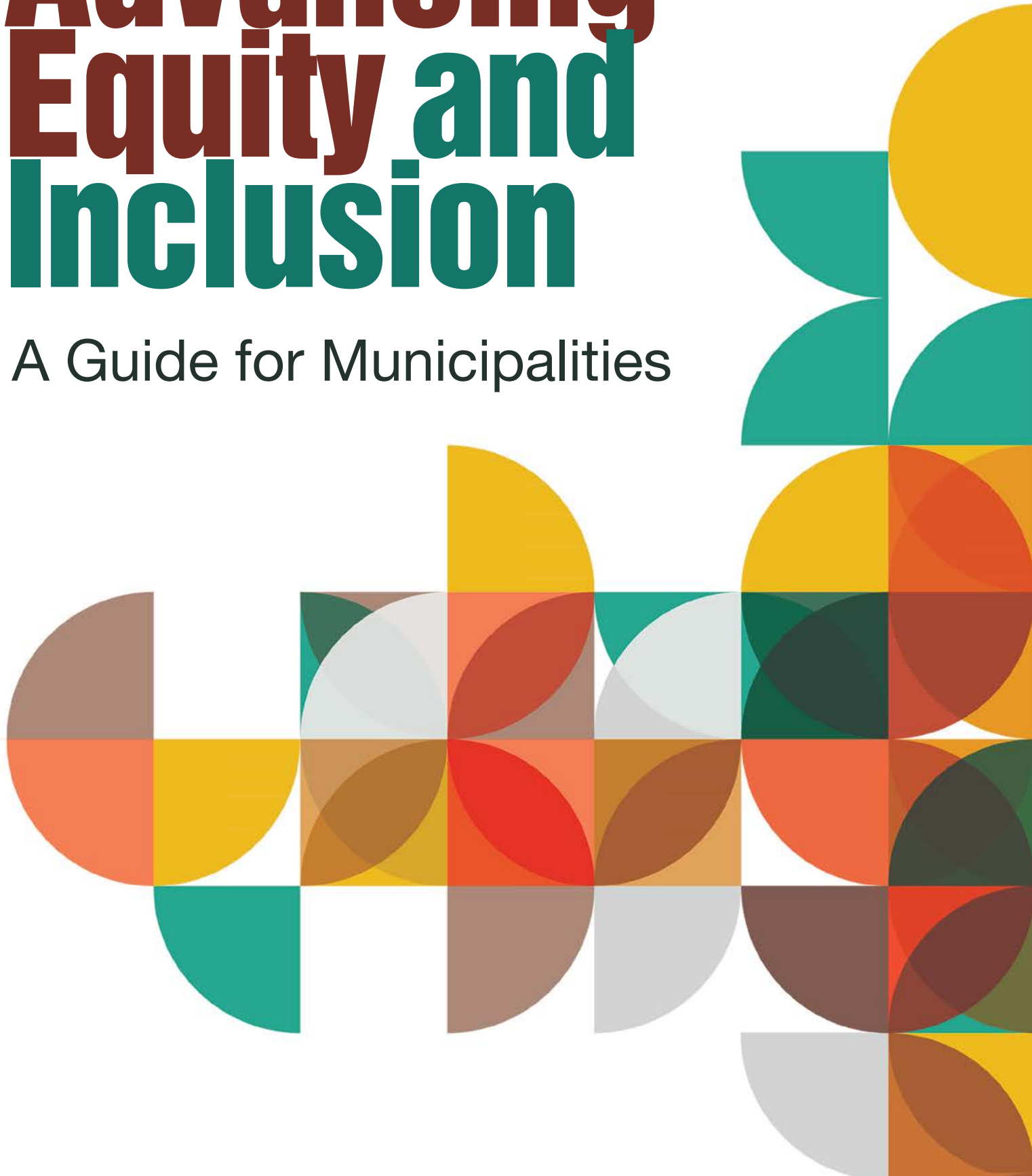# Advancing Equity and Inclusion

## A Guide for Municipalities
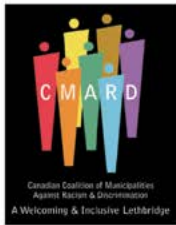
# Advancing Equity and Inclusion

A Guide for Municipalities

June 2015

© City for All Women Initiative (CAWI), Ottawa

To access this guide, as well as additional tools and resources, visit **www.equityandinclusion.ca**

We invite you to reproduce or adapt any part of this guide for the purpose of furthering equity and inclusion while citing City for All Women Initiative as the source.

The development of this guide was funded by:
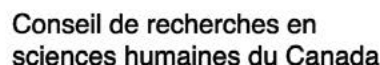
# Foreword

**E**very municipality is unique, so there are many critical paths to advance equity and inclusion. City for All Women Initiative (CAWI) and its partners believe that when a municipality works for those who are most at risk of exclusion, including women and girls from a diversity of backgrounds, they work for everyone.

For the past decade, CAWI and the City of Ottawa have worked in partnership to contribute to this possibility. These efforts first informed the pilot of a Gender Equality Guide, and then expanded to the creation of an Equity and Inclusion Lens (E I Lens) in 2010 (2nd ed. 2015) that addresses additional areas of exclusion.

Since May 2014, CAWI has worked with partners—municipalities, women's organizations, academics, local and national organizations—from across the country to advance gender equality, equity, and inclusion in the creation of this guide.

## Small, medium and large municipalities

City of Lethbridge, AB  •  City of Ottawa, ON  •  Town of Stratford, PEI  •
City of Toronto, ON  •  City of Vancouver, BC

## Organizations

Canadian Commission for UNESCO  •  City for All Women Initiative (Ottawa, ON)  •  CMARD Lethbridge (Lethbridge, AB)  •  Federation of Canadian Municipalities  •  PEI Coalition for Women in Government (Stratford, PEI)  •  Springtide Resources (Toronto, ON)  •  Toronto Women's City Alliance (Toronto, ON)  •  Women Transforming Cities (Vancouver, BC)

## Researcher/Editor   Dr. Meghan Brooks

## Local production team:  Suzanne Doerge and Mai Ngo (CAWI staff); Caroline Andrew, University of Ottawa; Fran Klodawsky, Carleton University; Melissa Newitt (FCM); Clara Freire, Lois Emburg and Christine Malone, City of Ottawa.   Graphic Design: jwalker design. Translation: Michèle Clermont.

## We would like to thank:

# Contents

# This Guide

## 1.1 Who is it for?

Municipalities are the level of government closest to people. Decisions made at all levels have profound impacts on policy, service delivery, civic engagement, and community life.

This guide is for:

- **Elected officials** who wish to create Council mandates and strategic priorities that are responsive to constituents;

- **Senior and middle management** who seek to establish policies, practices, and procedures in human resources and operations that reflect the population; and,

- **Municipal staff** at all levels of the organization who may be in touch with emerging issues and opportunities.

It may also inform the work of:

- **Local organizations, community organizers, unions, and academics** who partner, collaborate, and advocate with municipal governments to achieve greater inclusion.

## 1.2 Why it Matters

In the current climate, equity and inclusion in municipalities is imperative. Unfortunately, systemic and persistent forms of discrimination have created cities and towns that don't work for everyone. When not promptly addressed, these issues grow and become more difficult to resolve.

Our communities are experiencing growing inequities in resources, access, and power. Aboriginal peoples, women, racialized people, people with disabilities, people living in poverty, youth, seniors, newcomers, and LGBTQ communities face barriers when accessing health, employment, and housing. At the same time, Francophones and residents living in rural areas have reduced access to services. This inequity costs municipalities socially and financially.

Women's organizations have brought attention to the ways in which women and girls from diverse backgrounds experience the city. Their work highlights that municipalities are stronger when the aspirations and contributions of women and girls are taken into account. Women and girls face additional challenges if they are also racialized, Aboriginal, young, living with a disability, or living in poverty. By applying an equity and inclusion lens that addresses gender differences, as well as other social inequities (income disparities, racism, ableism, homophobia, ageism, etc.), municipalities can better respond to the aspirations of ALL people.

Municipalities are responsible for the quality of life of their residents. Addressing social inequities to ensure the inclusion of all residents is cost effective at a time of shrinking city budgets. Equity and inclusion create more sustainable cities where people from all walks of life have the right to, and can participate fully in, social, economic, political, and cultural life.

Municipalities are leaders in this work, engaging in many promising practices that are making a difference.  As they continue to diversify their staff and management so as to be more representative of the communities they serve, their understanding of the perspectives of specific communities deepens.

# Numbers highlight inequities still exist in Canada

**Aboriginal women:** Almost 1200 Aboriginal women and girls were reported murdered or went missing between 1980 and 2012. The actual number is likely even higher. [1]

**Aboriginal workers:** The median income of the Aboriginal population in 2005 was only 2/3 of that of the non-Aboriginal population. [2]

**Culturally Deaf People:** Lack of recognition of the unique language, perspective and culture of deaf people limits full participation in city life.

**Francophone Canadians:** Unequal access to health services in French can result in worsening health conditions for Francophones. [3]

**LGBTQ youth:** Sexual harassment is a major concern in schools as 49% of trans students, 33% of lesbian students, and 40% of gay male students reported incidents in 2010. [4]

**Lone parenting women:** Women who leave a partner to raise children on their own are 5 times more likely to live in poverty than if they had stayed with their partner. [5]

**People with disabilities:** Housing need is 6% higher for people with disabilities and 2/3 of those in need are women. [6]

**Racialized people:** Almost 1/2 of the population living in low and very low-income neighbourhoods are racialized [7] and 1/2 of the reported hate crimes in 2012 were motivated by race or ethnicity. [8]

**Single seniors:** Almost 1/3 of seniors live in housing that fails to meet appropriate standards, including affordability. [9]

**Women:** Only 1/4 of Councillors and mayors across Canada are women. The Federation of Canadian Municipalities has set the bar at a minimum of 30% by 2026 to reflect women's perspectives. [10]

**Women workers:** Women who work full-time earn only 71 cents for every dollar earned by men. [11] Women earn about 2/3 of the average lifetime earnings of men, [12] despite a longer life expectancy of four years. [13]

**There is no quick answer for how to achieve greater equity and inclusion. It is a process without a fixed end point. Champions will experience both success and setbacks.**

Municipalities face challenges in taking on, or continuing equity work:

- Limited financial resources;

- Competing demands on staff time;

- Uncertainty over the best approach to this kind of work;

- Disbelief that inequities exist (e.g., "women are already equal");

- Lack of political will; and,

- Limited knowledge of the value of using an intersectional lens—a lens that takes into account the ways in which advantage and disadvantage intersect to affect how people experience policies and programs.

[City for All Women Initiative, National Partners Meeting, May 2014]

**This Guide offers ways to turn challenges into opportunities.**

As you think about what lies ahead remember that:

- Change is fluid and constant;

- Change can be achieved from multiple entry points;

- Tensions are not always negative – it is the push and pull between forces that creates change;

- Asking the questions "who is not included and what can we do to increase inclusion?" is good practice;

- Identities and issues are complex and dynamic so listen to, and work with, communities;

- Every municipality has its own unique story; and,

- Citizens and community organizations are eager to help find solutions.

# 1.3 How to Use this Guide

Every municipality has choices about the critical path they will follow. This guide presents a flexible approach to equity and inclusion. It is adaptable to the diverse structures, contexts, and experiences of municipalities from across Canada.

You can read this guide section by section or jump into the content on any topic. Flip through the different sections of this guide to find tools, information, and examples to help you on your way.

There are 5 major sections in this guide.

Get Ready
for Change
p.31

Engage
Communities
p.57

Create and
Sustain Impact
p.21

Build a Welcoming
Workplace
p.73

Deliver Inclusive
Services
p.85

Large, medium, and small-sized municipalities, those that are rural, urban, or both — this guide is for you!

Visit CAWI's website for more information on the guide and examples of equity and inclusion initiatives, www.equityandinclusion.ca

# What Informs this Guide

## 2.1 Equity and Inclusion Lens



In 2005, Ottawa City Council passed a mandate to work with City for All Women Initiative (CAWI) to develop tools to promote gender equality in City services. As a result, a Gender Equality Guide (2008) was developed and piloted to highlight difference between women and men, and among a diversity of women. Recognizing its potential to improve City initiatives, staff and community leaders requested additional lenses detailing the exclusion faced by other communities. Realizing it is impractical for staff to use multiple lenses, one Equity and Inclusion Lens covering all communities was created. The Lens recognizes that in order to build gender equality one must consider the multiple aspects of a woman's life that can contribute to exclusion.

CAWI and the City of Ottawa convened over 100 staff and community leaders to inform the creation of the Equity and Inclusion Lens (2010). The Lens addresses both City Operations and City Services, and incorporates the equity concerns of 11 groups risking exclusion. At the forefront of the work was ensuring that a gender perspective would not be lost in the more general approach. To achieve this, specific gender concerns were integrated throughout the Lens and in its short, accompanying documents on each of the 11 groups (called Snapshots).



Following an evaluation of the tool, the Lens was refreshed as the Equity and Inclusion Lens Handbook in 2015, and an E I Lens Handbook for Community Agencies was also developed.

### Who risks exclusion?

**Aboriginal peoples**

**Francophones**

**LGBTQ**

**Immigrants**

**Older Adults**

**Persons with Disabilities**

**Persons living in poverty**

**Racialized people**

**Rural residents**

**Women**

**Youth**

**Who else?**

# The Equity and Inclusion Lens asks readers to…

## CONSIDER YOUR DIVERSITY

Recognizing diversity within ourselves and others can help us understand how multiple factors influence the way we provide services, design policies and programs, or interact with staff and residents.

## CHECK ASSUMPTIONS

When we question our own ideas, we can open up to new ways of understanding. Visit the Snapshots for a short overview about people who risk exclusion. Keep in mind that each of us could identify with more than one group, and that individual personalities make each person unique.

## ASK ABOUT INCLUSION

By always asking three simple questions, we can thread equity and inclusion throughout our work.

1. **Who is not included in the work you do?**
2. **What could contribute to this exclusion?**
3. **What can you do differently to ensure inclusion?**

## APPLY TO YOUR WORK

To help us apply equity and inclusion to a specific area of work, we can ask some practical questions and learn from examples (Promising Practices) of how others have applied the Lens. Here are areas of work where you can enhance equity and inclusion:

- Communications
- Engaging Community
- Gathering Information / Research
- Leading and Supervising
- Monitoring and Evaluation
- Planning: Services, Programs, Events

- Policy Development
- Recruiting and Hiring
- Strategic Planning
- Training
- Working with People
  (Clients, staff, volunteers, community)

## BE AN ALLY, TAKE ACTION

When we are allies, we commit ourselves to using the information we learn to stand beside, and advocate for, those with whom we work. It is not a one-time action. Being an ally is a lifelong learning process of asking questions so as to apply (and re-apply) insights to action.
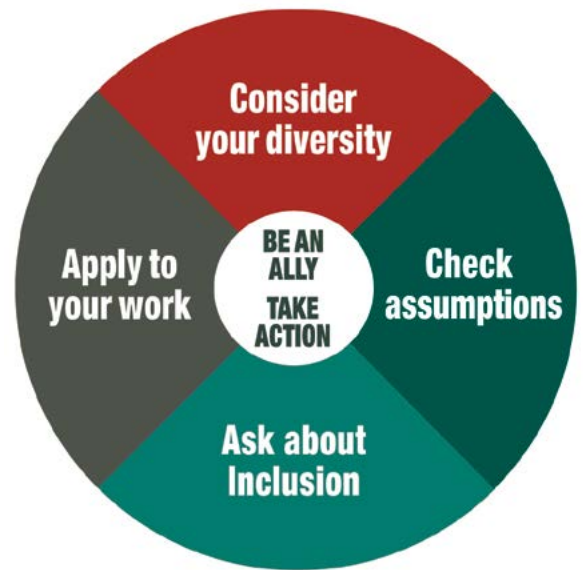
## 2.2 Contributions of Partners

This guide was made possible by the valuable contributions of the project partners. They identified challenges and critical factors in success, offered insights into the ways the guide could make a difference, and shared promising practices.

By coming together as women's organizations, national organizations, and managers of municipalities, they ensured that a diversity of perspectives was taken into account. The guide is a product of their knowledge and ideas, as well as the creative tensions that emerged in the collaborative process.

The approach used to develop the guide serves as a model of how partnership can work.

In this guide, we provide examples of promising practices from all our municipalities and organizations (See Appendix A), not because we think that we are further ahead than other cities, but to inspire us all to start from where we are to build greater equity and inclusion. We hope this guide inspires us to all learn from each other.

Do you have promising practices to advance equity and inclusion in your municipality?  Visit www.equityandinclusion.ca to share yours.
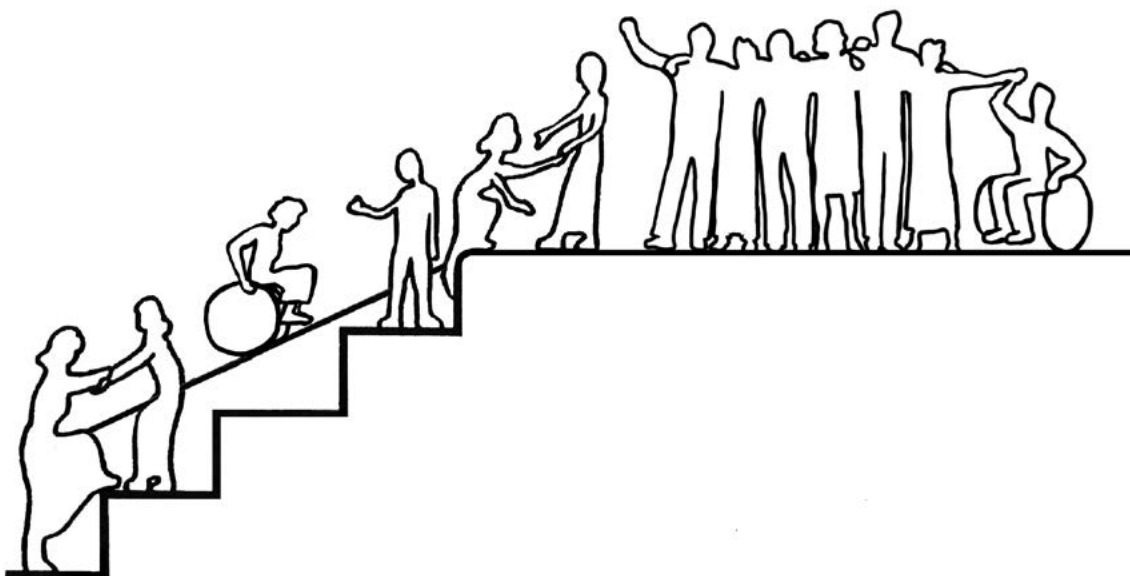
# 2.3 Intersectionality – We are all diverse

Enhancing equity and inclusion requires knowledge of how people from diverse backgrounds experience the city. Think about your own identity. Do people understand you simply by knowing you are a municipal employee? The answer is probably no. People are complex and we may choose, or be required, to show different aspects of our identity at different times.

Peoples' unique experiences of advantage and disadvantage may not be captured as singular facets of their identity. Some facets are best captured in an approach that includes gender, race, class, ability, age, ancestry, and sexual orientation. Organizations, researchers, and academics have suggested the use of a more comprehensive approach—an intersectional analysis—to understand the ways in which advantage and disadvantage connect in our lives.

The term "intersectionality" comes from the women's movement and first appeared in an article (Crenshaw 1989) on the exclusion of African American women from women's equality struggles. The concept gained considerable popularity through the work of sociologist P.H. Collins (1990) who argued that patterns of oppression are not only interrelated, but bound together. The concept of intersectionality can be applied to all people as a way to understand how power is unequally distributed in society.

