

PLANNING FOR EQUITY:

AN ENVIRONMENTAL SCAN OF EQUITY, DIVERSITY, AND INCLUSION AT THE MUNICIPAL LEVEL IN CANADA

Queen's University School of Urban and Regional Planning

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Foreword

The contents of this document do not necessarily represent views and policies of LevelUp Planning & Consulting, the Canadian Urban Sustainability Practitioners, or the North Park Neighbourhood Association or any other organization mentioned herein. The contents solely represent the advice and views of the authors as part of the 2020 SURP 823 Project Course.

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LevelUp Planning & Consulting is a multidisciplinary consulting collaboration focused on supporting organizations and communities to become stronger, healthier, and more equitable. LevelUp provides high-quality research and planning supports, including evidence reviews, policy analyses, community engagement strategies, and evaluation frameworks. Equity is fundamental to their work. LevelUp understands the importance of ensuring access and opportunities to healthy food, transportation, adequate housing, green space, economic opportunity, and input to local decision making for all residents. LevelUp works towards developing partnerships, tools, and strategies that support sustainable communities and optimum well-being for all.

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CUSP is a network of organizations across Canada that seeks to accelerate and disseminate effective urban sustainability outcomes at scale. When connected and aligned, the CUSP network and its partners can produce meaningful impact at the community scale, and can help shape the policy, programs, projects, and pursuits of senior government and others in a way that will be most effective when executed. CUSP connects individual, yet common goals. By cooperating on Canadian-specific issues, Canada's large and leading cities are able to leverage opportunity with partners, attract funding, and collectively inform the Federation of Canadian Municipalities' efforts to shape federal policy and programs and operationalize those efforts locally.

Sarah Murray

Executive Director of [North Park Neighbourhood Association \(NPNA\)](#)

NPNA is a non-profit society that aims to improve the quality of life, enhance community involvement and remove barriers for their residents, businesses, and service providers in the community of North Park. The NPNA is funded by the City of Victoria, the Red Cross Society, Victoria Foundation, and the Vancouver Island Health Authority. The NPNA monitors community problems and concerns; respects community objectives laid out in the North Park Neighbourhood Plan; facilitates the vetting and review of rezoning applications and other land-use proposals; participates in City initiatives such as the upcoming update of our Local Area Plan; and provides open monthly meetings at which any resident can voice views about community matters.

Land Acknowledgement

This project course includes research on documents from across Canada with its principal investigators living from coast to coast. While the text celebrates the efforts of municipal government, the authors want to acknowledge that these systems have played a key role in the oppression of Indigenous people in Canada. It is critical to acknowledge the past and recognize the present before we look to the future.

St. John's, Newfoundland and Labrador

Faith Ford acknowledges the area called St. John's as the ancestral homelands of the Beothuk, and the island of Ktaqmkuk (Newfoundland) as the unceded, traditional territory of the Beothuk and the Mi'kmaq peoples.

Victoria, British Columbia

Claire Lee, Sarah Murray, Victoria Barr, and Allison Ashcroft acknowledge the area called Victoria, British Columbia as the unceded and traditional territory of the Lekwungen and WSÁNEĆ peoples.

Kingston, Ontario

Patricia Collins and Ryan Klemencic recognize the area called Kingston, Ontario as the unceded traditional territory of the Anishinaabe and Haudenosaunee people.

Salvador, Brazil

Alex Pysklywec acknowledges that Salvador, Bahia State, Brazil, is situated on the traditional territory of the Tupinambá people. Salvador was also the first centre of the Portuguese slave trade in Brazil which brought millions of enslaved peoples from Africa, many of whom still reside in the territory.

Surrey, British Columbia

Luke Reynolds acknowledges they are living and working on the traditional and unceded land of the Kwantlen Nation.

Waterloo, Ontario

Ellen McGowan is currently residing in Waterloo, Ontario, which is situated on the Haldimand Tract. This land was promised to the Haudenosaunee of the Six Nations of the Grand River, and is within the territory of the Neutral, Anishinaabe, and Haudenosaunee people.

Lunenburg, Nova Scotia

Megan Meldrum acknowledges that they are living in Mi'kma'ki , the ancestral and unceded territory of the Mi'kmaq People

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Executive Summary

Purpose of Report

This report describes the results of an environmental scan of 28 existing EDI plans and policy documents [1-28] from across Canada. This account is intended to build a body of evidence about different municipal approaches to EDI planning. Seven key findings and five recommendations are offered for planners and local governments working to integrate EDI principles into plans and policy documents.

Research Methods

An environmental scan was conducted to identify and understand the nature of existing EDI planning efforts. Plans and policy documents were captured from the Canadian chapter of UNESCO's International Coalition of Inclusive and Sustainable Cities, called the Coalition of Inclusive Municipalities (CIM) [29, 30]. In addition to CIM membership, only documents published by a Canadian municipality, in French or English, on or after 2010 were analyzed.

Of the 28 documents analyzed, 10 are featured as a series of 'spotlights' throughout this report. These spotlights represent diverse communities. Ten semi-structured interviews provided a deeper understanding of the challenges and successes of developing and implementing EDI initiatives. The document analysis and interviews informed the results and recommendations of this report.

Key Findings



1. Equity, Diversity, and Inclusion were defined and conceptualized differently in each community.

- Definitions and conceptualization of EDI were envisioned differently in each community.



2. Diversity and Inclusion are more frequently used terms/concepts than Equity. More “difficult” subject matter, such as race and racism, were also less frequently discussed.

- Words “diversity”, “inclusion”, and their respective cognates were more common than “equity” and equity-related words.



3. The development of EDI work involves a variety of key stakeholders.

- EDI plans and policies were most commonly developed by municipal staff in conjunction with members of the public, non-profit organizations, and EDI-related Advisory Committees.



4. EDI work was most commonly directed towards groups experiencing marginalization.

- EDI plans and policies were mainly directed towards “marginalized populations” but the meaning and use of this term differed across communities.



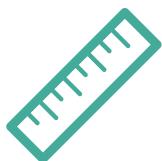
5. EDI plans and policies were mostly actioned through services, programming, and interventions but attempts at systems change are less common.

- Externally, EDI was actioned through services, programming, and interventions enacted through several municipal service areas.
- Internally, EDI was actioned through employment opportunities, human resource directives, training and education, and the establishment of EDI-related Advisory Committees.



6. Most reviewed municipalities did not pledge resources in plans and policies.

- Few municipalities pledged human and/or financial resources.



7. Measurement and evaluation strategies are mostly absent or undeveloped. A lack of resources and expertise may hamper the ability to develop robust evaluation schemes.

- Measuring and evaluating the effectiveness of plans and policies is a crucial component of EDI planning that appeared to be overlooked in documents.

Recommendations

Results from the environmental scan revealed that there are a variety of ways municipalities defined, planned, and enacted EDI in their communities. While there is a significant amount of positive and productive work being undertaken to address issues related to EDI across the country, recommendations are formulated to guide municipalities in areas that may need additional support.

Table 1. Recommendations for Planners

Recommendation	Possible Actions	
Think Equity	Commit to equity and incorporate an equity-centred approach into policy and planning. This will entail progressive planning actions based on social justice goals to lessen inequities and shift power relations within municipal governance processes [31, 32]. Equity-centred planning is planning for systems change.	1. Develop Community Social Profiles. 2. Conduct an equity mapping exercise to identify and spatially visualize disparities. 3. Support employment and hiring standards that work to diversify workspaces.
Think Systemic	Identify where and how municipal organizations have created or contributed to inequities. Align EDI-related initiatives with other municipal plans and documents to create a holistic approach across an entire organization.	1. Seek out learning opportunities that shed light on histories of oppression and contemporary inequities.
Think Specificity	Develop an EDI plan in order to define a set of EDI-related priorities and challenge areas. Use community-based processes to define terms, but consider incorporating terms from outside organizations or theoreticians. Use community feedback to create plans and policies that address specific issues.	1. Create an EDI plan that clearly defines social justice terms. 2. Determine opportunities for local partnerships and empowering community leaders.
Think Impact	Develop a measurement and evaluation strategy to assist with plan implementation and to ensure progress toward desired outcomes.	1. Ensure that the public knows why the initiative is needed, how it will be implemented, what the expected outcomes are, and who is responsible.
Think Long Term	Plan for change and consider how plan objectives will be achieved under different circumstances (e.g. staff turnover, changes in leadership, funding cuts).	1. Establish an EDI coordinator or central point of contact. 2. Create a timeline for future monitoring, review, and revision.

1.0 Introduction and Background

1.0 Introduction

Central to the planning profession is the idea of working for the public interest to improve quality of life and the built environment [33]. Yet, as many planning practitioners and scholars have noted, the idea of public interest is somewhat of a moving target [34-36]. Whose public interests are, and are not, being served is often a matter of debate [34-36]. Over time, communities experiencing marginalization have fought hard to ensure that their voices are heard in planning decisions and discourse. In recent years, movements such as Idle No More and Black Lives Matter are evidence that these voices are growing louder and stronger, pointing to the continued need for deeper, more meaningful systemic change society-wide [37-40]. For planning, these demands are tied to whose voices are reflected in decisions related to the public interest, and which communities are served by planners and municipal authorities.

In an effort to confront some of the issues facing communities experiencing marginalization in Canada, (e.g., racism, discrimination, sexism, homophobia, and transphobia) municipalities have drafted plans and policy documents to guide municipal services and programming, while shaping community values and citizen lived experience. These efforts are described broadly in this report as equity, diversity, and inclusion (EDI) planning. Currently, there is no environmental scan of Canadian municipal EDI plans and policy documents. The absence of such an account creates additional work for community organizers, planners, and decision makers who strive for EDI policies and plans that are guided by evidence and current practice. Gaining an understanding of EDI planning in Canada will assist practitioners in working towards social change. This study identifies and analyzes different municipal approaches to EDI planning to better understand the strengths and limitations of some of the current efforts being undertaken in Canada. The findings of this analysis will support planners and local governments in EDI planning.

1.1 Objectives

The primary objective of this study is to conduct an environmental scan of EDI-related plans and policy documents in Canada to build a body of evidence and practice about different municipal approaches to EDI planning and policy making.

Guiding questions:

- What are the successes and challenges in current EDI planning practice?
- What might be missing or could be improved upon in current EDI planning practice?

The second objective of this research is to spotlight existing EDI initiatives from communities across Canada. This is meant to give voice to communities that have made progress in EDI planning and to inspire pathways of action in other communities across the country. These spotlights are showcased throughout the report and sign-posted with the word ‘spotlight’.

Guiding questions:

- What is unique about existing EDI planning practices?
- What can practitioners learn from different municipal EDI planning practices?

2.0 Terminology

2.0 Terminology

While there are different definitions that are currently in use for the key terms listed below, it is important to share the definitions that are used in this report. These terms are not static; they can change and evolve over time. Some practitioners are shifting from the use of 'EDI' to terms such as equity, justice, and belonging [41]. Developing a common language around EDI objectives can help build a shared foundation of knowledge and understanding.

Diversity: Acknowledging, respecting, and appreciating what makes people different from one another – in terms of age, gender, sexual orientation, physical ability, education, race, religion, and other aspects of life [42].

Equity, Diversity and Inclusion (EDI) Planning: A collection of planning and policy practices that seek to address issues related diversity and/or inclusion, and a lesser extent, equity-related issues.

Equity: The ideal and goal of creating a just and fair society in which everyone can take part, prosper, and reach their full potential [43, 44]. Equity is not equality [45, 46]. It is about recognizing diversity and disadvantage and directing resources and services towards those who are experiencing systemic marginalization to ensure equal outcomes for all [47].

There are four types of **equity**:

1. *"Procedural equity – inclusive, accessible, and authentic engagement and representation in decision-making.*
2. *Distributional equity – fair distribution of benefits and burdens across all segments of a community, prioritizing those with highest need.*
3. *Structural equity – decisions are made with a recognition of the historical, cultural, and institutional dynamics and structures that have routinely advantaged privileged groups.*
4. *Transgenerational equity – decisions consider generational impacts and don't result in unfair burdens on future generations"* [48].

Equity-centred planning: Planning policy and action that directly confront structural inequities and power imbalances [31] by empowering individuals and groups who experience marginalization to improve their quality of life while also pushing for organizational/structural changes to prevent the systemic disadvantaging of peoples.

Equity Lens: A tool intended to transform and improve planning, decision-making, and resource allocation leading to more equitable policies, programs, or outcomes [43].

Applying an **equity lens** means continually asking:

- “Who will benefit from a policy, program, initiative or service?
- Who might be excluded from those benefits and why? Who might be harmed?
- How might some population groups be unfairly burdened today or in the future? How might existing privilege be further entrenched?
- Have important decisions been made with the direct input of those who will be most affected by that decision?
- From whose perspective are you evaluating the ‘success’ of your project or policy” [49]?

