of **[Name]** agrees to join the Coalition of Canadian Municipalities Against Racism and Discrimination and, in joining the Coalition, endorses the Common Commitments and agrees to develop or adapt its own unique Plan of Action accordingly. These Common Commitments and the Municipality's unique Plan of Action will be an integral part of the Municipality's vision, strategies and policies.

In developing or adapting and implementing its own unique Plan of Action toward progressive realization of the Common Commitments, the Municipality will cooperate with other organizations and jurisdictions, including other levels of government, Aboriginal peoples, public and private sector institutions, and civil society organizations, all of whom have responsibilities in the area of human rights.

The Municipality will set its priorities, actions and time lines and allocate resources according to its unique circumstances, and within its means and jurisdiction. The Municipality will exchange its expertise and share best practices with other municipalities involved in the Coalition and will report publicly on an annual basis on actions undertaken toward the realization of these Common Commitments.



## Develop a Plan of Action

For more information, visit:  
[unesco.ca/en/home-accueil/ccmard-ccmcrd](http://unesco.ca/en/home-accueil/ccmard-ccmcrd)

# What have you learned?

Words of wisdom from Alberta's WIC municipalities.

Get newcomers involved, utilize their experience and energy to make their new community home.

This is challenging, but rewarding work that takes a significant amount of time to do well. **The change process is just as important as the outcome.**

**Often a phone call or simple reminder to a community WIC representative can be enough to motivate and rejuvenate action.**

Summer students and internships can provide smaller municipalities with the short-term resources necessary to create action plans and other tangible outcomes.

**Youth Councils can be an excellent way to promote events such as Pink Shirt Day and other inclusion initiatives.**

Diversity and inclusion within a municipality are difficult concepts to measure and can take years to be observed. Stakeholders must take the long-view and not be discouraged by the lack of short-term activity or outcomes.

Strong support can come from community organizations outside of the municipal government, including public libraries, FCSS, ESL classes, other community groups.

Conferences and other large gatherings are a good way to measure progress, develop and refine a larger vision, find new partners and create more momentum (eg. Come Together Alberta).

**Breaking down social/cultural barriers and educating people are just as important as building/creating welcoming and accessible infrastructure/physical spaces.**

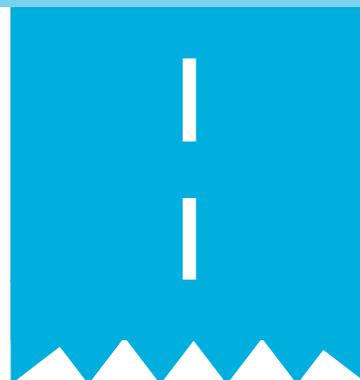
**Not all people appreciate a strong, aggressive welcome.** Many of residents and newcomers are very happy just settling in on their own, while others really expect services, programs and initiatives to be brought to them.



# Four more things to try

<b>1</b> Community Protocols	Develop community and institutional protocols to deal with incidents of discrimination and to provide support to victims. <b>See also CMARD Commitments.</b>
<b>2</b> Annual Report Card	Establish an annual report card on racism and hate crimes within the community. In addition, the report card could identify what has worked in addressing hate crimes in the community and what may need to be done in the future to address this matter.
<b>3</b> Community Liaison	Create mechanisms within the community for council and leaders from other institutions to engage in dialogue with minority communities.
<b>4</b> Safe Harbour	A local Safe Harbour program provides opportunities for businesses, institutions, agencies, and municipalities to create respectful, welcoming workplaces and communities. For more information, visit <a href="http://www.safeharbour.ca">www.safeharbour.ca</a> .

## Dealing with roadblocks



Discrimination can be a difficult and sensitive issue, and many individuals seek to avoid dealing with it directly. Work in this area can be challenging, highly charged and emotional.

Not everyone responds to issues of discrimination in the same way, and all too often defensiveness, resistance, denial and backlash are characteristic responses to this important work.

Recognizing this ahead of time and developing strategies to address it are key to success. Applying the key principles in this toolkit, sharing ideas and experiences with fellow WIC municipalities, and most importantly, communicating with your committee and community will play a huge role in reducing potential resistance.





