Introduction

The Regional Municipality of Wood Buffalo is an extremely diverse region, not only in terms of race, religion and culture but age, gender, sexual orientation, disability, and socioeconomic status. Creating and encouraging inclusive services, spaces and workplaces is important to a cohesive society where everyone is safe and secure and feels a sense of home and belonging. The benefits of diversity and inclusion are many, including a vibrant culture and greater innovation, retention, productivity, teamwork, and harmony.

As a member of Alberta Urban Municipalities Association and strong supporter of its partnership with the Government of Alberta's "Welcoming and Inclusive Community" initiative, the Municipality joined UNESCO's Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD) in 2006. The Regional Advisory Committee on Inclusion, Diversity, and Equality (RACIDE) was established to engage the community in discussing the principles behind CCMARD's 10 common commitments and action. The Diversity Plan 2012-2015 was subsequently developed, focusing on four goals.

As the first plan was reaching its end in 2015, the process of developing a new community plan began. RACIDE worked with Municipal staff, social profit agencies, businesses and residents, conducting research and analysis, public engagement and consultation.

The resulting document is intended to help the region continue to be a warm, welcoming and supportive community that celebrates its diversity and offers opportunities for all.

Diversity and Inclusion in Wood Buffalo:
A Community Plan 2017-2022 sets out the next set of priorities as identified by the community, and possible ways to achieve them. It builds on the Diversity Plan 2012-2015 and other ongoing projects in the community that address inclusion, diversity and equality.

This workbook accompanies the 2017-2022 Plan, providing greater detail about the data collected and further information about potential actions, measurement and implementation. It also identifies some valuable resources that organizations and individuals may find useful as the plan moves forward.

The information included in the Plan was collected from the community and implementation will be community-driven. Success depends on a wide range of stakeholders working together.

Acknowledgments
RACIDE thanks all the individuals and organizations that provided input, expertise, and feedback. It would also like to acknowledge the Alberta Human Rights Commission for providing funding and advice, and CCMARD and AUMA for support in the development of the new plan.

DIVERSITY

Wood Buffalo Diversity & Inclusion Community Plan 2017-2022 Workbook

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DIVERSITY

Wood Buffalo Diversity & **Inclusion Community Plan 2017-2022 Workbook**

Glossary

The following definitions have been adapted from the City of Ottawa's Equity and Inclusion Lens Handbook; AUMA's Measuring Inclusion Tool; UC Berkeley Gender Equity Center's Definition of Terms, Training for Change Glossary; AUMA's Measuring Inclusion, and Dancing on Live Embers: Challenging Racism in Organizations, which won the Outstanding Book Award for Advancing Human Rights in 2007.

AUMA
The Alberta Urban Municipalities Association is a network of municipalities providing a voice, visionary leadership, and advocacy for members. It encourages municipalities to be engaged and increase their capacity to build thriving communities.
https://auma.ca/

CCMARD
The Canadian Coalition of Municipalities Against Racism and Discrimination is part of the International Coalition of Cities Against Racism, which was established in 2004 by UNESCO. It is a network of municipalities seeking to improve anti-racism and anti-discrimination policies and practices. Municipalities that join agree to 10 commitments related to eliminating racism and discrimination in their communities.
http://en.ccunesco.ca/

Diversity
Any identifying factor that can be used to differentiate groups and individuals.

Ethno-cultural
A population of people who identify with each other based on real or assumed common ancestry, cultural traits and a group history.

Inclusion
Act of creating environments where individuals or groups feel welcomed, respected and supported, and their contributions are valued.

LGBTQ+
Refers to individuals who have a gender identity or sexual orientation that differs from the heterosexual cisgender majority (gender identity matches their sex at birth), including lesbian, gay, bisexual, transgender, Two Spirit, queer, questioning, and other groups.

Non-Binary
Refers to an individual whose gender identity is not strictly male or female but is somewhere between these categories, moves between these categories, is a separate category from these, is neutral, or does not exist at all.

Glossary

Queer
An umbrella term for LGBTQ+ individuals or an intentionally vague term used by individuals who feel that no other sexuality term applies to them. This is considered a derogatory word when used by individuals outside of the LGBTQ+ community for purposes other than to describe someone who self-identifies as queer.

Sexual Orientation
To whom an individual is attracted to emotionally and physically.

Trans/Transgender
An umbrella term for individuals who cross the socially constructed line between masculinity and femininity. This includes those whose gender identity or gender expression does not match their birth sex; cross-dressers; intersex individuals (born with a mix of male and female biological traits), and those preparing to undergo genital reconstruction surgery (pre-operative), have had genital reconstruction surgery (post-operative) or have chosen to not undergo genital reconstruction surgery (non-operative).

TRC
Truth and Reconciliation Commission, which was a part of the Indian Residential Schools Settlement Agreement, has a mandate to educate Canadians about Indian Residential Schools, document the stories of survivors, families, and communities, and to move forward via a process of reconciliation between Indigenous peoples and all Canadians.
http://www.trc.ca/websites/trcinstitution/index.php?p=3

Treaty 8
One of the 11 treaties signed between the Government of Canada and Indigenous communities. It includes the Wood Buffalo region, much of northern Alberta, northwest Saskatchewan, and parts of the Northwest Territories and British Columbia.

Two Spirit
Two Spirit is a current umbrella term to reflect and restore Indigenous honoring the fluid and diverse nature of gender and attraction and its connection to community and spirituality. It is used by some Indigenous People rather than, or in addition to, identifying as LGBTQ+.
Adapted from: https://egale.ca/two-spirits-one-voice/

WIC
A partnership between the Government of Alberta and AUMA, the Welcoming and Inclusive Community initiative encourages and supports municipalities to be welcoming and inclusive, free of discrimination, and where residents are full participants in social, cultural, and economic life. Municipalities that are part of the initiative network and share resources and education.
https://auma.ca/advocacy-services/programs-initiatives/welcoming-and-inclusive-communities

For more terminology download AUMA's WIC Glossary of Terms at www.wic.auma.ca

Methodology

Development of the Diversity and Inclusion Community Plan 2017-2022 was inspired by the research-based Pathways to Change Model, which was designed to help organizations and communities reduce discrimination and racism and facilitate full civic engagement. It recognizes the need for extensive public involvement; communities and non-for-profit organizations play a key role in the integration, inclusion, and participation of diverse demographic groups.

The model was created in 2006 for the Government of Alberta, Culture and Community Spirit, Human Rights and Citizenship, and the Government of Canada, Citizenship and Canadian Heritage, Alberta Division. Based on this model, input was sought from residents, organizations and groups to learn from their experiences and expertise.

Dimensions of Diversity

Inclusion is about everyone. Race and culture are often the focus of diversity and inclusion work; however, individuals have many identities that together make the Municipality a vibrant community and diverse region.

The following 10 dimensions of diversity are considered in the Plan. Focus groups, a targeted survey and engagements were conducted with organizations involved with each dimension to ensure that input was collected from each demographic.

Children & Youth

Adapted from The Johns Hopkins University Diversity Leadership Council, "Diversity Wheel".

Ethno-Cultural

Sexual Orientation

Gender

Indigenous & Cultural

Religion

Socio-Economic

Seniors

Health & Mobility

Language

Community Involvement

As noted in the previous section, data was collected from diverse sources using a multi-pronged approach. Organizations and stakeholders already involved in the previous Diversity Plan 2012-2015 were consulted at the outset during Diversity Summit 2015 and RACIDE planning sessions. Input about how the plan would be developed was gathered from organizations, stakeholders, and the public through a process survey. Organizations that serve and/or are experts about diverse populations were asked at focus groups about barriers their clients face as well as priority strategies to improve inclusion. Information was gathered from residents via a well-publicized, 11-question survey about demographics, diversity, inclusion, self-identity, perceived challenges and barriers, sense of connection, supports, gaps, and strategies to create a welcoming and inclusive community. There were also targeted engagements to facilitate diverse community involvement and response.

Diversity Summit
More than 100 community stakeholders provided initial input and feedback.

RACIDE
Guiding principles and priorities were developed based on the input gathered at the 2015 Diversity Summit.

Process Survey
156 surveys were completed, offering input about the process of developing a Community Plan and preferred ways to communicate.

Focus Groups
19 focus groups with approximately 250 participants were conducted about inclusion, barriers and initiatives.

Public Survey
729 respondents participated in a public survey on diversity, inclusion, identity, barriers, and strategies.

Results
Community Response

The public survey asked respondents to list age, ethnicity, gender, and any other identity groups that they may belong to. The questions were not mandatory and respondents who chose not to answer are not included in the chart that follows.

Participants were asked to indicate their age category. The graph that follows compares those responses with the Canada 2016 Census findings. Youth are overrepresented in the public survey, young adults are slightly overrepresented, and seniors are underrepresented. Generally, however, the survey's age demographics are similar to the overall population trend.