Inclusion: A sense of belonging. Inclusive environments and organizational cultures support people to feel respected and valued for who they are and what they bring, as individuals and as members of a group [42].

3.0 Contextualizing Equity, Diversity, and Inclusion in Planning

3.0 Contextualizing Equity, Diversity, and Inclusion in Planning

While discussions around EDI have gained prominence in recent years, practices that shape equity, diversity, and/or inclusion have always been a part of planning. Despite this, power relationships in planning remain contentious. This section considers how planning has emerged from colonial processes, the shift towards a more critical and inclusive approach to planning, the articulation for EDI planning, and the most recent calls for equity-centred planning.

3.1 Planning as a Tool of Power

As a Western-based practice, planning is rooted in colonial actions and processes of land management in the so-called “new world” [50]. Many of the attempts to regulate European cities were first experimented with in the colonies. In this context, colonialism presented an opportunity to test and refine planning concepts and ideas, such as new street layouts or different configurations of land uses [50]. When the Europeans settled what is now known as North America, they began to systematically impose European territorial management practices upon lands inhabited by Indigenous peoples [51]. Planning practices helped to “implement policies designed to disconnect Indigenous Peoples from their land and foster destructive assimilation” [52, p.6]. Colonial planning practices are still present today and represent the dominant model for contemporary planning practice and development. Planners have largely failed to acknowledge this reality and to shape planning processes in a fashion that facilitates the inclusion and empowerment of Indigenous peoples that is respectful of contemporary Indigenous governance practices [50, 40].

Planning has an equally long history of disregard for how racism and white supremacy have structured the form of settlements and created inequities [53-55]. Land use planning, for example, has historically served to segregate and suppress communities of colour [54]. Tools like exclusionary zoning, redlining, and restrictive deeds have shaped metropolitan patterns by promoting racially and economically divided neighbourhoods [56, 57]. These spatial practices of segregation were further entrenched by processes of urban renewal, public housing development, highway construction, and other infrastructure decisions [58]. While less overt, racial inequity persists in contemporary planning practice. Some argue that planning is dominated by systemic whiteness that keeps racialized people and practitioners on the margins [52, 53]. Others suggest that the role of whiteness, in particular white affluence, is not well understood by white planners, thereby hampering their ability to assess the potential negative impacts of planning interventions on people of colour [55].

3.2 The Emergence of Equity, Diversity, and Inclusion in Professional Planning

While concern for the wellbeing of groups experiencing marginalization has arguably always been a part of planning [59], scholars, practitioners, and community organizers have long since called for greater accountability within the profession regarding harmful exclusionary practices. In the mid-1990s, planning theorists began turning their attention to more inclusive planning practices [31, 60-62]. Scholars theorized that inclusive planning involved the fair representation of citizens and allowed people a meaningful opportunity to provide input into planning decisions [63]. It was also argued that inclusive planning entailed advocating for greater equity in public policies in the arenas of sustainable development, housing, transportation, economic development, and environmental justice [59, 63].

Despite these calls, inclusive planning practices have not necessarily led to greater equity, diversity, and/or inclusion. In part, the slow pace of change within the profession can be linked to a long-running debate between planners who view planning as a form of social activism and advocacy versus those who see the profession more as a technocratic exercise [59]. More recently, however, EDI has become a more central topic of concern for professional planning bodies. Several planning associations have made various direct or indirect calls for greater consideration and action towards equity, diversity, and/or inclusion. At the national level, the Canadian Institute of Planners (CIP) published its [Equity, Diversity & Inclusion Roadmap](#) which sets out a commitment to recognizing, addressing, and advocating for broader diversity at all levels of the profession [64]. This document encourages practitioners to confront systemic racism and discrimination in the practices, policies, and governance systems within which planners operate [64]. The Canadian Urban Institute published an [Open Letter to Urbanists](#), written by Jay Pitter, which provides a toolkit of resources for responding to anti-Black racism in urbanist practices and conversations [65].

Some of the provincial planning associations in Canada have released guidance documents on topics related to EDI. In addition to the Ontario Professional Planners Institute (OPPI) Calls to Action to plan for age-friendly communities for [older adults](#) [66], and for [children and youth](#) [67], the organization also published the [Report of the Indigenous Planning Perspectives Task Force](#) [52]. This report invites planners to learn about, recognize, and honour Indigenous knowledge and to reflect on “co-construct[ing] a new, shared future based on responsibility, reciprocity, and respect” [52, p.22]. In 2020, the OPPI struck a new [task force](#) to, among other terms of reference, examine “the systemic barriers and unconscious biases that exist in the planning profession and in planning practices” [68, p.2].

Other provincial planning associations to officially speak on matters related to EDI include the Licensed Professional Planners Association of Nova Scotia (LPPANS) and the New Brunswick Association of Planners (NBAP). In an anti-racism [statement](#), the LPPANS

pledged that its members will “use [their] influence and resources to commit to fostering individual and institutional change” [69]. The NBAP committed to [*four actions*](#) that broadly advocate for social equity and changes to planner training and professional development [70].

A growing awareness and focus on EDI within the planning profession has also been demonstrated at the international level. The Commonwealth Association of Planners (CAP) established the Commonwealth Women in Planning Network. This group's [*manifesto*](#), which was endorsed by the CIP and the Royal Town Planning Institute of the United Kingdom, called on professionals to “advance the role of women in the planning profession and highlight the impact of planning and design on women’s safety, prosperity, and empowerment” [71, p.2]. The CAP is also currently developing a tool to examine the built environment through an intersectional, gender-based lens [71]. The American Planning Association (APA) developed numerous resources for advancing EDI within the planning profession. In 2018, the APA approved the [*Diversity and Inclusion Strategy*](#) which outlined an association-wide plan for promoting inclusive, just, and equitable communities [72]. In 2019, the APA ratified the [*Equity in Planning Policy Guide*](#) which offers specific, actionable equity-based policy guidance [73]. See Appendix A for a list of additional EDI planning tools and resources.

Despite the recent enthusiasm with which EDI efforts are being adopted within the planning profession, some scholars have critiqued these efforts as reinforcing the status quo (i.e., prioritizing dominant voices) while still neglecting to consider voices historically marginalized in planning processes [74-76]. For instance, community engagement processes have been critiqued as often being designed and structured to reflect and reproduce white advantage [55]. Furthermore, it has been noted that participants of public engagement events are more likely to be older, male, long-time residents, and homeowners [77]. As a result, scholars have begun calling for planning theorists and practitioners to think critically about current inclusive planning practices, [76, 78, 79] and to adopt an equity-centred approach based on social justice goals [31]. Such an approach requires a deeper engagement with equity and systems change, as opposed to most contemporary approaches to EDI planning that focus more on diversity and inclusion.

3.3 What does Equity in Planning Mean?

Whether acknowledged or not, issues of access and equity are at the heart of planning. Professions related to the management of environments and territory, like planning, are involved in the redistribution of public resources and facilities for the public good [80, 81]. Equity in planning ensures access to sufficient resources—and the planning processes related to those resources—for those who experience systemic discrimination and exclusion [34, 82]. An equity-centred approach employs progressive planning actions and policies to address the conditions that perpetuate systemic inequities [31, 32].

Fundamentally, an equity-centred approach in planning seeks two primary outcomes: 1) to empower individuals and groups who experience marginalization to improve their quality of life; and 2) to push for organizational change within municipalities and structural changes in society at large to prevent the systemic disadvantaging and exclusion of peoples. Thus, equity-centred planning promotes systems change by confronting structural inequities and power imbalances through policies, practices, and relationship-building to transform dominant social norms [31, 83].

For equity to be centred, an intersectional approach to planning must be applied. That is, recognizing that the different issues EDI planning aims to address (e.g., racism, social exclusion, inequity) do not exist separately or in isolation from each other. These different issues are connected and require a holistic and comprehensive approach to be addressed (Figure 1). Planners and local governments can breakdown ‘siloed’ approaches to addressing EDI by working collaboratively with affected communities and across multiple sectors to create equity-centred plans, policies, and practices.

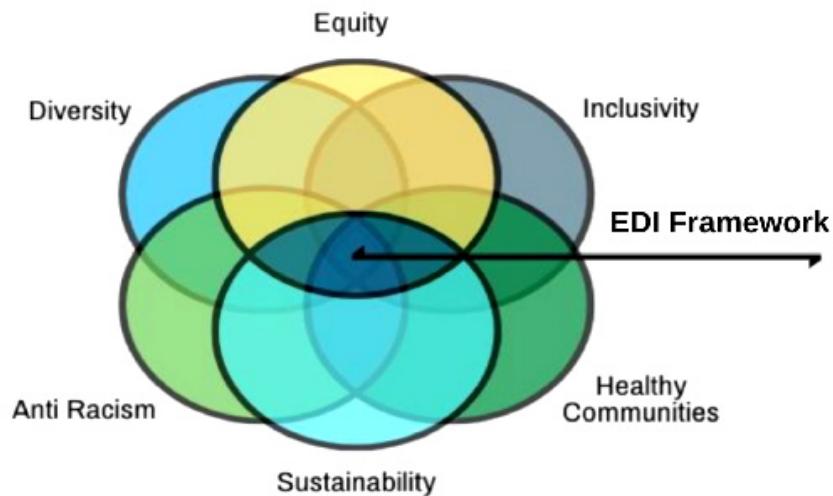


Figure 1. The intersectional relationships of EDI planning [84].

4.0 Environmental Scan Methods

4.0 Environmental Scan Methods

An environmental scan was conducted to identify and understand the nature of existing EDI practices across Canada. Environmental scanning is a technique that emerged from the field of organizational learning that allows researchers, planners, and other practitioners to gain an understanding of current practices and trends in the field in order to create effective plans, policies, and/or interventions [85, 86]. In recent years, environmental scanning has become a widely used tool in public health and planning [85].

Currently, there is no set standard regarding how to conduct a systematic environmental scan [85, 86]. Drawing on existing approaches [85, 86], this environmental scan consisted of two primary avenues of qualitative investigation: 1) a review of grey literature; and 2) interviews with practitioners.

4.1 Environmental Scan Search Strategy

An initial Google search was devised using keywords brainstormed between all members of the research team. The objective of this search was to help scope the extent of the environmental scan. The initial search strategy is noted in Appendix B. The search yielded several strong municipal policies and plans and captured the website for the Canadian chapter of [*UNESCO's International Coalition of Inclusive and Sustainable Cities*](#), called the [*Coalition of Inclusive Municipalities*](#) (CIM) [29, 30]. The CIM supports local governments in improving their policies against racism, discrimination, exclusion, and intolerance. A quick cross-reference revealed that the strongest examples from the initial search came from CIM member municipalities. Thus, a principal inclusion criterion for the environmental scan was membership in CIM. The inclusion criteria allowed the team to concentrate their data collection efforts on municipalities actively participating in EDI practices.

Table 2: Inclusion criteria for environmental scan

Criteria	Description
Location	Canada
Affiliation	Be a member of the Coalition of Inclusive Municipalities
Context	Municipal initiatives, including both high-level documentation or departmental level
Publication type	Plans/policies published/endorsed by a municipality, including those published in conjunction with an NGO or consultant
Publication date	2010 to 2020
Language	English or French

4.1.1 Exclusion Criteria

Several exclusion criteria were also outlined. First, in an effort to find innovative EDI work that is being carried out by cities on their own accord, plans or policies that resulted from a provincial mandate were not included. Given the existing body of literature, legislation, and reviews of best practice, plans and policies pertaining to universal design were excluded. Finally, given that the social systems and structures that have led to the need for EDI are primarily a result of historical and contemporary colonial processes, the scan focused on the work of municipal settler governments, and thus excluded documents produced by First Nations governments.

4.1.2 Grey Literature Data Extraction and Analysis

CIM members' websites were searched using a selection of keywords developed for the initial search. Search terms included "equity", "diversity", "inclusion", "youth", "older adult", "discrimination" and/or "race". When multiple plans or policies emerged from a single municipal website, as was the case for Vancouver, Toronto, Montreal, and Edmonton, team members selected one document to be included through a group discussion. Once a final set of documents was assembled, a data extraction table was created. This table included information such as municipality name, document type (e.g., official plan, action plan, departmental policy), document name, publication date, and a general description of the document.

Following a descriptive analysis of the documents, the team conducted latent content analysis (i.e., coding of information that is not subject to interpretation by the reader) [87]. To assist with latent content analysis, a series of questions were devised to "ask" of the plans and policies. The questions were loosely based on a tool developed by the Alberta Urban Municipalities Association (AUMA), called the [Measuring Inclusion Tool](#), which measures and guides communities on topics relating to inclusiveness and diversity [88]. Example questions include: "Were financial resources pledges in the plan/policy?", "Were there definitions for "equity", "diversity" and/or "inclusion in the plan/policy?", and "Was broad consultation with a diverse range of residents reported in the plan/policy?" See Appendix C for the full list of questions.

