The Alberta Urban Municipalities Association

MEASURING INCLUSION TOOL





Welcoming & Inclusive Communities
Together we shine











Measuring Inclusion Tool (2017)
Developed by Zenev and Associates Diversity & Inclusion Consultants in partnership with the Alberta Urban Municipalities Association (2014)

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The Welcoming & Inclusive Communities Initiative
Alberta Urban Municipalities Association
Alberta Municipal Place
300, 8616 - 51 Ave Edmonton, AB T6E 6E6

Email: wic@auma.ca
Phone: 780-433-4431

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Introducing the New Measuring Inclusion Tool

The Alberta Urban Municipalities Association (AUMA) is proud to release the new Measuring Inclusion Tool (MIT) — developed to help municipalities become more welcoming and inclusive places.

Our goal with this tool is to give municipalities a way to measure the level of inclusiveness of the municipality and the community. By using the tool on a periodic basis, you will be able to measure whether your actions are actually making an impact. Beyond this, MIT is designed to help you plan where you might go next, and how you can get there. It is designed to help you understand the change process that communities often go through to become more welcoming and inclusive. In addition to measurement, MIT can serve as a discussion and educational tool. By reading the tool's real-life indicators, staff and stakeholders can begin to understand what inclusion looks like.

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.

Remember, shifting community norms is a long-term process, and you might encounter setbacks and resistance. Do not give up. The AUMA has a number of other resources to help you, along with many members who have gone through similar challenges. If you are using the **Welcoming and Inclusive Communities (WIC) Toolkit**, for example, this evaluation will fit in Step 3.2: Gathering Information – Research, Consultation and Evaluation. MIT also dovetails well with **Planning Together: Guide to Municipal Immigration Action Planning in Alberta**. You can access these and other tools at **wic.auma.ca**.

It is our hope that MIT can help take your municipality closer to your goal of a more diverse and inclusive community that is both socially and economically vibrant. Please contact us at **wic@auma.ca** if you have any questions about the new MIT or if you get stuck during any part of the process. Once you are finished your evaluation, we would love to hear from you to know how it went and how the process can continue to be improved.

AUMA, 2017

How MIT was developed

MIT was built by combining the best tools and research that exist with the current needs of Alberta municipalities. 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 translates into action.

To test our approach, we conducted a needs assessment with nine Alberta municipalities who already do some kind of work around inclusion and diversity. Using a short benchmarking tool as an example, we asked questions such as:

+ What kind of instructions would you need to assess your inclusion work?
+ Who would be the person most likely to complete an evaluation?
+ How much time would you dedicate to it?

From there we developed a draft tool, which was then reviewed by staff from four municipalities to ensure its quality. The first official draft of the tool was released in 2014 and has now been updated based on ongoing member feedback.

Terms

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 web page, Training for Change's Glossary, and Wikipedia.com (www.uccs.edu/diversity/core-principles-and-definitions.html)

Aboriginal
Aboriginal refers collectively to First Nations, Inuit and Métis. It refers to the descendants of the original inhabitants of the land. The term is widely used in Canada; however, the alternative term of 'Indigenous' is gaining popularity, particularly in academic and government settings.

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.

Diversity
Diversity is any dimension that can be used to differentiate groups and people from one another. Celebrating diversity means understanding that each individual is unique and recognizing and relating to those qualities and conditions that are different from our own to understand how each person contributes to the good of the community.

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

Inclusion
Inclusion is the act of creating environments in which any individual or group can feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming community embraces human differences, sees them as strengths, and offers respect in both words and actions for all people.

Indigenous Peoples
This term refers collectively to First Nations, Inuit and Métis people. The word recognizes the fact that Indigenous peoples are the original inhabitants of Canada. The term is similar to Aboriginal peoples. There are other words that Indigenous peoples may use to describe themselves and therefore, it is a good practice to ask how people wish to be named.

Layers of Identity
The social characteristics that a person may be identified by. Each characteristic is not mutually exclusive and as such, can be viewed as layers of characteristics that make up each person's identity. A person may be discriminated against by one or many of their layers. For example, a female that is aboriginal who works in a low-paying job.

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

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 marginalized.

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). A person may be marginalized based on gender, skin colour, income level, education, age, sexual orientation, religion, race, ethnicity, immigration status, language, occupation, heritage or other factors.

Racialization
Using social markers (e.g. skin colour, cultural habits, dress, language, 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.

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 specific population is marginalized.

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.

For more terminology on diversity and inclusion, download AUMA's WIC Glossary of Terms at **wic.auma.ca**

Before you begin

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. Make sure they are also familiar with the tool's List of Terms and the Layers of Identity.

2. **Determine who else needs to be involved in the process.**
   Assemble a team of municipal and/or community people to either consult with, or to do the evaluation together. Doing the evaluation collaboratively can not only draw in a breadth of knowledge, it can help strengthen local networks of people interested in diversity work, and connect your work to what is 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.

For example, you could consider:

Within the Municipality

- A team of staff appointed 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.

Within the 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.

3. **Set aside time (and if needed financial resources) to complete the evaluation.**
   The amount of time needed to complete the evaluation will be dependent on your approach. An individual working by themselves can complete the in-depth evaluation within an hour. If you opt to complete the evaluation through group discussions, then you will likely need to set aside a number of hours or days depending on the approach and the number of stakeholders involved. 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 incur costs to bring together a group of community or municipal stakeholders to provide input.

A few ideas for involving different people

If you have decided to involve a broader group of stakeholders in the assessment process, you will need to decide who to invite and how to engage them.

- 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
- Conduct 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's in the MIT?

Areas of Focus

This tool is sectioned into 15 Areas of Focus:

Municipal Areas of Focus

1. Leadership & Accountability
2. Commitment of Resources
3. Planning, Implementation & Measurement
4. Human Resource Polices & Practices
5. Employee Engagement & Education
6. Procurement
7. Municipal Social Services
8. Economic Development
9. Infrastructure & Land Use
10. Citizen & Community Engagement
11. Other Municipal Services

Community Areas of Focus

12. Capacity of Community Organizations
13. Non-Municipal Social Services
14. Public Attitudes & Awareness
15. Responses to Incidents of Discrimination

The 11 Municipal Areas reflect how municipal functions are organized, and the four Community Areas describe social elements that are often the target of inclusion work.

Levels of Inclusion

The tool is based on the concept that a municipality/community will generally fall into one of five levels of inclusion. The lowest level, Invisible, implies that the principles of inclusion are nonexistent within the community. The highest level to strive for is a Culture of Inclusion, which describes a community that is completely welcoming and inclusive. The level of inclusion will likely be different for each area of focus, which allows you to determine the areas in which you are strong or weak.

Indicators

The indicators describe situations or characteristics that typically happen at each **Level of Inclusion**, within each **Area of Focus**. They are phrased to be the kind of statements that could be used to describe your community most of the time.

Strategies to Improve

For most **Areas of Focus** there are **Strategies to Improve.** These are a compilation of strategies 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. The toolkit includes a few strategies for each level, but locally made solutions are often the most effective.

Fast-Track Evaluation Tool

In some instances, you may want a quick assessment of how welcoming and inclusive your municipality or community are. In the Appendix, there is a Fast-Track Evaluation Tool. It is based on the same Levels of Inclusion but does not offer the same value as the in-depth evaluation, which guides you through hundreds of real-life Indicators that highlight the various ways that a municipality can be inclusive.

Levels of Inclusion

Invisible (I)

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 to rectify the situation. 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'.

We do not recognize that there is a problem.

Awareness (A)

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.

We know there is a problem, we are taking tentative steps, but we are not sure how to proceed.

Intentional Inclusion (II)

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.

We have acknowledged the importance of diversity and are taking formal steps to promote inclusion.

Strategic Inclusion (SI)

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.

We are committed to eliminating all forms of discrimination through systematic change.

Culture of Inclusion (CI)

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.