This guide uses an intersectional approach to peel back the many layers that make up people, places, and power relations. An intersectional approach helps create policies, practices, and procedures that are responsive to the needs of diverse communities and groups.
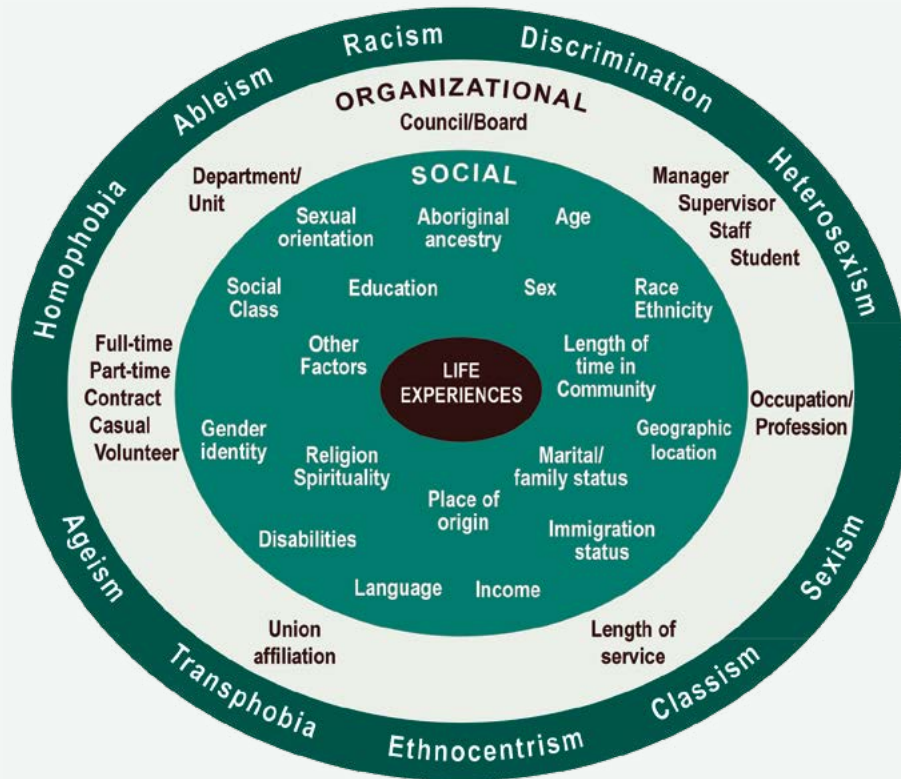
Consider your own diversity:

Use the wheel diagram (following page) to explore areas where you have experienced advantage or disadvantage in your life.

**Circle** the factors that bring you ADVANTAGE

**Underline** the factors that bring you DISADVANTAGE

In some cases it may be both!
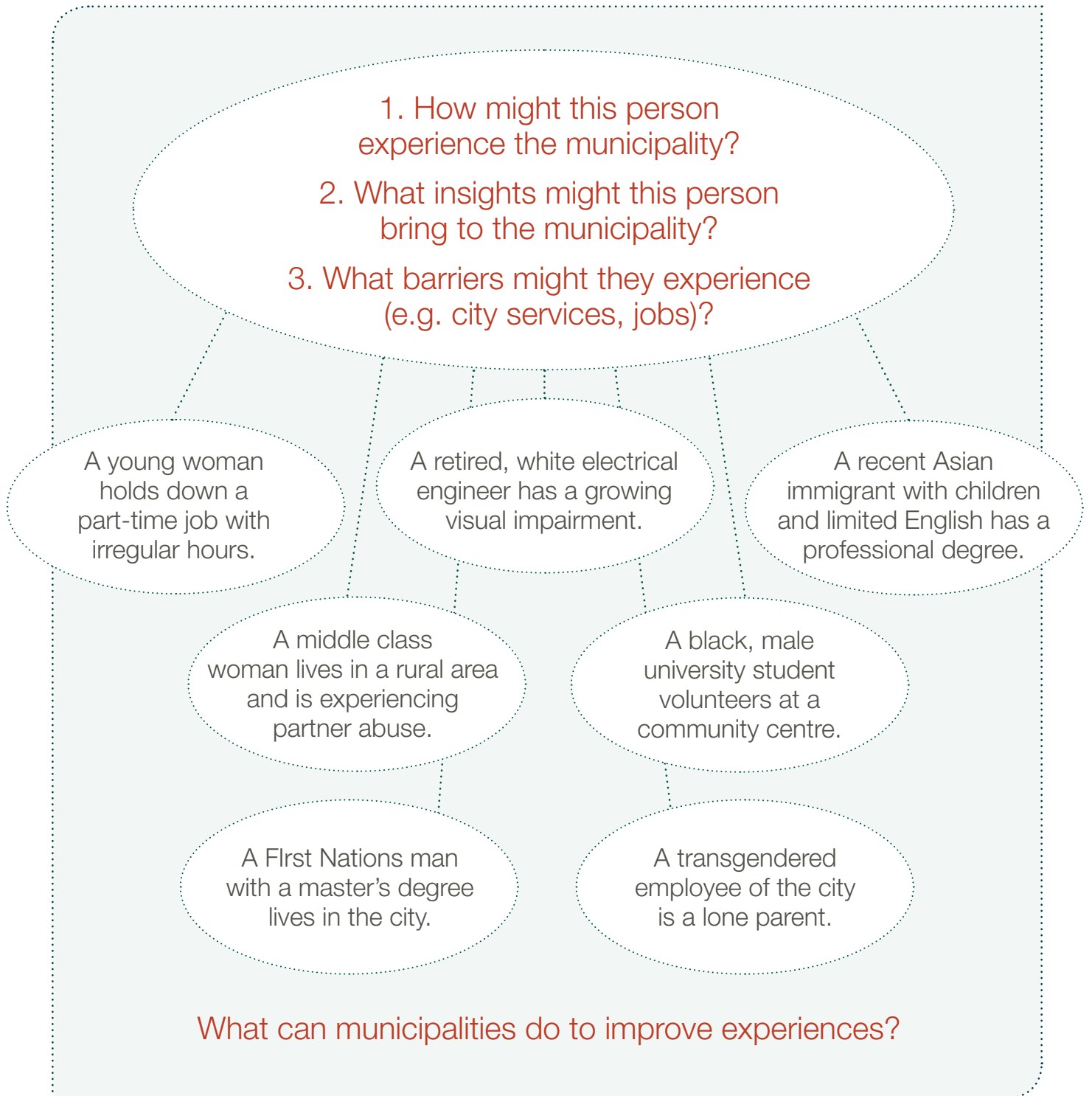
# Intersectionality Wheel Diagram



**The inner circle** contains social factors that influence the extent to which we experience advantages or disadvantages in our lives. It is the intersection of these factors that influences the way we experience life in the municipality. These factors include: sexual orientation, Aboriginal ancestry, age, social class, education, sex, race and ethnicity, length of time in the community, gender identity, religion and spirituality, place of origin, marital or family status, geographical location, disabilities, language, income, immigration status, and other factors.

**The middle circle** contains positions or statuses we may fill within the municipal government that carry varying amounts of power and influence. It is often the intersection of these positions, statuses, and social factors that determine our opportunities. These might include: being a Council or Board member, being a manager/supervisor/staff/students, the type of occupation/profession, length of service, union affiliation, department/unit, and whether you are full-time, part-time, contract, casual, or volunteer.

**The outer circle** contains the ways in which people are discriminated against. Most of us experience more than one form of discrimination. These factors are influenced by wider social forces like history and the legacies of colonialism, patriarchy, economic exploitation, level of education, inaccessible legal systems, and racist immigration policies. Some forms of discrimination include: ableism, racism, heterosexism, sexism, classism, ethnocentrism, transphobia, ageism, and homophobia.

The Wheel Diagram, developed by the City of Ottawa and City for All Women Initiative (2015:11) was informed by the diagram produced by the Canadian Research Institute for the Advancement of Women (2009).

When we look at peoples' experiences of the municipality, we consider their multiple identities. In the chart below, explore examples of individual stories by answering three questions. The examples are only snapshots. Remember that experiences can change in different contexts and through time.

1. How might this person experience the municipality?

2. What insights might this person bring to the municipality?

3. What barriers might they experience (e.g. city services, jobs)?

A young woman holds down a part-time job with irregular hours.

A retired, white electrical engineer has a growing visual impairment.

A recent Asian immigrant with children and limited English has a professional degree.

A middle class woman lives in a rural area and is experiencing partner abuse.

A black, male university student volunteers at a community centre.

A FIrst Nations man with a master's degree lives in the city.

A transgendered employee of the city is a lone parent.

What can municipalities do to improve experiences?

An intersectional analysis rooted in social justice gives us the ability to look at equity and inclusion from the standpoint of the real experiences of people – and not simply as isolated or fixed identities and issues.

## Why apply intersectionality in municipal work?

- To move beyond single identities or group-specific concerns, which are ineffective in explaining the nuances and dynamics of human lives;

- To enable more effective and efficient responses for solving persistent and growing social inequities;

- To explore new research and policy approaches on the structures that shape diverse populations;

- To recognize that Canada is home to people of more than 200 different ethnic origins and that an increasing number of people are identifying with multiple ethnicities; and,

- To generate new and more complete information on the origins, root causes, and characteristics of social issues.

(Hankivsky 2014,7)

**Want to learn more about intersectionality? Have a read!**

Collins, P.H. (1990). Black Feminist Thought: Knowledge, Consciousness and the Politics of Empowerment. Hyman, Boston, MA.

Canadian Research Institute for the Advancement of Women. 2006. Intersectional Feminist Frameworks: A Primer. CRIAW, Ottawa, ON). Learn more about this work online.

# 2.4 Guiding Principles

This Guide is based on key principles that are intended to inspire you to move forward.

## CHANGE IS ONGOING

Municipalities are transforming as a result of growing populations, immigrant settlement, aging demographics, rural residents moving to cities, and other demographic and socio-economic shifts. Change is also happening within municipal governments themselves as they adjust to the dynamic contexts of their work, aging infrastructures, and declining financial resources. Successfully navigating change involves recognizing that it is the norm to adapt to what is going on around us.

## DIVERSITY IS STRENGTH

Bringing together diverse perspectives and experiences increases the quality of municipal decisions and actions. Supporting diverse communities and a diverse workforce means tapping into all of the skills, talents, and creativity available to us.

## COLLABORATE WITH COMMUNITIES

When municipalities listen to, and work alongside, communities they can harness energy and resources to make lasting change possible. The greatest impacts come from collective efforts to understand the issues, map out strategies, and take action.

## BE A CHAMPION WHERE YOU ARE

Organizational change takes place not only from the top, down, but also from the bottom, up and across the organization. You can be a champion for equity and inclusion regardless of your role, qualifications, and connections. Good ideas emerge in all kinds of places and great things happen when people do their best in everyday situations.

## BE TRANSPARENT AND ACCOUNTABLE

Municipalities are accountable to the communities they serve. Not only because municipalities and communities interact on a daily basis, but because we are all residents within them. Strive to provide a clear picture of what goes on "behind the scenes" at the municipality and answer for the decisions and actions that are taken.

# 2.5 Key Terms and Concepts

Language is important in equity and inclusion. While terms are often changing and open to debate, common language is needed to make change. Here are some key words to get you started.

**Assumptions:** Something we presuppose or take for granted without questioning. We accept these beliefs to be true and use them to interpret the world around us.

**Accessibility:** Accessibility involves removing the barriers faced by individuals with a variety of disabilities (which can include, but is not limited to: physical, sensory, cognitive, learning, mental health) and the various barriers (including attitudinal and systemic) that impede an individual's ability to participate in social, cultural, political, and economic life. Disabilities can be temporary or permanent.  As we age our abilities change and therefore an accessible society is one designed to include everybody; both people with disabilities and people who self-identify as non-disabled.

**Ally:** A person who supports an individual or group to be treated equitably and fairly. This often grows out of the self-awareness of inequities or privileges we have experienced. Action is taken individually or collectively to create conditions that enable everyone to have equal access to resources and benefits.

## EQUALITY VERSUS EQUITY



In the first image, it is assumed that everyone will benefit from the same supports. **They are being treated equally.**

In the second image, individuals are given different supports to make it possible for them to have equal access to the game. **They are being treated equitably.**

In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. **The systemic barrier has been removed.**

**Inclusion:** Acknowledging and valuing people's differences so as to enrich social planning, decision-making, and quality of life for everyone. In an inclusive municipality, we each have a sense of belonging, acceptance, and are recognized as valued and contributing members of society.  Real inclusion takes place when those already included in the "mainstream" learn from those who are excluded and initiate change.

**Intersectionality:** The intersection, or crossover, of our many identities affects how each of us experiences the municipality. These intersections occur within a context of connected systems and structures of power (e.g., laws, policies, state governments, other political and economic unions, religious institutions, media).

**Privilege:** The experience of freedoms, rights, benefits, advantages, access and/or opportunities afforded to members of a dominant group in a society or in a given context.

**Stakeholders:** Residents or groups who use, or are affected by, a municipality's services, policies, and procedures.

**Stereotypes:** Assumptions that generalize how all people in a particular group are the same, without considering individual differences. Stereotypes are often based on misconceptions or incomplete information.

**Systemic barriers:** Obstacles that exclude groups or communities of people from full participation in, and the benefits of, social, economic, and political life. They may be hidden or unintentional, but are built into the way society works. Existing policies, practices and procedures, as well as assumptions and stereotypes, reinforce them. [14]

An equity approach recognizes that distinct groups may need varied treatment in order to share the same advantages. Equity initiatives seek to create the conditions for a "level playing field" by addressing these exclusions.

**REMEMBER:** Equity matters because it is only when all individuals and groups are included and valued that a municipality can benefit from the richness of different ways of living and understanding the world.

# Understanding Systemic Barriers

One may think that by changing behaviours, the problem of unfair treatment is addressed. However, we need to look below the surface to see what is really going on.

It is like an iceberg—90% of what is happening is under the water.
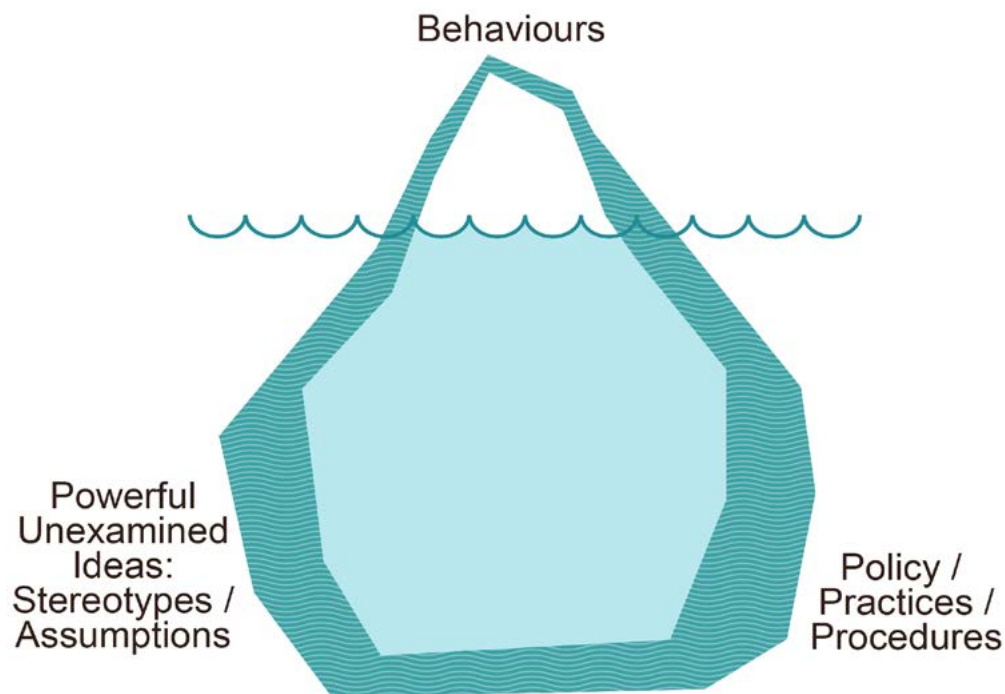


## WHAT'S GOING ON BELOW THE SURFACE?

**Example:** A Muslim women is consistently late to lunchtime meetings. Other members of the team are frustrated and question her commitment to her work. The woman does not feel comfortable telling her co-workers she has been praying.

**What are some of the powerful unexamined ideas at play?**

- Every employee is free for meetings over the lunch hour;
- Secular nature of employee practices;
- *Can you think of more?*

**What are some of the policies, practices, or procedures that are at play?**

- Failure to check the availability of all employees for meetings;
- Practice of continuing work or holding meetings over the lunch hour;
- Insufficient accommodation for employees in need of time and space to pray;
- *Can you think of more?*

# Create and Sustain Impact

**E**quity and inclusion initiatives are only as good as the impacts they generate. The ongoing challenge is to sustain those impacts.

At the outset of this project, national partners came together to identify key factors for success. Their aim was to create a series of steps municipalities could follow. In the end, the partners came up with ten critical factors to create and sustain impact, but determined that there was no single order in which to address them.

The path to creating and sustaining the impact of your work is like the flight of a butterfly— it does not follow a straight line! Start where it works best for your municipality. You may focus on one at a time or take up multiple areas of change. For lasting impact, take action on all of them when the timing is right.

Identify multiple entry points

Cultivate champions

Seek support from all levels

Create mandates and directives

Engage communities

Demonstrate results

Provide training

Communicate throughout organization

Celebrate success

Ensure sustainability

# Identify Multiple Entry Points

An environmental scan gives you the information you need to understand the context of equity and inclusion in your organization and communities. It can also give you a sense of what's going on in communities and what level of support and resources exist.

A scan helps you to identify strengths, weaknesses, and opportunities to enhance your organization's operations.

- **When you know your strengths you can build on them!**
- **When you know the gaps you can be strategic!**
- **When you identify opportunities you can get to action!**

Be strategic about your timing and actions when you select an entry point. It's ok if you cannot seize every opportunity; the important thing is to set yourself up for success.

## What makes a good entry point?

- Existing mandates related to equity and inclusion;
- Existing or past projects that you can build on;
- Colleagues in other departments who share goals and issues;
- Council decisions that connect to your work;
- Council member(s) who support your work and put it on the agenda;
- Communities coming forward to encourage action;
- Equity groups showing a desire to participate; and,
- Areas of work where resistors will not be expecting you to act.

# Cultivate Champions

>> FOR MORE INFORMATION SEE SECTIONS 4.1 AND 5.3.

Champions in your municipal government may include colleagues, elected officials, managers, union representatives, and members of Boards and Advisory Committees.  Champions from communities may include project partners, leaders from equity groups, women's organizations, ethnocultural media outlets, religious leaders, and youth groups.

While champions are instrumental in supporting your work, they may require your help to do this to the best of their abilities. Cultivating champions involves going beyond their identification to create the conditions for their success.

You might try…

- Creating a network of champions (equity and inclusion lens trainers, per department, reference groups) so they can share knowledge, strategies, and resources;

- Connecting community and government champions on topics of interest;

- Connecting with champions at other levels of government;

- Celebrating champions and the positive impacts of their efforts;

- Supporting and mentoring women and men from equity seeking groups so they can be heard and have an impact;

- Providing background information and documents to champions so that they have the knowledge to answer questions;

- Developing a system of shared equity practices in the municipality, including policies and standards for work; and,

- Giving champions the tools and strategies to deal with resistance to equity advancements.

# Seek Support from All Levels

>> FOR MORE INFORMATION SEE SECTION 4.2.

Lasting change happens when actors work together to identify issues and mobilize for action.

City Council has a key leadership role to play in equity and inclusion. Setting policies and directives and putting equity and inclusion on the agenda can lead to increased visibility, resources, and success. Council can create a formal mandate for initiatives and can push for the use of an approach that takes into account the full diversity of residents—an intersectional approach!

Ensure there is leadership and commitment coming from middle and upper management. They can make things move because they have power to make or influence decisions regarding resources and programs. They can also help remove systemic and organizational barriers to get work off the ground.

Explore the support that your initiatives receive from frontline staff. They have valuable feedback to share on the needs of community members and the way programs and policies are impacting them. Frontline staff members are important allies in your work.

# Create Mandates and Directives

>> FOR MORE INFORMATION SEE SECTION 4.2.

Create or influence mandates and directives in order to build commitment and visibility. You might think of linking your efforts with existing City Council policies and directives, corporate strategic plans (city-wide or by department), and thematic strategic plans. If you can connect to a mandate, or encourage the creation of a new one, you can benefit from its power to mainstream equity and inclusion.

Getting equity and inclusion into the strategic plan accords value and sets the groundwork for focused efforts over the medium and long-term. If possible, get equity and inclusion integrated into strategic plans so that they become the lens through which all actions are viewed. If plans are already developed, identify direct links that can be made.

Are you trying to build equity and inclusion into your strategic planning? Start by identifying:

- Demographic trends in your municipality;
- Equity concerns being raised by communities;
- Existing references to equity and inclusion in planning;
- The scope of the vision captured in strategic objectives and initiatives;
- The resources necessary to implement the plan;
- Performance measures that capture the impacts on people most at risk of exclusion; and,
- The data necessary to benchmark progress.

Council mandates, policies, and strategic plans can benefit from the use of an intersectional lens. Recognizing all layers of identity and diversity can help the municipality grapple with social issues. When you craft strategies and policies, think about whether or not they are inclusive of everyone.

" Social inclusion is a national challenge to the integrity and continuity of Canada. The capacity of urban communities in every region of the country to provide conditions of well-being for all citizens across the life cycle, to recognize and value differences among peoples of global diversities and origins, and to live a common life of proximity and vitality will define Canada to itself and to the world. "

— (Clutterbuck and Novick 2003,32)

# Engage Communities

Community groups are rich with diverse knowledge and experience. When we work with them we make lasting change.

The greater the number of community partners and organizations with whom you work, the better you will understand the needs of your communities and the strategies that will be effective.

There are different ways to engage community partners, including collaboration, consultation, and providing support for their programs. Many community organizations have limited human and financial resources. Keep this in mind when you plan how to engage them.