Following the latent content analysis, a strategic manifest content analysis of a word cloud (i.e., coding of content that can be interpreted by the reader) was conducted to understand how equity, diversity, and inclusion were defined and conceptualized in the captured documents. Definitions, mission statements, value statements, and goals were extracted and inputted into a word cloud generator (wordcloud.com). The word cloud was reviewed to identify the common words in the extracted information. These words were then cross-referenced in-situ with the captured documents to understand how they were used.

The final stage of the analysis was identifying themes and trends in the data. This was done by grouping the questions devised for the latent analysis into three themes (a fourth

theme was added to include the data collected regarding the defining and conceptualization of EDI). The themes were verified in a meeting with the project clients and slightly modified to provide more information on the EDI plan/policy creation process.

4.1.3 Interviews

Prior to starting the interview stage of data collection, team members were asked to select plans and policies that they believed were exceptional or unique (e.g., had unique public engagement processes, monitoring frameworks, or internal policy approaches). A final list of exemplar municipal plans and policies were selected based on group discussion and consensus, with consideration for geographic diversity. Further, information about each of the selected communities is showcased throughout this report in the featured ‘spotlights’. People who were closely associated with or responsible for the plans/policies were contacted for an interview. Research ethics approval was obtained and participants provided informed consent prior to the interviews. Interviewees were provided with an official Letter of Information about the project (see Appendix D). The primary goal of the interviews was to gain an understanding of the challenges and successes associated with developing and implementing EDI initiatives at the municipal level.

All interviews were semi-structured and conducted over the phone or using an online meeting platform, such as Zoom or MS Teams. With the exception of one interview conducted in French, all interviews were recorded and transcribed using the online transcription software, Descript. Interview transcriptions and notes were then analysed through the lens of the themes determined in the content analysis stage. Representative quotes were selected to be used in the text.



Figure 2: Map of Canada showing the locations of interviewees

5.0 Environmental Scan Results and Analysis

5.0 Environmental Scan Results and Analysis

The Coalition of Inclusive Municipalities has 82 members in ten provinces and one territory [30]. Relevant plans and policies were identified in 28 Coalition member municipalities. Alberta had the most member municipalities with included documents, with a total of nine, which could be explained by a possible wide-spread use of AUMA's "Measuring Inclusion" tool. No plans or policies that met the inclusion criteria were identified in Manitoba, Newfoundland and Labrador, Yukon, Northwest Territories, or Nunavut (see Table 3). Table 4 lists all the municipalities included in the review, a summary of their general characteristics, and some extracted data. All reviewed documents are described in greater depth in Appendix E. A conceptual model of the EDI planning process based on the observations made in this report can be found in Appendix F.

Table 3. Total number of Coalitions of Inclusive Municipalities (CIM) members and number of members w/ included plan/policy, by province

Province	CIM	
	Members	Members w/ documents
Alberta	18	9
British Columbia	7	2
Manitoba	1	0
New Brunswick	3	1
Newfoundland & Labrador	1	0
Nova Scotia	5	2
Ontario	22	6
Prince Edward Island	1	1
Quebec	20	7
Saskatchewan	3	1
Yukon Territory	1	0

From these 28 municipalities, the following documents were examined: 21 municipal-level strategic plans or action plans, three municipal-level policy documents, two department-level strategic plans, one official community plan, one municipal tool kit, and one community charter. All of the reviewed documents were guidance documents, meaning they had no legal mechanism for enforcement.

When selecting community spotlights, communities of different sizes from a variety of regions across Canada were included. The community profiles of the interview participants reflect this diversity. As Table 5 shows, interviewees came from several different lead departments. Some participants were responsible for developing and implementing the EDI documents that were reviewed, while others were responsible for overseeing implementation.

Table 4: Summary of extracted information ^a

Municipality (plan linked)	Prov ^b	Population (2016) ^c	Doc. Type	Lead Department/Actor	Year	Document Directive	Intended Document Demographic	Finances Pledged	Designated staff	EDI-related committee	Vision for inclusion	Equity Definition/Conceptualization	Diversity Definition/Conceptualization	Inclusion Definition/Conceptualization	EDI Goals	Evaluation Plan	HR Policies	EDI Training	Indigenous values	Broad consultation	Engage w/ groups experiencing marginalization	Community org. participation	Mixed consultation	Emergency Services Training		
Brooks	AB	14,451	MAP	Human Resources	2016	General inclusion	Public, newcomers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Brossard	QC	85,721	MAP	Dept of Leisure, Culture, and Community Life	2017	Older adult inclusion	Families and Older Adults				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Calgary	AB	1,239,220	MAP	Community and Protective Services	2019	Gender equity	City staff, service-users		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Cochrane	AB	25,853	Policy	Community Services	2016	General inclusion	General public	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
County of Kings	NS	60,379	MAP	Municipal Administration	2012	Anti-Racism	General public		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Edmonton	AB	932,546	MAP	Employee Services	2019	EDI in workplace	Staff, General Public		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Grande Prairie	AB	63,166	MAP	Community Social Development	2018	Guiding investment	Staff, General Public	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Halifax	NS	403,131	MAP	Office of Diversity and Inclusion	2017	Inclusion framework	Staff, General Public		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
La Tuque	QC	11,001	MAP	Leisure and Culture	2014	Older adult inclusion	Families and Older Adults				✓			✓												
Lethbridge	AB	92,729	MAP	Community Social Development	2019	General inclusion	General public	✓	✓		✓		✓	✓	✓	✓				✓	✓	✓	✓	✓	✓	
Longueuil	QC	239,700	MAP	Office of Culture and Leisure	2015	Anti-Racism	General public			✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Markham	ON	328,966	MAP	Cultural Celebration and Diversity	2010	Diversity and inclusion	General public			✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Moncton	NB	71,889	MAP	Parks, Leisure, Culture, and Heritage	2016	Poverty alleviation	Staff, General Public	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Montreal	QC	1,704,694	DAP	Office of Social Development and Diversity	2018	Newcomer inclusion	Newcomers	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Oshawa	ON	159,458	MAP	Diversity & Inclusion Office	2017	Diversity and inclusion	staff, General public		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Ottawa	ON	934,243	Tool	Non-profit Organization	2015	Equity Toolkit	Municipal staff		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Peel	ON	1,428,302	Charter	Non-profit Organization	2013	Community charter	Community organizations		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Prince Albert	SK	35,926	MAP	Parks, Recreation and Culture	2016	General inclusion	General public	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Sherbrooke	QC	161,323	MAP	Sports, Culture, and Community Life Department	2018	Newcomer inclusion	Newcomers			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
St. Albert	AB	65,589	MAP	Community Services	2013	Social wellbeing	General public	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Stratford	PE	9,706	MAP	Uknown	2018	General inclusion	General public			✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Strathcona County	AB	98,044	MAP	Family and Community Services	2017	Systems approach	Service providers		✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Toronto	ON	2,731,571	MAP	Youth Services	2014	Youth strategy	Service providers				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Vancouver	BC	631,486	DAP	Parks and Recreation	2018	Equity and public space	Municipal staff		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Varennes	QC	21,257	Policy	Recreation and Community Services	2015	Older adult inclusion	Families and Older Adults	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Williams Lake	BC	✓0,753	OCP	Planning and Development	2011	Indigenous perspectives	Staff, General Public				✓															
Windsor	ON	217,188	MAP	Diversity and Inclusion Initiative	2017	General inclusion	Staff, General Public		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Wood Buffalo	AB	71,589	MAP	Community Services and Social Supports	2017	General inclusion	Service providers, public	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

^aProvincial Abbreviations: AB, Alberta; BC, British Columbia; NB, New Brunswick; NS, Nova Scotia; ON, Ontario; QC, Quebec; SK, Saskatchewan; Other Abbreviations: DAP, Department-level Strategic or Action Plan; Doc., Document; MAP, Municipal-level Strategic or Action Plan; Prov., Province; w/, with; ^b Statistics Canada, 2019

Table 5. Interviewee municipality and EDI plan lead department/organization

Municipality	Lead Department or Organization
Grande Prairie, AB	Community Social Development
Prince Albert, AB	Parks, Recreation, and Cultural
St. Albert, AB	Community and Social Development
Strathcona, AB	Family and Community Services
Vancouver, BC	Board of Parks and Recreation
Williams Lake, BC	Planning and Development
Moncton, NB	Parks, Leisure, Culture, and Heritage
County of Kings, NS	Administration
Markham, ON	Human Resources
Peel Region, ON	Non-profit Organization
Montreal, QC	Office of Social Development and Diversity

5.1 What was EDI? Definitions

Key Finding:



Equity, Diversity, and Inclusion were defined and conceptualized differently in each community.

Regarding the definitions of equity, diversity, and inclusion, almost all of the documents defined one [12, 16, 18, 20, 26], two [1, 2, 8, 9, 11, 15, 17, 22-24, 28], or all three [3-6, 13, 14, 25, 27] of the terms. Document authors drew definitions from a wide range of resources, including academic sources [20, 23, 24, 26], non-profit organizations [1, 5, 9, 24, 26], community consultation [2, 8, 15, 17], and provincial governments [9]. Several municipalities [3, 4, 6, 11-14, 18, 22, 25, 27] defined equity, diversity, and/or inclusion but it was unclear how these definitions were generated. A few documents described what EDI might look like in their community but did not explicitly define the terms [7, 10, 16, 19, 21].

Like the definitions, the concepts of equity, diversity, and/or inclusion were envisioned differently in every community. To try to capture some of the dominant ideas found across all the documents, a word cloud was generated using text from vision statements, definitions, goals, and/or frameworks (Figure 2, see following page).

Generally speaking, EDI was conceptualized as collective and individual actions and experiences for both positive personal and community outcomes. The word most dominant in the cloud is “community”, along with other community-related words, such as “people”, “residents”, “citizens”, “communities”, and “everyone”. Examining these words in-situ revealed that most EDI conceptualizations invoked ideas of community as a space to belong and as a place that is strengthened by diversity. It was iterated across most



Figure 2. Word cloud of text extracted that described EDI conceptualization or definitions

documents that EDI was about including people, celebrating differences, and drawing strength from individual uniqueness [1-6, 8, 9, 14, 15, 17, 24, 25].

Further to this notion of individual(s), several EDI conceptualizations within the documents emphasized personal development [2, 4-6, 8, 11, 12, 17, 24, 25, 27, 28]. That is, enacting EDI lays the foundations for strong communities where people from all walks of life can develop personally and contribute to the community in different ways. An example comes from the City of Edmonton's [14, p.9] *Art of Inclusion* plan which stated:

Inclusion creates an environment in which we all feel like we belong and are valued for our unique perspectives and skills. Differences are considered opportunities for individual and organizational growth. Everyone has equal access to opportunities and resources and can contribute fully to our City's success.

This statement demonstrates the idea that EDI strengthens people, places, and organizations. As with several other municipalities reviewed, Edmonton's document authors conceptualized EDI as collective and individual actions and experiences for positive outcomes for both the individual and the community.

Key Finding:



Diversity and Inclusion are more frequently used terms/concepts than Equity. Concepts such as race and racism were also less frequently discussed.

Another observation gleaned from the word cloud was that the words “diversity”, “inclusion”, and their respective cognates are more common than “equity” and equity-related words. Diversity and inclusion were heavily used concepts, appearing in 19 [1, 3-6, 8-11, 13-15, 17, 22-25, 27, 28] and 25 documents [1-17, 19, 22, 22-28], respectively. In contrast, the concept of “equity” was mobilized in only 11 documents [2-6, 13, 14, 18, 20, 25, 27]. It is possible that diversity and inclusion were ideas thought to be more readily adopted by communities than equity. Furthermore, diversity and inclusion are concepts that can be couched in celebratory language which could make them easier to enact. It could also be a reflection of which parties were involved in the planning process and their priorities.