# Celebration

Inclusion work is multi-layered and complex. It is about:

- **Developing and using processes that create a shared awareness and knowledge of each others' needs and realities**
- **Building relationships and trust among different stakeholders**
- **Taking the time to reflect on actions and the journey ahead**
- **Supporting capacity building at both the organizational and community level**

Finding ways to break the work down into smaller steps that allow the above to flourish, and celebrating the successes along the way, plays a huge role in good WIC practice.

## Three things to try

<b>Events</b>	<p>Events are an excellent way to partner with agencies and community groups. One-off events do not require extensive commitment from groups with stretched resources, and can be a 'test case' for longer-term partnerships. They can also offer concrete wins so that people can see their successes and be more inclined to work together again.</p> <p>An easy way to ease into events is by recognizing or joining in existing cultural celebrations.</p>
<b>Awards &amp; Recognition</b>	<p>Recognizing the work and courage of those who have relocated to your community or those who have helped others immigrate is important. Providing awards and recognition for organizations or individuals or initiatives that are contributing to building a racism free community.</p>
<b>Come Together Alberta</b>	<p>AUMA's WIC Network has materials, templates and guidelines available to promote the idea of welcoming and inclusive communities. Materials such as a pledge board and a festival guide can help your municipality celebrate WIC accomplishments and educate the public at the same time (<a href="http://wic.auma.ca">wic.auma.ca</a>).</p>

# how to do it

## Come Together Alberta

The Welcoming and Inclusive Communities Campaign Kit was developed in 2011 as brand and visual identity to ensure that all visitors, residents and stakeholders immediately recognize the roll of WIC in your community.

The kit is designed to help municipalities create high quality and attractive promotional materials to spread the word about WIC-related initiatives.

- 1** Visit [wic.auma.ca](http://wic.auma.ca)
- 2** Click on “Welcoming & Inclusive Communities Campaign Kit”.
- 3** Download and review the Campaign Guidelines document.
- 4** Download one of the advertisements or posters.
- 5** Fill in your information. Print the poster. Distribute and put up the posters.

### Questions?

The Welcoming & Inclusive Communities Initiative can be reached at:

Alberta Urban Municipalities Association  
Alberta Municipal Place  
300, 8616 - 51 Ave Edmonton, AB T6E 6E6  
Email: [wic@auma.ca](mailto:wic@auma.ca)  
Phone: 780-433-4431



# Appendix



## Real Life Examples of WIC in Alberta

### City of Brooks

The demographics in Brooks have changed considerably in the past decade. A significant portion of the population is comprised of newcomers and temporary foreign workers. The municipality has undertaken a number of progressive initiatives such as hiring an inclusion coordinator, developing a WIC action plan and implementing an awards program. The City of Brooks' Protective Services Department has created a fire safety orientation program in a variety of different languages. The city itself has created photo books to help with patrons with whom there may be a language barrier.

[www.brooks.ca](http://www.brooks.ca)

### City of Grand Prairie

The City of Grand Prairie is working to ensure that there is access to quality English as Second Language (ESL) opportunities for newcomers. They are also creating a welcoming package for newcomers.

[www.cityofgp.com](http://www.cityofgp.com)

### Town of Innisfail

The Town of Innisfail believes that relationship building is very important. They ask newcomers what they need and then help to meet the need. The municipality has support for families moving in (furniture, clothing, etc.). They also offer courses in ESL, preparation for winter, buying a car, and getting a driver's license.

[www.innisfail.ca](http://www.innisfail.ca)

### Lakeland Region

The Lakeland Region includes the municipalities of Lac La Biche, Cold Lake, and Bonnyville. Independent Welcoming Communities Committees have been established in each of the municipalities; looking towards the development of a regional approach to tackling issues. In particular, Cold Lake has completed a community social needs assessment and has developed a quick reference resource poster to tell people where they can access services.

[www.coldlake.com](http://www.coldlake.com)

### City of Lethbridge

As a city experiencing substantial growth and change, Lethbridge has been quick to embrace and implement the concepts of diversity and inclusion. Based on the signing of the Declaration of Municipalities Against Racism and Discrimination and the Resolution of City Council, the Lethbridge's CMARD Team was appointed in 2007. Since this time, the community has hosted a number of diversity events, developing the **Lethbridge Urban Aboriginal Community Plan** as well as the **Building Bridges: A Welcoming and Inclusive Lethbridge Community Action Plan**.