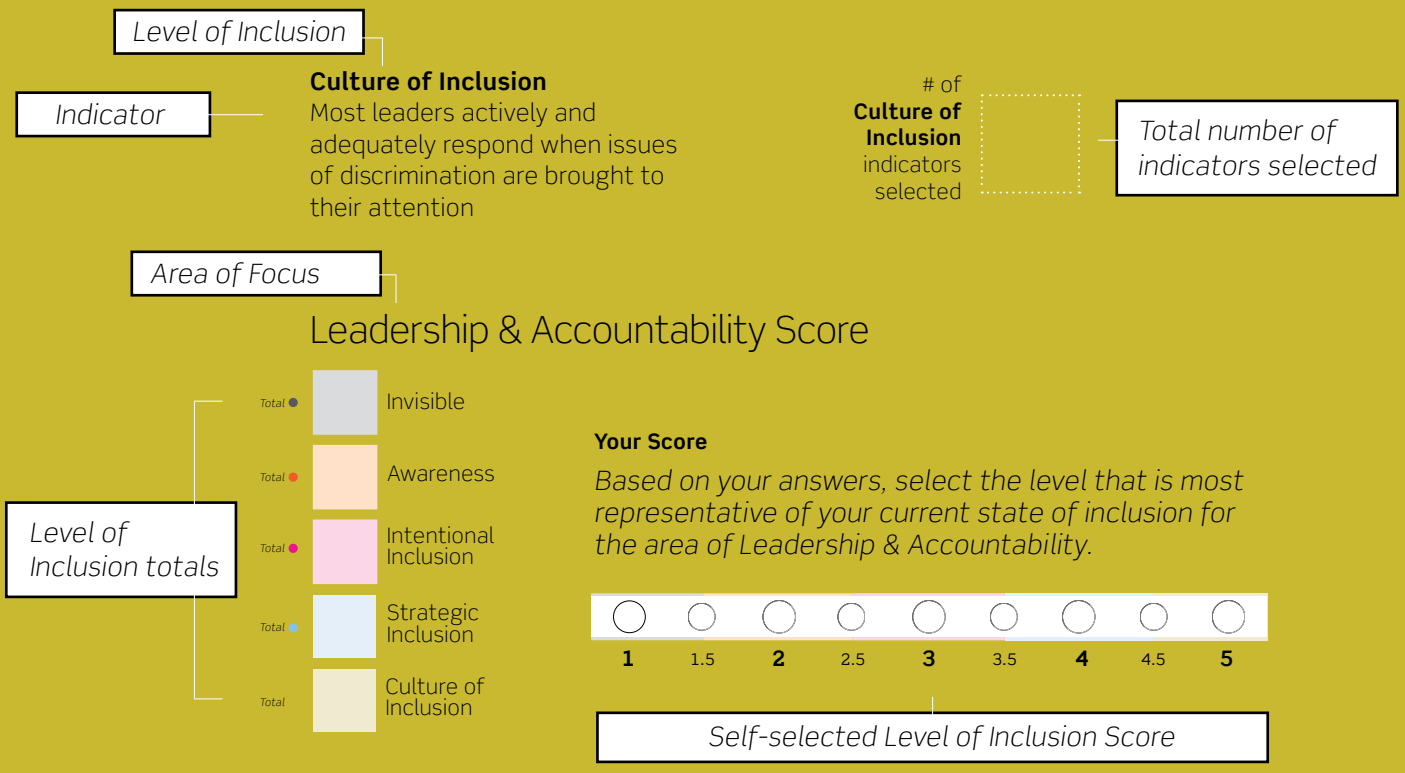
Inclusion is normal and part of our culture.

How to do it

The evaluation can be completed by an individual in as little as one hour, but will take longer depending on your approach to obtain input from multiple persons. Some municipalities have had their leaders complete the evaluation independently and then consolidated the results. Other municipalities have completed the evaluation using consensus during a group meeting and others have went into the community to get input. Tailor your approach based on your available time, resources and overall goal.

1. Decide which of the **Areas of Focus** that you would like to evaluate. The Tool is flexible in that you can evaluate one area of focus or all 15 areas.
2. Each Area of Focus lists five indicators for each **Level of Inclusion**. Read each indicator and, if it reflects your community's situation, click or mark the dot to the left.
3. Add up the number of indicators selected for each Level of Inclusion and write it into the box in the left-hand margin.
4. At the end of each **Area of Focus**, reflect on your answers and select the Level of Inclusion that is most representative of your municipality/community. If you have selected an equal number of indicators for more than one level, you may want to choose a half-score (e.g. 2.5) that is between those levels.
5. After completing an **Area of Focus**, you may refer to the **Strategies to Improve** on the following page to gain ideas on how to move closer to a Culture of Inclusion.
6. For more guidance on how to use the Measuring Inclusion Tool, check out AUMA's YouTube channel for an instructional video (**bit.ly/AUMA_YouTube**).

For example



Municipal Areas of Focus

Municipal Area of Focus

Leadership & Accountability

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

of **Invisible** indicators selected: 0

Invisible

- ◯ Most leaders are not aware of the importance of diversity
- ◯ Most leaders are uninformed or defensive when issues of discrimination are brought to their attention
- ◯ Most leaders see a focus on inclusion as pulling resources away from the municipality's core strategic priorities
- ◯ Most leaders use stereotypes or discriminatory language
- ◯ Most leaders are not familiar with employment equity regulations

of **Awareness** indicators selected: 0

Awareness

- ◯ Most leaders make occasional statements supporting the importance of diversity, or mention inclusion informally to staff or the public
- ◯ Most leaders require instructions and/or scripts to discuss diversity and inclusion
- ◯ Most 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

of **Intentional Inclusion** indicators selected: 0

Intentional Inclusion

- ◯ Most leaders include the importance of diversity in major communications and link it to the organization's mission
- ◯ Most leaders willingly make speeches and statements about inclusion, but these are usually limited to diversity-specific functions, projects or events
- ◯ Most leaders initiate conversations about increasing inclusion in the municipality and community and take responsibility for action
- ◯ Most leaders support the development of an inclusion strategy
- ◯ There is an awareness that a diverse senior leadership team is important

Leadership & Accountability Continued

Strategic Inclusion

- ○ Most leaders can articulate the municipality's inclusion strategy, including how inclusion enables the achievement of core strategic priorities
- ○ Most leaders make internal and external speeches or statements about inclusion to a variety of groups
- ○ Most leaders intentionally appoint a diverse management team
- ○ 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

of **Strategic Inclusion** indicators selected: 0

Culture of Inclusion

- ○ Most leaders actively and adequately respond when issues of discrimination are brought to their attention
- ○ Most leaders publicly initiate and support diversity-related initiatives, even if they are perceived by the public to be controversial
- ○ 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
- ○ 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

of **Culture of Inclusion** indicators selected: 0

Leadership & Accountability Score

Total 0	Invisible
Total 0	Awareness
Total 0	Intentional Inclusion
Total 0	Strategic Inclusion
Total 0	Culture of Inclusion

Your Score

Based on your answers, select the level that is most representative of your current state of inclusion for the area of Leadership & Accountability.



Looking to improve your score?
Try implementing some of the strategies on the following page.



Strategies to Improve

Leadership & Accountability

The following ideas can help your community to become more inclusive in terms of leadership and accountability. For more detail and other suggestions, consider the documents referenced within the Endnotes.

Invisible to Awareness

+ 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.[1]
+ Include responsibility for inclusion at the management level.

Awareness to Intentional Inclusion

+ 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.[2]
+ 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.
+ Add a section to all council Request for Decision documents that evaluates the impact of the potential decision through a diversity lens.

Intentional Inclusion to Strategic Inclusion

+ Sign on to the declaration of Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD) 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.[3]
+ 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.[4]
+ Develop programs to encourage the election of underrepresented candidates to municipal office.[5][6][7]

Strategic Inclusion to a Culture of Inclusion

+ Integrate inclusion and equity objectives into specific municipal plans and initiatives such as Municipal Sustainability, Economic Development and Community Development, and other organizational documents.
+ Support other municipalities by sharing innovative approaches, lessons learned and expertise. Participate in municipal networks that are working towards similar goals.