SPOTLIGHT #1

County of Kings, Nova Scotia



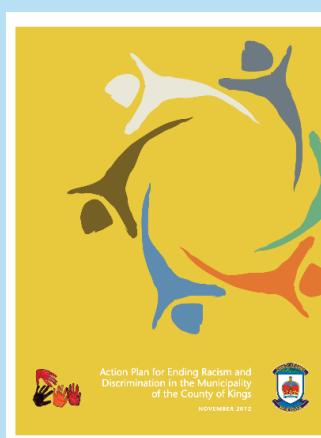
Population: 60,000

Plan: [Action Plan for Ending Racism and Discrimination in the Municipality of the County of Kings](#)

Key Element: Anti-Racism

The County of King's *Action Plan for Ending Racism and Discrimination* addresses race-based discrimination. An interviewee, who is currently [updating the Action Plan](#), noted that the document will shift away 'equity, diversity, and inclusion' to utilize concepts of 'justice' and 'belonging' to better identify and address all forms of race-based injustice in the County. The interviewee described how changing language and terminology in documents can better foster social justice and authentic relationships:

EDI lets you have black faces on your brochures about all our (parks and) trails... justice and belonging means it's psychologically and culturally safe for those folks to actually access our trails and feel like they should.



Financial and human resources was noted as a barrier to the plan's implementation. For rural municipalities with limited resources, the interviewee recommended reaching out to local experts to fill knowledge gaps (Indigenous elders, non-profits, social service).



SPOTLIGHT #2



Prince Albert, Saskatchewan

Population: 35,926

Plan: [Prince Albert Municipal Cultural Action Plan](#)

Key Elements: Action Planning



Prince Albert's Municipal Cultural Action Plan is an example of cultural planning in Saskatchewan. The plan's actions and initiatives are divided into ten separate "cultural themes", with a detailed plan for action and goal implementation. Prince Albert staff shared that regular reports to Council ensures transparency, while ongoing communication with local organizations sparks partnerships and nurtures existing relationships.

An unintended positive outcome from the planning process was new relationships between the City and Prince Albert's Tribal Council and First Nations' communities. As a result of the plan and the new relationships, the City developed a policy called the [Cultural Diversity and Protocol Policy](#), encouraging City staff to acknowledge Treaty 6 Territory and the traditional homeland of the Dakota and Métis people. The interviewee recommended understanding the history and ongoing inequities in your community to inform more diverse consultation efforts.

Some documents engaged all three concepts [3-6, 13, 14, 25, 27]. A example of utilizing equity alongside diversity, and inclusion, came from the *Diversity and Inclusion Charter of Peel* [25, p.1; see Spotlight 5 for more context about the charter], which states:

An inclusive Peel Region that values, respects and embraces diversity and equity so that everyone can achieve their full potential.

DIVERSITY is the presence of a wide range of human qualities and attributes, both visible and invisible, within a group, organization or society.

EQUITY is a condition or a state of fair, inclusive and respectful treatment that recognizes and acknowledges the accommodation of differing needs and expectations. Equity acknowledges the fact that equal treatment does not always yield equal results.

INCLUSION is creating an environment where people have both the feeling and reality of belonging and are able to achieve their full potential.

The Charter, a document that was co-created by a local non-profit in conjunction with the Region of Peel and several other institutional actors, clearly defines equity, diversity, and inclusion. It then carries on to describe a series of high-level fundamentals that signatories have agreed to foster within their respective institutions and the community. Yet, despite its strengths, the document authors chose not to include the word “equity” in the title. Again, possibly because the diversity and inclusion are more readily adopted concepts.

Equity was not the only concept that tended to be less dominant. Race/racism [5, 6, 13, 14, 17, 18, 23, 24, 28], and discrimination [1, 6, 9, 16, 24, 27] were less prevalent in the extracted text analysed in the word cloud. The City of Longueuil’s [9, p.9] Action Plan Against Racism and Discrimination 2015-2017, however, provides an example of a municipality that does not shy away from outlining more complex and “difficult” concepts and subject matter (translated from French by author AP):

RACISM

Term that applies to any individual action or institutional practice in which people are treated differently because of the colour of their skin or their ethnic, national or religious origin. This difference is often used to justify discrimination.

DISCRIMINATION

Discrimination is behaviour that denies some individuals the rights and privileges that other individuals obtain. Discrimination is the act of separating, or distinguishing human beings and groups according to particular social criteria. According to the Ministère de l’Immigration, de la Diversité et de l’Inclusion, discrimination can take three distinct forms: 1) Direct discrimination [...]; 2) Indirect discrimination [...]; 3) Systemic discrimination [...]. Direct, indirect, and systemic discrimination can also combine and reinforce economic or social exclusion.

In the context of Longueuil’s actual document, these terms appear within the body of the text and not at the end in an appendix or glossary of terms. The specificity of the definitions and their central place in the document could make it easier for people to understand how to create a more equitable, diverse, and inclusive community by explaining different concepts related to exclusion and how they operate.



Strathcona County, Alberta

Population: 98,044

Plan: [Social Sustainability Framework](#)

Key Elements: Systems Change

Strathcona County's Social Sustainability Framework calls for a community-wide strategy to shift away from pragmatic responses to social issues towards systemic thinking, collective ownership, and bottom-up approaches. Informed by an extensive community consultation process, their [Community Talk](#) document was compiled using surveys, video, and focus groups to identify community concerns and gaps in municipal servicing. A document author who was interviewed stated that the plan has facilitated conversations between service providers across County departments about how to improve service provision and responsiveness. They noted:

We're able to think differently about how our systems come together, how our systems interact and can be more effective in strategically addressing root causes.

The interviewee believed it was the County's role to facilitate these relationships by providing platforms for networking and consultation amongst public and private organizations.



5.2 Who was EDI done by?

Key Finding



The development of EDI planning was often organized by a specific municipal department and involved a variety of key stakeholders. A few EDI documents were spearheaded by non-profit organizations.

With the exception of one case [28], documents indicated a lead department that organized the EDI planning process, often in conjunction with several different actors (Figure 3). Lead departments included parks, recreation, leisure and culture departments [2, 7, 9, 10, 15, 16, 20, 21], community/social services departments [3, 5, 8, 17, 18, 23, 26, 27], and administrative/human resources departments [1, 4, 10, 22, 24]. Few municipalities had a specific office or department dedicated to advancing diversity and inclusion [6, 12, 13]. For example, Montreal's Diversity and Social Inclusion Department coordinates several EDI-related programs and initiatives aimed at addressing issues related to housing, social development, and older adults (see Spotlight #7 for more information about Montreal's action plan for including newcomers to Canada). In Halifax,



Figure 3. Key actors involved in developing EDI work

the Office of Diversity & Inclusion was formed in 2015 to provide leadership, strategic direction, policy advice, and expertise to administration and Regional Council with respect to diversity and inclusion [89].

In addition to lead offices, several of the reviewed documents indicated other instrumental actors involved in the EDI planning process. The most frequently cited actor was EDI-related Advisory Committees. All of the reviewed documents [1, 3-6, 8-17, 19-20, 22-24], with the exception of five, were facilitated or influenced by some form of EDI Advisory Committee. In Stratford, the role of the Diversity and Inclusion sub-Committee is to regularly review and oversee the implementation of the Town's Diversity and Inclusion Plan, as well as recommend strategies for improving inclusion within the Town [90]. In Cochrane, the Equity & Inclusion Staff Committee was tasked with developing an Equity and Inclusion Lens for use in strategic and coordinated planning for land use, transit, public health, housing, culture and recreation, and immigrant services [27].

Non-profit organizations were other influential actors involved in the development of EDI documents. These groups (or individuals representing them) were commonly noted as major stakeholders consulted in the development process and creation of actions, goals, and overall frameworks for plans [3, 9, 10, 12, 14-16, 20, 23, 25, 26, 28]. Non-profits offer

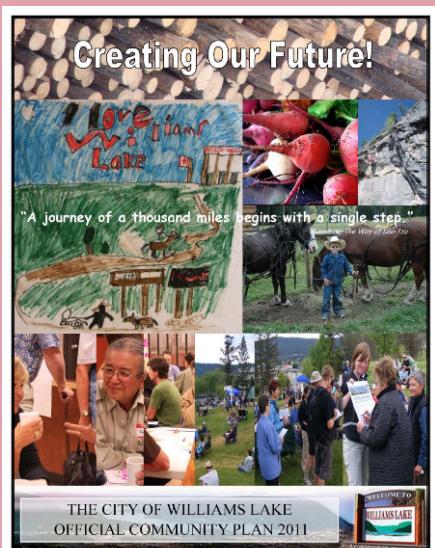
SPOTLIGHT #4

City of Williams Lake, British Columbia

Population: 10,753

Plan: [Williams Lake Official Community Plan](#)

Key Element: First Nation Consultation



Williams Lake's Official Community Plan (OCP) directly integrates Indigenous perspectives in its long-term community planning vision. The update to the Community Plan was informed by a consultation process, which included ongoing conversations with four local First Nation communities. The interviewee who supported the plan update process felt that although OCPs are not enforceable beyond land use and development regulations, the presence of equity in the OCP policies provide accountability for municipal staff. Williams Lake has established multiple memorandums of understanding (MOUs) with local First Nation communities to further support positive relationship building. For rural northern communities, the interviewee shared that turning to the community for resources and opportunities is key. Initial needs and asset assessments allow small communities to leverage pre-existing resources and knowledge to better support EDI-document implementation.

valuable insights to issues targeted through these plans and policies at the individual and community-wide scale. Taking inventory of non-profits through a community needs assessment can highlight gaps in servicing and existing community needs. In the case of Moncton, the City's Social Inclusion Plan led to the creation of a non-profit to fill gaps in housing affordability and accessibility in the city (See Spotlight #9 for more information).

Finally, EDI experts (i.e. consultants and academics) played a role in shaping EDI planning. For the communities that drew on experts [8, 10, 12, 15-17, 20, 21, 24], their involvement varied. The City of Oshawa used a team of academics to lead their plan, whereas the City of Montreal and the City of Vancouver both used panels of consultants and academics to validate the planning process and final outcome. The County of Kings contracted consultants to facilitate the development of their plan, which included conducting focus groups, key informant interviews, and other forms of public consultation.

Despite many diverse engagement processes with a wide array of actors, two groups were rarely mentioned as being directly involved with developing or influencing EDI planning: 1) populations experiencing marginalization (e.g., unhoused people, trans people, racialized communities), and 2) Indigenous Peoples. About one third of documents explicitly stated that marginalized residents were engaged during community consultation processes. It is possible that document authors are choosing not to include this information in their plan or policy. While some may find details regarding methodology as not relevant to a plan or policy, including such information would likely increase transparency and accountability. This gap could also indicate that existing consultation efforts do not enable meaningful participation from all stakeholders.

SPOTLIGHT #5

Peel Region, Ontario

Population: 1,381,739

Plan: [Regional Diversity Roundtable](#)

Key Elements:

Independent Non-profit



The Regional Diversity Roundtable of Peel (RDR Peel) is a non-profit organization and local champion working to institutionalize EDI. Part of RDR Peel's mission is to support community organizations and institutions to foster greater inclusiveness and offer equitable services that are accessible to all. RDR Peel has published multiple resources that define and conceptualize EDI-related issues and provides EDI training and consulting services to further community expertise.

In 2013, RDR Peel launched the [Diversity and Inclusion Charter](#) and [implementing guidelines](#). Currently endorsed by more than 100 local and regional organizations, including the Regional Municipality of Peel, the charter is a living document that commits to the full inclusion of all who live, work, and play in Peel. The charter's vision commits to embracing diversity and equity so that every person in Peel Region can achieve their full potential.

An important insight gleaned from two documents and several interviews (e.g., County of Kings, Markham, Moncton, Montreal) was that municipal champions can play an integral role in the advancement of EDI. An interviewee from Markham noted that the Mayor demonstrated unwavering commitment to the enhancement of diversity and inclusion within the community. These objectives were embedded in his platform and were consistent throughout his term. The importance of champions was also iterated in the County of Kings' plan [24], which called for the identification of champions or people of influence as a plan objective. Similarly, Oshawa's document states that "...the Plan reflects local patterns and needs and expresses a desire among City officials and staff to act proactively as both champions and agents of change" [13, p.7].

Beyond municipal staff, the majority of EDI documents were developed, in part, through extensive community consultation. While the extent and depth of consultation varied across communities, most processes involved a diverse range of residents [1-3, 6, 8, 10, 11, 13, 15-18, 20, 21- 26, 28], and more than half of the communities reported using multiple consultation methods [4, 6, 8-11, 13, 15-18, 20-24, 26, 28]. Common methods used to solicit public input and feedback included online surveys, working/focus groups, and large-scale community events such as 'Diversity Summits'.

All interview participants indicated that the development of EDI plans and policies should provide opportunity for ongoing dialogue and participation. This sentiment was captured by an interviewee who stated:

“Going alone would be the quickest and the easiest, but we are not going to do that. We are going to go collectively. We are going to [...] give opportunity to everybody. I'm not saying that we have to [engage] every individual, but the choice for that individual, if they so choose to be involved, actively needs to be created, and needs to be offered, and needs to be honoured.”