Figure 1 Survey Responses by Age Compared with Total Population
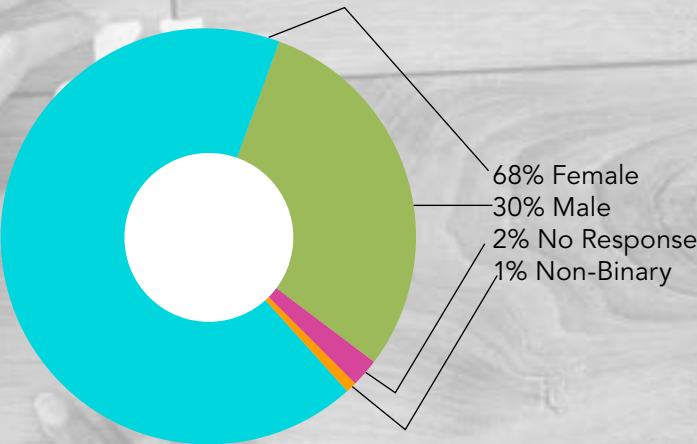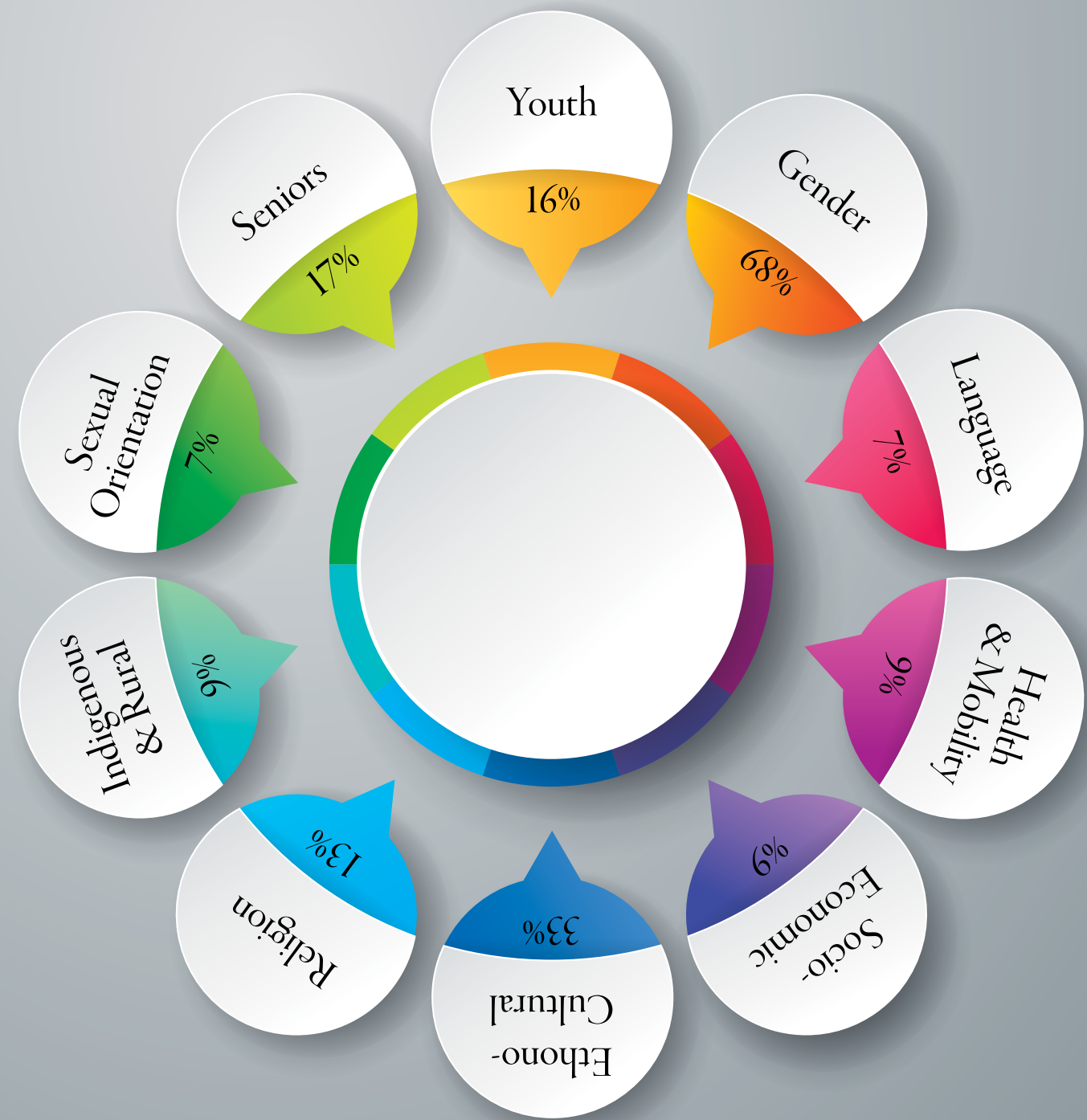

Legend: Survey Responses — Total Population

Figure 2 Survey Responses by Gender

68% Female
30% Male
2% No Response
1% Non-Binary

Figure 3 Survey Responses by Dimension of Diversity

Youth 16%

Gender 68%

Seniors 17%

Language 7%

Sexual Orientation 7%

Health & Mobility 9%

Indigenous & Rural 9%

Socio-Economic 9%

Religion 13%

Ethno-Cultural 33%

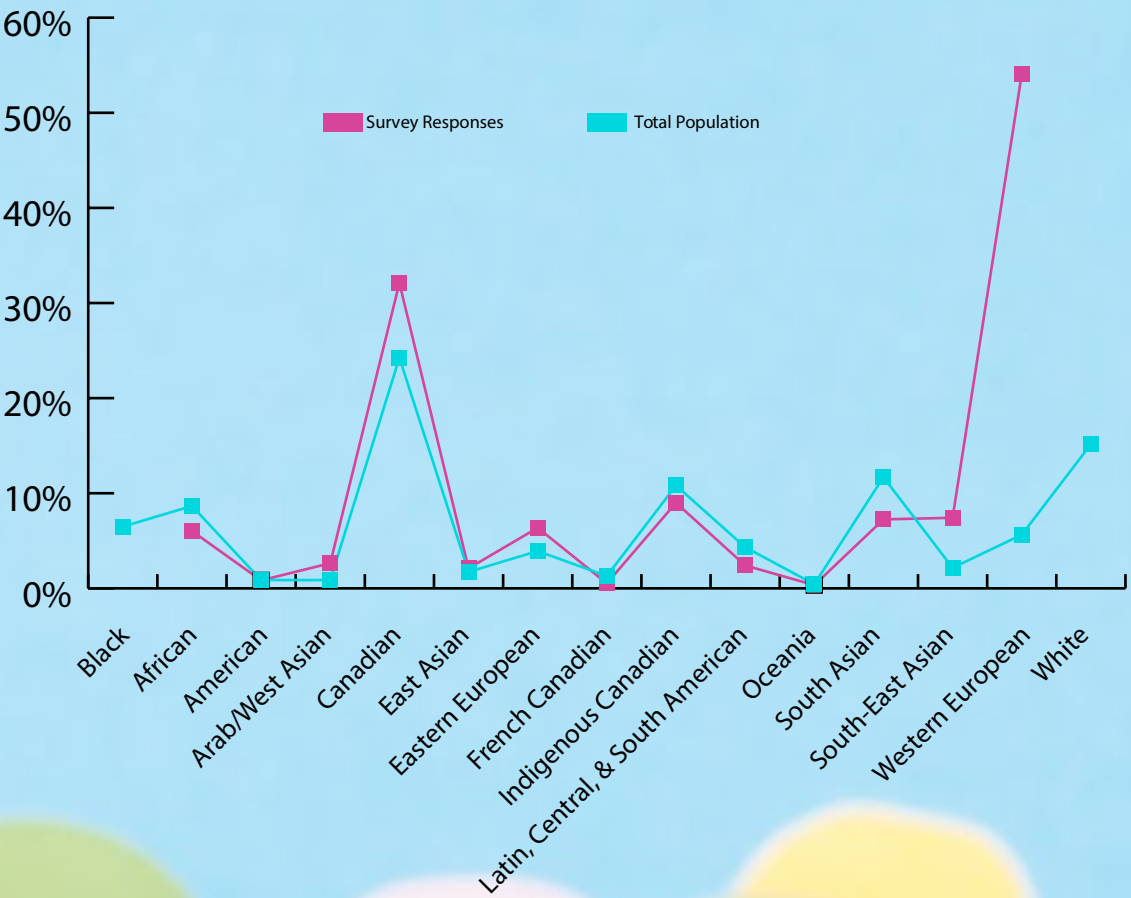**Wood Buffalo Diversity & Inclusion Community Plan 2017-2022 Workbook**

Survey Responses by Ethnicity Compared to Total Population

Participants were asked about ethnicity in an open-ended question that allowed for self-identification with a group. There was a broad range of self-identified ethnicities. When compared with the Municipality's total population , Central and Latin Americans, Indigenous peoples, French Canadians, and Americans are similarly represented. Africans, Arab/West Asians and South Asians are slightly overrepresented.

There is an underrepresentation of Europeans, which may be because the question was open-ended. As a result, there may be more responses from ethnic minorities and many who self-identified as "Caucasian" may, in fact, have European origins.

Whenever possible, the same categories were used. The exception is those respondents who chose to only indicate race or "multi-ethnic." Notably, the percentage of "Caucasian" responses in the survey is similar to that of "Western European" in the Statistics Canada data.