Looking for more ideas, resources and examples? Check out wic.auma.ca

Municipal Area of Focus

Commitment of Resources

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

of **Invisible** indicators selected: 0

of **Awareness** indicators selected: 0

of **Intentional Inclusion** indicators selected: 0

Invisible

- ○ The municipality has not committed to building inclusion (formally or informally)
- ○ No financial or human resources have been set aside for inclusion
- ○ Inclusion is seen as a lower priority than other 'more tangible' municipal business
- ○ No staff member is formally responsibility for addressing diversity, discrimination or inclusion issues
- ○ Inclusion-related activities in the workplace or community are expected to be done during personal time, not during work

Awareness

- ○ Inclusion work is seen as valuable but there is limited financial or human resources available
- ○ Inclusion-related activities are inconsistent because they are done 'off the side of someone's desk' and are not sufficiently resourced
- ○ 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
- ○ Inclusion initiatives only proceed if the municipality secures external grant funding for the initiative

Intentional Inclusion

- ○ Inclusion work has been added as a regular budget line item
- ○ There is a designated staff person or people responsible for inclusion work, and their activities are sufficiently resourced
- ○ 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 set aside to create an inclusion and diversity committee made up of staff and/or community members — with influence over decision-making
- ○ Grant applications, interagency or inter-municipal collaborations for funding have been successfully created for multi-year/multi-term initiatives

Commitment of Resources Continued

Strategic Inclusion

- ○ There are adequate resources in place to ensure that inclusion strategies are fully implemented across of all areas of municipal business
- ○ Inclusion work is integrated throughout the municipal organization (not siloed in Social Services or Human Resources)
- ○ The budget for inclusion-related activities is responsive to the 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 inclusion committee accurately represents the diversity, interests and concerns of staff and/or community members

of **Strategic Inclusion** indicators selected: 0

Culture of Inclusion

- ○ The organizational chart contains a staff position with responsibility for inclusion work - or - these 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 potential needs, issues and opportunities
- ○ A culture of collaboration (with all levels of government, agencies, and other municipalities) ensures ongoing resource availability and efficiency

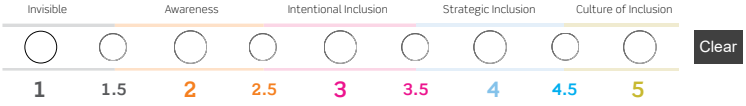
of **Culture of Inclusion** indicators selected: 0

Commitment of Resources Score

Total 0	Invisible
Total 0	Awareness
Total 0	Intentional Inclusion
Total 0	Strategic Inclusion
Total 0	Culture of Inclusion

Your Score

Based on your answers, select the level that is most representative of your current state of inclusion for the area of Commitment of Resources.



Looking to improve your score?
Try implementing some of the strategies on the following page.



Strategies to Improve

Commitment of Resources

The following ideas can help your community to become more inclusive in terms of how it allocates its resources. For more detail and other suggestions, consider the documents referenced within the Endnotes.

Invisible to Awareness

+ 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.[8]

Awareness to Intentional Inclusion

+ 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.[9][10][11]

+ Collaborate with other municipalities and community organizations to share resources (e.g. via regional economic development alliances, provincial Family and Community Support Services networks). [12][13]

Intentional to Strategic Inclusion

+ Track funding available from provincial and federal governments for inclusion related work. [14]

+ 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.

Strategic to a Culture of Inclusion

+ 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.

Looking for more ideas, resources and examples? Check out wic.auma.ca

Municipal Area of Focus

Planning, Implementation & Measurement

A shared vision of an inclusive, equitable community provides a framework for planning, policy, and action. Measurement and evaluation feed back into future decisions.

of **Invisible** indicators selected: 0

Invisible

- ◯ Most staff and elected officials do not see the link between inclusion and the basic mandate of the municipality
- ◯ Inclusion does not appear in planning documents (e.g. Municipal Sustainability Plan, town strategic or business plans)
- ◯ There are no metrics related to diversity being collected
- ◯ There is no evaluation system for programs and services that work with diverse residents
- ◯ There is no effort to understand how other municipalities are approaching issues of inclusion

of **Awareness** indicators selected: 0

Awareness

- ◯ Although it recognizes inclusion as important, the municipality does not see the benefit to inclusion related policies and programs
- ◯ Diversity elements are retrofitted into planning documents
- ◯ Diversity issues and services are left for marginalized groups to address
- ◯ Despite front-line needs, there are no mechanisms in place to keep track of access to services by cultural groups or to evaluate the appropriateness of existing services
- ◯ Occasional qualitative feedback on inclusion is gathered but there is little follow-up

of **Intentional Inclusion** indicators selected: 0

Intentional Inclusion

- ◯ A vision for an inclusive community has been articulated
- ◯ The municipality has a written plan for inclusion with objectives, strategies, and a time line
- ◯ Promising practices from other municipalities and organizations are used to inform planning
- ◯ The municipality is developing inclusion goals based on input from internal and external stakeholders
- ◯ Procedures are in place to measure inclusion related progress

Planning, Implementation & Measurement Continued

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
- ○ 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
- ○ Successes around diversity work are regularly shared internally and externally

of **Strategic Inclusion** indicators selected: 0

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 honours 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

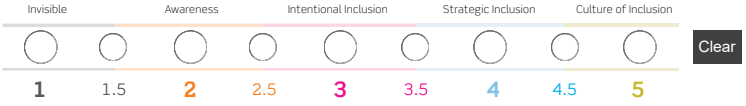
of **Culture of Inclusion** indicators selected: 0

Planning, Implementation & Measurement Score

Total 0	Invisible
Total 0	Awareness
Total 0	Intentional Inclusion
Total 0	Strategic Inclusion
Total 0	Culture of Inclusion

Your Score

Based on your answers, select the level that is most representative of your current state of inclusion for the area of Planning, Implementation & Measurement.



Looking to improve your score?
Try implementing some of the strategies on the following page.



Strategies to Improve

Planning, Implementation & Measurement

The following ideas can help your community to become more inclusive in terms of how it plans, implements and measures. For more detail and other suggestions, consider the documents referenced within the Endnotes.

Invisible to Awareness

+ 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.[15]

+ 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.[16 17 18 19]

Awareness to Intentional Inclusion

+ 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.[20]

+ 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.[21 22]

Intentional to Strategic Inclusion

+ Create a municipal policy framework to provide overall direction for inclusion related initiatives.[23 24]

+ Create an action plan for inclusion initiatives within the municipality based on the vision. Include goals, actions, time lines and success indicators. Obtain senior leadership and council buy-in and support for the plan.[25 26]

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

Strategic to a Culture of Inclusion

+ 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.[27 28 29 30]

+ 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.

Looking for more ideas, resources and examples? Check out wic.auma.ca

Municipal Area of Focus

Human Resource Policies & 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.

Invisible

- ◯ Staff from marginalized groups are often concentrated in particular departments; especially those that are low-paid and low-status (e.g. maintenance, data processing)
- ◯ Employee diversity is left to chance — there is no special effort to recruit, hire, promote or retain staff from marginalized groups
- ◯ Employees are expected to adapt to a 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

of **Invisible** indicators selected: 0

Awareness

- ◯ Applicants from marginalized groups are more likely to be received for temporary, part-time or contract positions
- ◯ Job postings state that the municipality is an equal opportunity employer, but in reality this 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, not all departments buy-in to its importance

of **Awareness** indicators selected: 0

Intentional Inclusion

- ◯ 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 from staff
- ◯ Attempts are made to accommodate religious practices and to schedule around religious and cultural holidays even if they are not mainstream holidays

of **Intentional Inclusion** indicators selected: 0

Human Resource Polices & Practices Continued

Strategic Inclusion

of **Strategic Inclusion** indicators selected

0

- ○ 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
- ○ Accessibility and accommodation for employees with disabilities is implemented and fully supported
- ○ Staff access to training and development is equitable

Culture of Inclusion

of **Culture of Inclusion** indicators selected

0

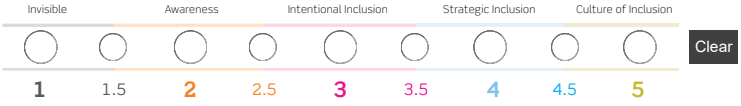
- ○ The organization's HR processes have resulted in equitable recruitment, retention, and advancement and a feeling of inclusion
- ○ The organization's reputation for diversity efforts makes it an employer of choice
- ○ There is a broad diversity of staff at all levels of position and pay
- ○ Programs 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

Human Resource Polices & Practices Score

Total	0	Invisible
Total	0	Awareness
Total	0	Intentional Inclusion
Total	0	Strategic Inclusion
Total	0	Culture of Inclusion

Your Score

Based on your answers, select the level that is most representative of your current state of inclusion for the area of Human Resource Polices & Practices.