St. Albert's Social Master Plan reflects this notion. An interview with the document authors revealed that the plan was largely informed by an inclusive development process that was divided into three stages. The first stage involved 600 residents and 150 community service agencies providing input over an 18-month period through focus groups, table talks, group discussions, open houses, and workshops. The second stage involved approximately 70 residents and 80 service providers contributing through 13 different 'Community Conversations' to help define the framework of the plan. The third stage involved reviewing the data and developing themes, a process undertaken by consultants and a steering committee made up of residents, service providers, city staff, and members of Council. The multi-stage, multi-method approach allowed for a wide variety of people to engage in the planning process.

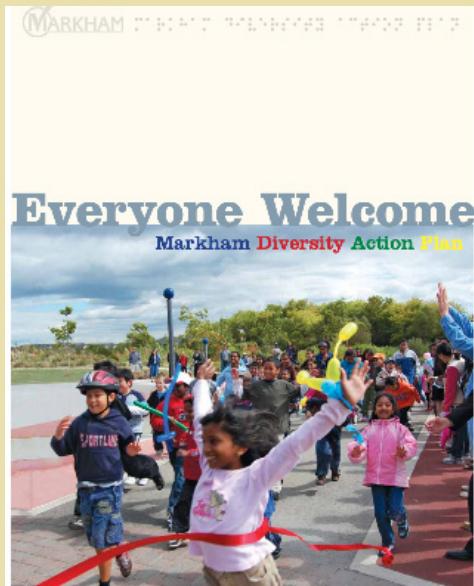


City of Markham, Ontario

Population: 328,966

Plan: [Everyone Welcome, Markham Diversity Action Plan](#)

Key Elements: Culture Shift, Internal Policy



As the most ethnically diverse municipality in Ontario, the City of Markham's Diversity Action Plan has pushed for an internal cultural shift in its municipal government to reflect its growing and diverse community. The plan documents Markham's cultural history and EDI efforts with a collection of local vignettes and stories from Indigenous groups, early European settlers, and more recent newcomers. The extent of this historical documentation and contextualization is unique among the other plans examined in this report.

City of Markham staff spoke to a cultural transformation within city departments as a major achievement. Interviewees believed that the alignment of the Diversity Action Plan with other municipal plans (e.g., Master Leisure Plan and Older Adult Strategy) and strong championing embedded EDI in the City's organizational culture. The cultural shift towards greater awareness and appreciation for inclusion and diversity was supported by new hiring practices that better reflect the city's population, and mandatory diversity and inclusion training for all municipal staff.

5.3 Who was EDI for?



Key Finding: EDI work was most commonly directed towards groups experiencing marginalization.

EDI plans and policies were commonly directed towards “marginalized populations” but the meaning and use of this term differed across communities. The documents generally defined “marginalized populations” as underrepresented populations of people according to race, ethnicity, sexual orientation, or socioeconomic status. Ottawa’s Equity and Inclusion Lens Handbook [14], for example, identified groups experiencing marginalization as Indigenous peoples, Francophones, LGBTQ, immigrants, older adults, persons with disabilities, persons living in poverty, racialized people, rural residents, women and youth.

Some documents were created for specific groups or populations, like Toronto’s Youth Equity Strategy [18] and La Tuque’s Action Plan for the Family, Older Adult, and Healthy Lifestyle Policy [7] (several smaller cities in Quebec had similar Family and Older Adult policies and action plans). Markham’s Diversity Action Plan focused on four at-risk groups, including youth, newcomers and visible minorities, seniors, and persons with disabilities. Other documents were more general in nature and broadly directed EDI throughout a community [11, 15, 23, 27]. However, the majority of documents targeted municipal staff, suggesting ways they could action EDI for the betterment of the community [3-6, 8, 13, 20, 22, 24, 28].

5.4 How was EDI done?

The documents reviewed showed that municipalities activated their policies and plans in a variety of different ways. Approaches to implementation, resourcing, and measuring EDI plans and policies varied widely between municipalities. When discussing resourcing and evaluation, document authors were particularly silent.

5.4.1 Implementation



Key finding: EDI plans and policies were mostly actioned through services, programming, and interventions but attempts at systems change are less common.

Externally, EDI was actioned through services and programming interventions in areas such as parks and recreation services (e.g., universal design interventions, age-friendly health and well-being programs) [1, 2, 6, 7, 10, 15, 17-24, 26-28]; transportation services (e.g., increased accessibility, fare-subsidy programs) [1-13, 15-18, 20-24, 26-28]; development services (e.g., land use planning or economic development) [1, 2, 21, 27];

housing and homelessness initiatives [1, 3, 5, 8, 10, 14, 15, 17, 18, 20-22, 26, 28]; arts and culture (e.g., “culture nights”) [1, 5-7, 10, 12, 16-18, 20-24, 26, 27]; initiatives aimed at addressing food security (e.g., community gardens, lunch programs, increasing healthy food options) [5, 7, 8, 10, 11, 14, 15, 27]; and programming for older adults [1, 2, 5, 7, 8, 10, 15, 16, 17, 24] and youth (e.g., employment services, social engagement) [1, 5, 7-10, 12, 14, 15, 17, 18, 20, 21, 23, 24, 26]. Internally, EDI was actioned through human resource directives and programming, such as training and education [1, 3, 4, 6, 8-10, 12, 13, 15-18, 23-25, 27, 28], and procurement/supplier diversity strategies [1, 3, 21]. A few communities highlighted the specialized training needed for employees working in policing and emergency response services [8, 9, 12, 15, 18, 25].

Some plans provided extensive detail regarding specific interventions and programs to be developed [2, 6, 8, 9, 10, 15, 16, 17, 20]. In their Municipal Culture Action Plan, the City of Prince Albert [15] provided a list of action items, associated programming initiatives, identified leads for the program and potential community partners, demonstrated links with other city initiatives, and an expected time frame for completion. Figure 4 is an image taken from the plan showing an excerpt of the action items list.

An approach that focuses primarily on programming and interventions has the benefit of creating concrete and actionable items, but it can also be unhelpful for practitioners, especially in resource constrained municipalities where certain initiatives might need to be prioritized over others. As one interviewee noted:

“ You probably noticed that our plan is quite detailed [...]. We didn't want it to be so broad, we wanted some specifics in there to be held accountable and to ensure that some action happens [...]. There's a lot there. And sometimes when there's a lot there, it's really hard to recognize what the priority is. **”**

Another potential drawback to enacting EDI primarily through programs and interventions is that it could have an effect of reducing EDI to *only* programs and interventions, while not attending to the broader systems change needed to address systemic inequity and exclusion. A few plans (Lethbridge and Strathcona County) did attempt to address larger systems-change. Figure 5 shows how Strathcona County outlined a shift away from transactional approaches towards deeper partnership and collaboration with the community.

Key Goal: Collaborate with various community groups and organizations to foster the retention and expansion of cultural activities, amenities and programming for all ages to ensure everyone has access locally to opportunities in a fair and equitable manner.							
Action Items	Initiatives	Primary Lead	Potential Partners/Allies	Links to Other Municipal and Community Initiatives	Time Frame (years)		Status/ Special Notes
					OG	0-1	
5.1 Focus on inclusionary cultural programs, services, amenities, and initiatives that embrace the diversity of the neighbourhood.	.1 Support initiatives that ensure welcoming spaces for youth and multi-generational cultural activity.	CoPA, Community Services	Planning & Dev't, Police	5 Year Strategic Plan, 2015-2020, Active & Caring Community; <i>Kistahpinanlhk 2035</i> , Section 11: Healthy Economy, Section 11.7: Social Environment, 11.7.4 Inclusive Communities	✓	✓	
	.2 Identify areas for additional programming of Downtown-Riverfront public spaces.	CoPA, River Valley Joint Committee	PADBID, Central Avenue Events, Community Services			✓	LQC Item
	.3 Facilitate more all-ages programming in community centres such as the Margo Fournier Centre, Friendship Centre.	CoPA and Community	Community Services, Regional Partners			✓	LQC Item

Figure 4. Action items and associated information from the Prince Albert's [15] Municipal Cultural Plan

By working to change organizational practices, municipal governments could become an instrument for change by acting as an entity that seeks out and supports collaboration with different departments, community partners (e.g., non-profits/social service providers), governments (e.g., First Nations governments), and members of the public.

5.4.2 Resources

Key finding:



Most reviewed municipalities did not pledge resources in plans and policies.

Another facet of EDI actioning that was examined was resourcing. Few municipalities pledged financial resources in their documents. Only six of the reviewed documents outlined some sort of financial commitment [5, 8, 11, 12, 15, 17]. This does not mean that resources do not exist. It is likely that in many cases, municipalities simply did not include this information in their documents. Not outlining resource commitments could be a strength as it may allow for greater flexibility and responsiveness to EDI initiatives as they emerge, however, if EDI-related issues persist, this approach may create challenges for sustaining resource commitments over longer periods of time.



SPOTLIGHT #7



City of Montreal, Quebec

Population: 4,098,927

Plan: [Plan D'Action 2018-2021 Montreal Inclusive](#)

Key Elements: Commitment of Resources



The City of Montreal has dedicated a significant amount of human and capital resources to developing various EDI initiatives. In 2019, the mandate of the Office of Social Development was expanded to include initiatives related to older adults, immigrant inclusion, social development and coexistence, homelessness, and LGBTQ2S+ communities. The City did not carry out an extensive public consultation process when drafting its plan, instead, strategic consultation was done with borough councils, local non-profit social service providers, and academic experts from various institutions throughout Quebec.

The City of Montreal sought funding from the Province. In this arrangement, the City and the Province both fund 50% of the initiatives from the action plan, amounting to a total budget of \$4 million/year for three years. Some of this money is used to fund projects carried out by the City's non-profit sector. Staff interviewed noted that one positive outcome from the plan was improved relationships with local non-profit actors.

More information about resourcing was revealed in interviews. Most interview participants discussed challenges associated with securing sustainable funding streams to carry out EDI initiatives. However, in certain regions of the country (e.g., Alberta, Quebec), provincial grant programs offered substantial financial support. For example, an interviewee from St. Albert discussed a funding partnership between the Government of Alberta and participating municipalities, called the Family and Community Support Services [91]. The fund provided financial support for the provision of social services and programs [91]. Participating communities contribute at least 20% of the joint funding each year and the Government of Alberta will provide up to 80% [91].

FROM	TO
Programmatic responses	Systemic thinking
Do for people	Do with people
Incremental, organization-level outcomes	High aspiration and community-wide outcomes
Working in silos	Collective ownership
Focus on symptoms	Focus on root causes

Figure 5. Table taken from Strathcona County's [26] Social Framework that described the intended cultural shift within the organization

SPOTLIGHT #8

St. Albert, Alberta

Population: 66,082

Plan: [Cultivating a Community for All, St. Albert's Social Master Plan](#)

Key Elements:

Measurement Tools

St. Albert's Social Master Plan (SMP) contains a framework for monitoring and evaluation. In an interview, document authors credited multiple tools and internal actions for ongoing review which strengthened the plan. Community social profiles were used to track changing demographics and resource levels, and annual reports on the plan's progress provide ongoing assessment of needs and priorities. The Province of Alberta's [Family and Community Support Evaluation Framework](#) influenced the plan's own evaluation framework, signifying the usefulness of provincial supports.



The plan identifies several indicators for each of its goals and action statements. According to the plan, these indicators are readily available to city staff or are easy to compile. In addition to key indicators, the SMP outlines the expected outcomes, lead partners, and stakeholders involved with each goal or action statement to promote greater accountability and transparency.



SPOTLIGHT #9



City of Moncton, New Brunswick

Population: 75,000

Plan: [Quality of Life for all Monctonians Plan 2016-2021](#)

Key Elements: Poverty Reduction, Housing



In a comprehensive framework, the City of Moncton's Social Inclusion Plan (SIP) targets five priority areas for poverty reduction and improving determinants of health. The interviewee, who worked on the SIP's implementation, identified jurisdictional divisions as a barrier to reaching the plan's objectives. The city's championing of affordable housing resulted in a municipal-provincial partnership. The Rising Tide Community Initiatives Plan seeks to create 125 affordable supportive housing spaces in Moncton.

The interviewee noted:

Status quo costs more money than actually doing the right thing...when you educate elected officials on that and bureaucrats too... you're fundamentally changing how systems are going to be delivered.

The City is currently waiting on a funding match at the provincial level.

Another example is Vancouver's Board of Parks and Recreation plan, which was the only plan to take an exclusively equity-focused approach. While the document does not make any specific financial commitments, the Board of Parks and Recreation undertook an interesting process to identify and map out Initiative Zones for capital expenditures based on equity indicators. The indicators used were access to parks, demand for low barrier recreation, and urban forest canopy gaps. The final map, shown in Figure 6, layered all the indicators together to demonstrate areas of the city that have been historically underserved by the Board (pink shaded areas). The Initiative Zone system was used to assist in decision-making regarding future parks and recreation investments.