Figure 4 Survey Responses by Ethnicity Compared to Total Population

Legend: Survey Responses | Total Population

Categories: Black, African, American, Arab/West Asian, Canadian, East Asian, Eastern European, French Canadian, Indigenous Canadian, Latin, Central, & South American, Oceania, South Asian, South-East Asian, Western European, White

Common Themes

Focus group participants and public survey respondents were asked:

• What does a welcoming and inclusive community look like?
• What challenges and barriers exist?
• What initiatives/actions would reduce the identified challenges and barriers?

Welcoming and Inclusive Community

Focus group and survey responses were quite similar, concentrating on acceptance, belonging, inclusion, celebrating diversity and public knowledge about diversity and inclusion. Survey respondents tended to place more emphasis on being welcoming and supportive as individuals while focus group participants stressed services. This may be because focus group participants were often service providers. Survey respondents also considered that the region is already welcoming and inclusive, which was not a theme in the focus groups.

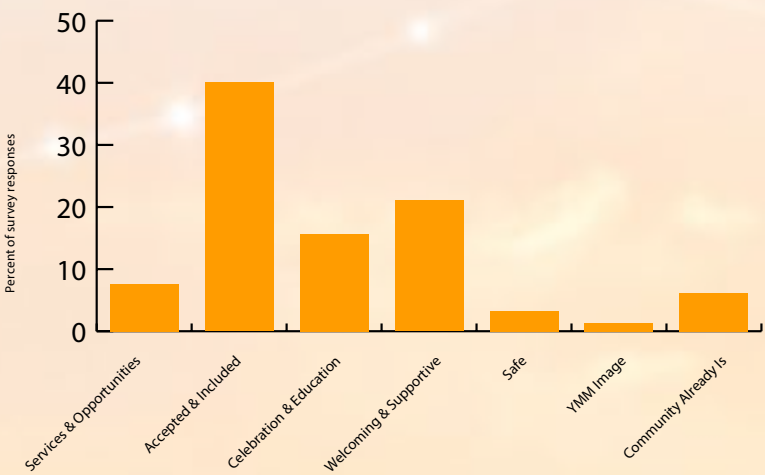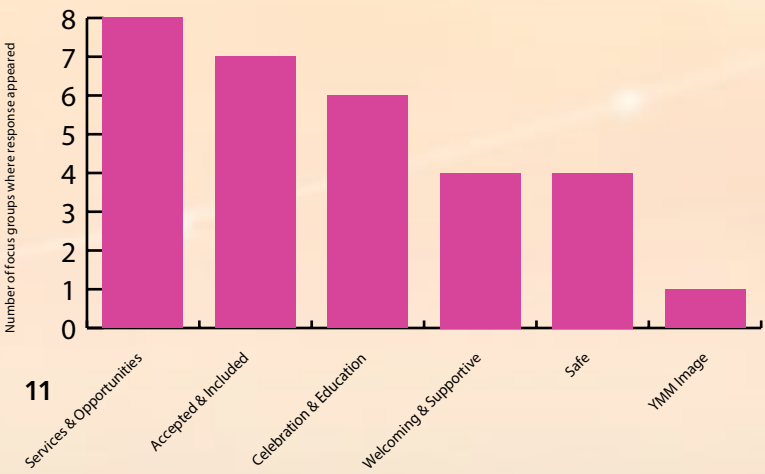**Figure 5 Welcoming and Inclusive Community Survey Responses**

Figure 6 Welcoming and Inclusive Community Focus Group

Challenges and Barriers

Discrimination was the No. 1 barrier cited by both focus group and survey respondents, who similarly prioritized public education, language, transportation, healthcare, cost of living, and safety. Both sets of respondents also cited awareness of services, and accessibility. However, the focus groups more strongly emphasized issues such as inclusive spaces and isolation while survey respondents underscored general support for religious and cultural groups, LGBTQ+ individuals, and those facing mental health challenges. Survey respondents were more concerned about the Municipality's image.

Figure 7 Barriers & Challenges: Survey Responses

Figure 8 Barriers & Challenges: Focus Group Responses
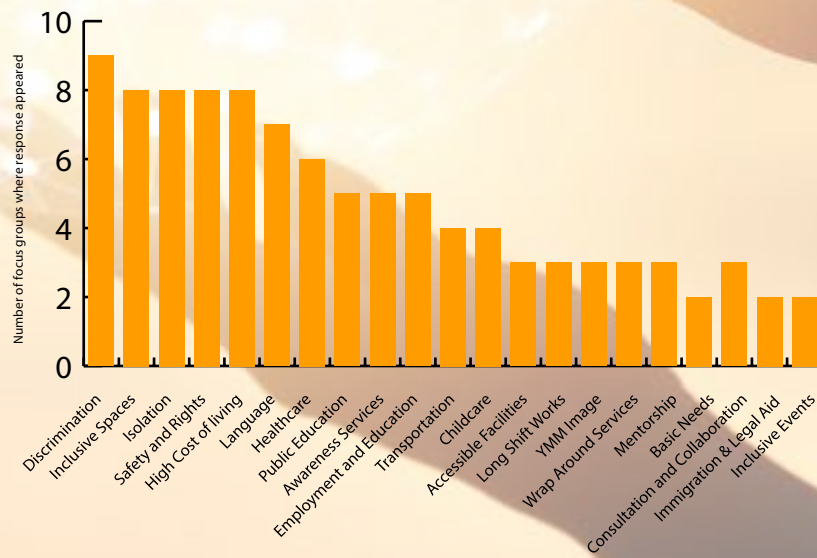
Initiatives and Gaps

Survey and focus group respondents both put the spotlight on diversity and inclusive practices, public education and awareness, communication, increased awareness of services, and inclusive events. Survey participants focused more strongly on improving the Municipality's image, increasing local activities and businesses, and undertaking small initiatives such as interacting with each other. Focus group participants emphasized mentorship and collaboration; survey respondents, consultation and advocacy. Each similarly ranked initiatives to improve services such as transportation, housing, affordability, and language. Safety and rights as well as inclusive space initiatives were common concerns, more prominently so with survey respondents.