## Consider these points when working with communities:

- Recognize that experiences of systemic discrimination can cause people to distrust programs and services;
- Identify potential barriers to engaging communities in all their diversity;
- Reach out to communities by going to their locations;
- Build on community strengths to create awareness and motivation;
- Keep in mind that the role of the municipality is to listen to what communities want; and,
- Consider ways to increase flexibility in collaboration.

(Canadian Research Institute for the Advancement of Women 2009:20)

### Women's Organizations:

Most women's organizations have worked for years to approach gender discrimination with an intersectional lens. They have been champions for inclusion across a range of areas of exclusion. Women's organizations are long-established leaders of social change and are likely to be key contributors moving forward.

While women make up half the population, they are not always equitably represented within leadership or have their voices and concerns heard in decision-making. Until women reach at least 30% on City Councils, Boards and in management, the lived experiences of women are less likely to be heard in municipal decision-making (FCM 2012). By creating broader awareness about gender issues and mentoring women and girls to be leaders you can empower members of an important community to be champions!

## Signs you're succeeding in engaging communities:

- They feel free to call you;
- You feel free to call them;
- They want to work with you again;
- They are satisfied the issue was addressed; and,
- There is increased mutual understanding.

# Demonstrate Results

>> FOR MORE INFORMATION SEE SECTION 4.2.

When we demonstrate results we show the value of equity and inclusion and the positive change these initiatives can create. Think about results across the entire life of an initiative. Identify results as you plan the work and reflect on how you will achieve and measure them as you go along. When an initiative ends, share the results with your communities.

Demonstrating results shows accountability and builds trust among community partners. It can also help to secure internal support and resources for initiatives.

There are good reasons to demonstrate results!

- Determine if equity and inclusion is being enhanced;
- Build trust with partners and communities;
- Identify the strengths and weaknesses of the initiative;
- Determine the cost/benefit ratio of improving equity and inclusion;
- Identify who benefits the most and least to make sure equity is happening;
- Gather data to help make improvements and inform partners; and,
- Show funders/partners the value of equity and inclusion initiatives.

# Provide Training

>> FOR MORE INFORMATION SEE SECTION 6.4.

Create a foundation for change by building the capacity of leaders, champions, and other staff. Training can enhance staff knowledge, increase awareness of equity and inclusion issues, and provide critical skills to work in an inclusive way. By preparing facilitators to provide training you can encourage champions.

Training can be delivered on a number of topics to achieve different goals. For example:

- Employment equity training in the municipality can inform staff of the importance of diversity objectives and how they relate to the communities they serve.

- Accessibility training for frontline staff can enhance staff ability to serve residents with disabilities or who face barriers accessing services.

- Cultural competency/ Indigenous cultural competency training can improve competitive advantage to work effectively and productively.

# Communicate Throughout Organization

>> FOR MORE INFORMATION SEE SECTION 4.2.

It is not enough to provide training and inform staff of a directive on equity and inclusion. With many competing priorities across the organization, management and staff need on-going messaging as to why equity and inclusion matter and how they can integrate them into their work.

Establish a plan for communications that uses a variety of mediums at different levels of the organization. Include different ways to reach people according to what interests them and come up with engaging ways to send reminders. Try using posters, bulletins, and electronic messages. To capture the attention of your audience change things up every time you reach out. You want your message to stand out from others.

Communications are key to promoting your work. By opening clear lines of communication and sharing timely information you can build support for your initiatives and inspire others to join in.

# Celebrate Success

**>> FOR MORE INFORMATION SEE SECTION 6.3.**

Celebrate small successes and change along the way.

While you can always improve the inclusiveness of your communities, it is important to draw attention to achievements. Recognize achievements with events, awards and recognition, and publications.

Why celebrate success? It pays to point out the positives.

- You can reinforce the good work being done by champions and allies!

- You can renew the energy of everyone involved!

- You can generate visibility for your work!

- You can garner buy-in by showing that progress is being made!

You might try…

- Giving out awards to staff, community groups, and local organizations;

- Publishing news in local media sources;

- Hosting public events, including launches, for new initiatives; and,

- Nominating municipal and community initiatives for regional and national awards.

# Ensure Sustainability

>> FOR MORE INFORMATION SEE SECTION 4.2 AND 6.1.

Instability of resources is a barrier to equity and inclusion. Unfortunately, uncertainty over staffing and funding contributes to the isolation of efforts and short-term initiatives without lasting results.

Build sustainability by securing resources over the medium and long-term. Embedding equity and inclusion in policies and strategic documents can help you to obtain resources. Try partnering with local organizations to cost share, raise money through events, or apply to relevant funding agencies and universities for support.

Sustainability is also about people. Turnover in staff and the re-organization of governance can have profound effects on programs and initiatives.

Here are a few steps you can take to minimize the effects of organizational change:

- Build equity and inclusion responsibilities into job descriptions;
- Incorporate equity and inclusion related work into job performance reviews;
- Create procedures for succession planning that include equity and inclusion initiatives and facilitate introductions to community partners;
- Ensure that equity and inclusion is incorporated into corporate plans;
- Ensure that responsibility for initiatives does not rest on a single person; and,
- Identify informed back-up contacts among staff who are accessible to community partners.

" There are no quick fixes to a more inclusive society. It is not something that is done once and then forgotten. It is a journey, which requires a willingness to plan and work over the long term through shifting or competing priorities, and changes in leadership or staff. "

—Alberta Urban Municipalities Association 2014,14)

A world class city offers vibrant lives to all its residents. By taking steps to enhance the equity and inclusion of your municipality, you can be a model.

To seize this opportunity, conduct an analysis of your organization or department's strengths, weaknesses, aspirations, and opportunities. Do this to identify strategies for change and achieve results.

Once you are done, create conditions for change by strengthening the cross-cutting practices of the municipality – corporate plans, policies, communications, data collection, and results assessment.

There will always be good practices to build upon.  Who are the internal and external champions with whom you can work? Find them and start from there.



Strategize for Change

Create Conditions for Change

**TIP!  Organizational change is non-linear and multiple factors are required for conditions of equity and inclusion to improve.**

## 4.1 Strategize for Change

How we understand the context of our work influences what strategies we use. It is not only important to be efficient, but to be effective.

Good strategies push an organization or department to be more aware of how it works and to achieve better results. Strategies help lessen the effects of obstacles and create openings for the promotion of initiatives.

As you identify your own strategies for change, be sure to consider the internal and external factors that may influence your success.

# Define Aspirations

It is easy to say "we apply equity and inclusion." But toward what end? How does your municipality's vision reflect these aspirations?

Consider the following questions as they relate to your municipality's vision:

**What would an inclusive and equitable city look like?**

**How would services and practices meet the needs of all residents?**

**What would a truly welcoming and inclusive workplace be like?**

**What would the composition and governance practices of City Council look like?**

**How would residents from all backgrounds feel about their voice in the city?**

To develop your vision and aspirations, listen to equity groups in order to understand what is important to them (See Engage Communities). For example, in the creation of Snapshots on 11 groups at risk of exclusion in Ottawa, equity groups shared their vision of an inclusive city.

# Consider the Costs

Many people believe that equity and inclusion initiatives are expensive and take too much time. While you do need to consider the added costs of making all you do accessible to everyone, the cost of NOT doing the work is often overlooked.

Failure to take action could lead to:

- Missed opportunity to be a world class city;
- Increased social conflict and reduction in sense of belonging;
- Harm to relationships with equity groups and organizations;
- Failure to meet municipal mandate to serve all residents;
- Lower tax revenues as a result of under-utilized skills of newcomers and equity group members;
- Missed opportunities to increase productivity, creativity, and innovation;
- Decreased participation of diverse groups in municipal affairs, including voter turnout;
- Devaluation of municipal values of respect, diversity, and equality;
- And more….

# Scan the Environment

Complete an environmental scan to benchmark where you stand. It will reveal opportunities and gaps. From there, you can be strategic about next steps. An environmental scan done in an intersectional way will take into account how different equity groups are being considered in municipal activities.

You might not have all the answers needed for an assessment. Don't hesitate to ask your colleagues for help.

Here is an inventory to get started.

## ENVIRONMENTAL SCAN CHECKLIST

Visit the CAWI website for an interactive version of the chart, www.equityandinclusion.ca.

For each of the items indicate Y – it's happening; P – partially underway; N – not yet begun.

| POLITICAL STRUCTURES | STATUS | SPECIFY |
|---|---|---|
| 1. Representation of equity groups on committees, commissions, and in municipal related enterprises is representative of the population | | |
| 2. Network of elected women | | |
| 3. Council-adopted policies or mandates on equity and inclusion | | |
| 4. Strategic priorities identify inclusion of marginalized populations | | |
| 5. Equity perspective applied to all decision-making, including the municipal budget | | |
| 6. Signatory to the Canadian Coalition of Municipalities against Racism and Discrimination (CCMARD) and development of an Action Plan | | |
| 7. Equity advisory council, commission, or committee within governance structure to monitor implementation of equity and inclusion policies | | |
| 8. Training in equity and inclusion for elected officials | | |

**Aboriginal peoples**

**Francophones**

**LGBTQ**

**Immigrants**

**Older Adults**

**Persons with**

**Disabilities**

**Persons living in poverty**

**Racialized people**

**Rural residents**

**Women**

**Youth**

**Who else?**

| OPERATIONS | STATUS | SPECIFY |
|---|---|---|
| 9. Services are designed to address barriers to participation | | |
| 10. Access to data is broken down by groups – disaggregated (sex, income, ability, etc.) | | |
| 11. Process in place to handle citizen requests and complaints | | |
| 12. Communications reach diversity of residents with inclusive images and messaging | | |
| 13. Policies and procedures promote equity and inclusion in services | | |
| 14. Scheduled review of all policies as they relate to equity and inclusion | | |

| PARTICIPATION AND PARTNERSHIP STRUCTURES AND MECHANISMS | STATUS | SPECIFY |
|---|---|---|
| 15. Public consultation process with specific mechanisms to encourage the participation of equity groups | | |
| 16. City-wide civic education campaigns | | |
| 17. Committees or working groups on specific issues (safety, housing) include equity groups, and organizations working with them | | |
| 18. Awards for community leaders and organizations promoting equity and inclusion | | |
| 19. Celebrate special holidays of equity groups (Aboriginal Day, International Women's Day, Gay Pride, etc.) | | |

**Aboriginal peoples**

**Francophones**

**LGBTQ**

**Immigrants**

**Older Adults**

**Persons with Disabilities**

**Persons living in poverty**

**Racialized people**

**Rural residents**

**Women**

**Youth**

**Who else?**

| HUMAN RESOURCES | STATUS | SPECIFY |
|---|---|---|
| 20. Self-identification survey conducted on composition of staff at all levels of the organization | | |
| 21. Equity/Diversity Office (with adequate human resources and budget) located within central administration | | |
| 22. Annual equity action plan (goals, indicators, budget per department) | | |
| 23. Training in equity and inclusion for staff | | |
| 24. Mentoring program for members from under-represented equity groups | | |
| 25. Staff awards and recognition for equity work | | |
| 26. Other | | |
| 27. Other | | |
| **TOTAL POINTS** | | |

## RESULTS OF YOUR EVALUATION

How many of these measures are taking place in your municipality?

Give yourself **2 points** for every time you answered Y.

Give yourself **1 point** for every time you answered P.

Do not give yourself any points for answering N.

If you scored fewer than **19 points**, you need to get cracking and study what other cities are doing.  •  You're on the right track if you scored **between 20 and 34 points**. Keep up the good work and push initiatives forward. •  If you scored between **35 and 50**, Congratulations! But please don't rest on your laurels.

(Adapted from Federation of Canadian Municipalities 2004,51-52)

**For another scan tool check out: Alberta Urban Municipalities Association – Municipal Evaluation Tool: Measuring Inclusion**

The Alberta Urban Municipalities Association (2014) has developed an online assessment tool to measure the extent to which a municipality is welcoming and inclusive. Use it to benchmark 15 different areas, such as Human Resources and Public Attitudes and Awareness. To use the tool, simply choose which areas you want to evaluate and check those that apply to your municipality. [15] You can check out the tool online.

# Identify Opportunities

There are multiple entry points for equity and inclusion. A review of your environmental scan can reveal strategic opportunities.

List 5 opportunities you can seize. Reflect on steps you can take to move forward and potential allies who can help you do it.

| OPPORTUNITY | STEPS TO TAKE | POTENTIAL ALLIES |
|---|---|---|
| 1. | | |
| 2. | | |
| 3. | | |
| 4. | | |
| 5. | | |

# Identify Gaps

Your environmental scan also captures areas where little or no equity and inclusion work is taking place. These gaps can be turned into opportunities to further equity and inclusion.

List 5 gaps you can address. Reflect on steps you can take to move forward and potential allies who can help you do it.

| GAP | STEPS TO TAKE | POTENTIAL ALLIES |
|---|---|---|
| 1. | | |
| 2. | | |
| 3. | | |
| 4. | | |
| 5. | | |

## IS YOUR MUNICIPALITY A POSITIVE SPACE?

The Ontario Council of Agencies Serving Newcomers (OCASI) launched the Positive Space initiative to share resources and increase organizational capacity across the immigrant and refugee-serving sector to more effectively serve LGBTQ+ newcomers. To support the creation of positive spaces, OCASI (2014) developed an online tool to help organizations understand what it is, assess their space, identify key strengths and target areas for improvement, and connect to resources.

To learn more and evaluate your organization visit their website.

# IDENTIFY OBSTACLES

As you move equity and inclusion forward you will encounter obstacles. They might stem from the actions of individuals, established policies, implicit ways of doing work, the allocation of resources, or competing priorities.

By recognizing obstacles early on, you can identify strategies to remove them or lessen their effects. You can turn them into opportunities to make progress toward your goals.

For example, here are some common obstacles you might face and strategies you can use. [16]

| OBSTACLE | STRATEGIES |
|---|---|
| Staff feel it is extra work that adds to workload | • Align with strategic initiatives to show how it is an integral part of on-going work<br>• Ensure tools are easy to use as part of everyday work |
| Staff believe that it is not necessary as everyone is already treated fairly and everyone should be treated the same | • Address the rationale behind the initiative<br>• Provide information on inequities and their impacts<br>• Provide awareness training<br>• Identify and work with those who can be champions<br>• Offer opportunities for staff and community organizations and members to voice concerns in a respectful way |
| City does not perceive community desire for equitable inclusion | • Engage the wider community in development of tools and initiatives<br>• Maintain dialogue with respective communities<br>• Articulate the benefits of equity and inclusion for the municipality |

| OBSTACLE | STRATEGIES |
|---|---|
| City Council and management is concerned about cost | • Demonstrate the higher cost of not addressing equity issues<br><br>• Demonstrate that not all measures for equity cost resources |
| Competition and conflict of interests among equity-seeking groups | • Be respectful of different approaches and priorities of specific equity groups<br><br>• Recognize common interests: when you remove a barrier more than one equity group may benefit (e.g. accessible sidewalks are accessible for people with disabilities, parents with strollers, and seniors) |
| Change in the city moves slowly; supportive managers or staff may move on and work stalls | • Keep realistic timelines<br><br>• Seek mandates from Council and directives from Senior Management that will remain constant through staffing changes<br><br>• Cultivate champions in different parts of the municipality |
| Staff backlash against initiatives and fear of change | • Involve individuals who might resist change in different aspects of an initiative's design and implementation<br><br>• Keep everyone informed of the plan and its roll-out<br><br>• Research and share best practices and success stories<br><br>• Develop a network of institutions undergoing a similar change<br><br>• Educate about diversity, cultural competence, the organizational change process, and related equity issues |

**What obstacles might you face in your municipality?**

List 5 obstacles you might encounter. Reflect on steps you can take to lessen them and potential allies who can help you do it.
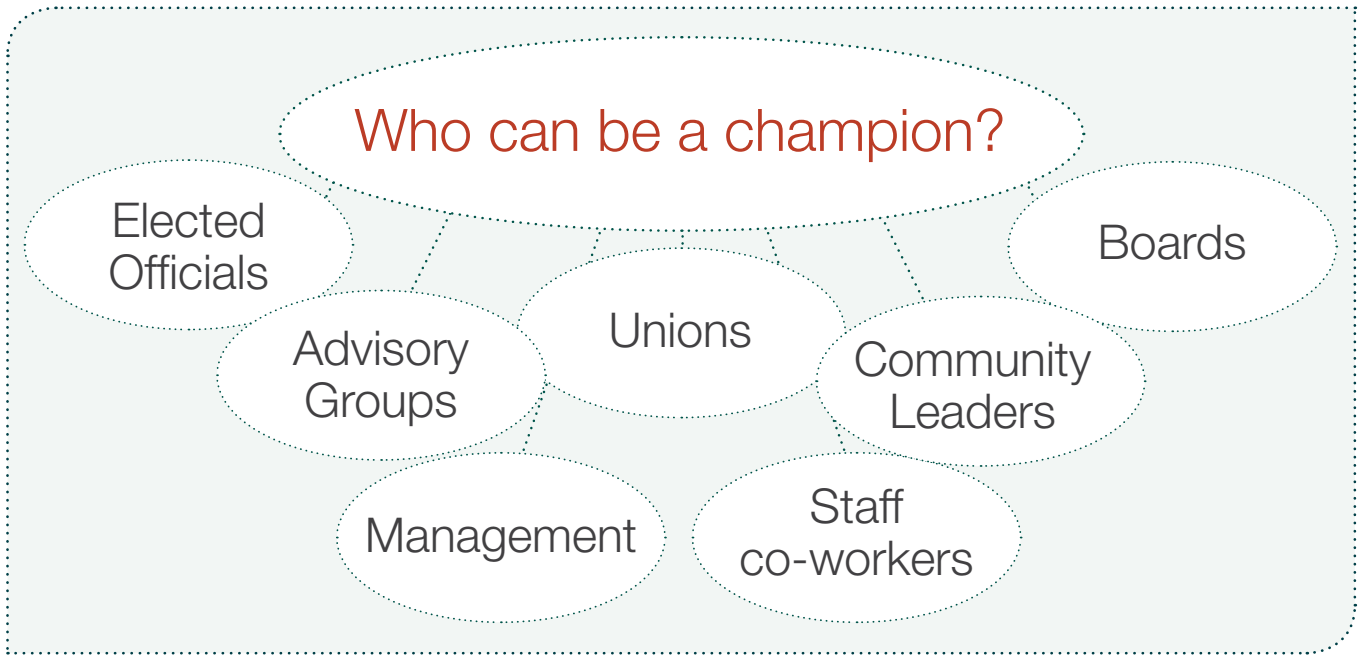
| OBSTACLE | STRATEGIES | POTENTIAL ALLIES |
|---|---|---|
| 1. | | |
| 2. | | |
| 3. | | |
| 4. | | |
| 5. | | |

**REMEMBER!** Don't spend all of your time on those who resist—spend it with those who want to move forward and make change!

# Identify Champions

Champions push to get equity and inclusion on the agenda. They bring people and resources together. The more support you can get from champions in all areas of the municipality and communities, the greater your chances of success.

Champions come with different strengths and approaches. Here are some examples of internal and external champions who can support your work.

## Who can be a champion?

Elected Officials

Boards

Advisory Groups

Unions

Community Leaders

Management

Staff co-workers

Who are your potential champions? Use the chart below to identify individuals who can help you move equity and inclusion forward. Think about the unique contributions they can make and their interests so as to know how to best engage them.

| POTENTIAL CHAMPIONS | WHAT THEY BRING | WHAT ARE THEIR INTERESTS |
|---|---|---|
| 1. | | |
| 2. | | |
| 3. | | |
| 4. | | |
| 5. | | |

Once you have champions on your side, ensure their continued support. To maximize their potential, dedicate resources to help them defend your cause.

You might try…

- Building a network (to build supportive relationships);

- Organizing meetings (on initiatives or informal social gatherings);

- Recognizing the accomplishments of key players to increase visibility of initiatives and celebrate hard earned successes; and,

- Connecting champions with municipal leadership to profile their work and generate support.

## Unions as Champions

Unions can be champions too. The relationship between unions and municipalities can be complex when it comes to employment equity. Unions and municipalities negotiate the collective agreements of municipal staff and they negotiate standards and clauses on questions like representation and seniority.

Collective agreement negotiations can be productive processes that bring equity issues to light. For example, all collective agreements have no-discrimination clauses and unions are strong advocates for a harassment-free working environment and accommodation in the workplace. Unions can help improve the experience of the delivery of accommodations to employees and may also promote living wage agreements. [17]

In some cases, specific union regulations might be held in tension with equity objectives. For example, some seniority and promotion rules may limit flexibility to diversify staff composition. Despite the challenges, much can be gained by fostering an open and respectful relationship. It can result in creative solutions (e.g. barrier-free seniority and joint employment equity plans)!

Unions can be useful sources of information on workplace climate and workforce composition. Some union representatives have great knowledge about equity and inclusion initiatives and will be supportive of such initiatives. Other union representatives may need training to understand it.