Looking to improve your score?
Try implementing some of the strategies on the following page.

Strategies to Improve

Human Resource Policies & Practices

The following ideas can help your community to become more inclusive in terms of its human resource policies and practices. For more detail and other suggestions, consider the documents referenced within the Endnotes.

Invisible to Awareness

+ Conduct internal reviews of human resource policies to ensure compliance with human rights and other equity related legislation.[31]
+ 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.[32]
+ 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.

Awareness to Intentional Inclusion

+ 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.[33]
+ 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.[34]
+ Create a process and allocate adequate personnel with expertise on inclusion and equity to respond to complaints of exclusion and discrimination.[35]

Intentional to Strategic Inclusion

+ 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, Indigenous 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.

Strategic to a Culture of Inclusion

+ Use an inclusion lens to ensure that new HR policies and practices are inclusive and do not pose any new barriers.[36]
+ Integrate diversity and inclusion measurements into all job competencies and adjust performance appraisals to include a review of these competencies.[37]
+ 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.

Looking for more ideas, resources and examples? Check out wic.auma.ca

Municipal Area of Focus

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.

Invisible

- ○ There is no diversity and inclusion training available for staff
- ○ Generally, staff do not understand the value of advancing inclusion within the 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
- ○ There is no formal process/framework to bring forward concerns on discrimination

of **Invisible** indicators selected: 0

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 only to prevent legal action and negative 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'
- ○ Staff sometimes receive notices about community inclusion-related initiatives

of **Awareness** indicators selected: 0

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 on a wide range of dimensions of diversity, not just 'culture'
- ○ There still may be some staff resistance to attending inclusion training
- ○ Staff discuss diversity and discrimination openly at work, even though some are still uncomfortable with such topics

of **Intentional Inclusion** indicators selected: 0

Employee Engagement & Education Continued

Strategic Inclusion

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

of **Strategic Inclusion** indicators selected: 0

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 staff and leadership on inclusion education
- ○ Staff are able to detect and challenge bias in their own and others' written and oral communications
- ○ 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
- ○ Staff are regularly consulted on opportunities to improve issues of inclusion in the community

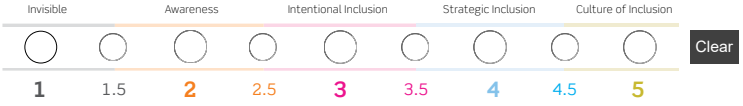
of **Culture of Inclusion** indicators selected: 0

Employee Engagement & Education Score

Total 0	Invisible
Total 0	Awareness
Total 0	Intentional Inclusion
Total 0	Strategic Inclusion
Total 0	Culture of Inclusion

Your Score

Based on your answers, select the level that is most representative of your current state of inclusion for the area of Employee Engagement & Education.



Looking to improve your score?
Try implementing some of the strategies on the following page.

Strategies to Improve

Employee Engagement & Education

The following ideas can help your community to become more inclusive in terms of its employee engagement and education practices. For more detail and other suggestions, consider the documents referenced within the Endnotes.

Invisible to Awareness

+ Conduct a workplace engagement survey to determine the overall climate of the workplace, and to identify barriers to inclusion.[38]
+ Conduct a review of current internal educational programs on diversity, inclusion and equity.
+ 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, and events.

Awareness to Intentional Inclusion

+ Regularly communicate information on inclusion related initiatives to all municipal employees.
+ 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 to dispel myths and stereotypes and to 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.

Intentional to Strategic Inclusion

+ 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.[39]
+ 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.

Strategic to a Culture of Inclusion

+ 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.

Looking for more ideas, resources and examples? Check out wic.auma.ca

Municipal Area of Focus

Procurement*

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

of **Invisible** indicators selected: 0

Invisible

- ◯ Diversity is not considered as a criteria when selecting suppliers for 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
- ◯ Underrepresented suppliers are often turned down because the municipality worries they will be less experienced or efficient
- ◯ Current suppliers do not see a need to promote inclusion internally, or there are reported incidents of discrimination in their companies

of **Awareness** indicators selected: 0

Awareness

- ◯ 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 that are usually based on informal relationships and networks
- ◯ The municipality is exploring inclusion initiatives but procurement operations is not yet part of that scope
- ◯ 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 this could be seen as preferential treatment or 'reverse discrimination'

of **Intentional Inclusion** indicators selected: 0

Intentional Inclusion

- ◯ The municipality has allocated financial and human resources to implement a long-term supplier diversity strategy
- ◯ 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 emerging potential suppliers with diverse ownership, management and staff, and have well regarded internal inclusion practices

** — When using an inclusion lens to procure goods and services, a municipality must ensure it abides by all non-discrimination obligations under any applicable trade agreements such as the Agreement on Internal Trade or the New West Partnership Trade Agreement. For procurement that does not meet the threshold of provincial or federal trade agreements, a municipality must follow its internal procurement policies and procedures, which in some cases can be designed to support local businesses based on targeted inclusionary factors. For example, the Government of Canada created the Procurement Strategy for Aboriginal Business to help Aboriginal firms do business with the federal government.*

Procurement Continued

Strategic Inclusion

- ○ 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 procure goods & services are educated about diversity and can articulate how personal bias may affect their decisions and supplier relations
- ○ Regular input from suppliers informs the development of a more inclusive procurement process
- ○ The municipality offers advice to local suppliers to develop their own practices of inclusion

of **Strategic Inclusion** indicators selected: 0

Culture of Inclusion

- ○ 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

of **Culture of Inclusion** indicators selected: 0

Procurement Score

Total ● 0	Invisible
Total ● 0	Awareness
Total ● 0	Intentional Inclusion
Total ● 0	Strategic Inclusion
Total ● 0	Culture of Inclusion

Your Score

Based on your answers, select the level that is most representative of your current state of inclusion for the area of Procurement.



Looking to improve your score?
Try implementing some of the strategies on the following page.

Strategies to Improve

Procurement

The following ideas can help your community to become more inclusive in terms of its procurement practices. For more detail and other suggestions, consider the documents referenced within the Endnotes.

Invisible to Awareness

+ Create a strong case for supplier diversity that includes both economic and social benefits to the community.[40]
+ Communicate the municipality's commitment to supplier diversity on the municipal website and on forums where requests for proposals (RFPs) are posted.[41]
+ 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.

Awareness to Intentional Inclusion

+ 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.[42]
+ Become a member of networks that promote supplier diversity to gain access to expertise and support.[42]
+ Offer information sessions for vendors on how to access contracts with the municipality.

Intentional to Strategic Inclusion

+ 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.[44]
+ Create strategic partnerships with your Chamber of Commerce, business networks and other organizations to assist in reaching out to diverse suppliers.

Strategic to a Culture of Inclusion

+ 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.