In an interview, a document author discussed how the maps have become a powerful planning tool to help explain to stakeholders why some areas will now be prioritized over

other historically well-served areas. She believed that, with the map, she could now say to more influential stakeholders:

“‘I can hear you, but I know that I can’t hear these other people, other voices, and I need to serve those people first’. [Saying] that is really hard. We need more and different tools to keep doing that. This [map] is just one of those tools that we need more of [...]. **”**

Despite the lack of a specific financial commitment, the Board’s plan outlined a new direction for how resource allocation would be determined. For the planners at the City of Vancouver, documenting spatial inequities in service provisions has demonstrated how and where they must advocate for equitable parks and recreation expenditures.

APPROACH

INITIATIVE ZONES MAPPING

The three indicators that form the Initiative Zones are:

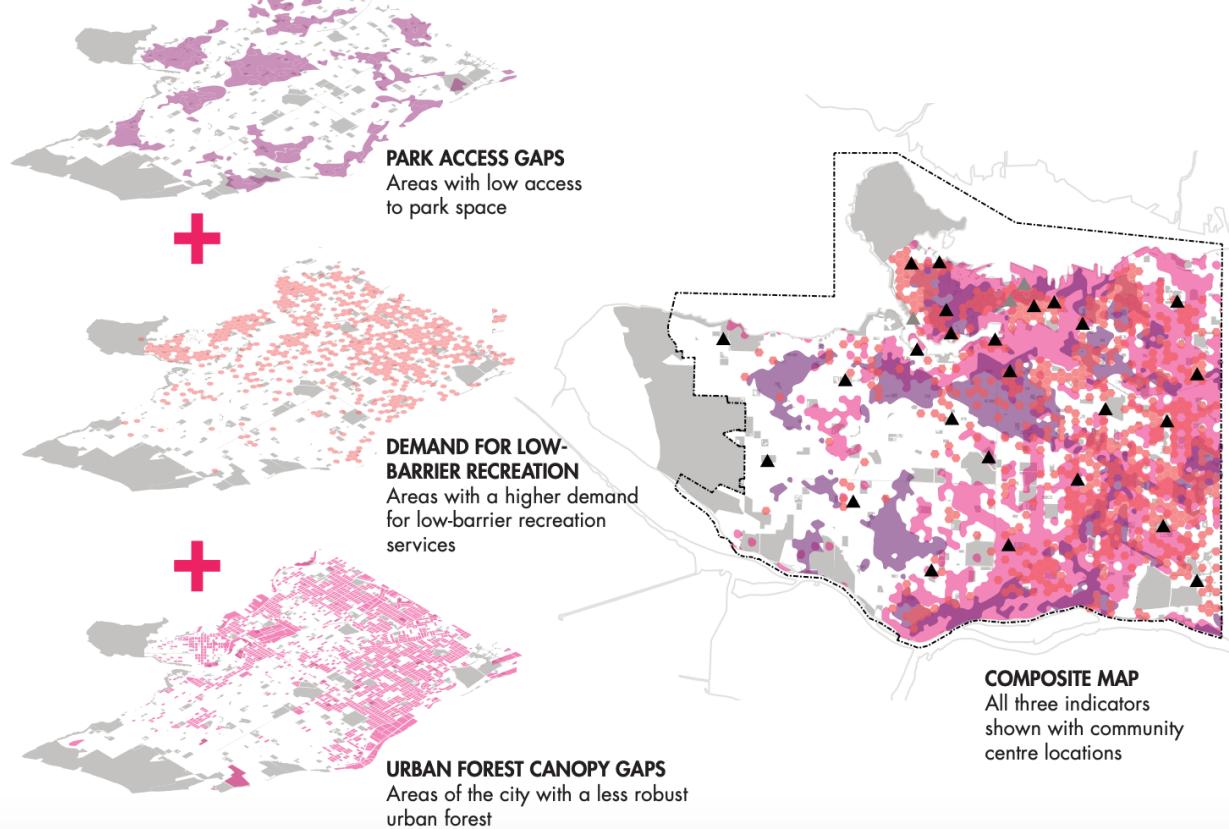


Figure 6. Vancouver's equity-based initiative zones [20, p.27]



City of Vancouver, British Columbia

Population: 2,463,431

Plan: [VanPlay: Vancouver's Parks and Recreation Services Master Plan](#)

Key Elements: Equity Lens



VanPlay is a comprehensive plan for Vancouver's Parks and Recreation Services. It consists of four reports outlining a long-term vision with short-term commitments for recreation services and parks creation across the city. The plan is unique as it was the only plan reviewed that explicitly centred equity. One of the key elements of the plan is a commitment to systematic and transparent decision-making processes for capital investments. Through a process of equity-mapping, the City used different indicators to identify areas that had been underserved and prioritized them as 'Initiatives Zones' (See Figure 6).

Staff who worked on the plan shared that equity mapping was a clear and convincing method to communicate service gaps to Council and other community stakeholders. In an interview, they iterated the importance of power and organizational structure, stating that *"if you don't understand your power structures and who's making decisions and why and what influences them, you can't change it"*. They note through the development of the Master Plan, both Parks Board and City staff acknowledged historical patterns of under-servicing certain areas of the City where lower-income and/or racialized communities have historically lived. With VanPlay, the City is committing to implementing equitable change.

5.4.3 Measurement and Evaluation

Key finding:



Measurement and Evaluation strategies are largely absent or undeveloped. The ability to develop robust evaluation schemes may be hampered by lack of resources and expertise.

Finally, the measurement and evaluation strategies of EDI actions were examined. Measuring and evaluating the effectiveness of plans and policies is a crucial component of EDI planning that was often overlooked in the municipalities reviewed. About a third of the municipalities reviewed did not mention measuring or evaluating the actions outlined in their documents [1, 7, 12, 17, 20-22, 24, 25, 28]. Approximately another third

mentioned that a measurement and evaluation scheme would be devised [3, 5, 6, 8, 9, 11, 13, 19, 26]. The remaining municipalities provided some form of measurement and evaluation information.

Most documents focused on listing accomplishments [2, 10, 15, 23] as the primary form of measurement and did not provide any detail about evaluation [18]. A few cities, however, mentioned specific evaluation tools and/or the characteristics of indicators to be used [4, 14, 27]. For example, Cochrane indicated that it would be using the Alberta Union of Municipal Association's "Measuring Inclusion" tool and the Edmonton document iterated the need for both qualitative and quantitative data in evaluation practices. For most municipalities who reported on measurement and evaluation, it was clear that they were taking action to address EDI-related issues but unclear how effectiveness would be determined.

An omission in documents did not mean, however, that effective evaluation is not occurring. In an interview with a document author for Montreal Inclusive, it was noted that the City had an extensive evaluative component to their plan but that it was not presented in the document. It was also noted that the Diversity and Social Inclusion Department has an in-house evaluator who assisted with articulating plan goals and objectives using a logic model approach. Most municipalities would likely not have the resource capabilities to have an in-house evaluator which highlights the importance of including such information in planning and policy documents. By sharing this information, transparency and accountability may be increased, while also creating opportunities for smaller or less resourced municipalities to benefit from some of the expertise that resource-rich municipalities can afford to retain.

6.0 Recommendations

6.0 Recommendations

EDI-related documents from 28 member municipalities of the Coalition of Inclusive Municipalities were reviewed in the environmental scan. Results from this scan revealed that there are a variety of ways that municipalities defined, planned, and enacted equity, diversity, and inclusion in their communities. While there is a significant amount of positive and productive work being undertaken to address issues related to EDI across the country, recommendations have been created to guide municipalities in EDI-related areas that may need additional support. These recommendations were informed by the document analysis and interviews.

6.1 Think *Equity*

Committing to equity and incorporating an equity-centred approach to policy and planning is crucial. Enacting such an approach requires acknowledging inequities that may have been a result of or reflected in municipal planning and policy. In the process of creating their equity-based Initiative Zones, the City of Vancouver Parks Board acknowledged that certain neighbourhoods in the city had been underserved [92]. This was due to the Parks Board's model for determining capital expenditures which created and entrenched inequity in parks, greens spaces, and tree cover across the city. For Vancouver, the best way to rectify this issue was to name it, map it, and plan to eradicate it [92].

Just as inequity will differ from community to community, equity-centred planning will be unique to each local context. What is likely across all municipalities is that a move towards an equity-centred approach will entail progressive planning actions based on social justice goals to lessen inequities and shift power relations within municipal governance processes [31, 32]. Equity planning is planning for systems change.

6.1.1 Possible Actions



- Use an equity lens to inform decision making processes. For example, Ottawa's Equity & Inclusion Lens Handbook.
- Develop Community Social Profiles to understand unique community demographics. Ensure disaggregated data is collected and disseminated in a respectful way that includes the affected peoples [93].
- Using an approach that encourages respect and relationship-building [93], conduct an equity mapping exercise to identify and spatially visualize resource and service allocation disparities. Do this in a manner that does not stigmatize the community but centres the actors or mechanisms causing inequity.
- Look internally - support employment and hiring standards that diversify work spaces while also providing appropriate training for all employees.

6.2 Think Systemic

Power dynamics are complex, but planners can and must engage with them, even (and especially) if it means unsettling the privileges that the planners themselves may benefit from. As professionals who work in service of the public good, it is important to recognize legitimate inequities rooted in systems of governance. Inequities may be harder for some people to identify or understand because of their own lived experiences, socio-economic background, and/or race. It is the ethical responsibility of planners to put the personal work in to understand how inequities are created, perpetuated, masked, and undone. This will likely be a life-long learning journey that needs to be initiated before planners can assist with building capacity to support systems change both internally and externally for the public good.

6.2.1 Possible Actions

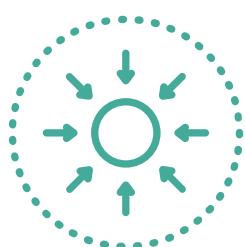


- Seek out learning opportunities that shed light on histories of oppression and contemporary inequities.
- Encourage municipalities to provide training that addresses masculinist, heteronormative, and racist (conscious or not) culture.
- Align EDI-related initiatives with other municipal plans and documents to create a holistic approach across an entire organization.

6.3 Think Specificity

Develop an EDI plan in order to define a set of EDI-related priorities and challenge areas. Use this EDI plan as a guiding document to create specific plans and policies that address an issue. For example, an EDI plan may identify a challenge area related to race and racism. A specific anti-racism plan could set out a series of objectives intended to address racism and activate and empower local actors while moving the community towards greater equity and inclusion.

6.3.1 Possible Actions



- Long-term and deep community consultation on “difficult” subject matters, such as gender-based violence, racism, ageism, homo- and transphobia. If municipal staff do not possess the expertise or relationships to facilitate these discussions, identify and support local champions to lead the process.

6.4 Think Impact

In addition to identifying the different programs and interventions to address issues related to EDI, their efficacy must also be measured. Developing a monitoring and evaluation strategy during the initial stages of the EDI planning process may assist with plan implementation and ensure progress toward desired outcomes. In addition to evaluating specific internal program outcomes, indicators that capture structural change should be identified to ensure social transformation.

6.4.1 Possible Actions

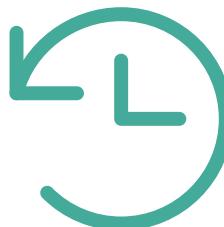


- Develop frameworks for monitoring and evaluation that incorporate community identified qualitative and quantitative indicators. A logic model approach may assist with this.
- Ensure that the community, municipal staff and councillors know why the initiative is needed, how it will be implemented, what the expected outcomes are, who is responsible, and under what timeframe the initiative will be complete.

6.5 Think Long Term

Cultural shifts take time. Plan for change and consider how plan objectives will be achieved under different circumstances (e.g. staff turn-over, changes in leadership, funding cuts, as time goes on and new priorities emerge). An EDI coordinator or main point of contact is helpful for ensuring that plan components are implemented and objectives are achieved.

6.5.1 Possible Actions



- Prepare for challenges. Drafting different implementation scenarios that anticipate possible barriers may help ensure success over time.
- Create a timeline for future monitoring, review, and revision to ensure that the initiative remains relevant and accurate.

7.0 Opportunities for Future Research

8.0 Research Limitations and Considerations

9.0 Conclusion

7.0 Opportunities for Future Research

This study speaks strictly to the content and conceptualizations of EDI within a select number of EDI documents; the effectiveness of these and other EDI documents in Canada warrants further research and evaluation.