When you build on positive experiences of partnership, you set the groundwork for a productive relationship in which everyone benefits. At the end of the day, both unions and employers want to have a healthy, respectful, and inclusive workplace for all employees. They can be partners in strategies for change.

# 4.2 Create Conditions for Change

Now that you have identified ways to be strategic in achieving your aspirations—capitalizing on opportunities, addressing gaps, overcoming obstacles, and locating champions—you are ready to create conditions conducive to change.

Identify the expected results, indicators, and assessment criteria you will use to track the impact of your work. To best achieve the results you have identified, integrate your initiatives into the fabric of the organization. Think about cross-cutting practices that run through the municipality—corporate plans, policies, communications, and data collection. Use them to mainstream equity and inclusion across the organization and to move your work forward.

## Demonstrate Results

>> CHECK OUT MONITORING AND EVALUATION IN THE E I LENS HANDBOOK!  P.32

Once you have pinpointed opportunities to seize and strategies to move forward, you can identify expected results for your initiatives. Demonstrate results to show the value and impacts of equity and inclusion initiatives.

Here are a few tips to get you on your way!

- It is easier to demonstrate results when the process has been built into the design, implementation, and monitoring of initiatives;

- Circulate a glossary of terms related to equity to help mainstream the concepts and ensure consistency;

- Equity-focused assessments can be done on initiatives where equity and inclusion may or may not be the primary emphasis; and,

- Show how diverse groups experience the initiative or enjoy its benefits by collecting disaggregated data.

**There are four steps to keep in mind as you track and demonstrate results.**

## 1. IDENTIFY EXPECTED RESULTS

An expected result is an outcome that a program, policy, or initiative is designed to produce. Your expected results can include targets for the outcomes of your initiative as well as the process of developing and implementing it. When working with community partners, consider expected results related to the collaborative process.

Most assessments are done by municipal staff and are informed by community engagement and feedback. Measures of success are therefore usually developed and evaluated internally. Under such conditions, it is difficult to understand what success looks like for the community. As you plan your design and evaluation, keep this in mind.

Here are some examples of high-level expected results:

- To improve the recruitment of applicants from equity groups
- To increase the civic participation of newcomers
- To enhance the accessibility and affordability of public transportation
- To reduce the number of race related hate crimes in the community
- To increase opportunities for women and girls to move safely through the city
- To increase the number of persons with disabilities entering the local job market

**Do you have an expected result in mind that you would like to achieve?**

Write it down! _____

## 2. DEVELOP INDICATORS YOU WILL USE TO MEASURE YOUR RESULTS

Indicators show the extent to which you produce the expected result. Use them to measure your success. Many indicators will draw from quantitative data, but don't forget that you can learn a lot from qualitative data too. As you decide on your indicators and how to track your progress, think about the data that you already have available and your ability to collect new data for comparison.

Here are two kinds of results indicators you can use:

1. **Performance indicators** (mechanisms, policies, programs aimed at achieving your goal)

2. **Results indicators** (concrete impacts of the mechanisms on the issue).

Let's see what these might look like:

*Expected Result: To improve the recruitment of applicants from equity groups.*

*Performance indicators: number of recruitment sessions, participants in each session, and postings in diverse media.*

*Results indicators: percentage of equity group members in management and on City Council and committees.* [18]

**Take your expected result one step further.**  Come up with your own indicators.

PERFORMANCE INDICATORS:

1._____

2._____

3._____

RESULTS INDICATORS:

1._____

2._____

3._____

In the chart below explore examples of expected results and indicators. The examples focus on initiatives aimed at eliminating racism but you can make your own chart for any issue or initiative.

| EXPECTED RESULT | PERFORMANCE INDICATOR | RESULTS INDICATOR |
|---|---|---|
| Diversification of administrative personnel | Employment equity programme and contract compliance | % of racialized groups in municipal administration<br><br>% of racialized groups in suppliers' workforces |
| Equity and Inclusion training for staff (operations and services) | Diversity and anti-racism training program in place<br><br>Translation services<br><br>Hiring of multilingual personnel | Take-up of municipal services by racialized groups, accessibility and adaptation of the services |
| Participation of members of racialized groups in decision-making and executive bodies | Recruitment and training of potential applicants | % of racialized groups in management positions<br><br>% participation of racialized groups in the City Council and its committees<br><br>% of racialized groups in cultural bodies |

| EXPECTED RESULT | PERFORMANCE INDICATOR | RESULTS INDICATOR |
|---|---|---|
| Institutional services to counter manifestations of racism | Harassment complaints committee or ombudsman | Number of complaints received and dealt with<br><br>Percentage of situations corrected |
| Participation of racialized groups in city life | Liaison mechanisms on "advisory committee" lines<br><br>Funding for community initiatives<br><br>Support for public events<br><br>Prizes or distinctions to highlight outstanding contributions | Feeling of belonging as measured by surveys<br><br>Existence or lack of "headline figures" from racialized groups |
| Poverty and residential segregation | Partnership with higher echelons of government and relevant NGOs (e.g. Chamber of Commerce)<br><br>Targeted programmes | Poverty rate among racialized groups<br><br>Unemployment and under-employment rates among racialized groups<br><br>Average and median income of racialized groups<br><br>Measures of residential concentration (cross-tabulated with poverty indicators) |
| Police organization | Hiring from racialized groups<br><br>Training of law enforcement agents<br><br>Updating of codes of ethics<br><br>Adoption of appropriate programmes and policies (e.g. against racial profiling and hate crimes) | Make-up of police forces<br><br>Number and nature of hate crimes<br><br>Number of cases of racial profiling<br><br>Offence rates by neighbourhood |

(Icart, Labelle, and Antonius 2005,69-70)

## 3. ASSESS YOUR RESULTS IN A WAY THAT MAKES SENSE

Organize your results indicators according to overarching assessment criteria. Select criteria that relate to your work and the expected results you aim to achieve. Criteria can help you to present your results clearly and can elicit the nuances of your impacts.

Contextualize and tailor your assessment tool to your department or organization. Assessment criteria that you can use in your framework include relevance, effectiveness, efficiency, impact, and sustainability. Each criterion can then be explored through the lens of equity and inclusion.

Develop indicators for each of the criteria you select so that you can assess your results.

The chart that follows contains sample assessment criteria and selected equity-focused questions. Use them to reflect on the completeness of your results planning. The questions can also be used to inform the early development of your expected results (See #1).

> **"** Knowledge generated through an equity-focused evaluation provides evidence to influence major policy decisions to ensure that existing and future policies will enhance equity and improve the well-being of worst-off groups. Equity-focused evaluation provides information that has the potential to leverage major partner resources – and political commitment – for pro-equity programmes/policies. **"** — (Bamberger and Segone 2011)[19]

**For a quick impact assessment tool** see the **Alberta Urban Municipalities Association**'s toolkit for creating welcoming and inclusive communities. You can check out the toolkit online.

**To learn more about developing your own tool read:**
Hubbard, Edward. 2004. The Diversity Scorecard: Evaluating the Impact of Diversity on Organizational Performance, San Francisco: Elsevier.

| CRITERIA FOR EQUITY-FOCUSED EVALUATIONS | EQUITY-FOCUSED EVALUATION QUESTIONS [20] |
|---|---|
| **Relevance:** The extent to which the expected results of the intervention address the rights and needs of groups at risk of exclusion, reduces inequities, and are consistent with equity-focused priorities. | • What is the value of the initiative in relation to the needs of diverse groups, reduction of inequities, and equity-focused priorities?<br><br>• What is the relevance in relation to the organization's equity approach and strategies?<br><br>• If successfully implemented would this strategy be likely to address the key issues affecting excluded groups? |
| **Impact:** Positive and negative, primary and secondary long-term effects produced directly or indirectly, intended or unintended, on inequity and groups at risk of exclusion. | • What are the results of the intervention – intended and unintended, positive and negative – including social, economic, and environmental effects on groups most at risk of exclusion?<br><br>• To what extent have results contributed to decreased inequities between the groups? |
| **Effectiveness:** The extent to which the intervention's equity-focused results were achieved, or are expected to be achieved. | • Is the intervention achieving satisfactory results in relation to stated equity-focused objectives?<br><br>• Were contextual factors (political, social, economic, cultural) taken into account in the design/implementation of the intervention?<br><br>• Are initiatives reaching groups at risk of exclusion? What are the main constraints?  Which initiatives are most and least effective?<br><br>• What factors explain success? |
| **Efficiency:** A measure of how resources/inputs (funds, expertise, time, equipment, etc.) are converted to equitable results. | • Does the initiative use resources in the most economical manner to achieve expected equity-focused results?<br><br>• Are any economical alternatives feasible?<br><br>• How cost-effective are the public systems for reaching groups most at risk of exclusion?<br><br>• How do costs for reaching groups at risk of exclusion compare with average public services costs? |
| **Sustainability:** The continuation of benefits to groups most at risk of exclusion after major initiative assistance has been completed. | • Is the intervention and its impact likely to continue when external support is withdrawn?<br><br>• Are inequities between diversity groups likely to increase, remain stable, or decrease when external support is withdrawn?<br><br>• Will the strategy be more widely replicated or adapted? |

(Content adapted from Bamberger and Segone 2011)

## 4. DISSEMINATE YOUR FINDINGS

Complete the results assessment cycle by reporting your findings across the organization and back to communities. Provide an opportunity for stakeholders to offer feedback on the results, but also the results assessment process. Communities can identify important expected results and suggest innovative indicators to track success.

An annual report card on a specific area of equity you are seeking to address is a great way to be accountable to the community. It can generate buy-in from community stakeholders, even if the results are less than expected. Openness and transparency can lead to productive dialogue and the development of strategies to enhance initiatives and their impacts.

# Corporate and Departmental Plans

**CHECK OUT STRATEGIC PLANNING IN THE E I LENS HANDBOOK!  P.40**

Align your work with strategic planning to benefit from the visibility, resources, and champions to move the work forward. To have the greatest impact, integrate equity and inclusion into the expected results of corporate and departmental plans.

Build a case for equity and inclusion before Council sets plans for their term. Offer concrete recommendations for ways that equity and inclusion can be incorporated into future initiatives. If Council mandates that it is critical, then it will get done.

If you are not able to get equity and inclusion integrated into corporate plans, identify places where they connect. Think about broader municipal agendas such as sustainability, economic development, citizen engagement, and welcoming and retaining new immigrants. Build your case using existing language and priorities.

## City of Ottawa
## Linking Service Excellence and the Equity and Inclusion Lens

While the City of Ottawa Equity and Inclusion Lens was being developed, a Service Excellence approach was being launched in the corporation. As the agenda had to do with quality service to clients and an engaged workforce that makes it possible, the launch of the Equity and Inclusion Lens was aligned with this strategy so as to facilitate its application corporation-wide. The Lens enables the City to be systematic, consistent, and coherent in its efforts to promote equity and inclusion in all of its work. It helps staff understand and respond to the needs and aspirations of the increasingly diverse population, recognize and engage the skills, experience, and knowledge of all our residents, create policies, programs, and services that address systemic barriers, and attract, promote, and retain a talented workforce.

To what extent does your strategic planning take equity and inclusion into account? Consider the following questions to find out!

- How does your strategic planning process promote equity and inclusion?

- Do the long-term goals you are defining reflect this?

- What equity issues are currently being raised by residents and employees in relation to your plan?

- Do City and departmental strategic objectives and initiatives reflect a broad vision of equity and inclusion? How can it be strengthened?

- What human and financial resources are required to achieve equity and inclusion in this plan?

- How do the performance measures in the City and departmental strategic plans capture the impact on people who are the most at risk of exclusion? How do they measure whether inclusion is increasing or decreasing?

[City of Ottawa and City for All Women Initiative 2015, 40]

Departmental plans also guide the municipality and its actions. Integrate expected results of equity and inclusion into these plans too!

You might try…

1. Talking to staff engaged in other initiatives to share practices and make the best use of stretched resources;

2. Working with City Council to identify ways to integrate equity and inclusion into existing strategic priorities;

3. Reviewing your top level municipal plans for expected results and success indicators that work toward your vision.

4. Promoting your work by explaining how it contributes to the municipality's vision;

5. Working with community organizations to identify shared goals and see where your work can help; and,

6. Creating a supportive, relationship-based network of like-minded groups, emphasizing a shared vision. [21]

## City of Lethbridge, AB
## CMARD Action Plan (2011)

The City of Lethbridge produced an action plan that aligns with their commitment to CCMARD. Visit their website to learn more.

## City of Toronto
## Toronto Youth Equity Strategy

The City of Toronto strives to ensure all youth can equally pursue their hopes, dreams, and aspirations free of barriers based on race, gender, economic status, and geography, and that all youth have the opportunity to meaningfully contribute to Toronto's strength, vitality, and governance. The Toronto Youth Equity Strategy (TYES) is based on the idea that youth who are most vulnerable to involvement in serious violence and crime do not have equitable access to the comprehensive supports they need to change their lives for the better. The purpose of the TYES is to address what the City can do to better serve the needs of this specific population, within its authority to plan, manage, deliver, and advocate. More information is available online.

## City of Ottawa
## Older Adult Plan

In October 2012, the City of Ottawa adopted the Older Adult Plan (OAP); an action plan containing concrete actions to enhance municipal infrastructure, policies and services for older adults across eight age-friendly domains. Eight groups at risk of exclusion were identified including: Francophones, immigrants, Aboriginal peoples, rural residents, persons with disabilities, gay and lesbian residents, isolated residents, and residents living on low income. Statistics and trends were determined for each group and consultations were conducted to identify older adult issues and priorities under each of the 8 age-friendly domains. In addition to general sessions held across the city, the consultation plan included focus groups with each of the sub-groups of older adults with unique needs organized with partner community agencies. The exercise yielded rich information on the specific needs and priorities of these older adults which was then considered by staff during the development of the OAP. More information is available online.

## Town of Stratford, PEI
## Diversity and Inclusion report and sub-committee

In June of 2007, Stratford Town Council passed a resolution to join the United Nations Education Scientific and Cultural Organization (UNESCO) sponsored Coalition of Canadian Municipalities against Racism and Discrimination. By signing this agreement, the Town of Stratford agreed to address three pillars of municipal responsibility through the creation of a Diversity and Inclusion Plan. The Stratford Economic Development Committee mandated a sub-committee to develop the plan that would allow ALL who wished to reside in Stratford to do so in an inclusive community. The report included a number of goals and actions to achieve those goals, and recommended that a Committee be appointed to implement the plan and to assist with promotion, education, and advocacy for diversity and inclusion within the Town of Stratford. The Diversity and Inclusion sub-Committee reviews and oversees the implementation of the Town's Diversity and Inclusion Plan; recommends strategies to increase diversity, promote civic participation and the town's reputation; and, devises and carries out programs and events in support of the recommended strategies. More information is available online.

**Align your work with that of networks like the Canadian Commission for UNESCO's** [22]

## Canadian Coalition of Municipalities against Racism and Discrimination (CCMARD).

CCMARD addresses the need for a platform to broaden and strengthen the ability to protect and promote human rights through coordination and shared responsibility among local governments, civil society organizations, and other democratic institutions. To date, more than 60 Canadian municipalities have joined the network to share their experiences and strengthen their own policies and practices. Signatory municipalities rely on Ten Common Commitments to inform and guide their work.

To learn more about the CCMARD and the Canadian Commission for UNESCO visit their website.

# Policies

>> **CHECK OUT POLICY DEVELOPMENT IN THE** E I LENS HANDBOOK**! P.36**

Policies provide guidelines that give structure to an organization. They communicate the values of the organization and its expectations for behaviour.

Intersectional policies create a framework for a structure that is inclusive of everyone. They take into account the full diversity of people who would benefit from, or be impacted by, the policy in their design and implementation.

To make policies accessible, aim to:

- Have a clear statement about who the policy applies to and who is responsible for putting it into practice;

- Keep the policies in a place where anyone who wants to read them can access them without barriers;

- Make sure that the policies can be, and are, translated into different languages as well as physical formats;

- Use language that is clear and direct, rather than full of jargon;

- Use wording that makes the policy intentions easy to understand; and,

- Being flexible in the policy to allow for different cultural beliefs and values, unless there are legal reasons to limit your flexibility.

[Springtide Resources 2008,15]

Every policy can have impacts on equity and inclusion in your municipality. That's why it is so important to consider how policies that don't seem related to equity at first glance, can, in fact, be associated.

Include equity and inclusion in your criteria for reviewing policies. A review committee is well placed to undertake this work in an organized and efficient manner. A review schedule is a useful tool to facilitate the process and identify critical champions and partners in this work.

Three questions are vital to the review of any policy that supports equity and inclusion:

**How accessible is the policy?**

**How are different people affected by the policy?**

**How can the policy be changed to truly include everyone?** [23]

Here are a few questions to spark your reflection:

- What are the equity and inclusion concerns related to this policy issue? (e.g., accessibility, affordability, safety, culture, gender identity)

- Have we checked existing policies that may inform how we address equity and inclusion in this new policy?

- Have we considered and made note of equity and inclusion considerations when developing the business case for the policy?

- Are the groups most affected by the policy consulted from the early stages of the policy development? How can we ensure their perspectives are included?

- Can we develop innovative policy solutions that draw upon the contributions and assets of those people most affected?

- If new resources are required in the policy implementation, how can we build that in from the beginning?

- How will we measure the extent to which the policy contributes to removing barriers or creating opportunities for people who risk exclusion?

[Adapted from City of Ottawa and City for All Women Initiative 2015, 36]

## Springtide Resources

An Integrated Anti-Oppression Framework for Reviewing and Developing Policy: A Toolkit for Community Service Organizations

This toolkit is designed to help community service organizations become better able to reflect the values, beliefs, and life experiences of everyone in their community. In this way, they will become places rich with diversity and difference, where everyone works to challenge and dismantle all forms of oppression. The toolkit provides detailed information on how to conduct an anti-oppression review of your organization's policies. More information is available online.

# Communications

>> CHECK OUT COMMUNICATIONS IN THE E I LENS HANDBOOK!  P.24

How you communicate, both internally and with the public, is key to promoting services and a workplace that is welcoming to everyone.

Some tips to keep in mind:

- Use multiple formats and vehicles;

- Reach out by using bulletin boards, community leaders, community newspapers, and social media;

- Compose messages that are inclusive and accessible to everyone;

- Use images that represent a full range of diversity, and show people who are at risk of exclusion in an active, positive light;

- Consider translating your communications into multiple languages;

- Provide clear contact information for individuals who may have questions;

- Leverage the power of newsletters and memos to spread the word to colleagues;

- Give concrete examples to show how equity and inclusion relates to their work; and,

- Send a positive message that is persuasive and will inspire people to take action!

Four features of an effective communication campaign are listed below. As you develop a communication, check to see that you address each point.

## 1. Capture the attention of the right audience

**Example:** If you are advertising a community initiative, focus on sending your message to departments with shared interests and relevant community groups. To stimulate a discussion on a new equity policy, try focusing on middle and upper management, and elected officials.

## 2. Deliver a clear and credible message

**Example:** If you are advertising a change in a community service program that will affect the public very broadly, you will not use the same language when communicating to everyone. Choose words that make sense to your audience and avoid using jargon that might be confusing. Use headlines that are brief and accurate. Credibility can be gained by securing the buy-in of influential supporters and identifying them in the message.

## 3. Deliver the same message repeatedly

**Example:** If your organization is communicating about the upcoming rollout of employment equity efforts (including a survey, staff training, etc.), ensure that the key idea (that diversifying the workforce will enhance the municipality's work) is contained in each related message.

## 4. Create social contexts that enable desired outcomes

**Example:** If you are building a network of champions use social contexts to enhance the process. Champions make things possible because they encourage and connect with people. Organize events that bring staff and champions together to further the goals of the network and spread the importance of equity and inclusion in a non-threatening way. [24]

# Data Collection

>> CHECK OUT GATHERING INFORMATION/RESEARCH IN THE E I LENS HANDBOOK! P.28

Data on equity and inclusion is crucial for decision-making, resource allocation, program design, and service delivery. When we collect data that are "disaggregated" (broken down by categories), we are more likely to spot gaps in services and create better plans to address them.

For example: When planning a youth program do you consider the differences between female and male youth? What about racialized male youth living in poverty? Racialized female youth living in poverty? Or First Nations, Métis, or Inuit youth?

Here are some questions you can ask yourself to get started:

- Will our data gathering plan identify specific areas where we may unintentionally limit equity and inclusion? (e.g. safety, accessibility, affordability, cultural specificity, family responsibilities, access to decision-making, racial profiling)

- What current statistics or demographic data would help us understand the people or communities that face systemic barriers and inequities in relation to the issue in question?

- Will data gathered capture the diversity of the population? Is it broken down to make differences visible?

- Do the research questions help us identify who may be excluded and what is needed to ensure they will benefit?