[www.lethbridge.ca](http://www.lethbridge.ca)

### City of St. Albert

The City of St. Albert has included Cree on their French and English street signs and the historical St. Albert Trail. In addition, the mayor and council are currently working to get more women in politics.

[www.stalbert.ca](http://www.stalbert.ca)

### Regional Municipality of Wood Buffalo

The Regional Municipality of Wood Buffalo has invested significant resources in training their staff to be more welcoming and inclusive. They have both Level 1 and 2 Cultural Awareness that has a strong focus on Aboriginal culture and one of their local Aboriginal leaders teaches the courses. The municipality also offers an all day workshop on diversity training.

[www.woodbuffalo.ab.ca](http://www.woodbuffalo.ab.ca)



## Useful Diversity Planning Websites

There is an ever-growing number of sites that offer templates, examples, and other resources online. In this list, we have focused on portal websites that will help connect you with even more online and organizational supports.



### **AUMA Welcoming & Inclusive Communities**

[wic.auma.ca](http://wic.auma.ca)



### **Coalition of Municipalities against Racism and Discrimination**

[www.unesco.ca](http://www.unesco.ca)

### **Ability**

[www.auma.ca/ability](http://www.auma.ca/ability)



### **Council of Canadians with Disabilities**

[www.ccdonline.ca](http://www.ccdonline.ca)



### **Alberta Association for Community Living**

[www.aacl.org](http://www.aacl.org)



### **Alberta Committee of Citizens with Disabilities**

[www.accd.net](http://www.accd.net)

### **Aboriginal**

[www.auma.ca/aboriginal](http://www.auma.ca/aboriginal)



### **Alberta Aboriginal Relations Resources**

[www.aboriginal.alberta.ca/818.cfm](http://www.aboriginal.alberta.ca/818.cfm)



### **Alberta Native Friendship Centres Association**

[www.anfca.com](http://www.anfca.com)



### **Métis Nation of Alberta**

[www.albertametis.com](http://www.albertametis.com)

### **Lesbian, Gay, Bisexual and Transgendered (LGBT)**

[www.auma.ca/lgbt](http://www.auma.ca/lgbt)



### **Alberta Civil Liberties Research Centre**

[www.aclrc.com](http://www.aclrc.com)



### **Bully Free Alberta**

[www.bullyfreealberta.ca](http://www.bullyfreealberta.ca)



### **Welcoming Communities Initiative**

[welcomingcommunities.ca](http://welcomingcommunities.ca)

### **Newcomers**

[www.auma.ca/newcomers](http://www.auma.ca/newcomers)



### **AUMA Planning Together Toolkit**

[wic.auma.ca/newcomers](http://wic.auma.ca/newcomers)



### **Integration-Net**

[integration-net.ca](http://integration-net.ca)



### **Government of Alberta Immigration Web Portal**

[albertacanada.com](http://albertacanada.com)



# Sample Terms of Reference

## >>Committee name

Hello Townville

## >>Purpose / background

To develop and implement a Hello Townville 2013-14 action plan that will make Townville a more welcoming and inclusive community for all, regardless of race ethnicity, ability, sexual orientation, age, income level, language, etc. With this terms of reference and the establishment of Hello Townville, we hope to create a welcoming and inclusive municipality in which all residents can feel included and fully able to participate in their community.

Hello Townville envisions a community that welcomes diversity and recognizes that such diversity adds to the social and economic vibrancy of our municipality. Our committee is guided by teamwork, committed membership, respect and appreciation for the ideas and expertise brought by each of our members.

## >>Objectives

- Decrease the number of incidents of hate crimes in the community.
- Make the municipal workforce more accessible to, and welcoming of, diverse populations.
- Attract more newcomers to the community and develop tangible strategies to retain them.
- Improve the integration of newcomers in the community by increasing the number of affordable services provided to new immigrants.

The specific steps we will take to reach these objectives will be detailed in our Hello Townville 2013-14 action plan.