To gain a more comprehensive understanding of how to best facilitate EDI planning at the municipal level, additional research on the roles of provincial planning bodies or other inter-municipal organizations in drafting EDI documents could be conducted. This research could shape how other provinces conduct EDI work within their own unique policy and planning context.

Research that addresses how planners can identify or encourage a culture of 'champions' could assist municipal staff in creating and sustaining EDI initiatives.

Finally, research that addresses how EDI-related issues can be better integrated into the training of professional planners should be conducted. This can include how to incorporate anti-racist and de-colonial content into planning curriculum.

8.0 Research Limitations and Considerations

This study has various limitations. A limitation is that only a single document was reviewed from each municipality. Some municipalities such as Vancouver, Toronto, and Montreal had several EDI-related documents, and other municipalities may have had documents that were not listed on their website. While this prevented larger cities from dominating our analysis, there may be documents that address some of the gaps identified in this study.

Second, non-council approved EDI-documents were not included. It is possible that these draft documents address some of the gaps identified in the analysis.

Third, our study was limited to members of the Coalition for Inclusive Municipalities. It is likely that there are non-member municipalities with EDI plans and policies.

9.0 Conclusion

An environmental scan was conducted of 28 municipalities in Canada who have produced EDI-related plans and policies. The analysis of the selected documents suggests that inclusion and diversity are more commonly addressed, but an equity-centred approach is less common. EDI plans and policies tend to be developed by a wide range of actors, including municipal staff, members of the public, and EDI experts. Internally to the municipality as an organization, as well as externally to the community, EDI plans and policies are actioned through programs and interventions. Sufficient resourcing and effective evaluation of EDI initiatives are areas that appear to be a challenge. EDI planning will likely yield more systemic change if an equity-centred approach is adopted. As planners, the only way to serve the public interest is to ensure that equity is at the forefront of all decision-making processes.

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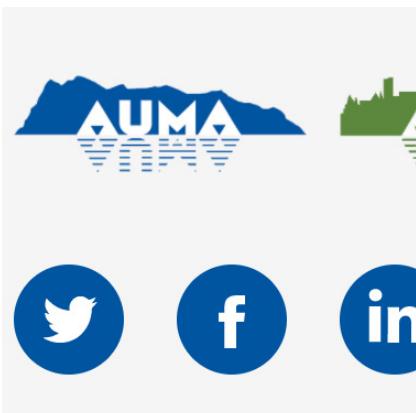
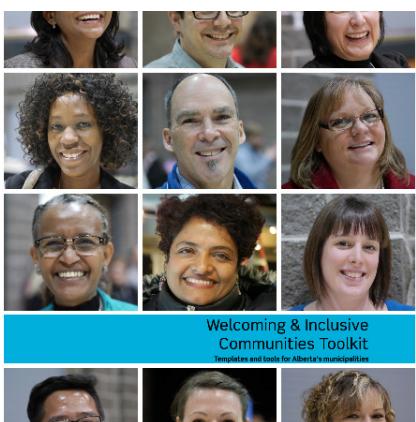
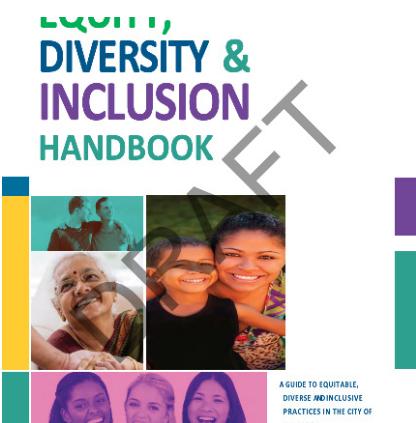
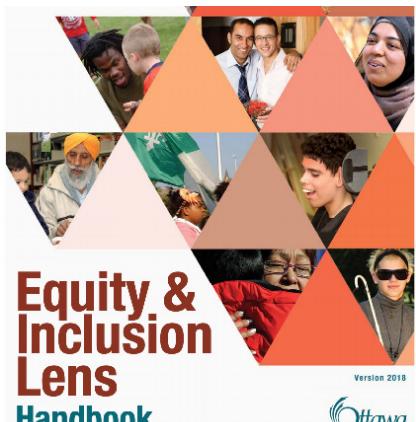
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11.0 Appendices

Appendix A: EDI Resources and Tools

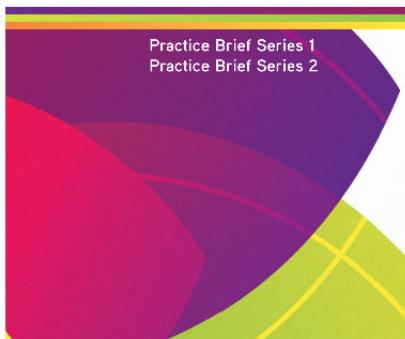


1. [Equity & Inclusion Lens Handbook \(2018\)](#), City of Ottawa

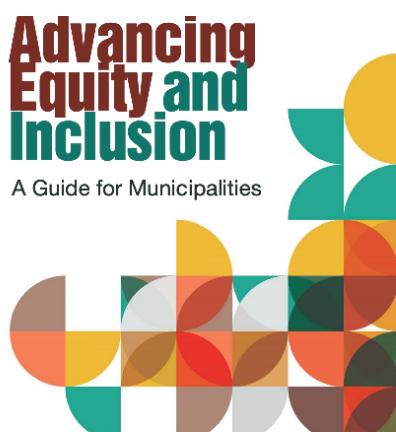
2. [Equity Diversity, and Inclusion Handbook \(2019\)](#), City of Hamilton

3. [Welcoming & Inclusive Communities Toolkit](#), Alberta Urban Municipalities Union (AUMA)

4. [Other Alberta Urban Municipalities Union Toolkits & Guides](#)



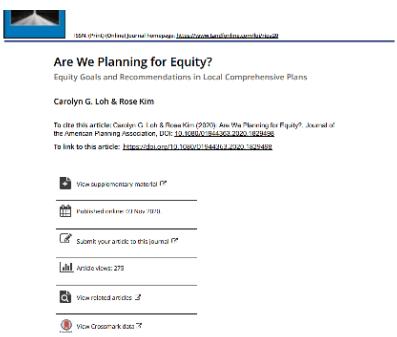
5. Implementing EDI Practice Briefs, Regional Diversity Roundtable of Peel Region



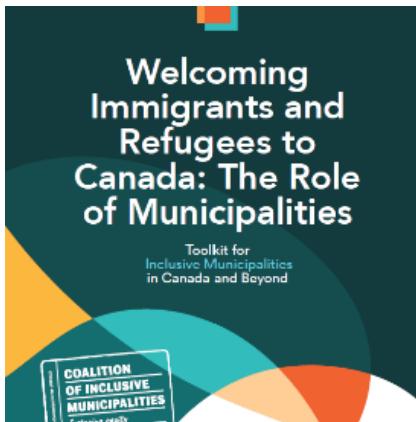
6. A City for All Women Initiative's (2015) Advancing Equity and Inclusion: A Guide for Municipalities, A City for All Women Initiative



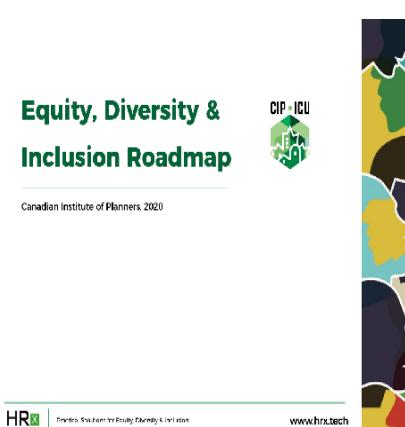
7. Guide: Anti-Racism and Discrimination for Municipalities (2000), Ontario Human Rights Commission



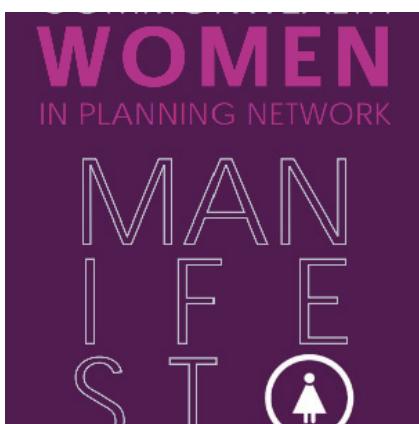
8. Are We Planning for Equity? Equity Goals and Recommendations in Local Comprehensive Plans (2020) Journal of the American Planning Association, Rose Kim & Carolyn G. Loh



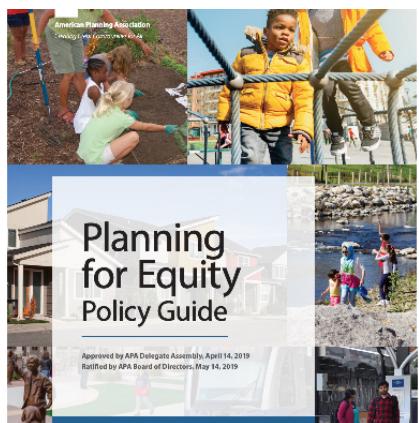
9. [UNESCO Toolkits](#)



10. [Equity, Diversity & Inclusion Roadmap \(2020\)](#), Canadian Institute of Planners



11. [Commonwealth Women in Planning Manifesto \(2018\)](#), Commonwealth Association of Planners



12. [Planning for Equity Policy Guide \(2019\)](#), American Planning Institute

A Call to Courage

An Open Letter to Canadian Urbanists
Written by Jay Pitter | June 2020

Dear Canadian Urbanists,

Cities across North America are awash with rage and unceasing cries for justice. While leaders throughout the field have spoken out more recently, the vast majority of urbanists remain formally supporting Black racism, mainstream urbanists have, for the most part, remained silent. This is disheartening given that a civil uprising is unfolding against the backdrop of the public realm—the central domain of urbanism practitioners. Consequently, as a public housing lead turned away would placard, with a practice spanning both Canadian and North American urbanized landscapes, my colleagues and I are risking our lives on the front lines. I’m compelled to issue this call to courage.

Since the beginning of the pandemic, Canadians have cast a collective gaze south of the border, enthralled by reports of African Americans [dying from COVID-19 at three times the rate of their white counterparts](#), and later by numerous public space conflicts that both threatened and fatal struck Black men. While we share distresses of the U.S., our focus is to turn inward on their racial divisions to consider the racialized dynamics in our professional landscape. This denial reflects a year more authority unaccountable leaders but prevents us from fully holding up to our espoused values of equity. This, in part, explains why most Canadian decision-makers were initially reticent about collecting coronavirus race-based data. However, thanks to the advocacy of Black public health experts, we’ve begun to gather data and have learned that much like the U.S., Black people and those from other equity-seeking groups are most impacted by the virus.

For instance, the City of Toronto released [COVID-19 data by race](#), showing that the vast majority of cases have been reported outside of the wealthy, whiter downtown core in neighbourhoods where many Black and other racialized people reside. Similarly, emerging evidence shows that Montreal North, a racialized low-income community with a significant Haitian Canadian population, has become a “[COVID-19 hot spot](#).” And sadly, like our African American counterparts, Black Canadians have experienced critical discrimination and the loss of precious Black lives, such as [Dandre Campbell](#) and [Regis Korchinski-Pickett](#), two young people experiencing mental health struggles who somehow ended up drawing their last breath after police were called to serve and protect them.