- How might you consult with the people most affected by this issue to ensure the reliability of your data, approach, and findings? (e.g. ask community leaders about the cultural appropriateness of the data or approach)

[Adapted from City of Ottawa and City for All Women Initiative 2015, 28]

**It is also important to collect data as it relates to the workforce of your municipal government. If you do, then you will know if it is representative of the population you serve!**

>> FOR MORE INFORMATION ON COLLECTING WORKFORCE DATA, SEE SECTION 6.1.

There are different sources of data. Each may bring a unique perspective to the analysis of an issue. Keep this in mind as you choose your sources.

## Federal government departments

- **Statistics Canada** collects data at a range of levels, including the municipality, on a broad range of indicators including: equity and inclusion, society and community, Aboriginal ancestry, religion, civic participation, women and gender, discrimination, ageing, disability, and poverty. [25]

- **Status of Women Canada** department supports women and organizations through its resource center containing publications on a wide range of topics related to women and girls in Canada (including economic security, leadership, history and politics).

## National organizations

- **Canadian Race Relations Foundation** publishes surveys on timely social topics including discrimination and religion.

- **Conference Board of Canada** produces reports on topics such as women's leadership, healthcare and wellness, and immigration.

- **Canadian Research Institute for the Advancement of Women** (CRIAW) documents the economic and social situation of women in Canada through research and provides tools to help organizations take action to advance social justice and equality for all women.

- **Equal Voice** is a national, bilingual, multi-partisan organization dedicated to electing more women to all levels of political office in Canada.

- **Federation of Canadian Municipalities** prepares reports on topics including the state of municipalities, ageing, housing, immigrant settlement, and rural communities.

---

**QUICK WIN!**

Your communities may learn and benefit from posting municipal level data on the municipal website. What data is available on your website? If you can't generate your own data, post some data from Statistics Canada on your site.

The **City of Toronto** has an Open Data site containing a range of municipal data on community services. More information is available online.

# Engage Communities

**E**quity groups make social change possible. They are rich sources of experience and have considerable insight into the needs, hopes, and dreams for their communities. When we take into account these unique histories we ensure that programs and services are more inclusive and effective.

Explore five dimensions of community engagement to learn more about how to advance equity and inclusion.

| Understand the Issues | Recognize Community Experience | Create Relationships | Work Together | Be Accountable |
|---|---|---|---|---|
| • Ways to learn <br> • Chart the Issues | • Select Partners <br> • Levels of participation | • Connect with communities <br> • Build trust | • Principles to follow <br> • Inclusive meetings <br> • Collective impact | • What it means <br> • Encourage ongoing work |

There are important reasons for municipalities to become more inclusive of people with diverse backgrounds in their work:

- **People from diverse backgrounds bring different knowledge and traditions** to the municipality and this can help make services more relevant for everyone;

- **Women make up 51% per cent of the population** and their inclusion allows the municipal government to relate better to the whole community; [26]

- **Young people are the future of communities** and their representation builds succession and renewal for municipalities;

- **People with disabilities bring knowledge** about how to make services, organizations, and communities accessible to everyone (including the elderly and parents); and,

- **Aboriginal peoples have strong cultural connections** to both rural and urban communities and are the fastest growing segment of the Canadian labour force. [27]

> **"**Civic engagement requires changes to both public institutions and public attitudes to allow for greater participation, and increased ability of diversity groups to participate via increased knowledge, skills and resources and reduced barriers to participation.**"**
>
> — (Cooper 2007,4)

If you take steps to work with communities early on, it can go a long way.

Engaged communities are healthier municipalities. They have:

- More empathy for other perspectives and for the decisions faced by municipal government;
- Greater buy-in for decisions and more effective regulatory enforcement;
- Increased social capital in the community (improved trust and relationships);
- Increased efficiency in municipal service delivery;
- Potentially higher levels of well-being and health status;
- Better work performance;
- Better adjusted children; and,
- Safer, more attractive and welcoming communities.

### Reasons why communities want to be engaged:

- Put across their interests and the interests of their allies;
- Gain an understanding of how municipalities work;
- Offer advice, expertise, and information to benefit others;
- Help municipality see the effects decisions may have; and,
- Have a say in decisions that affect them.

# 5.1 Understand the Issues

Gathering information on community concerns allows you to pinpoint gaps in existing services and policies, and identify and prioritize areas for further work.

There are many ways to learn about community issues. Try some of the ways listed below:

- Go where a specific population is located and see the city from their perspective;
- Connect with community leaders both formally and informally;
- Attend community events;
- Partner with community organizations;
- Reach out to Advisory Committee and Board members;
- Speak with police to identify at-risk populations;
- Hold community forums and invite members to share concerns; and,
- When administering a quality of life survey, take special care to engage diverse communities.

Chances are you are aware of many pressing issues and your municipality is already doing something about them. With limited resources, it is critical to consider the most effective way to address root causes, which are often the inequities that people are facing.

Map out the issues in a chart. The chart below contains examples of issues you may face and identifies community concerns and potential municipal actions. Complete your own chart to map out issues you are facing.

| ISSUE | COMMUNITY CONCERNS | MUNICIPAL ACTIONS |
|---|---|---|
| E.g. Islamophobia and hate graffiti | 1. Negative stereotyping of Muslims<br>2. Lack of Muslim voices in municipal government<br>3. Inadequate  policing at mosque sites | 1. Meeting with religious  leaders in the community<br>2. Anti-hate crime campaign<br>3. Messaging to the whole community |
| E.g. Low representation of women on Council | 1. Voices of women are not being heard<br>2. Range of diversity of women is not accounted for<br>3. The needs of women are not being met by services | 1. Education campaign in local media<br>2. Mentorship program for potential candidates<br>3. Form a task force |

## City of Toronto
## Wellbeing Toronto.

Wellbeing Toronto is a map visualization tool that helps evaluate community well-being across Toronto's neighbourhoods on a number of factors, such as crime, transportation or housing. Using simple browser software, Wellbeing Toronto allows you to select and combine a number of datasets that reflect neighbourhood wellness. The results appear instantly on easy to read maps, tables and graphs. This app helps many users: decision-makers who need data to support neighbourhood level planning; residents that want information to better understand the communities in which they live, work, and play; and businesses needing indicators to learn more about their customers.  More information is available online.

## Toronto Women's City Alliance
## Community Conversations on Women and Poverty

The City of Toronto is developing a Poverty Reduction Strategy, but there is no dedicated analysis of the effects of poverty on women's lives. Toronto Women's City Alliance has organized and hosted community workshops for women living in poverty in order to fill this gap. Women are given the space to explain how poverty affects their lives, and this important information is then collated and referred back to the municipal government. The aim is for the resulting policy to effectively address the gendered effects of poverty. More information is available online.

## Toronto Women's City Alliance
## Communities in Which Women Count:
## The Women's Equality Report Card Project (2010)

The Women's Equality Report Card Project is grounded in concerns about how women's lives are touched by the city. The goals of the Report Card project are to identify key issues as they relate to City services and to identify key sources of data related to gender equality in the City. It is a tangible tool that the City can develop and use to evaluate how it engages all women living in Toronto and gauge how services are responding to women's needs. More information is available online.

# 5.2 Recognize Community Expertise

Diversity is strength. Recognizing the range of expertise within communities strengthens the work of municipalities. Be strategic in your selection of partners and their level of participation.

## Select Partners

What term do you use to talk about who is affected by, or involved in, municipal work?

*In some municipalities the term stakeholder is commonly used.*

*In others the terms community or communities are apply.*

Be clear what terms you use and how they are defined. By doing this, you can leverage the power of policies and structures in your municipality.

**QUICK WIN!**

As you develop your outreach and communication plan ask yourself: Who may not be included? Who is raising equity concerns with the city? What can I do differently to ensure inclusion?

Just like there is difference BETWEEN communities and equity groups, there is difference WITHIN them. Keep this in mind when you decide with whom you will work. You may want to include more than one representative from communities and equity groups to better capture the diversity of experiences and perspectives within them.

## Women Transforming Cities
## Hot Pink Paper Campaign

The Women Transforming Cities Hot Pink Paper Campaign for the 2014 British Columbia municipal election campaign posed 11 key issues with three actionable recommendations to all the candidates and parties. Each issue had a background paper. The recommendations were put forward to the parties, which agreed to commit to all the issues or most of the issues. More information is available online.

## Canadian Commission for UNESCO
## CCMARD Journal Issue

To commemorate the 10th Anniversary of the Canadian Coalition of Municipalities against Racism and Discrimination (CCMARD), the Canadian Commission for UNESCO commissioned the publication of a special edition of Canadian Diversity entitled "The Fight is Ours: The Potential of Municipalities to Eliminate Discrimination" (2014). The issue draws together contributions of a broad range of stakeholders to reflect on the work, challenges and successes of municipalities in the field of antidiscrimination and looks ahead to the next decade of CCMARD in Canada. Canadian Diversity is published by the Association for Canadian Studies (ACS). The publication is available online.

## City of Vancouver
## Talk Vancouver

TALKVancouver is a convenient, online space where citizens can quickly and easily share their insights with the City on important issues. As new City initiatives unfold, TALKVancouver allows the City to reach out to citizens, share its plans, hear ideas, and talk about local needs. The publication is available online.

## City for All Women Initiative
## Peach Paper (2011)

CAWI Peach Papers provide the City of Ottawa with perspectives of the diversity of women on how to make City decision-making and governance structures more inclusive. The focus of this Peach Paper is to provide input into the 2011 Governance Review, and to inform the review of the City of Ottawa Public Participation Policy as mandated by Council. The publication is available online.

> **TIP!**  Be careful you do not only work with those people who are "easy to work with." You could end up excluding other people who can be involved.

# Who can promote equity and inclusion?

When addressing a specific issue, a stakeholder chart can be useful. As you work your way through your list, reflect on engagement methods that will reach each community effectively. The chart below provides examples to get you on your way.

| STAKEHOLDER/ COMMUNITIES | EQUITY CONCERNS | CONTRIBUTIONS THEY MAKE | BARRIERS TO BEING HEARD |
|---|---|---|---|
| Local disability advocacy group | • Equitable access in public spaces (e.g., auditory, physical, visual)<br>• Multiple forms of information not available | • Innovative ideas on how to be more inclusive of diverse populations | • Public is not aware of accessibility issues<br>• Physical spaces that are not inclusive (urban planning) |
| Union | • Access to childcare<br>• Flexible work hours | • Mothers in workforce bring added diversity of perspective | • Male-dominated leadership<br>• Budgets allocated to other priorities |
| Etc. | | | |

- Women's organizations;
- Local, Provincial/territorial Aboriginal organizations and Friendship Centres;
- Lesbian Gay, bisexual, and transgendered individuals and groups (LGBT);
- Immigrant settlement organizations;
- Faith-based organizations;
- Accessibility groups;
- Non-governmental organizations working on human rights;
- Official language minority communities;
- Sex trade workers;
- Ethno-cultural organizations and community members;
- Local employers;
- Local police services;
- Elected officials;
- Media;
- Youth Organizations;
- Educational institutions including universities and colleges;
- Researchers;
- First Nations, Métis, and Inuit community leaders;
- Organizations serving persons with disabilities;
- Relevant municipal departments;
- Human rights commission representatives;
- Relevant provincial and federal government departments;
- Representatives from existing municipal initiatives;
- Business associations; and,
- Union representatives. [28]

# Levels of Participation

Communities can be involved at different levels. The level you choose will depend on the specific initiative and the outcomes you seek. Decision-making power will also shift depending on which level you select.

When the municipality informs communities about its work, then it retains full decision-making power. Consultations and the direct involvement of communities necessitate shared decision-making. Conversely, communities may take the lead when they act as collaborators and partners.

Be clear about  which level of participation you are looking for. Be prepared to hear that communities may desire a higher level of engagement and be open to talking about what it could look like.

## LEVELS OF PUBLIC PARTICIPATION



(City for All Women Initiative 2011,4; adapted from N. Bergau (Coady Institute 1989))
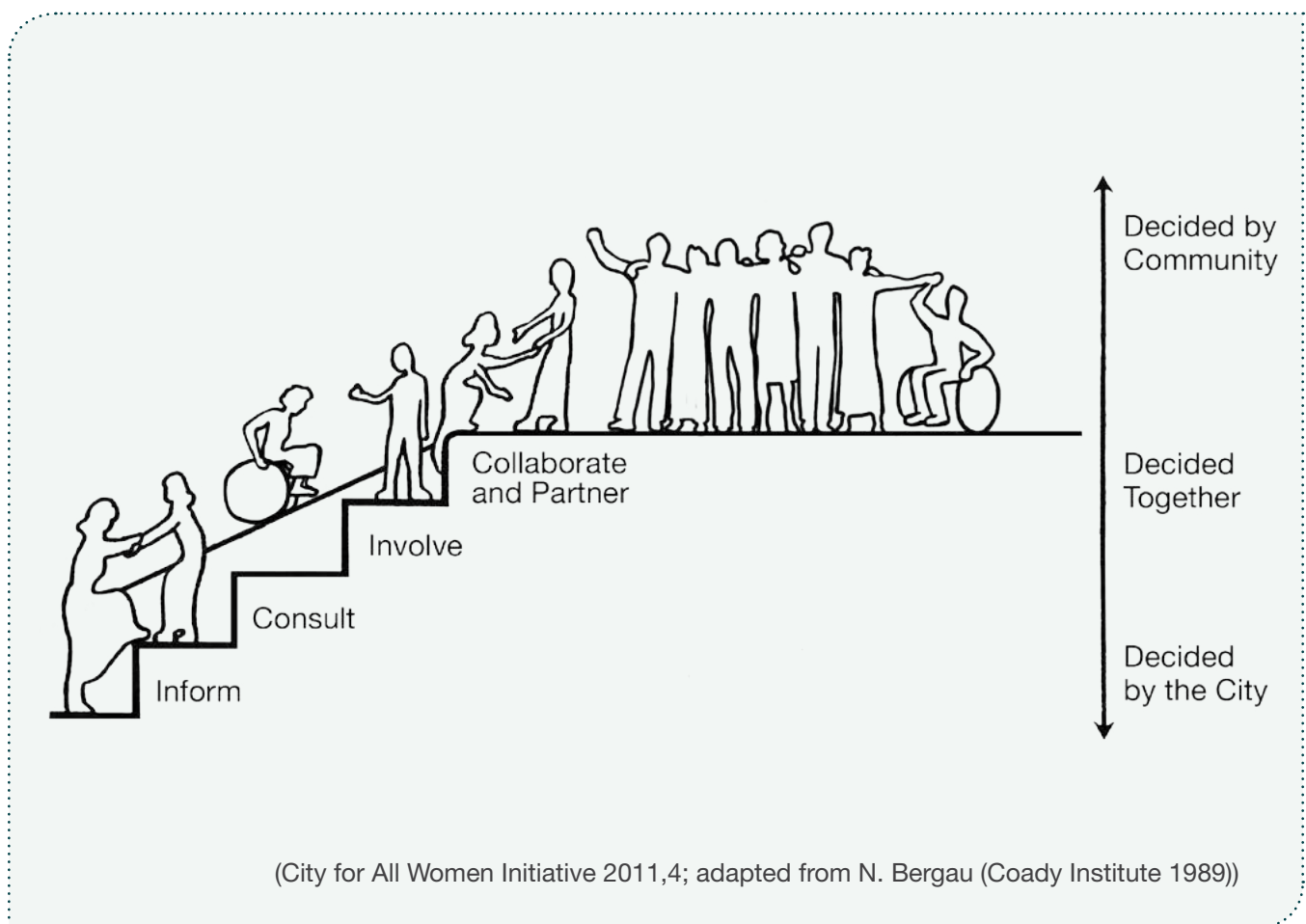
# 5.3 Create Relationships

## Connect with Communities

There are many ways to reach out to communities. Not all methods will achieve the same results. Communities may not all have access to the same information and networks or will find the same type of invitation appealing.

**You can reach out to communities:**

- Meet with community organizations. Go where they are! Attend their events;

- Connect with a leader who will go with you;

- Advertise on culturally specific radio stations;

- Use social media (e.g., Twitter, Facebook);

- Connect with them in their first language;

- Submit articles to community-specific media (e.g. gay pride, youth, women);

- Take into account the full range of accessibility barriers (e.g. font size, sign language);

- Remember that not all members of the community have the access, knowledge, and ability to use the internet or email; and,

- Pick up the phone and call to say you want to meet.

Where programs and services are designed to serve specific populations (e.g. settlement services for new immigrants, support groups for sole support parents, etc.), avoid making decisions based on general assumptions about those populations. Take into account the potential differences *within* these communities.

## City of Ottawa
## Aboriginal Working Committee

In 2004, leaders in Ottawa's Aboriginal community were disconcerted that they did not see the City of Ottawa taking them into account while making city plans and designing services. As an urban area with one of the fastest growing urban Aboriginal populations, they met with City officials to say this had to change.  As a result, the Aboriginal Working Committee was formed to create a communications link to City Council on emerging issues. In this committee, co-chaired by the deputy City manager and an Aboriginal leader, they work collectively to build and foster strong relationships and identify, prioritize, and develop solutions. More information is available online.

# Build Trust

>> CHECK OUT WORKING WITH PEOPLE IN THE E I LENS HANDBOOK!  P.44

Trust is the glue that binds municipalities and their communities together.

When there is a high level of trust, positive interactions and productivity are enhanced and timelines and costs are reduced.

How do you build trust?

- Be aware of the history of municipal/community relations;
- Recognize the expertise of communities;
- Connect staff with communities and go where they are;
- Invest in community leaders;
- Have open dialogue and encourage feedback;
- Ask questions and listen in order to understand where they are coming from;
- Respond to questions from the community;
- Identify missed opportunities and challenges;
- Share your data and information on issues; and,
- Provide clear information and be transparent.

## City of Vancouver
## Year of Reconciliation (2014)

In partnership with Reconciliation Canada, the City proclaimed a Year of Reconciliation (June 2013 – June 2014) by acknowledging the negative cultural impacts and stereotypes that resulted from Canada's residential school system, to witness the process of reconciliation and healing, and advance with a greater shared understanding of the historical impacts that have shaped the experiences of Aboriginal people to date. The year-long initiative included a series of gatherings, intercultural dialogue and storytelling workshops, public education, and cultural and arts programs. This important work continued with Council's endorsement of a City of Reconciliation in September 2014. More information is available online.

> **"**Engaging Aboriginal communities is different from engaging with others. Recognition of Aboriginal rights is enshrined in Canada's constitution. Aboriginal communities have different cultural and governance structures, and they may also differ from each other in many ways.**"**
>
> — (Government of Ontario 2009, 2)

Be clear about the benefits of community participation and spark interest by showing how participation connects to everyday life. Explain how communities' contributions will inform your work and then follow up to let communities know their impact.

When municipal government and communities work together there are synergies and points of tension. Points of tension or disagreement can lead to productive dialogue and can stimulate promising avenues for action when handled well. Provide opportunities for feedback to minimize the effect of tensions on the outcomes. You want to be certain that you listen effectively and take input seriously.

## Lessons learned in municipal and Aboriginal relations:

- It makes good sense to engage early and build relationships with Aboriginal communities;

- Be proactive in establishing municipal-Aboriginal relationships;

- Early and frequent engagement supports future decision-making;

- Recognize and respect that building relationships may take time;

- Be mindful that Aboriginal communities may be dealing with many partners;

- One size does not fit all – there are variations in municipal and Aboriginal governance models, so any engagement process must be flexible;

- The engagement process should aim to develop a common understanding of shared interests, concerns, expectations, and responsibilities; and,

- Formal processes are useful tools to promote understanding and cooperation.

Government of Ontario 2009, 11)

## Rural and northern municipalities can face unique challenges to inclusion:

- Challenging the stereotype that all rural and small towns are homogeneous;

- Out-migration that results in shrinking property tax bases and smaller municipal budgets for equity work;

- Small numbers of municipal staff covering a broad range of issues;

- Distance from other cities and towns that limits the creation of support networks and work opportunities; and,

- Difficulty attracting and retaining newcomers because of real or perceived lack of local diversity.

# 5.4 Work Together

**We can learn from everyone.**

Some municipalities have public engagement policies or strategies to guide interactions with communities. These frameworks often contain guidelines on how to organize and conduct engagement activities, who to include, and how to report information and results back to the community.

Four principles of collaboration have emerged from work between municipalities and Aboriginal communities. [29] The lessons captured in these principles can be applied to collaboration with all communities.

- **Recognition** based on equality and co-existence;
- **Respect** in the form of courtesy, consideration, and appreciation;
- **Sharing** done on equal terms; and,
- **Responsibility** for partnerships in transformation.