Figure 9 Gaps Survey Responses

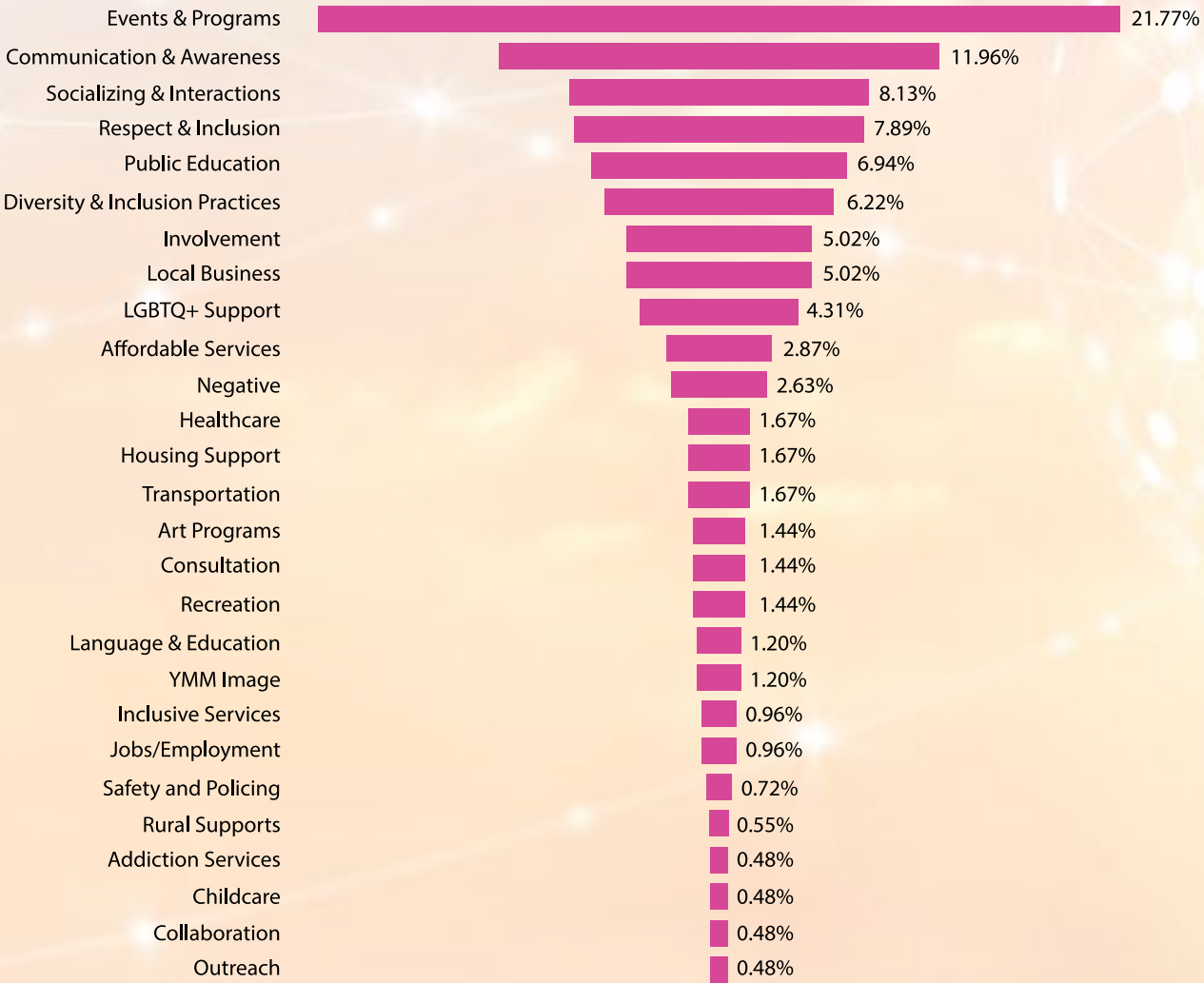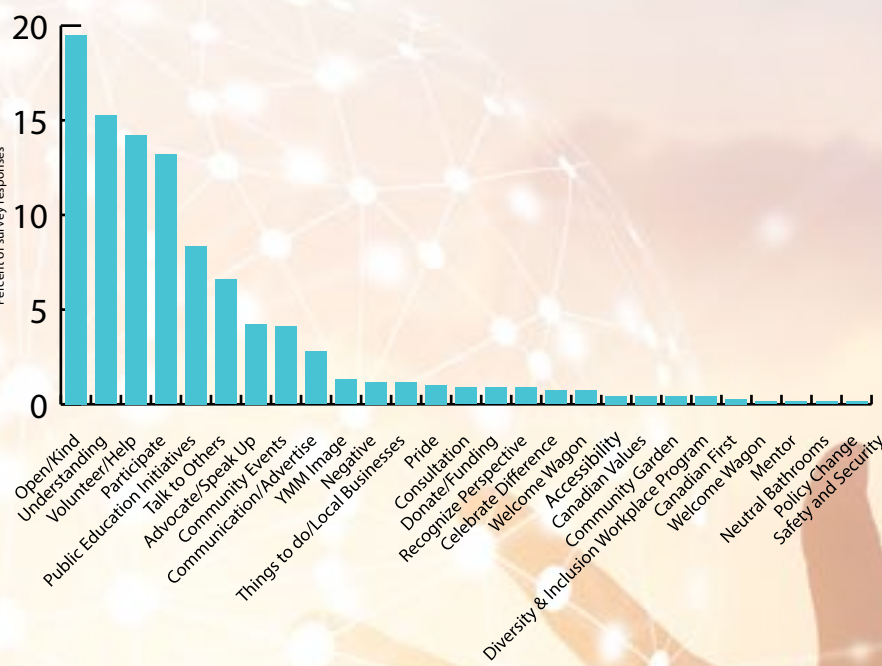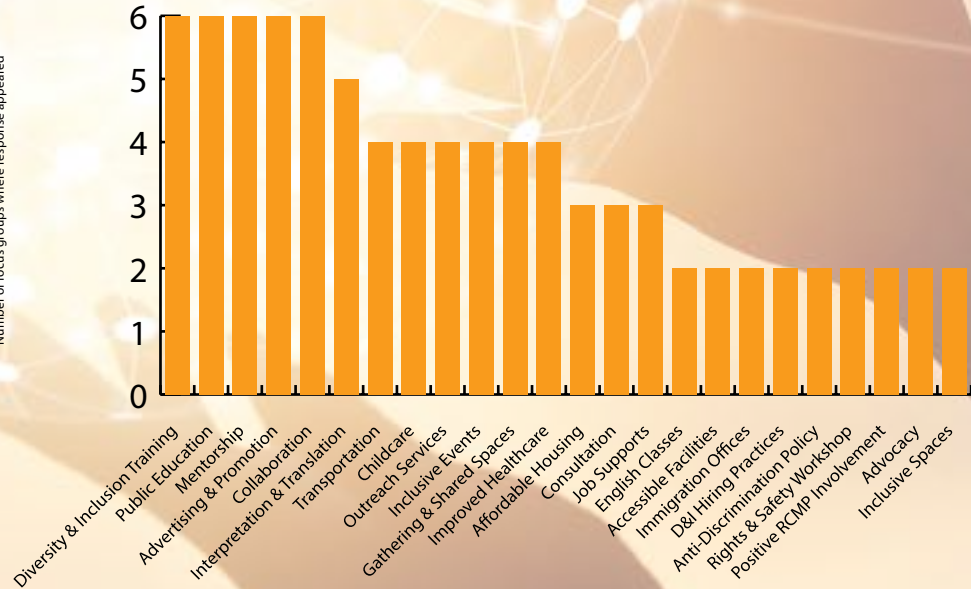| Category	Percent
Events & Programs	21.77%
Communication & Awareness	11.96%
Socializing & Interactions	8.13%
Respect & Inclusion	7.89%
Public Education	6.94%
Diversity & Inclusion Practices	6.22%
Involvement	5.02%
Local Business	5.02%
LGBTQ+ Support	4.31%
Affordable Services	2.87%
Negative	2.63%
Healthcare	1.67%
Housing Support	1.67%
Transportation	1.67%
Art Programs	1.44%
Consultation	1.44%
Recreation	1.44%
Language & Education	1.20%
YMM Image	1.20%
Inclusive Services	0.96%
Jobs/Employment	0.96%
Safety and Policing	0.72%
Rural Supports	0.55%
Addiction Services	0.48%
Childcare	0.48%
Collaboration	0.48%
Outreach	0.48%

Figure 10 Initiatives Survey Responses

Figure 11 Initiatives Focus Group Responses

Dimension Analysis

Inclusion is about everyone. Race and culture are often the focus of diversity and inclusion work; however, individuals have many identities that together make the Municipality a vibrant community and diverse region.

The following 10 dimensions of diversity are considered in the Plan. Focus groups, a targeted survey and engagements were conducted with organizations involved with each dimension to ensure that input was collected from each demographic.

Adapted from The Johns Hopkins University Diversity Leadership Council, "Diversity Wheel".

Children & Youth

Ethno-Cultural

Sexual Orientation

Gender

Indigenous & Cultural

Religion

Socio-Economic

Seniors

Health & Mobility

Language

YOUTH

RACIDE worked with municipal staff, social profit agencies, businesses and residents through research and public consultation to develop the Diversity & Inclusion Community Plan. This page focuses on the responses, challenges and strategies identified by survey participants who were aged 10-24 years old.

16% of respondents were aged 10-24 years old.

What does a *Welcoming & Inclusive Community* look like?

It looks like our community

Friendly and Open

People are valued and respected

Everyone is Included

No Discrimination

Challenges Experienced:

4%
Were worried about their safety

5%
Pointed to a lack of education about inclusion and diversity

8%
Cited transportation barriers

8%
Reported experiencing ageism

10%
Reported experiencing racism

11%
Reported experiencing homophobia or transphobia

*Challenges were self-reported as an open ended question and therefore represents the minimum % of individuals who experienced this challenge

Looking Forward:

39% proposed more public education and awareness about inclusion and diversity

10% were concerned about rebranding the image of the region in a positive way

3% suggested more inclusive spaces such as gender-neutral washrooms

5% sought more inclusive hiring practices

RACE & CULTURE

RACIDE worked with municipal staff, social profit agencies, businesses and residents through research and public consultation to develop the Diversity & Inclusion Community Plan. This page focuses on the responses, challenges and strategies identified by survey participants who self-identified as part of an ethno-cultural minority.

35% of respondents self-identified as part of an ethno-cultural minority.

What does a *Welcoming & Inclusive Community* look like?

Friendly and Open

No Discrimination

It Looks Like Our Community

Everyone is Accepted

Challenges Experienced:

4%
Pointed to a lack of settlement resources

10%
Reported a sense of isolation or a lack of things to do

21%
Reported experiencing discrimination

4%
Reported underrepresentation of ethnocultural minorities in leadership positions

Looking Forward:

50% proposed more public education and awareness about inclusion and diversity.

34% urged for more inclusive events

2% proposed more affordable programs and services

5% sought more inclusive hiring practices

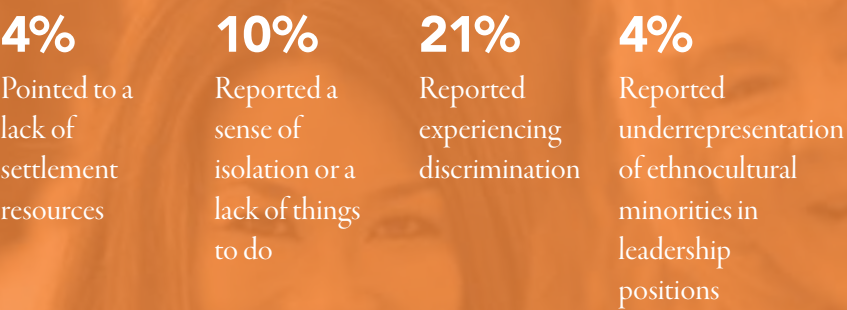2% suggested more language supports

RELIGION

RACIDE worked with municipal staff, social profit agencies, businesses and residents through research and public consultation to develop the Diversity & Inclusion Community Plan. This page focuses on the responses, challenges and strategies identified by survey participants who self-identified as part of a religious minority.

13% of respondents self-identified as part of a religious minority.

What does a *Welcoming & Inclusive Community* look like?