## >>Membership / composition

- |  |  |
|--|--|
| ■ Townville Councillor                         | ■ Townville College  |
| ■ Townville Chamber of Commerce                | ■ Townville Police Service                                 |
| ■ Townville and area FCSS                      | ■ Community faith groups                                   |
| ■ Townville Public Library                     | ■ Youth groups   |
| ■ K-12 school board representative             | ■ Seniors groups   |
| ■ Townville Chief Administrative Officer (CAO) | ■ Townville and area Regional Immigrant Employment Council |
| ■ Ability / accessibility representatives      | ■ Members from the LGBT community                          |
| ■ Affordable housing associations              | ■ Immigrant community group                                |

The composition of any sub- / ad hoc committees may differ depending on the purpose for which they are formed.



## >> Term of membership

Ongoing membership by all individuals, agencies and organizations listed above unless members agree to dissolve the committee or the committee lacks the human or capital resources to continue its work.

Each agency / organization commits to always having a representative on the committee. If sub- / ad hoc committees are created, their term of membership may differ depending on the purpose for which they are formed.

## >> Membership duties

Members are expected to:

- Attend monthly meetings and send an alternate if unable to attend to ensure that the work of the committee continues to move forward.
- Provide expertise and input into monthly meetings.
- Report back to respective agency / organization on meeting outcomes and progress in order to promote committee work.
- Assist in the drafting of funding proposals and an action plan to help achieve the committee's objectives, and actively participate in the completion of action items as outlined in the action plan.
- Assist with the recruitment of new members through actively promoting the committee's activities.
- If a member is no longer able to be a part of the committee, he / she is responsible for advising the other members well in advance so that a replacement can be found, if need be.

## >> Structure

Hello Townville will be structured as follows:

Roles	Responsibilities
<b>Committee Chair</b>	<i>Keep order, call meetings, represent committee in front of Council, report directly to Council on behalf of committee, act as tiebreaker in case of dispute.</i>
<b>Committee Media Spokesperson</b>	<i>Speak to media about committee's work, write monthly update for municipal newsletter, update website and Facebook/Twitter accounts.</i>
<b>Committee as a Whole</b>	<i>Decide on objectives and major action items, make all final decisions, approve action plan, engage stakeholders, explore grant funding opportunities, promote committee.</i>
<b>Administrative Committee (comprised of Townville staff)</b>	<i>Track finances, draft meeting agendas, book meeting rooms and equipment, take minutes and distribute to all members, send meeting reminders, complete other administrative tasks as required.</i>



## >>Decision-making

A simple majority decision-making process will be used for the work of the committee as long as all members are present. If a member is absent when a decision is to be made, he / she will be consulted prior to a final decision being made.

A decision that impacts the work of the entire committee will be decided by a simple majority. A decision that impacts the work of any sub- / ad hoc committees that may be created will be decided by a simple majority of the members of that committee.

All meetings will be chaired by the Committee Chair. The Committee Chair will be appointed by members of the committee.

All decisions made by the committee will be final and directly implemented unless approval from Council or a funder is required, in which case the Committee Chair will represent the committee.

## >>Frequency

Meetings will be regularly scheduled on the third Tuesday of each month from 9:00am – 11:00am (exact locations to be determined and likely to alternate). Meetings will be suspended over the summer months (July/August) unless members feel it is necessary and / or beneficial to continue having meetings at this time. Meeting reminders will be sent by the Administrative Committee.

## >>Resources

Work will be completed using the following resources:

- Hosting municipality: the hosting municipality of Townville has pledged to provide \$10,000 for the committee to use to accomplish its objectives.
- Grant applications: potential grant opportunities will be explored, and funding proposals completed, by committee members. These members will also be responsible for following up with, and providing any required reports to, funders.
- In-kind support from committee members: meeting spaces, equipment and volunteers to assist with projects and / or events.

Resource requirements will be further detailed in the action plan.

The committee budget and overall finances will be tracked by the Administrative Committee.

## >>Evaluation

The committee will undergo an annual review in June of each year to determine if objectives have been achieved and to highlight any areas for improvement. This terms of reference will also be reviewed at the same time to ensure that it is still relevant and will be updated as needed.