## City of Ottawa
## Public Engagement Strategy and Toolkit

In 2013, the City of Ottawa approved a Public Engagement Strategy to assist City staff to effectively and consistently engage with residents on issues that affect them. The Public Engagement Strategy focuses on: providing an overarching approach for staff to follow, tools, resources and training, management commitment and interdepartmental collaboration; online tools; and evaluation and continuous improvement. During its development, the City consulted with several diverse populations, including Aboriginal and rural residents, the City for All Women Initiative, community associations and businesses.  The City of Ottawa Public Engagement Strategy staff Guidelines and Toolkit and training integrate the Equity and Inclusion Lens, providing specific tips to developing inclusionary public engagement. More information is available online.

## City of Toronto
## Civic Engagement Strategy and Website

Public participation is supported and promoted through the City of Toronto's Civic Engagement website which includes introductory guides to the City, a centralized list, calendar and map of opportunities for public participation, and social media feeds. Toronto's Civic Engagement Strategy builds organizational capacity through staff training, courses and workshops, a community of practice for civic engagement practitioners, and tools and protocols to support engagement practitioners in their work. More information is available online.

## Canadian Commission for UNESCO
## CCMARD Toolkit

The Canadian Commission for UNESCO (2012) launched a Toolkit for Municipalities, Organizations and Citizens in order to assist municipalities that joined, or were considering joining, the Canadian Coalition of Municipalities against Racism and Discrimination (CCMARD). The Toolkit provides municipalities with practical information to support their work in strengthening local initiatives and policies against racism and discrimination. More information is available online.

## Organize Inclusive Meetings

Meetings are a useful tool to engage communities. How gatherings are planned matters as much as the content. Flexibility can be a significant advantage when working with communities and can optimize participation.

As you plan your meeting, ask yourself the following questions:

- Is the content and format of the meeting accessible to all participants, including those with physical or cognitive limitations?

- Is the location of the meeting accessible and appropriate? (e.g. near public transportation, a place where all participants feel safe)

- Can you vary the meeting site to increase community participation?

- Do participants require assistance with childcare or transportation to attend?

- Does the structure of the meeting take into account the traditions of others? (e.g. inclusive of Aboriginal traditions)

- Are there opportunities for stakeholders to provide feedback on the meeting?

- Do you provide refreshment at the meeting (at least water) to make participation comfortable and to build trust?

### Plan your own inclusive meetings!

**Accessibility for Ontarians with Disabilities Act** — Accessible event checklist. Learn more about steps you can take online.

**City of Ottawa and City for All Women Initiative**. 2006. Planning an Inclusive Consultation: A Guide for Including the Full Diversity of Women. CAWI, Ottawa, ON. Learn more about steps you can take online.

**CRIAW**. 2014. Diversity through Inclusive Practices: An Evolving Toolkit for Inclusive Processes, Spaces and Events. Canadian Research Institute for the Advancement of Women, FemNorthNet Project. Ottawa, ON. Learn more about steps you can take online.

**Government of Canada**. 2009. *Guide to Planning Inclusive Meetings*. Human Resources and Skills Development Canada; Ottawa.  Learn more about steps you can take online.

Here are some quick tips to help you plan your consultation:

- Ask questions that will draw out the views of the people least likely to be heard when designing a focus group;

- Avoid using only words and charts on visual displays to make it more accessible;

- Use photos, images, and examples that show the full diversity of community members who relate to the issue, service, or program;

- Remember that many cultures rely more on oral than written communication;

- Avoid forms for people working in a second language or with limited literacy;

- Demonstrate you value their opinion by making sure they are recorded; and,

- Report back results to participants.

(City of Ottawa and City for All Women Initiative 2006,12)

# Generate Collective Impact

Change happens when people work together. One popular approach to understanding the change brought about through collaboration is collective impact. It is an approach that brings people together, in a structured way, to create social transformation.

Many organizations work independently from one another on complex issues, but this way doesn't always work.  At the core of collective impact is the principle that collaboration dramatically enhances the possibility of real change.

There are five pillars of collective impact that maximize results by tackling issues in a holistic way. [30] They include the development of a common agenda, common progress measures, and mutually reinforcing activities, as well as communication efforts and the identification of a backbone organization. A unit within a municipality may be the backbone organization that provides the support to move equity and inclusion forward. However, it can also be a community organization. (See Pillar 5).

**Common Agenda**
Keeps all parties moving towards the same goal

**Common Progress Measures**
Measures that get to the TRUE outcome

**Mutually Reinforcing Activities**
Each expertise is leveraged as part of the overall

**Communications**
This allows a culture of collaboration

**Backbone Organization**
Takes on the role of managing collaboration

(Kania and Kramer 2011)

Municipalities already work to generate collective impact. They act as convenors, hosts, early investors, collaborative members, working group members, and/or champions. How can this role be utilized to strengthen equity and inclusion in your municipality?

**TOOL:**

How-To Guide on Collective Impact published by Collaboration for Impact. The guide is available online.

# 5.5 Be Accountable

Accountability is more than just a principle to which we aspire. It is put into practice at the highest level of municipal affairs (like in Council meetings) and at the project level where interaction with communities takes place.

Strong municipal-community relationships are built on trust and governed by respect. They are also relationships in which the municipal government shows it is accountable by explaining its decisions and taking responsibility for its actions/inaction.

Communities come to the table not only with a willingness to contribute expertise, but to bring ideas about what the outcomes should be. Part of the process of engagement involves balancing the expectations of community members with achievable outcomes.

Here are some ways you can be accountable!

- Report back to the community the outcomes of their participation;
- Inform communities when final decisions come before Council;
- Create the conditions for active participants to follow progress;
- Provide regular updates on initiatives- in times of rapid and slow change; and,
- Find answers to all questions from communities.

**QUICK WIN!**

In moments of tension, don't jump to the defensive. Take the time to really listen.

# Build a Welcoming Workplace <span>Section 6</span>

**A**n inclusive workplace is one with a representative workforce, diverse leadership, and opportunities for growth. It is a place where differences are used as strengths and encouraged. It is the foundation that makes it possible for every employee to reach his or her full potential.

Creating a fully inclusive workplace means shifting how we think and go about our work. Build on the momentum of existing goodwill and proven practices to drive further change.

## 6.1 Representative Workforce

Why do municipalities collect statistics on the percentage of members from specific equity groups in their workforce? It can be a valuable practice to identify strengths in the organization and areas for improvement. Unfortunately, some municipalities don't do it because they are not required to by law.

There is an intimate connection between the composition of the municipal workforce and the delivery of services and operations. A greater number of perspectives can be taken into account in the design and implementation of services and overall operations when the workforce is diverse. In turn, when communities see themselves in their services, they will be used more and with better results.

> ### What is a diverse workforce?
>
> A diverse municipal workforce is representative of the people who are available to work in our communities. A diverse workforce often includes groups of people who have historically been excluded from the labour force due to barriers or discrimination that limited their full participation.

Having a diverse workforce carries several important benefits for advancing equity and inclusion.

- Provides a range of insights and perspectives needed to continually adapt in an ever-changing environment;
- Makes it easier to build relationships with the communities you serve;
- Gets you recognized as a model organization doing the "right thing;" and,
- Makes your municipality a great place to live and work.

If you don't already collect data on your workforce, the task may seem huge. Before you develop actions to diversify your workforce, benchmark where you stand today. Start by identifying some of the easier things to measure.

Here are some possibilities:

- Representation of equity groups by job level, classification, and salary;

- Representation of women in non-traditional fields;

- Recruitment, promotion, and turnover statistics by demographic group;

- Employee engagement feedback by demographic group;

- Diversity-related or inclusiveness questions on employee satisfaction surveys;

- Formal or informal human rights, harassment, or discrimination issues in the workplace (e.g. complaints or grievances); and,

- Participation in training on diversity and inclusion, human rights, and equity.

(Canadian Institute of Diversity and Inclusion 2013, 21)

You can collect data on your workforce through one or more of several approaches:

**SELF-IDENTIFICATION SURVEY** —  Ask employees to voluntarily identify themselves as belonging to specific groups that experience disadvantage. It is important that before the survey is distributed to employees, there is a communication strategy about why it is necessary and the importance of the confidentiality.

You can make this survey truly intersectional by inviting respondents to indicate any number of identities to which they ascribe. When you do your analysis of the findings, you can see how diverse your workforce is, where you can focus recruitment efforts, and how to retain employees.

**EMPLOYEE ENGAGEMENT/SATISFACTION SURVEY** — Collect data on the experiences of employees with regards to the work climate and culture (including incidents of discrimination, relationships with supervisors and coworkers, motivation, promotional opportunities, etc.).

If you already have an employee satisfaction survey, add some questions on equity and inclusion. Just like the communities with whom you work, staff members want to feel as though they are being heard. Satisfaction surveys can be a good way to take the pulse of the organization and identify barriers in the workplace. If there are particular changes or concerns, you can tweak or add to the survey on a yearly basis.

**EXIT SURVEY** —  Ask employees leaving the corporation to comment on their reasons for departure and provide general feedback on their employment.

It is important to understand why employees leave an organization. Some individuals will leave on good terms, but others may not. An exit survey should provide an opportunity for departing employees to share their experiences and concerns in a safe and confidential environment.

When developing and launching any kind of workforce survey try to:

- Ensure the confidentiality of participants;

- Use inclusive language;

- Be clear about the purpose of the survey and how findings will be used;

- Have City managers and leaders promote the survey;

- Administer the survey regularly to capture changes;

- Build information gathering on new employees into the recruitment process;

- Offer alternative methods for survey submission to accommodate different levels of ability, language, and knowledge;

- Limit the involvement of direct supervisors in the collection process where possible;

- Create or link to a Council policy on a representative workforce; and,

- Dedicate the necessary resources to design, develop, and analyze the survey. [31]

Do not be discouraged if it takes a few tries to get it right. It takes time to develop a survey and system that works for you.

## Regularly collecting, tracking and reporting data can help organizations to:

- Verify, monitor, measure, and address gaps, trends, progress and perceptions;

- Proactively identify opportunities for improvement and growth;

- Attract, retain, and motivate diverse, well-qualified people;

- Improve the quality of decision-making, service delivery, and programming;

- Enhance perceptions of being progressive leaders in their sector; and,

- Achieve organizational goals and strategic objectives.

(Ontario Human Rights Commission 2009)

To complement your workforce survey, do a review of formal and informal workplace policies, practices, and procedures. Use it to identify systemic barriers for certain people to get hired, promoted or retained who may be underrepresented in your workplace.

## City of Ottawa
## Equity and Diversity Policy

The City of Ottawa is committed to providing quality services by establishing a qualified workforce that reflects the diverse population it serves. It is City policy to foster an environment that respects people's dignity, ideas and beliefs, thereby ensuring equity and diversity in employment and ensuring customers and others have access to City facilities, products, services, and grants as defined by human rights legislation. More information is available online.

## City of Ottawa
## Self-Identification Survey

The City conducted an equity and diversity survey of all employees in order to capture the demographics of its workforce. In order to keep the data current, the City administers a voluntary equity and diversity questionnaire to all new employees as part of its on boarding process. The survey is confidential and information on employees is accessible only to staff in the Diversity and Inclusion Branch. Employees are asked to identify as belonging to one of the following groups: women, Aboriginal Peoples, persons with disabilities, members of visible minority groups, new immigrants and members of the LGBTQ group. Data collected are used only to create statistical reports that do not to identify individuals. The results of the survey are then used to inform workforce employment goals and strategies for promoting inclusion and diversity. More information is available online.

---

### What success indicators can we use to see if we've made our municipal workforce more accessible?

- Percentage of equity groups in the municipal workforce;

- Percentage of equity groups in different levels of management positions;

- Percentage of equity groups on municipal Council and its committees; and,

- Percentage of equity groups in community-based organizations. [32]

## City of Toronto
## Talent Blueprint: Building a Great Toronto Public Service, 2014-2018

The Talent Blueprint is a workforce plan that explores four key focus areas: employee engagement, diversity, workforce capacity, and effective leaders. It establishes the objectives and key actions required to have engaged, diverse, high-performing, adaptive, and productive employees to meet the City of Toronto's current and future needs. More information is available online.

## City of Vancouver
## Equal Employment Opportunity Program

The Equal Employment Opportunity Program (EEO) engages with the diverse community and works with City departments on the delivery of high quality, inclusive services and the creation of a respectful, safe working environment for City staff.  Working closely with Human Resources, EEO implements the City's Equal Employment Policy by supporting the recruitment and retention of a diverse workforce. EEO also provides expertise, including staff training and interventions, related to human rights, bullying and harassment. More information is available online.

# 6.2 Diverse Leadership

>> CHECK OUT LEADING AND SUPERVISING IN THE E I LENS HANDBOOK! P.30

As you collect data on your workforce take note where the diversity of your organization lies. Ideally, there is representation at all levels of the organization and across all units.

Be sure to break down your analysis to see the diversity of your leadership. It is important that the leadership of the municipality is representative of the community you serve. In most municipalities this is not the reality.

As an organization you can benefit from:

- Increased capacity to link to new communities;

- Expanded access to talent pools;

- Enhanced innovation and creativity; and

- Strengthened cohesion and social capital. [33]

## Start by exploring the representation of women in your leadership.

*What proportion of your workforce is women?*

*Are women employees clustered in specific jobs?*

*How are women represented at different levels of leadership?*

*Are women equally represented across different fields of work (and not, for example, clustered in social service departments)?*

*Is the full diversity of women represented in your leadership?*

***For example****: Are there women of colour? Aboriginal women? Women with disabilities? LGBT women? Immigrant women? Francophone women? Women of different ages? Etc.*

Follow up with analyses on additional groups at risk of exclusion.

> " The lack of diversity in leadership within the business, community, and political environments represents an important missed opportunity and a challenge for the future, as leadership is a fundamental driver of performance and productivity. "
>
> — (Conference Board of Canada 2008,3)

Getting more women elected as officials has been a key challenge and focus for change across Canada. The Federation of Canadian Municipalities does important work to increase women's civic participation and the number of women elected officials across the Country. Learn more about this work online.

**FCM** FEDERATION OF CANADIAN MUNICIPALITIES    FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Check out the work of these organizations to learn more:

- **Association of Manitoba Municipalities**. 2010. Ballot Box Barriers: An Action Plan for Engaging more Women in the Municipal Democratic Process. Taskforce on Women in Municipal Government, Portage-la-Prairie, MN. <u>Visit their website to learn more</u>.

- **Conference Board of Canada**. 2013. Women in Leadership: Perceptions and Priorities for Change. <u>Visit their website to learn more</u>.

- **Federation of Canadian Municipalities**. Municipal Elections in Canada: A Guide for Women Candidates. FCM, Ottawa, ON. <u>Visit their website to learn more</u>.

- **Federation of Canadian Municipalities**. Head Start for Young Women Program. Ottawa, ON. <u>Visit their website to learn more</u>.

- **Federation of Canadian Municipalities**. 2015. Removing the Barriers to Young Women's Participation in Local Government: A Guidebook to Creating a Headstart Group for Young Women. FCM; Ottawa, ON. <u>Visit their website to learn more</u>.

There are also resources to help you diversify your elected office along other lines:

- **DiverseCity**. 2015. Ten Tips to Diversify Elected Office. The Greater Toronto Leadership Project; Toronto, ON. <u>Visit their website to learn more</u>.

- **Maytree Foundation**. Diverse Cities onBoard Toolkit: Connecting Candidates from Under-represented Communities to Governance Opportunities in Public Agencies, Boards and Commissions and Non-profits. <u>Visit their website to learn more</u>.

## PEI Coalition for Women in Government
## Whose Job is it Anyway? – Research Report

The PEI Coalition for Women in Government began its work of encouraging the election of more women in 2004 with research to determine why women weren't being elected. Key findings of that early research indicated that one of the main reasons women do not run for public office is the perceived lack of work life balance for PEI politicians. The Coalition undertook to find out whether that perception is a reality. It set out to identify best practices and recommendations for supporting PEI's elected members to have balance between work and personal areas of their lives. The report highlights findings from a national survey conducted with sitting politicians from across the country, and makes 17 recommendations to government and parties. <u>More information is available online</u>.

# 6.3 Workplace Culture

Part of a municipality's commitment to its residents and staff is to ensure that the practices in place bring out all the talent available in its workforce. For those practices to be effective, one must understand and believe in the power of workplace inclusion.

An inclusive culture can result in increased productivity, higher retention rates, and enhanced community relations. All of these conditions improve your bottom line. For employees, a diverse and inclusive workplace communicates that they are respected and supported and that their contributions are important.

Unfortunately, employees from diverse backgrounds sometimes report negative experiences in the workplace. They report that:

- They don't feel part of the organization;
- They don't feel valued;
- They don't have an opportunity for advancement;
- Cultural barriers exist; and,
- A competitor is more likely to develop career paths for a more diverse range of employees. [34]

Building an inclusive workplace requires personal reflection and outward action. Both are necessary to create safe spaces for difference and meaningful opportunities for sharing.

As you take steps to build a safe space, here are a few things to keep in mind:

- Not all employees answer the self-identification survey. Some people perceive it as labelling them or that it could be used against them;
- Do not place the onus on employees at risk of exclusion to educate their co-workers or raise issues. All staff should be involved in identifying areas for improvement and strategies;
- Conduct an analysis of your organization's formal and informal practices and the different spaces in your organization. You might try building this question into one of your employee surveys;
- Signal safe spaces;
- Be conscious of your own biases or attitudes towards certain ideas and values such as believing that you have to work long hours to show commitment to the organization; and,
- Acknowledge everyone's contributions in meetings and organize staff gatherings at times that are conducive to everyone (avoid after work hours).

**TIP!**

Remember that people celebrate different holidays. Whether you are planning an office event or the timing of the launch of a community project, check a diversity calendar to make sure the date works for everyone!

**City of Ottawa – Diverse-City Calendar.** Check out the Calendar on the City for All Women Initiative website.

**Alberta Human Rights Commission – Calendar of Significant Human Rights Days** Check out the Calendar of Human Rights Days on the Alberta Human Rights website.

## Look inward and reflect on the views you hold about diverse identities.

It can be hard to unlearn stereotypes and assumptions about the lives and needs of specific groups or communities. To be inclusive look beyond taken-for-granted assumptions to acknowledge people's diverse experiences of advantage and disadvantage.

To overcome stereotypes, become aware of the tendency to hold negative stereotypes of people unlike ourselves and then make a conscious effort to correct it. You can work through this process by engaging in person-to-person contact with people with backgrounds different from your own.

### How inclusive is your workplace culture?

**Complete a manager or employee checklist** developed by the Central Vancouver Island Multicultural Society to find out! The checklists are available online.

## Act on your belief in inclusion and diversity.

Cultural competence refers to a person's ability to interact effectively with people from cultures different from their own. It allows an individual to understand, communicate with, and effectively interact with people across cultures. It encourages reflection on one's own cultural background and attitudes towards other cultures, builds knowledge of different cultural practices and worldviews, and teaches skills that can be applied across cultures.

## Is your municipal government culturally competent? Here are some signs!

- Policies, business plans, programs, and practices that explicitly acknowledge and address cultural diversity;

- Service models meet the diverse, unique needs of people of various cultural, ethnic, religious and linguistic backgrounds;

- People of diverse cultural backgrounds are recruited for board membership, senior management, and all levels of staff;

- Standards for cross-cultural services, licensing, skills, and training are established;

- Adequate resources are allocated to implement policies that deal with cultural diversity;

- Research on, and consultations with, equity groups are used in the decision making process; and,

- Cultural knowledge and skills are required as key qualifications for employment and performance. [35]

## Here are some ways you can make your workplace inclusive for LGBTQ staff:

- Don't assume everyone is heterosexual;

- Don't assume a person's gender;

- Remember to communicate that inappropriate comments or jokes will not be tolerated and communicate the process to address it if it occurs;

- Keep in mind that LGBTQ employees might have children, spouses, and partners. Show interest in their lives as well;

- "Coming–out" is usually a risky thing to do in the workplace. When someone shares this with you, thank them for their trust in you and honour their need for privacy;

- Include any policies or benefits to LGBTQ employees on your website as you would for other groups;

- Don't overlook LGBTQ causes when you are looking for outreach opportunities; and,

- Send out a Happy Pride Month message, just as you would for any special month. [36]

**To learn more about cultural competency read:**

Ngo, H. V. 2008. *Cultural Competence: A Guide for Organizational Change*. Calgary, AB: Citizenship and Immigration Canada. The publication is available online.

# 6.4 Training

**CHECK OUT TRAINING IN THE E I LENS HANDBOOK!  P.42**

Training staff builds their knowledge of, and capacity to support, equity and inclusion. You can have stand-alone training on equity and inclusion or integrate an equity and inclusion lens into all training, regardless of the topic. Ideally, you would do both.

Here are a few things to look out for as you develop or hold training opportunities:

- Consultants or trainers are sensitive to diversity issues;

- Consulting and training teams are themselves diverse;

- Learning objectives include equity and inclusion;

- Everyone is able to participate in the training;

- It is a safe space in which people with diverse backgrounds can share their experiences (keeping in mind the different power relationships of participants);

- Length of time for the training should be adequate to have meaningful learning occur; and,

- Evaluations for the training ask for feedback on inclusion of perspectives in training and its accessibility.