Diversity is Celebrated

Everyone is Valued

No Discrimination

It looks like our community

Everyone is Accepted

Challenges Experienced:

7%
Expressed a sense of isolation

17%
Reported experiencing discrimination

6%
Pointed to a lack of LGTBQ+ support

6%
Reported discrimination in the workplace and/or in hiring practices

4%
Cited transportation barriers

5%
Reported being stereotyped because of their religion

Looking Forward:

53% proposed more public education and awareness about inclusion and diversity.

2% sought more inclusive spaces such as prayer rooms

37% urged more inclusive and accessible events

6% sought more inclusive hiring practices

INDIGENOUS

RACIDE worked with municipal staff, social profit agencies, businesses and residents through research and public consultation to develop the Diversity & Inclusion Community Plan. This page focuses on the responses, challenges and strategies identified by survey participants who self-identified as Indigenous.

9% of respondents self-identified as Indigenous.

What does a *Welcoming & Inclusive Community* look like?

Friendly and Open

Clean Environment

Safe

Everyone is Accepted

Challenges Experienced:

3% Mentioned a lack of mental health support

15% Reported experiencing racism

3% Cited transportation barriers

8% Reported housing barriers

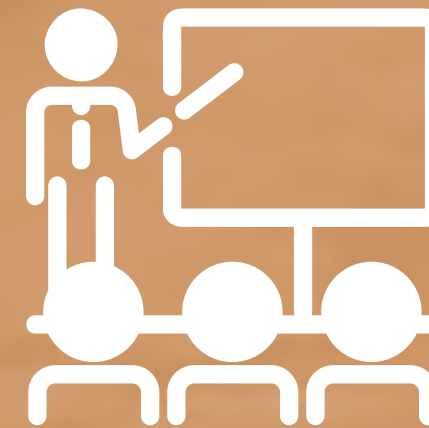**7%** Saw a lack of public education as problematic

7% Pointed to a lack of LGTBQ+ support

3% Cited language barriers

Looking Forward:

44% proposed more public education and awareness about inclusion and diversity.

7% advocated for improved healthcare supports and mental health supports

42% urged more inclusive and accessible events

7% sought more inclusive hiring practices

7% suggested more affordable and supportive housing

LGBTQ+

RACIDE worked with municipal staff, social profit agencies, businesses and residents through research and public consultation to develop the Diversity & Inclusion Community Plan. This page focuses on the responses, challenges and strategies identified by survey participants who self-identified as LGBTQ+.

7% of respondents self-identified as LGBTQ+.

What does a *Welcoming & Inclusive Community* look like?

Everyone is Valued

Friendly and Open

Safe

No Discrimination

Everyone is Accepted

Challenges Experienced:

20%
Reported a lack of LGBTQ+ support

23%
Reported experiencing homophobia and/or transphobia

12%
Saw a lack of public education as problematic

5%
Pointed to a lack of gender-neutral washrooms

3%
Were concerned about their safety

4%
Cited a lack of mental health supports

3%
Reported a sense of isolation

Looking Forward:

50% proposed more public education and awareness about inclusion and diversity.

4% suggested more inclusive spaces such as gender-neutral washrooms

36% urged more inclusive and accessible events

5% sought more inclusive hiring practices

5% advocated for improved healthcare supports and mental health supports

WOMEN

RACIDE worked with municipal staff, social profit agencies, businesses and residents through research and public consultation to develop the Diversity & Inclusion Community Plan. This page focuses on the responses, challenges and strategies identified by survey participants who self-identified as women.

68% of respondents self-identified as women.

What does a *Welcoming & Inclusive Community* look like?

Everyone is Included

Friendly and Open

Everyone is Accepted

No Discrimination

Diversity is Celebrated

Challenges Experienced:

6%
Reported experiencing sexism

3%
Reported a sense of isolation or a lack of things to do

4%
Cited transportation barriers.

5%
Saw a lack of public education as problematic

8%
Reported language barriers

5%
Pointed to a lack of gender-neutral washrooms

Looking Forward:

48% proposed more public education and awareness about inclusion and diversity.

4% suggested more inclusive spaces such as gender-neutral washrooms

29% urged more inclusive and accessible events

6% sought more inclusive hiring practices

10% were concerned about rebranding the image of the region in a positive way

17% requested more advertising and awareness of existing programs and services

HEALTH & MOBILITY

RACIDE worked with municipal staff, social profit agencies, businesses and residents through research and public consultation to develop the Diversity & Inclusion Community Plan. This page focuses on the responses, challenges and strategies identified by survey participants who self-identified as persons with disabilities.

9% of respondents self-identified as persons with disabilities.

What does a *Welcoming & Inclusive Community* look like?

Accessible

No Discrimination

Resources Available

Residents Feel Supported

Challenges Experienced:

10%
Reported a lack of sufficient healthcare supports

6%
Reported a sense of isolation or lack of things to do

10%
Cited transportation barriers

6%
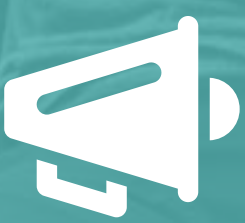Pointed to accessibility barriers

Looking Forward:

47% proposed more public education and awareness about inclusion and diversity.

20% urged more inclusive and accessible events

25% requested more advertising and awareness of existing programs and services

16% were concerned about rebranding the image of the region in a positive way

LANGUAGE

RACIDE worked with municipal staff, social profit agencies, businesses and residents through research and public consultation to develop the Diversity & Inclusion Community Plan. This page focuses on the responses, challenges and strategies identified by survey participants who self-identified as speaking a language other than English.

7% of respondents self-identified as speaking a language other than English.

What does a *Welcoming & Inclusive Community* look like?

Everyone is Valued *Friendly and Open*

No Discrimination

Everyone is Accepted

Challenges Experienced:

18%
Reported a lack of sufficient language supports

9%
Reported experiencing discrimination

7%
Cited transportation barriers

5%
Pointed to a lack of religious and/or cultural supports

4%
Were concerned about their safety

Looking Forward:
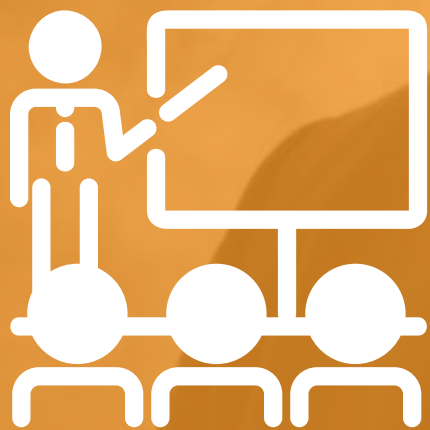
45% urged more inclusive and accessible events

6% sought more inclusive hiring practices

16% requested more inclusive advertising of existing programs and services

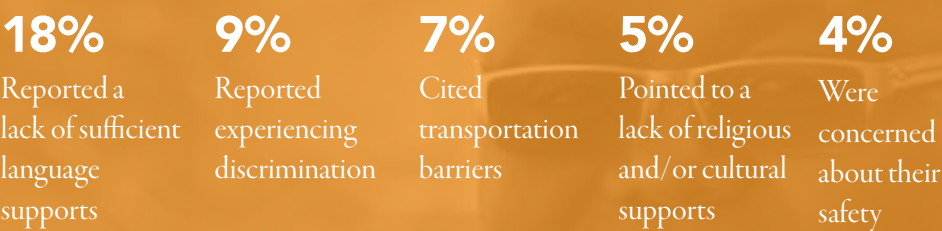3% suggested more language supports

SENIORS

RACIDE worked with municipal staff, social profit agencies, businesses and residents through research and public consultation to develop the Diversity & Inclusion Community Plan. This page focuses on the responses, challenges and strategies identified by survey participants who were aged 50 and older.

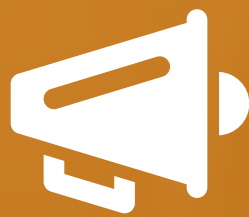*17% of respondents were aged 50 or older.*

What does a *Welcoming & Inclusive Community* look like?

Everyone is Included   *Friendly and Open*

It looks like our community

Everyone is Accepted

Challenges Experienced:

4%
Reported experiencing ageism

4%
Reported a lack of healthcare supports

8%
Cited accessibility concerns

12%
Reported a lack of affordable housing

6%
Pointed to transportation barriers

3%
Reported a sense of isolation

Looking Forward:

51% proposed more public education and awareness about inclusion and diversity.

18% urged more inclusive and accessible events

7% were concerned about rebranding the image of the region to reflect the diversity of residents

8% suggested more affordable and supportive housing

63% suggested getting more involved and interacting with others

For the purposes of this project, "seniors" were defined as older than 50 years to be as inclusive as possible considering the many definitions that exist. Major themes were similar between 50+ and 55+ respondents.

HOMELESSNESS

RACIDE worked with municipal staff, social profit agencies, businesses and residents through research and public consultation to develop the Diversity & Inclusion Community Plan. This page focuses on the responses, challenges and strategies identified by survey participants who self-identified as individuals experiencing homelessness.