Looking for more ideas, resources and examples? Check out wic.auma.ca

Municipal Area of Focus

Municipal Social Services

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

of **Invisible** indicators selected: 0

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
- ◯ Staff are unskilled or impatient working with complex or multi-barriered clients
- ◯ There is no consideration to collect data on the demographics of service users
- ◯ Programs and services are designed for and by heterosexual, economically stable, Judeo-Christian, white, English-speaking, able-bodied, adult residents

of **Awareness** indicators selected: 0

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 designed for mainstream service users but staff are aware that these documents do not work for everyone and try to make case-by-case adjustments
- ◯ Staff are aware of the value of collecting demographic data of their users but there is no collection process in place
- ◯ Cultural programming focuses on celebrating multiculturalism by showcasing diversity in food, dress and dance

of **Intentional Inclusion** indicators selected: 0

Intentional Inclusion

- ◯ The municipality has interpreters but users may have to return on a different day or time to meet them
- ◯ Key print forms and materials are available in more than one language
- ◯ Staff 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 programs make an effort to reflect the complex histories and life experiences of the diversity of residents

Municipal Social Services Continued

Strategic Inclusion

- ◯ There is always someone on call who can translate if required
- ◯ Staff are willing and able to adapt services when required (e.g. meals, childcare, transportation, faith practices)
- ◯ Key print forms and materials are available in multiple languages, large print, Braille, etc. so they can be easily understood by all populations
- ◯ 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

of **Strategic Inclusion** indicators selected: 0

Culture of Inclusion

- ◯ Staff take responsibility for advancing diversity and supporting marginalized clients by adjusting services as needed
- ◯ Providing access to services in a number of different languages (including American Sign Language) is standard practice
- ◯ Key forms and materials are available in both print and online in multiple languages, large print, Braille, etc. to support all populations
- ◯ Staff use a comprehensive approach to collect and analyze demographic data of their users
- ◯ Cultural and recreational programming reflects the identity, values, practices and history of all residents

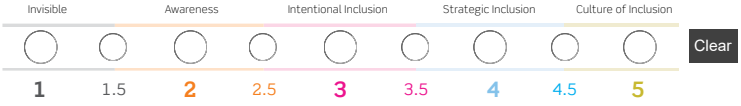
of **Culture of Inclusion** indicators selected: 0

Municipal Social Services Score

Total 0	Invisible
Total 0	Awareness
Total 0	Intentional Inclusion
Total 0	Strategic Inclusion
Total 0	Culture of Inclusion

Your Score

Based on your answers, select the level that is most representative of your current state of inclusion for the area of Municipal Social Services.



Looking to improve your score?
Try implementing some of the strategies on the following page.

Strategies to Improve

Municipal Social Services

The following ideas can help your community to become more inclusive in terms of its municipal social services. For more detail and other suggestions, consider the documents referenced within the Endnotes.

Invisible to Awareness

+ Review key documents to make sure they use clear, simple language free of jargon.[45]
+ 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.

Awareness to Intentional Inclusion

+ 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.[46]
+ Develop a reference resource poster to tell people where to obtain municipal services.[47]

Intentional to Strategic Inclusion

+ Ensure that the municipal website can be translated into the main languages spoken in your communities, and is accessible to people with disabilities.[48]
+ 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.

Strategic to a Culture of Inclusion

+ Create a New Arrival Information Centre to create a 'one-stop shop' for essential information on services within the community.[49]
+ Invest in programs designed and delivered by immigrant and refugee communities to address settlement and integration needs of newcomers.[50]
+ Ensure that recreation services are inclusive and accessible in a variety of ways. [51]

Looking for more ideas, resources and examples? Check out wic.auma.ca

Municipal Area of Focus

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 well-being of populations that have long been underrepresented in the sector.

of **Invisible** indicators selected: 0

Invisible

- ◯ Municipal economic development plans and local organizations (e.g. Chambers of Commerce, Rotary Clubs) do not include or engage people from marginalized communities or agencies that represent them
- ◯ Community, business and opinion leaders do not see the need to attract newcomers
- ◯ 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 businesses primarily as a source of affordable labour

of **Awareness** indicators selected: 0

Awareness

- ◯ Economic thought leaders (e.g. elected officials, business leaders, etc) include references to marginalized communities in some public addresses and documents
- ◯ Economic leaders are aware of the diversity of their workforce and the community
- ◯ Economic development documents and promotional material highlight 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 its social and financial impacts

of **Intentional Inclusion** indicators selected: 0

Intentional Inclusion

- ◯ Marginalized communities are involved in creating economic development plans
- ◯ Training is available for marginalized communities around economic/community development and business opportunities
- ◯ 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
- ◯ The municipality has a relationship with Indigenous communities or business organizations to promote economic success

** — This area of focus can be completed either by the municipality or community, depending on who is responsible for economic development activities.*

Economic Development Continued

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

of **Strategic Inclusion** indicators selected: 0

Culture of Inclusion

- ◯ Economic development strategies support the vibrancy and resiliency of all residents and build on the diversity of local resources
- ◯ The labour market in the community is equitable and offers opportunities that are accessible to everyone
- ◯ The community is known as a welcoming destination for people and/or investors
- ◯ Community, business and opinion leaders from marginalized communities have a wide network
- ◯ Income and unemployment rates of marginalized populations are on par with the rest of the community

of **Culture of Inclusion** indicators selected: 0

Economic Development Score

Total 0	Invisible
Total 0	Awareness
Total 0	Intentional Inclusion
Total 0	Strategic Inclusion
Total 0	Culture of Inclusion

Your Score

Based on your answers, select the level that is most representative of your current state of inclusion for the area of Economic Development.

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

◯ ◯ ◯ ◯ ◯ ◯ ◯ ◯ ◯ Clear

1 1.5 2 2.5 3 3.5 4 4.5 5

Looking to improve your score?
Try implementing some of the strategies on the following page.

Strategies to Improve

Economic Development

The following ideas can help your community to become more inclusive in terms of its economic development practices. For more detail and other suggestions, consider the documents referenced within the Endnotes.

Invisible to Awareness

+ 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.

Awareness to Intentional Inclusion

+ 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.

Intentional to Strategic Inclusion

+ 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.[52]

Strategic to a Culture of Inclusion

+ 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. [53]
+ 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.[54]
+ Create municipal policies to support a living wage.[55]

Looking for more ideas, resources and examples? Check out wic.auma.ca

Municipal Area of Focus

Infrastructure & Land Use

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

of **Invisible** indicators selected: 0

Invisible

- ◯ People of similar cultures or income levels tend to live in specific areas of the municipality
- ◯ There are few public spaces (inside or outside) where residents can congregate
- ◯ Residents with disabilities are unable to access public spaces and may face social isolation
- ◯ Legal claim to nearby lands by Indigenous communities is seen as an obstacle to municipal expansion and/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, Indigenous or racialized neighbourhoods

of **Awareness** indicators selected: 0

Awareness

- ◯ 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 may be difficult to get to, lack accessible facilities or do not offer free and/or culturally sensitive programming
- ◯ Some tolerance is exercised in municipal facilities when passers-by enter (e.g. to 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

of **Intentional Inclusion** indicators selected: 0

Intentional Inclusion

- ◯ Wherever possible, building policies are in place to ensure the accessibility of parks and public spaces is beyond legal code requirements
- ◯ Inclusive design and zoning principles have been integrated into planning and parks and open-air public spaces are designed to be physically accessible
- ◯ 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 neighbourhoods and tracts of land, particularly that of marginalized communities, is respected in land use planning

Infrastructure & Land Use Continued

Strategic Inclusion

- ○ 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
- ○ Indigenous values of land 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)
- ○ Youth, seniors, people with low incomes and people with disabilities have options when choosing a safe and creative public place to spend time in

of **Strategic Inclusion** indicators selected: 0

Culture of Inclusion

- ○ Land use planning is in the best interests of all residents and happens in coordination with local and nearby Indigenous communities, as well as a range of community groups
- ○ Residential and commercial neighbourhoods are racially and economically mixed
- ○ Public spaces encourage interactions between diverse residents
- ○ Residents notice when facilities and infrastructure are not fully physically accessible
- ○ The municipality is seen as a local and regional leader in inclusive facility and land use planning

of **Culture of Inclusion** indicators selected: 0

Infrastructure & Land Use Score

Total ● 0	Invisible
Total ● 0	Awareness
Total ● 0	Intentional Inclusion
Total ● 0	Strategic Inclusion
Total ● 0	Culture of Inclusion

Your Score

Based on your answers, select the level that is most representative of your current state of inclusion for the area of Infrastructure & Land Use.