[Adapted from City of Ottawa and City for All Women Initiative 2015,42]

The more creative and engaging the training is, the better. Content can be delivered in online formats or in documents. It can be hands-on in the form of individual or group sessions or be independent. In all cases, the training will have the greatest impact when it is tailored to the roles, knowledge, and experience of the staff.

Here are some examples:

- **Accessibility for Ontarians with Disabilities Act (AODA)** – Interactive training accessible online.

- **Status of Women Canada GBA+ training** (Gender Based Analysis Plus) – Interactive training accessible online.

- **Rainbow Health Ontario** (health care accessibility for LGBT communities) – Workshops, presentations, and resources are available through their website.

- **Lead Now's Skills for Solidarity Program** (the relationship between Indigenous Peoples and non-Indigenous Peoples in Canada) – Panel and workshop program accessible online.

## Town of Stratford, PEI
## PEI Association for Newcomers Community Leadership Training: Responsive Leadership for a Diverse Community

The Town of Stratford works with the PEI Association of Newcomers to ensure that staff receive regular training so they are able to understand and respond to the needs of the diverse community. Guest speakers are brought in during the work day to present topics, such as Cross Culture Communications, which helps staff appreciate the differences and challenges that can arise when communicating with people from different cultures.

Recently some staff members completed the PEI Association for Newcomer's Community Leadership Training: Responsive Leadership for a Diverse Community. This 3 day workshop was designed for those overseeing change within our increasingly diverse PEI communities and workplaces. It assisted staff in becoming more effective leaders by discussing topics such as self-awareness, good leadership attributes, and multi-cultural awareness. More information is available on their website.

## Springtide Resources
## Training for Change: Practical Tools for Intersectional Workshops

In order to relate successfully to our communities in their totality, an integrated anti-oppression framework is necessary. Training for Change: An Integrated Anti-Oppression Framework, is a tool for trainers and community service organizations and contains a guide to the delivery of two workshops. The first workshop is "Power, Privilege and Identity Politics: An intersectional approach to serving the LGBTQ community" and the second is "Queering Space: A Positive Move for All." More information is available on their website.

# Deliver Inclusive Services <span>Section **7**</span>

Inclusive services reach more people, have more impact, and save money. They make municipalities more equitable by involving the greatest number of groups through meaningful use and participation.

Applying an intersectional lens to service delivery means prioritizing the unique experiences of all users. It means minimizing the barriers to the use of services so that the benefits may be shared by everyone.

> **"** When diversity, equity and inclusion is reflected throughout the organization, we benefit from a diversity of insights and are better prepared to address the needs of the populations we serve. From strategic planning to managing human resources to direct service, equity and inclusion matters. **"**
>
> — (City of Ottawa and City for All Women Initiative 2015,22)

Ask questions about the ways in which your services promote and model equity and inclusion.

- Do the expected outcomes of the service, project/program, or event reflect equity and inclusion goals?

- How will the service or project/program build upon the strengths of the people it serves?

- Will the service or program contribute to more equitable access to resources and benefits in the wider community?

- How is the proposed service, project/program, or event designed to ensure that a full diversity of people can participate and benefit with dignity?

- Are the long term needs of residents from different equity groups considered in our long term planning?

- Are there good equity and inclusion practices in other municipalities, departments, or community organizations that can inform the implementation?

(City of Ottawa and City for All Women Initiative 2015,34)

## City of Toronto
## The City Manager's Award for Toronto Public Service Excellence

The City Manager's Award for Toronto Public Service Excellence is a recognition initiative introduced in 2008. It is the Toronto Public Service's highest honour and is presented annually to a City division or program that has achieved a high and measurable standard of excellence in one of three categories: Human Rights, Access, Equity & Diversity; Divisional Project; and Cross-Corporate Project. Submissions in the Human Rights, Access, Equity & Diversity category must demonstrate their commitment to removing barriers for equity seeking groups and/or support the City's human rights, equity, and diversity goals. Learn more about the initiative by visiting their website.

To **design** inclusive services…

- Consider the diversity of your communities;

- Take into account the issues, concerns, and strategies put forward by communities;

- Check assumptions about who uses your services, what they need, and how they should be delivered;

- Check that no one is left out because you assume they do not need the service;

- Ask about who is excluded from using services and what can be changed; and,

- Help others understand how thoughtful service design can enhance equity.

To **deliver** inclusive services…

- Select locations that are physically accessible and connected to good public transportation;

- Train service staff to be sensitive to the needs of diverse communities;

- Have staff who speak languages other than English;

- Produce key documents in languages other than English;

- Limit fees and charges as they discourage attendance by those with limited/no funds;

- Choose hours of operation that are accessible for families, shift workers, etc.; and,

- Create links among services to save clients time and facilitate their use.

## INITIATIVES MAKING A DIFFERENCE

Check out examples of promising practices shared by the project partners in the sections that follow! Do you have promising equity and inclusion practices in your city? Visit **www.equityandinclusion.ca**, to share yours.

## 1. COMMUNITY SERVICES

### City of Toronto

**LGBT Toolkit – For Creating Culturally Competent Care for Lesbian, Gay, Bisexual and Transgender Persons**

Long-Term Care Homes (LTCHs) learned that many LGBT seniors did not consistently feel safe in disclosing their sexual identity or orientation to mainstream healthcare providers due to a fear of discrimination. LTCHs set out to remove this barrier within long-term care, working with the community (including LGBT individuals and agencies) to more fully understand the community's needs and to create a care and service culture and model in which all residents' histories and traditions are honoured and preserved. The toolkit contains resources, training plans, programs and activities to enhance understanding, sensitivity and responsiveness about LGBT issues, educate staff and provide advice in care and service design in order to be LGBT-positive, inclusive and welcoming for all residents. Learn more about the initiative by visiting their website.

### City of Vancouver

**CitizenU anti-bullying and anti-discrimination program**

CitizenU was a three-year citywide Action Research Initiative designed to engage Vancouver youth and their families in addressing racism, discrimination and bullying; and in building community across cultures, faiths and generations. The City joined forces with Vancouver's Board of Education, Park Board, and Public Library — plus other government agencies and community organizations — to undertake a wide variety of work, including training, forums and youth-led projects. Learn more about the initiative by visiting their website.

## Springtide Resources

### Women with Disabilities and Deaf Women's Program

The Women with Disabilities and Deaf Women's Program responds to community-identified needs to address barriers to service for abused women with disabilities and Deaf, deafened and hard of hearing women. This program works to meet the range of diverse needs identified by women with disabilities and Deaf/hard of hearing women themselves; as well as supporting the work of service providers and advocates committed to enhancing and increasing access to services for all women. The organization strongly believes that partnerships are essential to ensuring greater success in efforts to be inclusive for all women. Some of the work includes accessibility audits, consultation, training, material development, working with community, and leadership development among women with disabilities and Deaf women. Learn more about the initiative by visiting their website.

## Toronto Women's City Alliance

### Gender and Municipal Policy Video Series

In 2014, Toronto Women's City Alliance created 3 short videos that illustrate how transit, housing and recreation policy affects women's lives in Toronto.  The information presented was drawn from real examples and diverse women living in Toronto were invited to lend their voices to the animation.  The videos were successfully launched at Toronto City Hall, and are an important municipal education and advocacy tool. Learn more about the initiative by visiting their website.

## City of Ottawa

### Guide to Programs and Services for Older Adults

As part of its Older Adult Plan, the City of Ottawa developed a comprehensive Guide to Services and Programs for Older Adults. The need for this guide was identified during consultations with older adults who indicated that information about municipal programs and services specific to older adults was lacking.  The Guide covers the following categories: Getting Around the City; Help Around the Home; Health and Support Services; Housing; Recreation and Leisure; Safety; and Volunteering.  The Guide was translated into French, Arabic and Traditional Chinese and distributed through the staff of 13 Community Health and Resource Centres across Ottawa specifically working with older adults, with a special focus on getting the information to isolated and low income seniors. Learn more about the initiative by visiting their website.

# 2. COMMUNITY ENGAGEMENT

## Toronto Women's City Alliance
### Municipal Literacy Workshops for Diverse Women

Toronto Women's City Alliance works to increase civic engagement among diverse women through outreach, education and advocacy.  Its municipal literacy workshop series for diverse women helps to increase understanding of how the municipal government works, how municipal policy affects their lives, and what avenues are available for expressing their concerns. Learn more about the initiative by visiting their website.

## City of Toronto
### Toronto's Strong Neighbourhoods Strategy 2020

The TSNS 2020 supports healthy communities across Toronto by partnering with residents, businesses and agencies to invest in people, services, programs and facilities in specific neighbourhoods. This will strengthen the social, economic and physical conditions and deliver local impact for city-wide change. Using Neighbourhood Equity Benchmarking, 31 Neighbourhood Improvement Areas have been identified.  The City will partner to identify what is going well in these neighbourhoods and what can be improved. The goal is to meet the needs of the neighbourhood with investments of staff time, partnerships, enhanced programs and services, and through targeting funding. Learn more about the initiative by visiting their website.

## Women Transforming Cities
### Wise Practice 2015 Awards: Cities that Work for Young Women

The Women Transforming Cities Wise Practice 2015 Awards recognize outstanding achievement in designing cities for the advancement of young women (under 30) that leads to the transformation of cities. The Awards showcase effective practices, policies and programs at the municipal level, that illustrate success, encourage institutional change and improve urban life. The objectives of the Awards are to publicize details of practices and initiatives, promote initiatives that include a young women focus, build capacity for your women to participate in civic life, and gather knowledge and benchmark progress. Learn more about the initiative by visiting their website.

## Women Transforming Cities

### Monthly Cafés

Women Transforming Cities holds monthly Cafés in neighbourhoods throughout the year, featuring grassroots discussion and informed speakers on issues that affect city life for women and girls, including employment, LGBTQ rights, aboriginal women, affordable housing, childcare, youth, seniors, safety, leadership, transit, and immigrant experiences. At each Cafe at least one table is offered in a language other than English. Learn more about the initiative by visiting their website.

## Canadian Commission for UNESCO

### Celebrating the International Day for the Elimination of Racial Discrimination (March 21, 2015)

Signatory municipalities to the Canadian Coalition of Municipalities against Racism and Discrimination celebrated March 21st with a wide range of activities. See examples of initiatives from across the country including media and social media campaigns, public art, commemorations, community talks, and local events. Learn more about the initiative by visiting their website.

## Town of Stratford, PEI

### Community Engagement Strategy

Council has adopted an Engagement Strategy which includes communication, branding and engagement to help ensure the broad and meaningful engagement of the community. Stratford has adopted the Triple C approach to engagement – communication, consultation and collaboration.  The strategy enables the Town to better communicate with present and future residents and stakeholders, increase public awareness, inspire residents and stakeholders to participate more fully in their governance, and to think and act collectively to define a vision of the future. An Engagement Guide was also developed to provide staff with guidelines, tools, and policies related to communication, consultation, and collaboration with residents. More information is available online.

## City for All Women Initiative

### Women's Civic Participation Kit (2010)

The kit provides easy-to-read information on how to bring your views forward to city decision makers. Learn more about the initiative by visiting their website.

## City of Vancouver

### Remarkable Women

The Vancouver Park Board established the Remarkable Women poster series from 2008 to 2014 to honour local women who have made significant contributions to arts, culture, sports, and community. Each year, the individual stories of a select group of women from diverse backgrounds and abilities were featured on posters, which highlight the important role each woman plays in the community. The women are bridge builders, advocates, and peace makers; community makers who foster healing, support, and respect for all people. Learn more about the initiative by visiting their website.

## City of Lethbridge

### CMARD Action Plan

The CMARD Team was appointed in 2007 upon membership in the Canadian Coalition of Municipalities against Racism and Discrimination. CMARD Lethbridge aims to develop and promote "Building a Welcoming and Inclusive Community" and to support work in CMARD's ten commitment areas. The CMARD Team is a Sub-Committee of the Community and Social Development (CSD) Committee of Council and functions as a Steering Committee for this community initiative. The CMARD Team leads community events, publishes myths and facts sheets, and supports equity programming. Learn more about the initiative by visiting their facebook page.

## Town of Stratford, PEI

### March 21

Each year the Town of Stratford hosts an event on March 21 in recognition of the International Day for the Elimination of Racial Discrimination. The March 21 event changes slightly from year to year but usually consists of a guest speakers or panel discussing issues relating to discrimination. This year on March 21 the Town celebrated diversity through a multicultural fashion show. During the Multicultural Fashion Show, ethno-cultural community groups including Chinese, Sri Lankan, Scottish, Aboriginal, Pilipino, East Indian and many more shared a part of their heritage and ethnic traditions through the display of traditional costumes. This provides an opportunity for the community to come together to celebrate the diversity that exists in its neighbourhoods.

## City of Toronto

### Access, Equity and Human Rights Awards

Each year, the City of Toronto honours human rights champions for working to eliminate violence, racism, sexism, homophobia, homelessness, hate crimes, hunger, poverty and illiteracy in Toronto. Learn more about the initiative by visiting their website.

## City of Vancouver

### Awards of Excellence, Diversity and Inclusion

The Awards of Excellence is a civic awards program that recognizes outstanding achievements made by individuals — adults, youth and children — organizations, and businesses. The Diversity and Inclusion Award celebrates outstanding leadership to foster inclusion across diverse communities. Learn more about the initiative by visiting their website.

## City of Lethbridge

### Youth Advisory Council

The Youth Advisory Council (YAC) provides a bridge between City Council, youth and the community by functioning as an advisory body to City Council and the City of Lethbridge. Learn more about the initiative by visiting their website.

# 3. IMMIGRATION AND SETTLEMENT

## Springtide Resources

### Immigrant and Refugee Women Connecting for Change Program

The Immigrant and Refugee Women Connecting for Change Program (IRWP) is responsible for developing educational materials, training opportunities, and community partnerships, especially in ethno-specific communities. IRWP typically contributes to this work by assisting in the design and delivery of workshops and training programs to immigrant women and agencies working with immigrant women. Workshops and training opportunities cover a range of issues including violence against women and children, responding to the needs of abused immigrant and refugee women, and gender violence and its relationship to other forms of oppression. Learn more about the initiative by visiting their website.

## City of Vancouver

### Mentorship Program for Newcomers

The City's mentorship program helps new Canadians connect with mentors who will work with them to improve their skills, build professional networks, and create job opportunities. Each year, participating City staff mentor the group of newly-immigrated professionals to take advantage of their skills and experience in the local labour market. Staff also benefit from the Mentorship Program: they grow into better leaders and coaches, and are more sensitive to cross-cultural issues. Learn more about the initiative by visiting their website.

## City of Toronto

### Newcomer Strategy and Integrating Cities Charter

Toronto has a comprehensive set of resources in place to help newcomers settle and integrate. The City of Toronto's Newcomer Office, funded by Citizenship and Immigration Canada, has a leadership role in promoting inclusion and local prosperity of newcomers in Toronto. The Office is responsible for facilitating the implementation of the Toronto Newcomer Strategy, which is designed to improve newcomer settlement through shared leadership, stronger collaboration and a more seamless and well-coordinated service system. On December 18, 2014, the City of Toronto became the first municipality outside of Europe to sign the Integrating Cities Charter. The Charter was created and launched in 2010 by Eurocities, a network of major European cities. It is a formal commitment to provide equal opportunities for all residents, to integrate immigrants, and to embrace the diversity of all communities across the city. Learn more about the initiatives by visiting their website.

## City of Vancouver

### First Peoples: A Guide for Newcomers

Vancouver welcomes newcomers from all parts of the world. First Peoples: A Guide for Newcomers aims to fill the need for clear information in simple language about the First Peoples in Vancouver. It introduces newcomers to three important topics: who are Aboriginal people (or First Peoples) in Vancouver and Canada; a brief overview of the relationship between the Government of Canada and First Peoples; and current initiatives and ways for newcomers to learn more about Aboriginal people in the community. Learn more about the initiative by visiting their website.

## City of Ottawa

### Francophone Community Profile on Municipal Immigration Portal

Ontario is home to close to 600,000 Francophone residents, the largest population in Canada outside Quebec. As such, when updating its Immigration Portal, the City of Ottawa identified a need to provide culturally meaningful information about the Francophone community in Ottawa for potential or recent French speaking newcomers. A Francophone Community Profile was developed in partnership with local organizations serving Francophone newcomers and launched in 2013 on the City of Ottawa's Immigration Portal. Information on the Francophone community webpage was gathered to help the Francophone newcomers in Ottawa connect to the community at large and feel welcomed. The webpage includes historical facts on the community and its unique identity, many useful links to local organizations, and videos with testimonials of successful immigrants sharing their stories.

# 4. PUBLIC HEALTH AND SAFETY

## City of Vancouver

### Preventing Sexual Exploitation and Protecting Vulnerable Adults & and Neighbourhoods Affected by Sex Work: A Comprehensive Approach and Action Plan

Sex workers often operate in isolation and with limited resources and support. The most vulnerable of sex workers are affected by barriers in the health system, poverty, racism, unstable housing, and substance abuse. Sexually-exploited youth also experience many of these conditions as well as unsafe family situations, inadequate foster placements, and the lack of necessary care. To ensure that all residents have a right to dignity, safety, and well-being, the City of Vancouver worked with the community to develop a comprehensive framework for action to: address the needs of vulnerable adults involved in sex work; prevent the sexual exploitation of youth; and mitigate the impacts on neighbourhoods. The framework includes suggestions for enhancing prevention and awareness, supporting health and safety, investing in services and supports, including opportunities to exit sex work, and improving alignment with the City's regulatory objectives. Learn more about the initiative by visiting their website.

## City of Toronto

### Six Steps to Creating a Healthy Workplace

The Health Options at Work (HOW) team has developed "A Guide to Creating a Healthy Workplace" for Toronto workplaces to promote employee health and support a sustainable Comprehensive Workplace Health promotion program. This resource includes the six steps involved in setting up a workplace health program including strategies, tools and checklists. Learn more about the initiative by visiting their website.

## City of Lethbridge

### CMARD Collaboration with Police

The CCMARD action plan for Lethbridge, Building Bridges, identifies actions related to police services. In particular, the Inclusion Coordinator/CMARD team will work with the Lethbridge Regional Police Service as well as other area law enforcement bodies and relevant justice related services to set up Advisory or Liaison Committees to enhance the overall safety of the community, address emerging issues and to work towards identifying and eliminating barriers to a welcoming and inclusive community. It will also hold a consultation process with local communities to identify issues and provide an opportunity for the municipal organization and law enforcement to hear concerns and receive input with regard to responsive measures. The Chief of Police is also a member of the Steering Committee. Learn more about the initiative by visiting their website.

## City of Ottawa

### Baby Friendly Environments

Ottawa Public Health (OPH) has committed to support all mothers to breastfeed successfully, including employees returning to work after a maternity leave. OPH recognizes breastfeeding as a public health priority. OPH has adopted two organizational policies to protect, promote and support breastfeeding in-house and in the community.

1.  Breastfeeding and Baby-Friendly Policy: This policy ensures that all staff, students and volunteers are skilled in working with breastfeeding families and that programming and services. It conveys the principles of the Baby-Friendly Initiative, advocates for the protection, promotion and support of breastfeeding, and supports breastfeeding anytime, anywhere with signage and designated alternate spaces for breastfeeding.

2.  Supporting Breastfeeding Employees Returning to Work Policy: This policy supports employees' continuation of breastfeeding, upon their return to work, following maternity leave. The policy provides for access to private clean space for breastfeeding or expressing breast milk, running water, a sink and priority for refrigeration, designed for food storage only. As well, the policy supports flexible work schedules.

Learn more about the initiative by visiting their website.

## City of Toronto

### The Toronto Indigenous Health Strategy

The Toronto Central Local Health Integration Network (LHIN), Toronto Public Health (TPH) and Anishnawbe Health Toronto (AHT) have partnered on the development of a community-led advisory circle. The Toronto Indigenous Health Advisory Circle (TIHAC) will create a holistic and comprehensive Indigenous Health Strategy (IHS) that will guide the work of both TPH and the Toronto Central LHIN in improving health outcomes in Toronto. This work is being supported by the Native Canadian Centre Toronto, Well Living House and the Toronto Aboriginal Support Services Council (TASSC). The TIHAC will identify priorities for the IHS, based on literature, health data and community engagement findings from diverse segments of the Indigenous population in Toronto. TIHAC membership is composed of 8 Indigenous leaders including an Elder and youth who represent the Elders' Council and Youth Council, respectively.

## City of Toronto

### Human Trafficking Working Group

The City's Human Trafficking Working Group was created by Social Development, Finance and Administration (SDFA) to coordinate efforts to address human trafficking in Toronto. Twenty-one City agencies, corporations and divisions worked with several community-based organizations, and other orders of government to identify 22 initiatives that would effectively respond to the needs of trafficked persons, especially women and children. These included measures to strengthen the protection of residents and communities from human traffickers, and ways to improve City services for trafficked persons, such as: training for key City staff, implement community support programs, identify essential social services, work closer with Toronto Police Service, develop a transitional housing program, and identify changes to City bylaws, i.e., adult entertainment clubs, body rub parlours.