6% of respondents self-identified as individuals experiencing homelessness.
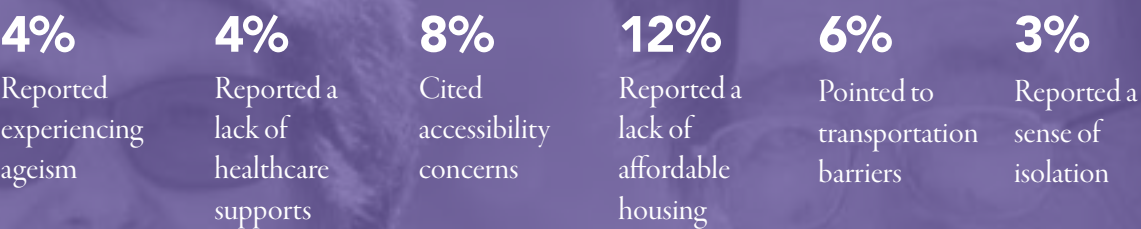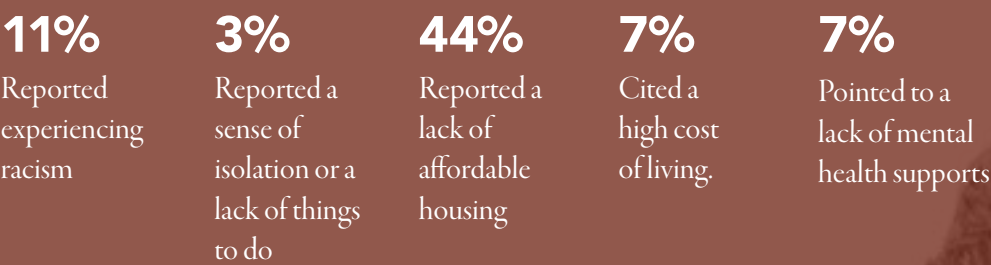
What does a *Welcoming & Inclusive Community* look like?

Lots of Resources   *Friendly and Open*

It looks like our community

Everyone is Accepted

Challenges Experienced:

11%
Reported experiencing racism

3%
Reported a sense of isolation or a lack of things to do

44%
Reported a lack of affordable housing

7%
Cited a high cost of living.

7%
Pointed to a lack of mental health supports

Looking Forward:

42% proposed more public education and awareness about inclusion and diversity.

5% advocated for improved healthcare supports

20% were concerned about rebranding the image of the region in a positive way

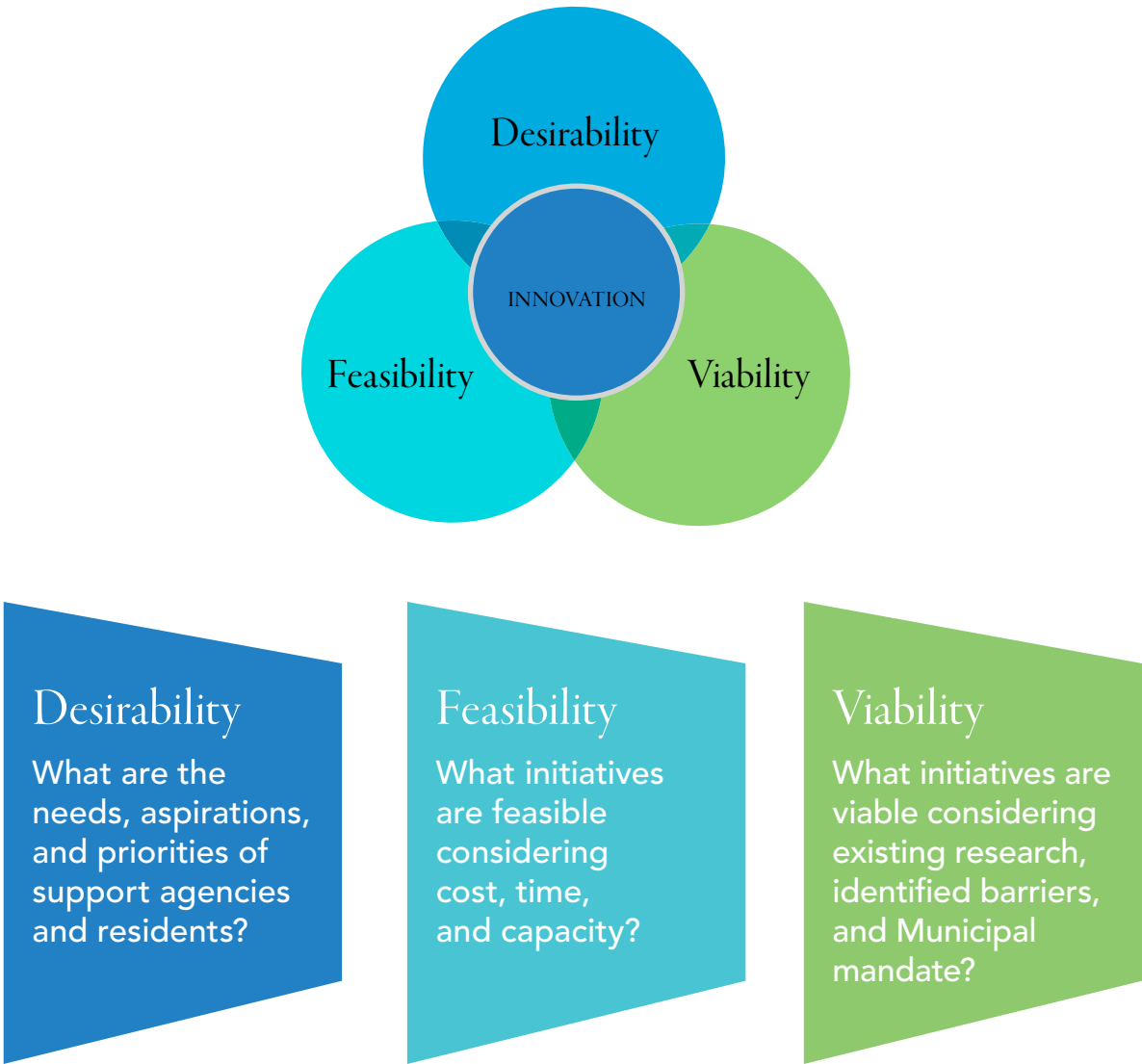24% suggested more affordable and supportive housing

84% pointed to getting more involved and interacting with others
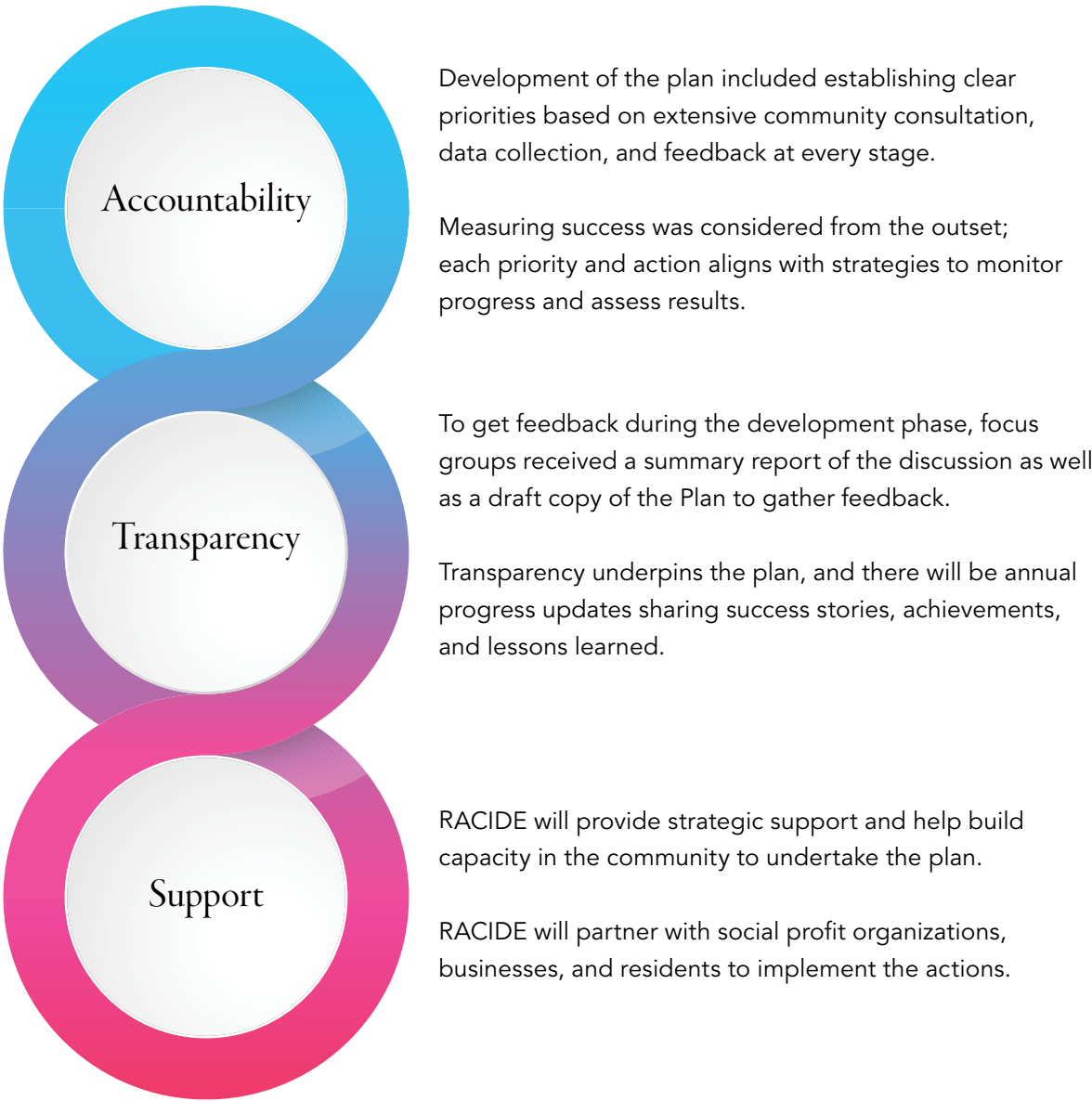
Plan Implementation

Design Thinking Matrix

A design thinking matrix model was used to determine what initiatives should be included and prioritized in the 2017-2022 Plan to best address needs, gaps, and existing, emerging and anticipated concerns as identified in the surveys and focus groups. Each initiative was subjected to a priority analysis based on the Design Thinking Matrix and those that scored highest have been incorporated in the Diversity and Inclusion Community Plan.