## >> Data Collection

In order to establish baseline data, committee members will analyze any previous anti-discrimination and diversity work completed by the municipality or community-based organizations, as well as census data and data from Statistics Canada to obtain information on:

- Unemployment rate of racialized groups
- Residential segregation
- Income levels and poverty rates by ethnic or national origin
- Hate crimes
- Waiting time for English classes and adult education
- Representation of diverse groups within municipal council and in management of local bodies
- Number of discrimination complaints
- Citizens' feelings of security
- Participation in higher education
- Number of reports of racist incidents
- Dependency on public transport

## >> Implementation

The committee will collect and analyze information and data on an ongoing basis to determine whether the strategies, approaches and implementation mechanisms are on the right track. This will be accomplished by:

- conducting confidential interviews with diverse communities to obtain a first-hand account of their needs;
- creating focus groups by bringing together respondents from homogenous groups to respond to a set of broad questions around the committee's objectives;
- hosting community forums to identify and discuss issues important to community members;
- establishing diverse community advisory groups to identify issues of importance in the municipality; and
- continuing to collect and analyze statistical data.



## >> Impact Assessment

The committee will compare the baseline data to the success indicators as listed in the table below to determine whether the respective objective has been reached.

Objective	Success Indicators
<p><b>Decrease the number of incidents of hate crimes in the community.</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Number of hate crimes in the community</li> <li><input type="checkbox"/> Number of diverse citizens reporting feelings of security in the community</li> </ul>
<p><b>Make the municipal workforce more accessible to, and welcoming of, diverse populations.</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Percent of diverse groups in the municipal workforce.</li> <li><input type="checkbox"/> Percent of diverse groups in management positions.</li> <li><input type="checkbox"/> Percent of diverse groups in municipal Council and its committees.</li> <li><input type="checkbox"/> Percent of diverse groups in community-based organizations.</li> </ul>
<p><b>Attract more newcomers to the community and develop tangible strategies to retain them.</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Number of new immigrants in the community.</li> <li><input type="checkbox"/> Dedicated diversity and inclusion position created within municipal organization.</li> <li><input type="checkbox"/> Feeling of belonging in diverse groups as measured by surveys.</li> <li><input type="checkbox"/> Number of inclusive celebrations hosted.</li> </ul>
<p><b>Improve the integration of newcomers in the community by increasing the number of affordable services provided to new immigrants.</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Waiting time for English classes and adult education classes.</li> <li><input type="checkbox"/> Number of ESL classes offered in the community.</li> <li><input type="checkbox"/> Cost of ESL classes.</li> <li><input type="checkbox"/> Number of immigrant serving agencies operational in the community.</li> <li><input type="checkbox"/> Diversity of services provided by local immigrant serving agencies</li> </ul>



## >> Impact Assessment Cont'd

In addition, the committee will evaluate its work based on a set of evaluation questions as indicated in the table below.

Objective	Success Indicators
<b>Structure</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Did the structure chosen by the committee manage its mandate effectively?</li> <li><input type="checkbox"/> Did it achieve what it set out to achieve?</li> <li><input type="checkbox"/> Does it need to be changed in any way to make it work better?</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Were the objectives identified in this terms of reference adequate in addressing the issues faced by diverse members of the community?</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Were the action items identified by the action plan relevant to achieving the objectives of the committee?</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> What tangible things were done by your committee? Ex. number of consultations and / or workshops held, training sessions, etc.</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> What things were achieved by the committee?</li> <li><input type="checkbox"/> Were the objectives of the committee met? If not, why?</li> </ul>
<b>Learnings</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> What can be learned from the committee's work?</li> <li><input type="checkbox"/> What needs to be done differently?</li> <li><input type="checkbox"/> What else needs to be done?</li> </ul>

## >> Reporting

Results will be shared with council and the public on an annual basis in September of each year. Council will receive a written report presented by the committee chair. The report will then be made available on the municipal website. An overview of results will also be shared with the local newspaper via our committee media spokesperson. We hope to hold a celebratory event around this time to promote more inclusive celebrations in our community.

**Terms last revised February 15, 2014**