Looking to improve your score?
Try implementing some of the strategies on the following page.

Strategies to Improve

Infrastructure & Land Use

The following ideas can help your community to become more inclusive in terms of its infrastructure projects and land use practices. For more detail and other suggestions, consider the documents referenced within the Endnotes.

Invisible to Awareness

+ Review the locations of public infrastructure projects. Compare them with locations of low-income, Indigenous, 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.[54]
+ Review demographic shifts within neighbourhoods to better understand trends in diversity.
+ Perform an accessibility review of municipal facilities.[55]

Awareness to Intentional Inclusion

+ 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.[56]
+ 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.

Intentional to Strategic Inclusion

+ Involve marginalized communities/ neighbourhoods and social service organizations in conducting their own community infrastructure/assets reviews.[57]
+ 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 Indigenous communities on land-use policy, planning and development processes.[58]
+ Develop a plan for making facilities more accessible for employees with mobility restrictions, based on the findings of the accessibility review.

Strategic to a Culture of Inclusion

+ 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).

Looking for more ideas, resources and examples? Check out wic.auma.ca

Municipal Area of Focus

Citizen & Community Engagement

Inclusive processes promote engagement in municipal decision-making and 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.

of **Invisible** indicators selected: 0

Invisible

- ◯ The same group of people attend town halls, take surveys or write 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 terminology

of **Awareness** indicators selected: 0

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)
- ◯ Resources are not available to go beyond traditional consultation methods
- ◯ While there is some consideration that the audience for municipal communications is diverse, there is 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 leaves inclusion work to community organizations or other levels of government

of **Intentional Inclusion** indicators selected: 0

Intentional Inclusion

- ◯ Elected officials see it as necessary to consult a diverse range of residents
- ◯ Policy has been established to increase engagement with 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 planning
- ◯ Municipal communications and marketing plans take diversity into consideration

Citizen & Community Engagement Continued

Strategic Inclusion

- ○ Consultation processes include the perspectives of residents who have been excluded in the past
- ○ There is a commitment to the goal of broad consultation, although people may be frustrated by the amount of time the process takes
- ○ Consultation processes regularly use multiple methods
- ○ The municipality uses its formal relationships with community groups to gather input
- ○ Residents can identify that the municipality values diversity and can identify these type of initiatives

of **Strategic Inclusion** indicators selected: 0

Culture of Inclusion

- ○ People participating in consultation fully reflect the demographics of the community
- ○ Residents regularly bring up challenging issues and leaders 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

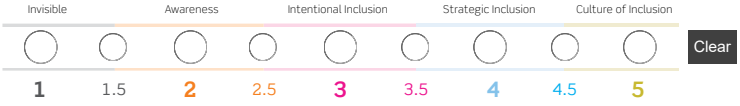
of **Culture of Inclusion** indicators selected: 0

Citizen & Community Engagement Score

Total 0	Invisible
Total 0	Awareness
Total 0	Intentional Inclusion
Total 0	Strategic Inclusion
Total 0	Culture of Inclusion

Your Score

Based on your answers, select the level that is most representative of your current state of inclusion for the area of Citizen & Community Engagement.



Looking to improve your score?
Try implementing some of the strategies on the following page.

Strategies to Improve

Citizen & Community Engagement

The following ideas can help your community to become more inclusive in terms of its engagement practices. For more detail and other suggestions, consider the documents referenced within the Endnotes.

Invisible to Awareness

+ Create mechanisms for regular communication with the public via the Internet, media releases, and accessible public meetings.
+ Research good practices in effective community engagement.[59] [60]
+ 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. [61] [62]

Awareness to Intentional Inclusion

+ Organize town halls to offer residents an opportunity to discuss and be heard on issues of discrimination in the municipality.[63]
+ 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.[64]
+ Organize focus groups in communities that are under-represented in public involvement (people living in poverty, Indigenous, 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.

Intentional to Strategic 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.[65]

Strategic to a Culture of Inclusion

+ Create mechanisms such as advisory councils for various groups (youth, Indigenous, newcomers) to give these groups a voice in the creation of municipal policies and programs. [66] [67]
+ Hold annual forums to bring together municipal staff, stakeholders, community organizations and citizens interested in creating a welcoming and inclusive community.[68]
+ Review the demographics of governance structures (agencies, boards and commissions, etc.) to ensure there is representation from diverse groups and communities.[69]

Looking for more ideas, resources and examples? Check out wic.auma.ca

Municipal Area of Focus

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).

Invisible

- ◯ There is no discussion about affordable housing
- ◯ People with disabilities or low incomes, seniors, youth, Indigenous 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 face social isolation and an inability to easily access services
- ◯ Emergency and protective services staff are unskilled in dealing with residents who are poor, Indigenous, racialized, LGBTQ, or have disabilities.
- ◯ Emergency and protective services staff respond more slowly to calls from, or are discriminatory when dealing with certain residents

of **Invisible** indicators selected: 0

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 crime in Indigenous 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, Indigenous 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

of **Awareness** indicators selected: 0

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

of **Intentional Inclusion** indicators selected: 0

Other Municipal Services Continued

Strategic Inclusion

- [ ] Municipal strategies support the development of housing at a wide range of price points, family sizes, and configurations
- [ ] Transit information is in a format and language that is clear and easily understood by all populations (including youth, seniors, people with developmental disabilities, and people with low literacy)
- [ ] Emergency and protective services regularly provide interpretation in the languages spoken in 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

of **Strategic Inclusion** indicators selected: 0

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

of **Culture of Inclusion** indicators selected: 0

Other Municipal Services Score

Total 0	Invisible
Total 0	Awareness
Total 0	Intentional Inclusion
Total 0	Strategic Inclusion
Total 0	Culture of Inclusion

Your Score

Based on your answers, select the level that is most representative of your current state of inclusion for the area of Other Municipal Services.



Community Areas of Focus

Community Area 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 partnerships between institutions and organizations jointly initiate and support action.

of **Invisible** indicators selected: 0

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

of **Awareness** indicators selected: 0

Awareness

- ◯ Although it recognizes inclusion as important, the community does not see much benefit to policies and programs that address it concretely
- ◯ 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
- ◯ Occasional qualitative feedback regarding inclusion is gathered but there is little follow-up
- ◯ Organizations are aware of inclusion service providers, but no active partnerships are in place

of **Intentional Inclusion** indicators selected: 0

Intentional Inclusion

- ◯ A link is made between each organization's role in inclusion work and its benefit to the whole community
- ◯ The municipality has a written plan for inclusion that relies on partnerships with key community organizations
- ◯ Promising practices from other municipalities and organizations are used to inform planning
- ◯ One or more organization 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

Capacity of Community Organizations Continued

Strategic Inclusion

- ○ The potential impact on marginalized community members and staff are considered during strategic discussions around decisions, programs and policy
- ○ Staff members responsible for inclusion collaborate regularly with other organizations
- ○ All organizations 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
- ○ Successes around diversity work are regularly shared internally and externally

of **Strategic Inclusion** indicators selected: 0

Culture of Inclusion

- ○ The community sees its reaching diversity and inclusion goals as contributing to overall success and quality of life
- ○ Inclusion is a key element of all community activity; all planning honours 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 desire for 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

of **Culture of Inclusion** indicators selected: 0

Capacity of Community Organizations Score

Total	0	Invisible
Total	0	Awareness
Total	0	Intentional Inclusion
Total	0	Strategic Inclusion
Total	0	Culture of Inclusion

Your Score

Based on your answers, select the level that is most representative of your current state of inclusion for the area of Capacity of Community Organizations.



Looking to improve your score?
Try implementing some of the strategies on the following page.

Strategies to Improve

Capacity of Community Organizations

The following ideas can help your community to become more inclusive in terms of the capacity of the community organizations. For more detail and other suggestions, consider the documents referenced within the Endnotes.