Desirability

INNOVATION

Feasibility　　**Viability**

Desirability
What are the needs, aspirations, and priorities of support agencies and residents?

Feasibility
What initiatives are feasible considering cost, time, and capacity?

Viability
What initiatives are viable considering existing research, identified barriers, and Municipal mandate?

Guiding Principles

RACIDE developed guiding principles based on input from the Diversity Summit 2015 that will underpin the work of the Diversity and Inclusion Community Plan.

Accountability

Development of the plan included establishing clear priorities based on extensive community consultation, data collection, and feedback at every stage.

Measuring success was considered from the outset; each priority and action aligns with strategies to monitor progress and assess results.

Transparency

To get feedback during the development phase, focus groups received a summary report of the discussion as well as a draft copy of the Plan to gather feedback.

Transparency underpins the plan, and there will be annual progress updates sharing success stories, achievements, and lessons learned.

Support

RACIDE will provide strategic support and help build capacity in the community to undertake the plan.

RACIDE will partner with social profit organizations, businesses, and residents to implement the actions.

Community Priorities

Based on the data collected at the 2015 Diversity Summit, RACIDE working sessions, process surveys, focus groups, and public surveys, six priorities emerged along with potential actions and outcomes.

The following tables outline each priority, possible partners, potential actions and associated outcomes, and measurement (or indicators). Residents, community organizations, government, businesses and other key stakeholders will work together to implement the Plan and RACIDE will provide support, facilitate implementation, and deliver annual progress updates.

1. Effective Communication of Information To And Within The Community

Outcomes	Potential Actions	Measurement	Potential Partners
Improved awareness of diversity and inclusion initiatives	• Develop success story initiatives • Develop individual diversity stories initiatives • Increase the Plan's social media exposure	• Initiatives developed • # of stories, posts, and news releases	• RACIDE • Government • Social Profits
Increased awareness of existing programs and services	• Increase use of broad-based advertising • Promote public use of the McMurray All Connected (MAC) Calendar • Link Municipal calendar with MAC calendar	• # of radio ads, billboards and news releases • # of ads for MAC calendar • MAC calendar and Municipal website linked	• Social Profits • Government • MAC Calendar
Individuals are more supported by each other	• Develop mentorship programs • Informal support groups are available	• Program developed • # of sessions and participants • # of informal support groups • Participants report feeling more supported	• Social Profits • Residents/ Individuals
Communication is more inclusive	• Develop inclusive emergency preparedness material • Develop list of languages spoken at the organization • Develop translated FAQs for public accessing services • Develop newsletter for seniors	• Materials developed • # of organizations adopting materials • #of seniors receiving newsletter • Seniors report that they know more about programs and services available to them	• Newcomer Interagency Network • Government • Seniors' Organizations

2. Diverse Voices Are Identified, Involved, And Engaged

Outcomes	Potential Actions	Measurement	Potential Partners
Decisions are more informed by consultation	• Develop feedback and evaluation policy • Develop consultation policy	• Policy template developed • # of organizations implementing the policies	• RACIDE • Social Profits • Government
More engagement of diverse voices	• Develop engagement strategy for diverse populations • Diverse branding and marketing workshops • Plain language workshops	• Strategy developed • # of workshops held and number of participants	• RACIDE • Social Profits • Government

Community Priorities

3. Promote A Sense Of Community By Recognizing & Celebrating Diversity

Outcomes	Potential Actions	Measurement	Potential Partners
More opportunities for socializing/ gathering places	• Promote use of informal gathering spaces • Undertake beautification of informal gathering spaces • Feature art and culture showcases in informal spaces • Hold neighbourhood get-togethers • Develop list of shared spaces for community group meetings	• List of spaces developed • # of beautification initiatives • Number of showcases held • Participants report feeling more connected to their neighbourhoods	• RACIDE • Social Profits • Community members • Businesses • Residents/ Individuals
Greater recognition and celebration of diversity and inclusion	• Hold events recognizing disability, seniors, LGBTQ+ ethnocultural groups, youth, etc. • Celebrate and recognize Indigenous history	• # of activities, events • # of participants • Participants report feeling that their identity group is more recognized • # of Indigenous celebration events • Participants report feeling that Indigenous history and culture is more recognized	• Social Profits • Schools • Indigenous groups
Increased promotion of the region's diversity	• Ensure that documents showcasing the region better depict the diversity of the population	• Percentage of photos showing minority groups is representative of the population • Sign completed	• RACIDE • Government • Indigenous groups
Increased recognition of those who adopt diversity and inclusion practices	• Develop an Inclusive Business Program	• Program developed • # of businesses participating • # of businesses recognized	• RACIDE • Chamber of Commerce • Business Support Network • Government

4. Increase Understanding Through Education

Outcomes	Potential Actions	Measurement	Potential Partners
Increased employer/ employee diversity and inclusion competency	• Promote inclusion competency training for employers and employees • Develop diversity and inclusion workplace best practices guide • Develop Canadian workplace workshop for immigrant and refugee staff	• # of sessions, organizations, participants • Participants report an increased knowledge about diversity and inclusion • Guide developed • Participants report increased knowledge about Canadian workplace culture	• RACIDE • Chamber of Commerce • Business Support Network • Social Profits
Increased knowledge about safety, human rights, and individual responsibilities	• Hold "know your rights" workshops • Develop rights and safety guides	• Workshop developed • # of sessions, participants • Participants report increased knowledge about their rights	• RACIDE • Social Profits • Government
Increased public education and awareness	• Develop inclusion competency program for the public • Develop education campaign • Hold school and public Indigenous history education sessions • Hold Truth and Reconciliation Commission (TRC) information sessions	• # of sessions, participants • Participants report increased knowledge about inclusion and diversity • # of educational materials distributed • Increased percentage of responses where diversity is defined as more than race and culture • Decreased percentage of negative responses • Participants report increased knowledge about Indigenous history and culture • Participants report increased understanding of the TRC	• RACIDE • Social Profits • Indigenous groups • Schools

Community Priorities

5. Foster Trust And Collaboration Between Groups & Individuals

Outcomes	Potential Actions	Measurement	Potential Partners
Strengthen relationships between residents, community organizations, government, and businesses	• Hold workshops on inclusion topics for residents, community organizations, government and businesses • Hold events that bring together residents, community organizations, and government	• # of sessions held and participants attended • Participants report an increase in inclusion and diversity knowledge • Reported increase in understanding of safety concerns of residents • Reported increase in understanding the role of government	• RACIDE • Social Profits • Community members • Businesses • Government • Residents/Individuals
Increased awareness and recognition of collaborative efforts	• Collaborative initiatives recognized in media • Implement religious inclusion monument	• # of press releases • Monument completed	• RACIDE • Social Profits
Increased opportunities for cross-group interactions	• Develop open house events • Develop cross-group programs • Increased intergenerational programming	• Initiative developed • # of participants • Participants report increased respect for each other • Participants report feeling more connected to their community	• RACIDE • Social Profits • Resident/Individuals

6. Reduce Barriers To Resources & Services

| Outcomes	Potential Actions	Measurement	Potential Partners
Human Resource practices of businesses and organizations in the region are more inclusive	• Develop inclusive hiring best practices guide • Develop and promote anti-discrimination policy template	• Guide developed • # of participating businesses • Participants report increased knowledge of inclusive hiring practices • Policy template development • # of organizations adopting the policy	• RACIDE • Businesses • Business Support Network • Chamber of Commerce • Social Profits • Government
Improved healthcare supports	• Develop Sober Café • Develop physician recruitment and retention strategy	• Initiative developed • # of sessions, participants • Strategy developed	• Social Profits • Businesses • Alberta Health Services and Primary Care Network
Improved job supports	• Promote more summer internships outside of trades • Offer more computer skills classes	• Initiative developed • # of organizations involved, sessions, participants • Participants report feeling more supported	• Businesses • Social Profits • Post-Secondary Education
Improved transportation services	• Conduct transit audit for vulnerable groups • Develop bus tracking system • Improve rural safety in accessing transit • Improve awareness in rural communities of transit services • Transit decisions are guided more by community conversations	• System developed and implemented • Participants report increased reliability of transit services • Participants report decreased barriers to service • Increased safety measures • # of sessions held with Transit and communities • Increase in ridership, number of communities	• Social Profits • Government

Continued...