## City of Vancouver

### Healthy City Strategy

The Healthy City Strategy is a long-term, integrated plan for healthier people, healthier places, and a healthier planet. The strategy is guided by a vision of A Healthy City for All, a city where together we are creating and continually improving the conditions that enable all of us to enjoy the highest level of health and well-being possible. It is aligned with other key priorities of the City, and is based on our framework that identifies the building blocks of a healthy city for all. One of the guiding Principles and Assumptions – is called "For all, not just for some" and highlights intersectionality. A "for all" lens will help ensure that Vancouver pursue initiatives that are both universal for all citizens and focused on specific populations most vulnerable to health inequities.  Further, we will resist the push to view these vulnerable populations in a monolithic way, by recognizing the complexity of the lived realities of individuals who experience marginalization on multiple and intersecting grounds. Learn more about the initiative by visiting their website.

## City of Ottawa

### Language Learning for Health: OPH-ESL/LINC Collaborative Project

Language learning is essential for newcomers' integration and wellbeing. To address language as a key determinant of health while tackling priority health concerns for immigrants, a collaborative project that includes staff from Ottawa Public Health (OPH) and the Ottawa Carleton District School Board (OCDSB) has been established to develop and implement lesson plans on various health topics. This collaborative project for English as a Second Language (ESL) teaching and Language Instruction for Newcomers to Canada (LINC) encourages instructors to discuss priority health topics with adult learners, providing them with activities that are fun and engaging, while using information that is trustworthy and reliable. Developed by ESL/LINC instructors with support from OPH staff, the lesson plans cover a variety of health topics such as healthy eating, dental health, mental health, and active living. Accessible through online platforms such as the Ottawa Local Immigration Partnership (OLIP) and Tutela (language instruction) websites, the lesson plans are currently being adapted for use in French as Second Language (FSL) learning. Learn more about the initiative by visiting their website.

## City of Toronto

### Healthy Lifestyle Web Resource

A healthy lifestyle can help you decrease your risk of many diseases, deal with stress better and have more energy to enjoy life. Toronto Public Health provides information and support to help citizens make healthy choices. Some topics include sexual health, mental health, newcomer health, and youth health. Learn more about the initiative by visiting their website.

# 5. RECREATION, COMMUNITY AND CULTURAL CENTERS

## Town of Stratford, PEI

### Tapestry Event

Each year, as part of Stratford's Winter Carnival, the Town holds an event called Tapestry: A celebration of its Cultural Mosaic. Committed to building a community that is inclusive and welcoming, TAPESTRY is an opportunity for many different ethno-cultural groups to come together as one to celebrate Island Life and highlight the diversity that makes up the Town. More than 15 community groups including Chinese, Sri Lankan, Scottish, Irish and Filipino share their heritage and ethnic traditions by setting up booths that display arts and crafts, costumes, decorations and sample ethnic foods. The event also features a number of traditional ethnic performances and presentations on stage. The event is always well attended and creates a better understanding between different cultures while providing an opportunity for networking between residents new and old.

## City of Vancouver

### Trans and Gender-Variant Inclusion Working Group

The Park Board's Trans* and Gender Variant Inclusion Working Group provides important recommendations on parks and recreation facilities, programming, training, and policy in order to create safe, inclusive, and welcoming spaces for transgender and gender-variant users. The Working Group's report, Building a Path to Parks & Recreation for All: Reducing Barriers for Trans* & Gender Variant Community Members (2014), contains 77 recommendations from quick starts to long-term priorities that will reduce barriers to access and improve service quality for all patrons. Learn more about the initiative by visiting their website.

## City of Ottawa

### Shared Care Program

The City of Ottawa Parks, Recreation and Cultural Services Department has developed the 'Shared Care' Program to support the successful integration of children/youth living with a disability into summer camp and afterschool programs.  Specific accessible, multi-purpose sites that cover Ottawa's vast geography and which are popular with families have been designated as 'Shared Care' sites.  Children are assessed by full-time Coordinators assigned to a specific geographic district in consultation with parents, school staff, and recreation program staff as to their specific needs and interests.  Specially trained 'Integration Support Workers' are then assigned to mentor recreation program staff (at the rate of 1 staff to 2 participants with special needs) to support an inclusive environment.  In addition, professional services are contracted to support staff as required.  The program is partially funded by the Province of Ontario's Ministry of Tourism, Culture and Sport with a focus on encouraging physical activity and sport.  For more information visit ottawa.ca and view our current Special Needs Program Guide.

## TOWN OF STRATFORD, PEI

### Community Market

The Stratford market takes place every Saturday during the summer months and provides an opportunity for local producers and artisans to sell their wares. The Stratford Market is a family friendly and accessible market located in the Town's flagship Park. From freshly brewed organic fair trade coffee or tea to deliciously prepared ethnic foods and freshly picked vegetables, children and adults alike can pick their favourite fruits or vegetables while inhaling the amazing smells from the food vendors. Inside the Cotton Centre, artisans sell hooked rugs, knitted items, handmade jewellery, soap, pottery and quilts. The market is more than just a place to buy local products, it is a gathering place for families to come together to meet and socialize with other community members. It also provides an opportunity for new local businesses to network with other local businesses and residents.

ADVANCING EQUITY AND INCLUSION   A Guide for Municipalities

## Town of Stratford, PEI

### Community Garden

A community garden is often more than just a garden; it is the people who care for and love the plants which they nourish and cherish, and the community that views it as a gathering place for learning and socialization. While there are different sizes of plots, large plots are reserved for community organizations at no charge. Learn more about the initiative by visiting their website.

## City of Ottawa

### "I Love to…" Programs

The "I Love to…" programs are collaboratively offered social recreation programs in Ottawa for children and youth facing barriers to participation.  Canadian Tire Jumpstart Charities, in partnership with the City of Ottawa, ensure that over 3,000 children and youth participate in a variety of programs annually like basketball, soccer, skating, hockey, dance, swimming, leadership, ultimate, and wheelchair basketball. The "I Love to…" programs use a unique model to deliver programming in over 30 priority communities across the city. Through active community engagement, the City of Ottawa partners with over 45 community leaders who identify, register and facilitate the involvement of children and youth into programs. The City of Ottawa works to coordinate the programming, hires and trains instructors, and hosts the wrap-up events. Our parental engagement component ensures that parents are invited to celebrate participants' accomplishments at the wrap up festivals. The success of this community-based partnership is now the model for implementation throughout Canada. Learn more about the initiative by visiting their website.

# 6. TRANSIT AND TRANSPORTATION

## City of Ottawa

### Public Buses (OC Transpo)

In 2011, the Ottawa's transit system underwent a review to reduce spending which resulted in a proposal to reduce bus routes and their frequency. Many members of the community brought their concerns to City Council as to the impact of specific changes on their community. The community requested that a study be undertaken using the Equity and Inclusion Lens to consider the impact upon groups of people who may be most at risk of exclusion. The study documented that the reductions had indeed had a disproportionately negative impact on women, seniors, immigrants, people in poverty an youth and people with disabilities. As a result, OC Transpo initiated a policy to apply the Equity and Inclusion Lens going forward in all their operations, and the community works with them to help make sure that happens.

## City of Vancouver

### Transportation 2040 Plan: A Transportation Vision for the City of Vancouver

Transportation 2040 is a long-term strategic plan for the city that will help guide transportation and land use decisions and public investments for the years ahead. It provides a blueprint to move forward, build upon past successes, and rise to meet new and emerging challenges. The plan sets long-term targets and includes both high-level policies and specific actions to achieve the vision. An accessible public realm is the foundation of an inclusive city, promoting equity by allowing people to meet their daily needs and fully participate in public life. Applying principles of universal design to the entire transit system—vehicles, stations, and waiting areas—ensures the widest range of users are able to use it and reduces the need for more expensive specialized services. Learn more about the initiative by visiting their website.

# Conclusion

This guide emerged from the realization that, if women are to be fully taken into account in municipal decision-making, the intersectional ways in which they still face inequities must be addressed. We can do this by considering how women and men from all backgrounds experience municipalities and by highlighting the ways in which cities and towns can alleviate inequities faced by all residents. In doing so, we create cities and towns where we all belong.

The world around us is changing and so too are our cities and towns. To remain effective and vibrant, local stakeholders, elected officials, municipal management, and staff must continue to advance equity and inclusion. In a time of limited funding, taking equity and inclusion into account is a cost-effective way for municipalities to deliver programs and services.

There are multiple entry points to create change in municipalities. Unfortunately, it isn't possible to seize every opportunity. By being strategic in the selection and timing of our action, and by working closely with champions and communities, you can set yourself up for success.

Equity and inclusion create more welcoming, innovative, engaged, and sustainable municipalities where people from all walks of life have the right to, and can participate fully in, social, economic, political, and cultural life. We can find an innovative path into the future by including a diversity of people and experiences in efforts to address the most pressing issues of our day. This guide is one tool to help make this possible.

City for All Women Initiative and the national project partners came together to not only inform the contents of this guide, but to show that women's organizations, local and national organizations, academics, and municipalities can work together to make a difference. We invite you to take the next step to make equitable and inclusive municipalities a reality.

To access this guide, as well as additional tools and resources,
visit **www.equityandinclusion.ca**

# Appendix A: List of Examples by Project Partner

## Municipalities

## Organizations

### Canadian Commission for UNESCO

### City for All Women Initiative (Ottawa, ON)

### CMARD Lethbridge (Lethbridge, AB)

### Federation of Canadian Municipalities

## PEI Coalition for Women in Government (Stratford, PEI)

## Springtide Resources (Toronto, ON)

## Toronto Women's City Alliance (Toronto, ON)

## Women Transforming Cities (Vancouver, BC)

Do you have promising equity and inclusion practices in your city? Visit www.equityandinclusion.ca, to share yours.

# References

Alberta Urban Municipalities Association. 2014. Welcoming and Inclusive Communities Toolkit: Templates and Tools for Alberta's Municipalities. Edmonton, AB: AUMA.

Association of Manitoba Municipalities. 2010. Ballot Box Barriers: An Action Plan for Engaging More Women in the Municipal Democratic Process. Portage-la-Prairie, MN: Task force on Women in Municipal Government.

Bamberger, M., and M. Segone. 2011. How to Design and Manage Equity-focused Evaluations. New York, NY: UNICEF.

Canadian Institute of Diversity and Inclusion. 2013. What Gets Measured Gets Done: Measuring the Return on Investment of Diversity and Inclusion. Toronto, ON: CIDI.

Canadian Research Institute for the Advancement of Women. 2006. Intersectional Feminist Frameworks: A Primer. Ottawa, ON: CRIAW.

———. 2009. Everyone Belongs: A Toolkit for Applying Intersectionality. Ottawa, ON: CRIAW.

———. 2014. Diversity through Inclusive Practices: An Evolving Toolkit for Inclusive Processes, Spaces and Events. Ottawa, ON: CRIAW, FemNorthNet Project.

Central Vancouver Island Multicultural Society. undated. Welcoming and Inclusive Workplace: Creating a Culture of Inclusion. Vancouver Island, BC.

City for All Women Initiative. 2010. Women's Civic Participation Kit: Diversity of Women Influencing the City of Ottawa. Ottawa, ON: CAWI.

———. 2011. Peach Paper: Women's Eyes on Inclusive Municipal Decision-making. Ottawa, ON: CAWI.

City of Lethbridge. 2015. *Building Bridges: A Welcoming and Inclusive Lethbridge (Community Action Plan 2011-2021)*. CCMARD Team Lethbridge 2011 [cited January 8 2015]. Available online.

City of Ottawa and City for All Women Initiative. 2006. Planning an Inclusive Consultation: A Guide for Including the Full Diversity of Women. Ottawa, ON: CAWI.

———. 2015. Equity and Inclusion Lens: A Handbook to Creating a City for Everyone. Ottawa, ON: City of Ottawa and City for All Women Initiative.

City of Vancouver. 2014. Building a Path to Parks & Recreation for All: Reducing Barriers for Trans & Gender Variant Community Members. Vancouver, BC: Trans and Gender-Variant Inclusion Working Group.

Clutterbuck, P., and M. Novick. 2003. Building Inclusive Communities: Cross-Canada Perspectives and Strategies. Ottawa, ON: Federation of Canadian Municipalities and The Laidlaw Foundation.

Collins, P.H. 1990. *Black Feminist Thought: Knowledge, Consciousness and the Politics of Empowerment.* Boston, MA: Hyman.

Conference Board of Canada. 2008. The Value of Diverse Leadership. Ottawa, ON: DiverseCity: The Greater Toronto Leadership Project.

———. 2013. Women in Leadership: Perceptions and Priorities for Change. Ottawa, ON: CBOC.

Cooper, M. 2007. Pathways to Change: Facilitating the Full Civic Engagement of Diversity Groups in Canadian Society. Calgary, AB: Government of Alberta.

Crenshaw, K. 1989. Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics. *University of Chicago Legal Forum* 140:139–67.

DiverseCity: The Greater Leadership Project. 2015. Ten Tips to Diversify Elected Office. Toronto, ON: Maytree and the Greater Toronto CivicAction Alliance.

Federation of Canadian Municipalities. 2012. Getting to 30% by 2026. Ottawa, ON: FCM.

———. 2004. A City Tailored to Women: The Role of Municipal Governments in Achieving Gender Equality. Ottawa, ON: International Centre for Municipal Development.

———. undated. Municipal Elections in Canada: A Guide for Women Candidates. Ottawa, ON FCM.

Government of Canada. 2009. Guide to Planning Inclusive Meetings. Ottawa, ON: Human Resources and Skills Development Canada.

Government of Ontario. 2009. Municipal and Aboriginal Relationships: Case Studies. Toronto, ON: Ministry of Municipal Affairs and Housing.

Hankivsky, O. 2014. Intersectionality 101. Burnaby, BC: Institute for Intersectionality Research and Policy, Simon Fraser University.

Hubbard, E. 2004. *The Diversity Scorecard: Evaluating the Impact of Diversity on Organizational Performance*. San Francisco, CA: Elsevier.

Icart, J-C., M. Labelle, and R. Antonius. 2005. Indicators for Evaluating Municipal Policies Aimed at Fighting Racism and Discrimination. In *International Coalition of Cities against Racism Discussion Series*. Paris, France: UNESCO.

Kania, J, and M. Kramer. 2011. Collective Impact. Stanford Social Innovation Review (Winter):36-41.

Maytree Foundation. undated. Diverse Cities onBoard Toolkit: Connecting Candidates from Under-represented Communities to Governance Opportunities in Public Agencies, Boards and Commissions and Nonprofits Toronto, ON: Maytree Foundation.

Ngo, H.V. 2008. Cultural Competence: A Guide for Organizational Change. Calgary, AB: Citizenship and Immigration Canada.

Ontario Council of Agencies Serving Newcomers. 2015. *Positive Space Assessment Tool*. OCASI 2014 [cited January 8 2015]. Available online.

Ontario Human Rights Commission. 2009. Count me In: Collecting Human Rights based Data. Toronto, ON: OHRC.

# Endnotes

1    Royal Canadian Mounted Police. 2014. Missing and Murdered Aboriginal Women: A National Operational Overview. Ottawa, ON.

2    Statistics Canada. 2006. Aboriginal Statistics at a Glance: Income. Ottawa, ON; Government of Canada. (Catalogue #89-645-X)

3    Société Santé en français. 2014. L'accès aux services de santé en français et leur utilisation en contexte francophone minoritaire. Institut canadien de recherche sur les minorités linguistiques. Available online.

4    Taylor, C., Peter, T., McMinn, T. L., Elliott, T., Beldom, S., Ferry, A., Gross, Z., et al. 2011. Every Class in Every School: The First National Climate Survey on Homophobia, Biphobia, and Transphobia in Canadian Schools. Toronto, ON: Egale Canada Human Rights Trust.

5    Canadian Teacher's Federation. 2009. Supporting Education: Building Canada – Child Poverty and Schools.1.

6    Canadian Human Rights Commission. 2012. Report on Equality Rights of People with Disabilities. Ottawa, ON: CHRC, 75-76.

7    Statistics Canada. 2011. National Household Survey: Persons Living in Low-income Neighbourhoods. Ottawa, ON; Government of Canada.

8    Allen, M. 2012. Police Reported Hate Crimes. Ottawa, ON: Statistics Canada, Centre for Justice Statistics.

9    Canadian Mortgage and Housing Corporation. 2012. Seniors' Housing. In *Canadian Housing Observer 2011*. Ottawa, ON: CMHC.

10   Federation of Canadian Municipalities. 2012. Getting to 30% by 2026. Ottawa, ON: FCM.

11   Statistics Canada. 2009. Earnings of women with and without children, The Daily, Statistics Canada, Ottawa, ON.

12   Canadian Women's Foundation. 2015. The Facts about Women and Poverty. Available online.

13   World Health Organization. 2015. Canada. Available online.

14   Definitions adapted from: City of Ottawa and City for All Women Initiative. 2015. Equity and Inclusion Lens: A Handbook to Creating a City for Everyone. Ottawa, ON: City of Ottawa and City for All Women Initiative.

15   Zenev and Associates Diversity & Inclusion Consultants. 2015. *Municipal Evaluation Tool: Measuring Inclusion.* Alberta Urban Municipalities Association 2014 [cited January 8 2015]. The tool is available online.

16   Content adapted from partnership materials related to: City of Ottawa and City for All Women Initiative. 2015. Equity and Inclusion Lens: A Handbook to Creating a City for Everyone. Ottawa, ON: City of Ottawa and City for All Women Initiative.

17   Living wage agreements respond to low wage poverty. They are based on the belief that families should earn an income sufficient for them to pay for the basic necessities of life in their specific community. For more information on living wage in Canada visit the Living Wage Canada website.

18   Canadian Commission for UNESCO. 2012. Fight against Racism and Discrimination: Toolkit for Municipalities in Canada. Ottawa: Canadian Commission for UNESCO, 43.

19   The UNICEF guide is available online.

20  Criteria and questions were adapted from Bamberger, M and M. Segone. 2011. How to Design and Manage Equity-focused Evaluations. UNICEF, New York, NY. Available online.

21  Content adapted from: Alberta Urban Municipalities Association. 2014. Welcoming and Inclusive Communities Toolkit: Templates and Tools for Alberta's Municipalities. Edmonton, AB: AUMA, 21.

22  UNESCO stands for the United Nations Educational, Scientific and Cultural Organization. Every Member State of UNESCO, including Canada, has a national commission charged with promoting UNESCO's programs in Canada and bringing Canadian voices to the international stage.

23  Springtide Resources. 2008. An Integrated Anti-Oppression Framework for Reviewing and Developing Policy: A Toolkit for Community Service Organizations. Springtide Resources, Toronto, ON.

24  Adapted from M. Cooper. 2007. Pathways to Change: Facilitating the Full Civic Engagement of Diversity Groups in Canadian Society. Calgary, AB. 15.

25  In 2010 Statistics Canada terminated the mandatory long form census and replaced it with the voluntary National Household Survey (NHS). Concerns have been raised over the effect this change will have on the availability and accessibility of data in/on Canada, with opponents citing the reduced utility of the data, the unreliability of data due to low response rates, and the eliminations of questions related to groups at risk of exclusion (for example, questions on unpaid work) as major shortcomings.

26  Statistics Canada, 2011. Women in Canada: A Gender-based Statistical Report. Ottawa, ON.

27  Government of Canada, 2010. Fact Sheet: Urban Aboriginal population in Canada Aboriginal Affairs and Northern Development Canada, Ottawa, ON. Available online.

28  Content adapted from: Canadian Commission for UNESCO. 2012. Fight against Racism and Discrimination: Toolkit for Municipalities in Canada. Ottawa: Canadian Commission for UNESCO, 16.

29  Canadian Commission for UNESCO. 2012. Fight against Racism and Discrimination: Toolkit for Municipalities in Canada. Ottawa: Canadian Commission for UNESCO, 59.

30  Kania, J, and M Kramer. 2011. Collective Impact. *Stanford Social Innovation Review* (Winter):36-41.

31  Content from interview with City of Ottawa human resources employee, November 2014.

32  Alberta Urban Municipalities Association. 2014. Welcoming and Inclusive Communities Toolkit. AUMA, Edmonton, AB, 47. The Toolkit is available online.

33  Adapted from Conference Board of Canada. 2008. The Value of Diverse Leadership. Ottawa, ON: DiverseCity: The Greater Toronto Leadership Project, 1.

34  Ibid.

35  Ngo, H.V. 2008. Cultural competence: A guide for organizational change. Calgary, AB: Citizenship and Immigration Canada, 34.

36  Adapted from HR Council. 2009. Diversity at Work Toolkit. The Toolkit is available online.