Invisible to Awareness

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

Awareness to Intentional Inclusion

+ 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]

Intentional to Strategic Inclusion

+ 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.

Strategic to a Culture of Inclusion

+ 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.

Looking for more ideas, resources and examples? Check out wic.auma.ca

Community Area of Focus

Non-Municipal Social Services

The community provides high quality social and community services that address the needs of diverse communities and individuals. This area of focus applies to social services that are operated by community organizations, not the municipal government, and may include recreation, libraries, culture, social services, etc. Answers to this section should be made based on one's perspective of 'most' social service organizations in the community.

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
- ◯ Organizations are unskilled or impatient working with complex or multi-barriered clients
- ◯ There is no consideration to collect data on the demographics of service users
- ◯ Programs and services are intentionally or unintentionally designed for and by heterosexual, economically stable, Judeo-Christian, white, English-speaking, able-bodied, adult residents

of **Invisible** indicators selected: 0

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 these do not work for everyone and try to make necessary adjustments
- ◯ Service locations have some physical accessibility, but key spaces like bathrooms or offices are not fully navigable by wheelchair or walker
- ◯ Cultural programming celebrates multiculturalism by showcasing diversity in food, dress and dance

of **Awareness** indicators selected: 0

Intentional Inclusion

- ◯ Interpreters are available but need to be scheduled in advance
- ◯ Most organizations offer key print forms and materials in more than one language
- ◯ Service providers regularly collect user demographic data to evaluate and improve
- ◯ Service providers are skilled and professional when working with marginalized clients, even if they are personally uncomfortable
- ◯ Cultural programs make an effort to reflect the complex histories and life experiences of the diversity of residents

of **Intentional Inclusion** indicators selected: 0

Non-Municipal Social Services Continued

Strategic Inclusion

- ○ There is always someone on call who can translate if required
- ○ Service provider staff are willing and able to adapt services to respond to issues and needs (e.g. meals, childcare, transportation, faith practices)
- ○ Most organizations offer key print forms and materials in multiple languages, large print, Braille, etc. so they can be easily understood by all users
- ○ 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

of **Strategic Inclusion** indicators selected: 0

Culture of Inclusion

- ○ Organizations take responsibility for advancing diversity and advocating for marginalized clients by adjusting service approaches as needed
- ○ Providing access to services in a number of different languages (including American Sign Language) is standard practice
- ○ Most organizations offer key forms and materials in both print and online in multiple languages, large print, Braille, etc. to support all populations
- ○ Cultural and recreational programming reflects the identity, values, practices and history of all residents
- ○ Organizations use a comprehensive approach to collect and analyze demographic data of service users

of **Culture of Inclusion** indicators selected: 0

Non-Municipal Social Services Score

Total 0	Invisible
Total 0	Awareness
Total 0	Intentional Inclusion
Total 0	Strategic Inclusion
Total 0	Culture of Inclusion

Your Score

Based on your answers, select the level that is most representative of your current state of inclusion for the area of Non-Municipal Social Services.



Community Area of Focus

Public Attitudes & Awareness

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

Invisible

- ◯ Residents typically only socialize with people of the same cultural background
- ◯ Some residents react strongly to new residents based on an unfamiliarity and/or a fear of jobs being taken away
- ◯ 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)

of **Invisible** indicators selected: 0

Awareness

- ◯ 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 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 but 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 are heard such as:
  "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 Indigenous people need to move on"
  "Of course gays and lesbians should have equal rights. Just don't throw your sexual practices in my face"

of **Awareness** indicators selected: 0

Intentional Inclusion

- ◯ People struggle on how to be inclusive and value differences on an interpersonal level
- ◯ 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 negatively impacts marginalized populations
- ◯ 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

of **Intentional Inclusion** indicators selected: 0

Public Attitudes & Awareness Continued

Strategic Inclusion

- ○ Most residents understand diversity and do not expect marginalized residents to assimilate
- ○ Most residents are aware of the historical and current contributions of marginalized people to the community
- ○ The number of pockets of residents in the community who still question the presence of new residents is trending downwards
- ○ 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

of **Strategic Inclusion** indicators selected: 0

Culture of Inclusion

- ○ 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, 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
- ○ 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

of **Culture of Inclusion** indicators selected: 0

Public Attitudes & Awareness Score

Total 0	Invisible
Total 0	Awareness
Total 0	Intentional Inclusion
Total 0	Strategic Inclusion
Total 0	Culture of Inclusion

Your Score

Based on your answers, select the level that is most representative of your current state of inclusion for the area of Public Attitudes & Awareness.



Looking to improve your score?
Try implementing some of the strategies on the following page.

Strategies to Improve

Public Attitudes & Awareness

The following ideas can help your community to become more inclusive in terms of public attitudes and awareness. For more detail and other suggestions, consider the documents referenced within the Endnotes.

Invisible to 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.).[70]
+ Use appropriate equity related language and terms on communication materials.[71]
+ 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.[72]

Awareness to Intentional Inclusion

+ 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.).[73]

Intentional to Strategic Inclusion

+ 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. Indigenous, 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.[74]

Strategic to a Culture of Inclusion

+ 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 Indigenous and other communities.
+ Provide feedback to the media about news articles that stereotype or provide false information about groups.

Looking for more ideas, resources and examples? Check out wic.auma.ca

Community Area of Focus

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.

of **Invisible** indicators selected: 0

Invisible

- ◯ Discrimination is not acknowledged as an issue
- ◯ Discussion of incidents is either non-existent or disappears quickly
- ◯ 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
- ◯ Local organizations have not implemented processes for reporting or dealing with incidents of discrimination

of **Awareness** indicators selected: 0

Awareness

- ◯ Discrimination is just beginning to be acknowledged 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 fix that brings the community together but does not include a long-term plan

of **Intentional Inclusion** indicators selected: 0

Intentional Inclusion

- ◯ 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
- ◯ Supports may be in place for the victim depending on the nature of the incident

Responses to Incidents of Discrimination Continued

Strategic Inclusion

of **Strategic Inclusion** indicators selected: 0

- ○ 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
- ○ Following a discriminatory incident, the affected group is involved in deciding how to respond appropriately
- ○ A proactive response plan is put in place that involves a number of community members and organizations
- ○ There are instances where the community has come together in response to an incident of discrimination

Culture of Inclusion

of **Culture of Inclusion** indicators selected: 0

- ○ 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

Responses to Incidents of Discrimination Score

Total 0	Invisible
Total 0	Awareness
Total 0	Intentional Inclusion
Total 0	Strategic Inclusion
Total 0	Culture of Inclusion

Your Score

Based on your answers, select the level that is most representative of your current state of inclusion for the area of Incidents of Discrimination.



Looking to improve your score?
Try implementing some of the strategies on the following page.

Strategies to Improve

Responses to Incidents of Discrimination

The following ideas can help your community to become more inclusive in terms of how it responds to incidents of discrimination. For more detail and other suggestions, consider the documents referenced within the Endnotes.

Invisible to Awareness

+ Become familiar with the legislation around discrimination.[75]
+ 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.[76]
+ Form partnerships with nonprofit organizations, businesses, schools, faith organizations, chambers of commerce, and cultural organizations that can contribute to the efforts to respond to acts of discrimination.

Awareness to Intentional Inclusion

+ 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.

Intentional to Strategic Inclusion

+ Work with the Alberta Human Rights Commission to provide education to businesses and organizations.[77]
+ Develop and implement a Community Response Plan to better respond to discrimination and bias-related incidents.[78]
+ 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.[79]
+ Issue press statements when necessary to voice concern about incidents of discrimination.