Community Priorities

6. Reduce Barriers To Resources & Services

Outcomes	Potential Actions	Measurement	Potential Partners
Improved language supports	• Develop interpreter outreach support • Offer more English classes (advanced and beginner) • Offer more conversation classes • Promote workplace-sponsored English training • Language Swap	• Initiative developed • # of outreach volunteers, number of participants • Participants report decreased barriers to services • # of classes offered • Reported increase in feeling supported • # of businesses participating	• Social Profits • Businesses • Post Secondary Education • Business Support Network • Chamber of Commerce • Residents/Individuals
Increased physical accessibility of facilities	• Conduct physical accessibility scan • Promote universal design standards • Implement regular accessibility checks	• Scan completed • #of participating organizations • # of initiatives • Reported decrease in barriers to services • # of participating organizations	• RACIDE • Social Profits • Businesses • Business Support Network • Chamber of Commerce • Government

Outcomes	Potential Actions	Measurement	Potential Partners
There are more affordable services offered	• Develop skills swap program • Develop and implement fair pass program	• Program developed • # of participating organizations • Participants report feeling more supported • # of passes distributed • Participants report they are better able to help clients access needed services • Participants report they are better able to help low-income clients afford transportation	• Social Profits • Businesses • Government • Residents/ Individuals
Spaces and services are more inclusive	• Develop LGBTQ+ inclusive forms • Promote LGBTQ+ friendly businesses and safe spaces • Develop policy template and best practices guide for inclusive washrooms • Promote and implement change tables in washrooms • Promote breastfeeding-friendly spaces • Promote and implement prayer rooms • Promote and implement chaplain and/or worship spaces	• # of participating organizations • # of forms changed to reflect gender inclusions • #of initiatives • #of change tables implemented • # of prayer rooms implemented • #of chaplain and/or worship spaces implemented	• RACIDE • Social Profits • Businesses • Chamber of Commerce • Business Support Network

Where to Start?
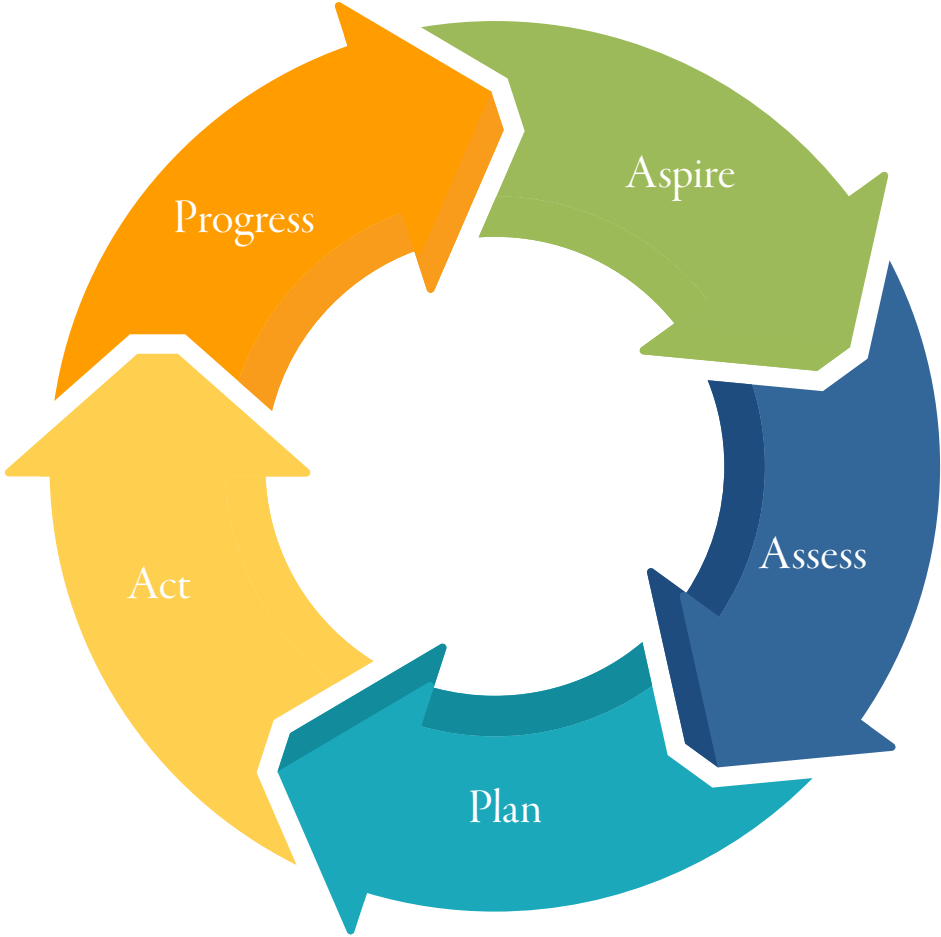
Adapted from Scott Keller and Colin Price, Beyond Performance: How great organizations build ultimate competitive advantage, Wiley, 2011

Aspire

What is the vision? Set clear targets and have a value proposition. The first step is to determine your organization's vision. What are the goals? What kind of change would you like to see? Establish targets to work towards.

Start to build your business case. Research has linked diversity and inclusion initiatives to increased employee innovation, commitment and productivity, low absenteeism, greater team collaboration, and overall better business performance. Develop a clear value proposition that outlines the benefit for your company or organization undertaking diversity and inclusion work and the cost of not doing so.

Some research to get you started:
• Catalyst, 2014
• Deloitte, 2013
• McKinsey, 2015

Assess

What is the current state?
Before you jump in and begin tackling diversity and inclusion initiatives in your organization, take stock of where you are now. It is important to know what you are doing well, where gaps exist, and where you could further develop initiatives that will have the most impact.

How do I measure the current state?

The Alberta Urban Municipalities Association MEASURING INCLUSION TOOL provides a way to measure the level of inclusiveness in an organization or community. It can be used prior to initiatives being implemented and then used periodically to measure change. This is also a great way to understand the gaps that might exist and where further efforts can be focused.

https://auma.ca/advocacy-services/programs-initiatives/welcoming-and-inclusive-communities/tools-resources/auma-toolkits-guides

Need help using the tool? Contact RACIDE to receive training and support. diversity.woodbuffalo@rmwb.ca

Plan

What is needed to reach the vision? What conditions need to be met before any initiatives begin? Ensure that the diversity and inclusion vision is shared at all levels of the organization and that initiatives are not only supported by but led from the top. Consult your target audience (clients, employees, etc.) about potential initiatives and get input about what strategies would be helpful. Contact RACIDE to receive information, resources, and support for your initiative and to ensure alignment with the Diversity and Inclusion Community Plan. Prepare the target audience (clients, employees, etc.) prior to implementing change.

www.catalyst.org/knowledge/inclusive-leadership-view-six-countries
www2.deloitte.com/content/dam/Deloitte/au/Documents/human-capital/deloitte-au-hc-diversity-inclusion-soup-0513.pdf
www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters

Where to Start?

Act

How are initiatives rolled out?
Develop and implement a strong promotion and implementation strategy that reaches the target audience and uses inclusive branding and communication practices.
Start with quick wins such as these:

Inclusive Policies

Develop and implement anti-discrimination, accessibility, breastfeeding friendly, and inclusive washroom policies.

Accessibility Checks

Conduct accessibility checks regularly to ensure and improve accessible access to your organization.

Washroom Update

Install change tables in all washrooms (including male and female). Make one stall washrooms gender neutral.

Language Support

Provide a list of languages spoken in your organization and/or a translated FAQ for clients.

Forms

Develop and implement gender-inclusive forms by keeping gender questions open-ended or providing non-binary options.

Training

Provide diversity and inclusion training to employees. Attend workshops about the Truth and Reconciliation Commission and Indigenous history.

Progress

How are initiatives monitored?
Ensure that your initiatives include a measurement framework to monitor progress and impact. Connect with RACIDE to update your progress and have your organization's initiatives included in the plan's annual updates. Use your monitoring system to aspire to further change and to track where further development is needed.

Monitor Progress
Proposed Plan initiatives also have suggested corresponding indicators. Ensure that your initiative includes a way to measure progress through surveys or another evaluation tool.

What Can I, as an Individual, Do?

Get Involved

There are numerous committees and groups working on diversity and inclusion in our community. They need support from passionate volunteers who are committed to making our community an even more welcoming and inclusive place.
Email us at diversity.woodbuffalo@rmwb.ca for information about existing groups and how to get involved.

Get to know others

Simply taking the time to get to know others and learning about people who are different from us can make our community more welcoming and inclusive.
There are many opportunities in our daily lives. Visit mcmurrayallconnected.ca for a list of events and programs in the community.

Advocate

Speak up about challenges or concerns related to diversity and inclusion in our community. Reach out to businesses, all levels of government, industry, healthcare, schools, etc., to encourage them to be proactive on these issues.

Start an Initiative

- Become a mentor
- Start a meetup group
- Hold a neighbourhood BBQ or get-together
- Sign up for community clean-up
- Support local businesses
- Visit spaces and events hosted by different groups
- Volunteer to teach someone English and learn their language in return