Strategic to a Culture of Inclusion

+ 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.[80]
+ 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.[81]

Looking for more ideas, resources and examples? Check out wic.auma.ca

Evaluation Summary

	Invisible		Awareness		Intentional Inclusion		Strategic Inclusion		Culture of Inclusion
Leadership & Accountability	1	1.5	2	2.5	3	3.5	4	4.5	5
Commitment of Resources	1	1.5	2	2.5	3	3.5	4	4.5	5
Planning, Implementation & Measurement	1	1.5	2	2.5	3	3.5	4	4.5	5
Human Resource Policies & Practices	1	1.5	2	2.5	3	3.5	4	4.5	5
Employee Engagement & Education	1	1.5	2	2.5	3	3.5	4	4.5	5
Procurement	1	1.5	2	2.5	3	3.5	4	4.5	5
Municipal Social Services	1	1.5	2	2.5	3	3.5	4	4.5	5
Economic Development	1	1.5	2	2.5	3	3.5	4	4.5	5
Infrastructure & Land Use	1	1.5	2	2.5	3	3.5	4	4.5	5
Citizen & Community Engagement	1	1.5	2	2.5	3	3.5	4	4.5	5
Other Municipal Services	1	1.5	2	2.5	3	3.5	4	4.5	5
Capacity of Community Organizations	1	1.5	2	2.5	3	3.5	4	4.5	5
Non-Municipal Social Services	1	1.5	2	2.5	3	3.5	4	4.5	5
Public Attitudes & Awareness	1	1.5	2	2.5	3	3.5	4	4.5	5
Responses to Incidents of Discrimination	1	1.5	2	2.5	3	3.5	4	4.5	5

To consolidate the scores of multiple evaluations, download the Measuring Inclusion Tool Calculator at **wic.auma.ca**

Now what?

Consolidate your responses
If multiple people have completed the evaluation, use AUMA's Measuring Inclusion Tool Calculator (wic.auma.ca) to consolidate the scores to understand the average assessment of your current state of inclusion. For assistance with the Calculator, email us at wic@auma.ca.

Evaluate your results
If this is your first time completing the evaluation, you now have a benchmark or base-line understanding of your current state of inclusion for each area of focus. This data can be used to measure your future performance to understand if your inclusion initiatives are making an impact. If you have completed the evaluation before, compare your results to see how you have improved.

Share your results with AUMA's WIC Initiative
AUMA's WIC Initiative wants to know if you have used the tool and what your results were. That information will help inform how AUMA can support municipalities and helps AUMA measure if the WIC initiative is making an impact. Email your results to wic@auma.ca with the subject line of "MIT Score: Name of municipality". *Note that your municipality's results will remain confidential and will only be reported on an aggregated basis unless express content for their use is received by AUMA.*

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.

Level up
For each **Area of Focus**, take a look at the list of **Strategies to Improve** 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.

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. Visit **wic.auma.ca** for other resources or contact us at wic@auma.ca to discuss other supports.

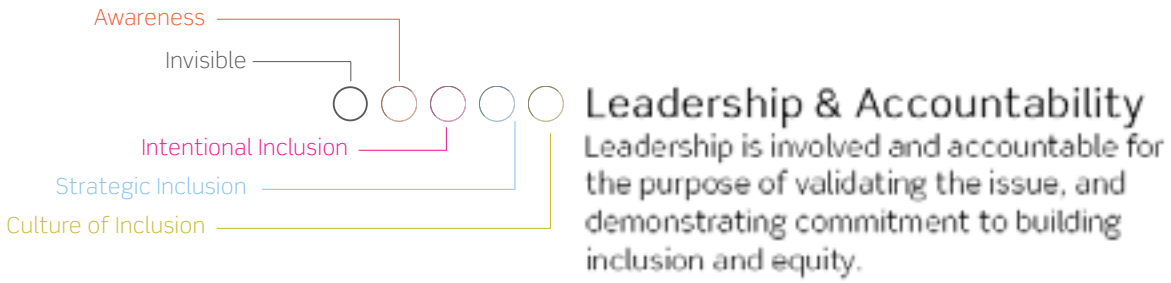
Compare your results
See how similar or nearby communities scored, and discover how you can support each other with expertise, or collaborate regionally.

Use it as a talking tool
Bring the Fast-Track Evaluation Tool (see Appendix) 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.

Appendix

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 or be completed by a group (e.g. a senior leadership team or social services department staff) and then average the scores. After you have completed the evaluation, check out the **Strategies to Improve** to improve specific **Areas of Focus**.



What do I do?

1. Review the definition of each **Level of Inclusion** on Page 9
2. Read each area **Areas of Focus** and select the appropriate **Level of Inclusion** on the left.
3. If you are doing the evaluation manually, tally the number for each **Area of Focus** (Municipal and Community). In the electronic version, this will be done automatically and displayed on Page 61.
4. If multiple people are completing the evaluation, take the average of the totals or go to **wic.auma.ca** and use the **Measuring Inclusion Tool Calculator** to determine the average of your consolidated responses.
5. For most Areas of Focus, there is a **Strategies to Improve** section (located in the In-Depth Evaluation section) to give you some ideas on how to move closer to a **Culture of Inclusion**.

Fast-Track Evaluation Sheet:

Municipal Focus

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

Leadership & 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 & 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 & 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 & 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 Indigenous, newcomer and women owned companies. External business partners and contractors conform to municipal equity and inclusion standards.

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

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.

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

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.

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).

Total the number of checks for each marker and write it in the appropriate circle.

Invisible	Awareness	Intentional Inclusion	Strategic Inclusion	Culture of Inclusion
0	0	0	0	0

Fast-Track Evaluation Sheet:

Community Focus

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 partnerships between institutions and organizations jointly initiate and support action.

Non-Municipal Social Services

The community provides high quality social and community services that address the needs of diverse communities and individuals. This area of focus applies to social services that are operated by community organizations, not the municipal government, and may include recreation, libraries, culture, social services, etc.

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.

Total the number of checks for each marker and write it in the appropriate circle.

Invisible	Awareness	Intentional Inclusion	Strategic Inclusion	Culture of Inclusion
0	0	0	0	0

Summary Score for the Fast Track Evaluation

Add the Community Totals to the Municipal Totals to get your final score.

Municipal		Community		
0	+	0	=	0

INVISIBLE
We do not recognize that there is a problem.

Municipal		Community		
0	+	0	=	0

AWARENESS
We know there is a problem, we are taking tentative steps, but we are not sure how to proceed.

Municipal		Community		
0	+	0	=	0

INTENTIONAL INCLUSION
We have acknowledged the importance of diversity and are taking formal steps to promote inclusion.

Municipal		Community		
0	+	0	=	0

STRATEGIC INCLUSION
We are committed to eliminating all forms of discrimination through systematic change.

Municipal		Community		
0	+	0	=	0

CULTURE OF INCLUSION
Inclusion is normal and part of our culture.

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Endnotes Continued

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

62 — Municipal Elections: Step-by-Step Voter Information
https://www.auma.ca/sites/default/files/templates_-_municipal_elections_step-by-step_information.pdf

63 — City of Vancouver; CitizenU
http://www.vancouveryouth.ca/CitizenU

64 — Multiculturalism in Communities: A Guide to Developing and Sustaining Dialogue
http://www.embracebc.ca/local/embracebc/pdf/dialogue_guide.pdf

65 — Community Engagement Toolkit
http://www.sparc.bc.ca/index.php?option=com_rubberdoc&view=doc&id=534:community-engagement-toolkit&format=raw&type=pdf

66 — Regional Municipality of Wood Buffalo; Mayor's Advisory Council on Youth
http://www.woodbuffalo.ab.ca/Municipal-Government/boards_committees/M-A-C-O-Y-.htm

67 — City of Edmonton; Connect, Contribute, Care: Municipal Engagement Recommendations for Edmonton's Next Generation
http://www.edmontonnextgen.ca/wp-content/uploads/2013/09/NextGen-Engagement-Strategy-Final-Version-1.pdf

68 — 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

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

70 — Dates significant to human rights and diversity
http://www.albertahumanrights.ab.ca/education/dates.asp

71 — Evaluation Tool - List of Terms

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

73 — Edmonton Public Library; Human Library
http://www.epl.ca/new-living-library-2013

74 — City of Vancouver; Dialogue Project
http://vancouver.ca/people-programs/dialogues-project.aspx

75 — Alberta Human Rights Commission
http://www.albertahumanrights.ab.ca

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

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

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

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

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

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

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