13. A Call to Courage. An Open Letter to Canadian Urbanists (2020), Jay Pitter

Appendix B: Initial Search Strategy

English Search Strategy:

Municipal planning Equity Diversity Inclusion Inclusivity [Province/territory name]
Municipal planning multicultural Multiculturalism minority [Province/territory]
Municipal planning Mixed-income socio-economic [Province/territory name]
Municipal planning accessibility accessible disability universal design [Province/territory name]
Municipal planning cultural sensitivity cultural safety [Province/territory name]
Municipal planning Anti-racism Anti-discrimination Racism discrimination [Province/territory name]
Municipal planning Inclusive excellence [Province/territory name]
Municipal planning Sexuality 2SLGBTQ LGBT Two spirit [Province/territory name]
Municipal planning Gender “Gender identity” women Trans [Province/territory name]
Municipal planning Indigenous Aboriginal First Nations Inuit Metis [Province/territory name]
Municipal planning “Social Justice “Environmental Justice” [Province/territory name]

French Search Strategy:

Planification municipale Équité Diversité Inclusion Québec
Planification municipale multiculturelle Multiculturalisme minorité Québec
Planification municipale Salaire mixte socio-économique Québec
Planification municipale accessibilité handicap « design universelle » Québec
Planification municipale sensibilité culturelle sécurité culturelle Québec
Planification municipale Anti-racisme Anti-discrimination Discrimination raciale Québec
Planification municipale Excellence inclusive Québec
Planification municipale Sexualité 2SLGBTQ LGBT Deux esprits
Planification municipale Genre « Identité de genre » femmes Trans
Planification municipale Premières nations autochtones Inuit Métis
Planification municipale « Justice sociale » « Justice environnementale »

Appendix C: Questions Asked of Documents

Commitment of Resources
Are financial resources pledged?
Are there designated staff?
Is EDI integrated throughout municipal organization?
Is there an EDI-related committee with influence over decision-making?
Is there a multi-year/multi-term commitment?
Planning, Implementation & Measurement
Is there a vision for an inclusive community?
Are there definitions for E, D, and/or I?
Is evidence-based or effective practices from other municipalities used?
Are there EDI goals based on internal and external stakeholders input?
Is there an evaluation plan (mentioned or laid out in document)?
Is there information about community demographics and/or description of issues?
Is there/will there be regular review and revision?
Human Resource Policies & Practices
Are EDI HR policies mentioned in the plan?
Employee Engagement & Education
Is there EDI training for municipal employees?
Procurement
Is there a long-term supplier diversity strategy?
Municipal Social Services
Is there cultural programming?
Is there age-friendly programming?
Is there a communications strategy (e.g., linguistic and/format accommodations)?
Are there adapted services/programming for different needs (e.g., transportation services)?
Economic Development
Are marginalized communities involved in Economic Development plans?
Is training available for marginalized communities?
Is there EDI awareness with local businesses?
Infrastructure & Land Use
Is there parks/public space accessibility?
Is there acknowledgement of the traditional territories?
Are Indigenous values integrated?
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?
Citizen & Community Engagement
Is there broad consultation with a diverse range of residents?
Is there engagement with marginalized residents?

Are diverse community orgs. participation?
Does the consultation processes use multiple methods?
Is there engagement/collaboration with local service providers/community orgs?
Other Municipal Services
Are there municipal strategies for affordable housing and stock diversity (price, size, type)?
Is there transit and transit information accessibility?
Is there EDI training for emergency/protective services?

Appendix D: Letter of Information



Study Title: SURP 823 - Centering Equity, Diversity, and Inclusivity in Canadian Municipal Planning
Practice: Lessons for North Park Neighbourhood Association in Victoria, BC

Names of Principal Investigators: Faith Ford, Ryan Klemencic, Claire Lee, Alex Pysklywec, Ellen McGowan, Megan Meldrum and Luke Reynolds

Name of Supervisor: Dr. Patricia Collins

The study has 2 main purposes: to synthesize the current work of Canadian municipalities that have incorporated equity, diversity and inclusion (EDI) into their planning processes and to support the North Park Neighbourhood Association (NPNA) in examining and recommending the feasibility of a proposed community benefit agreement and community land trust.

As part of this study, we are inviting city planners, city staff and stakeholders who have been involved in EDI planning at the municipal level.

If you agree to take part, we will interview you remotely via Zoom or Microsoft Teams. The interview will be a maximum of 30 minutes long. With your permission, the interview will be audio-recorded and later transcribed. There is low/minimal risk of being identified. There are no direct benefits to you as a participant. Study results will contribute to our capstone report and may be published and distributed as a resource for Canadian municipalities seeking to incorporate EDI.

There is no remuneration for taking part in this study. There are no plans to commercialize the research findings and there are no conflicts of interest.

Participation is voluntary. You do not have to answer any questions you do not want to. You can stop your participation at any time by telling the researcher. You may request to have your data withdrawn from the study up until December 1st, 2020 by contacting the research supervisor at patricia.collins@queensu.ca.

If you wish, your identity can remain confidential to the extent permitted by applicable laws. We will do this by replacing your name with a pseudonym in all publications and a study ID number in all study records. The study data will be stored on the researcher's password protected computer. The code file that links real names with pseudonyms and study ID numbers will be stored securely and separately from the data on an encrypted USB key. Access to study data is limited to the researchers and their supervisor, as well as the Queen's General Research Ethics Board (GREB) may request access to study data to ensure that the researcher has met or are meeting their ethical obligations in conducting this research. GREB is bound by confidentiality and will not disclose any personal information. The de-identified data set will be made freely accessible in the Queen's University's Institutional Repository after a 5-year embargo period. The code file identifying your pseudonym and study ID number will be permanently erased from the encrypted USB key five years after study closure.

The final report from this work will be posted on the Queen's Department of Geography and Planning website. The results of this study might also be shared as a resource for municipalities wishing to incorporate EDI. Subject to your approval, these publications may include quotes from your interviews. Unless approval is given, we will never include any real names with quotes, and we will do our best to make sure that quotes do not identify participants. It is important to note, however, that the content of your quotes may identify you, and as such, your confidentiality cannot be guaranteed. If you so choose, you can review potential quotes prior to publication.

If you have any ethics concerns please contact the General Research Ethics Board (GREB) at 1-844-535-2988 (Toll free in North America) or email chair.GREB@queensu.ca.

If you have any questions about the research, please contact our supervisor, Dr. Patricia Collins at patricia.collins@queensu.ca.

This Letter of Information provides you with the details to help you make an informed choice. All your questions should be answered to your satisfaction before you decide whether or not to participate in this research study. Please keep a copy of the Letter of Information for your reference.

You have not waived any legal rights by consenting to participate in this study.

Appendix E: Individual Data Extraction by Municipality

Brooks

Municipality	Brooks
Province	Alberta
Region	Prairies
Document Type	Municipal Strategic/Action Plan
Document Title	Welcoming and Inclusive Communities Partnership Plan 2017-2020
Lead department	Human Resources
Year	2016
Type(s) of EDI Addressed	Inclusion (General); (Anti-)Racism, (Anti-)Discrimination
General Description	Diversity Guideline for the City of Brooks
EDI Conceptualization	<p>Vision: The City of Brooks envisions a community that welcomes diversity and recognizes that such diversity adds to the social and economic vibrancy of our municipality; The City of Brooks Welcoming and Inclusive Committee's principal goal is to attract, develop and retain individuals from all walks of life and backgrounds. We will strive to encompass a culture of inclusion where all individuals are respected, are treated fairly, and have an opportunity to excel in their chosen careers.</p> <p>EDI Conceptualization: General absence of definitions/explanation, however EDI is mentioned throughout.</p>
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Welcoming and Inclusive Committee • No mention of planning process
Evaluation	<ul style="list-style-type: none"> • No evaluation
Commitment of Resources	✗ = not identified ✓ = identified
Are financial resources pledged?	✗
Are there designated staff?	✓
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	✗
Is Evidence-based or effective practices from other municipalities used?	✗
Are there EDI goals based on internal and external stakeholders' input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✗
Is there information about community demographics and/or description of issues?	✓
Is there/will there be regular review and revision?	✓
Human Resource Policies & Practices	

Are EDI HR policies mentioned in plan? ✓

Employee Engagement & Education

Is there EDI training for municipal employees? ✓

Procurement

Is there a long-term supplier diversity strategy? ✓

Is there cultural programming? ✓

Is there age-friendly programming? ✗

Is there a communications strategy (e.g., linguistic and/format accommodations)? ✓

Are there adapted services/programming for different needs (e.g., transportation services)? ✓

Economic Development (EcDev)

Are marginalized communities involved in EcDev plans? ✗

Is training available for marginalized communities? ✗

Is there EDI awareness with local businesses? ✓

Infrastructure & Land Use

Is there parks/public space accessibility? ✓

Is there acknowledgement of the traditional territories? ✗

Are Indigenous values integrated? ✗

Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations? ✓

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents? ✓

Is there engagement with marginalized residents? ✓

Are diverse community organizations participating? ✓

Does the consultation processes use multiple methods? ✓

Is there engagement/collaboration with local service providers/community organizations? ✓

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)? ✓

Is there transit and transit information accessibility? ✓

Is there EDI training for emergency/protective services? ✗

Municipality	Brossard
Province	Quebec
Region	Quebec
Document Type	Municipal Strategic/Action Plan
Document Title	<u>Policy for Families and Older Adults (and action plan)</u>
Lead department	Dept of Leisure, Culture, and Community Life
Year	2017
Type(s) of EDI Addressed	Inclusion (General); Youth; Older Adult
General Description	This is a 2-year action plan that outlines several goals and objectives related to housing, parks and green spaces, accessible and inter-generational programming, citizen participation, health promotion, security, mobility, and municipal communication. The plan is rooted in the community values of openness, equity, solidarity, and wellbeing (note, this is also the values stated in other action plans and the strategic plan, but it does not seem to be a "lens" in the other plans, just an addition).
EDI Conceptualization	<p>OPENNESS: This is shown by the acceptance of difference, regardless of age or background, with the aim of achieving mutual understanding. In a city where a large number of cultural communities' live side by side, it is important to be inclusive and to maintain dialogue.</p> <p>EQUITY: Advocate equitable access to municipal resources, taking into account the different realities of families and seniors, with the aim of having an environment that is in touch with citizens.</p> <p>SOLIDARITY: Involves a shared and mutual responsibility to assist and support each other in order to break isolation and strengthen the sense of belonging.</p> <p>BETTER BEING: Supports the development of the full personal and collective potential in order to create a rich social fabric that contributes to the well-being of families and seniors.</p>
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Working group
Evaluation	<ul style="list-style-type: none"> • Listing accomplishments
Commitment of Resources	X = not identified ✓ = identified
Are financial resources pledged?	X
Are there designated staff?	X
Is EDI integrated throughout municipal organization?	X
Is there an EDI-related committee with influence over decision-making?	X
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	X
Is Evidence-based or effective practices from other municipalities used?	X
Are there EDI goals based on internal and external stakeholders' input?	✓

Are there an evaluation plan (mentioned or laid out in document)?	✓
Is there information about community demographics and/or description of issues?	✓
Is there/will there be regular review and revision?	✓

Human Resource Policies & Practices

Are EDI HR policies mentioned in plan?	✗
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Employee Engagement & Education

Is there EDI training for municipal employees?	✗
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Procurement

Is there a long-term supplier diversity strategy?	✗
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Municipal Social Services

Is there cultural programming?	✗
Is there age-friendly programming?	✓
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✗
Are there adapted services/programming for different needs (e.g., transportation services)?	✓

Economic Development (EcDev)

Are marginalized communities involved in EcDev plans?	✗
Is training available for marginalized communities?	✗
Is there EDI awareness with local businesses?	✗

Infrastructure & Land Use

Is there parks/public space accessibility?	✓
Is there acknowledgement of the traditional territories?	✗
Are Indigenous values integrated?	✗
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	✓

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents?	✓
Is there engagement with marginalized residents?	✗
Are diverse community organizations participating?	✗
Does the consultation processes use multiple methods?	✗
Is there engagement/collaboration with local service providers/community organizations?	✗

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	✓
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Is there transit and transit information accessibility?	✓
Is there EDI training for emergency/protective services?	✗

Calgary

Municipality	Calgary
Province	Alberta
Region	Prairies
Document Type	Municipal Strategic/Action Plan
Document Title	Gender Equity, Diversity and Inclusion Strategy
Lead department	Community and Protective Services
Year	2019
Type(s) of EDI Addressed	Inclusion (General); Women; Gender diversity
General Description	Gender equity strategy with the goal to ensure gender equity for City Service Delivery, Council and Committees and in the workforce. Clear outline of specific actions.
EDI Conceptualization	<p>Vision: The Strategy helps The City to realize its vision of Calgary: a great place to make a living, a great place to make a life, and its common purpose of Making life better every day. The Strategy declares to employees and citizens that Council and Administration are committed to building and strengthening an equitable, diverse and inclusive organization.</p> <p>EDI Conceptualization:</p> <p>Diversity: Refers to the variety of characteristics that make people different from one another. These include social, economic, cultural, physical characteristics, as well as ideas, perspectives and values.</p> <p>Equity: Refers to the practice of treating everyone with fairness by taking into account individual differences and social conditions. It requires recognition of respective needs and removing barriers (often systemic) for everyone to be successful. The result of equity is that all people have equal opportunity to benefit.</p> <p>Inclusion: Refers to a culture of belonging where everyone is able to do their best by being valued and respected for their differing individualities, opinions, thoughts, and ideas</p> <p>ALSO HAS: Gender equity, intersectionality, equality... Calgary also has a ""Diversity and Inclusion in the workplace Framework"" "</p>
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Uses a Gender Based Analysis Plus analysis to identify priorities and actions for the plan.
Evaluation	<ul style="list-style-type: none"> • Will be developed.
Commitment of Resources	✗ = not identified ✓ = identified
Are financial resources pledged?	✗
Are there designated staff?	✓
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓

Planning, Implementation & Measurement

Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	✓
Is Evidence-based or effective practices from other municipalities used?	✓
Are there EDI goals based on internal and external stakeholders' input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✓
Is there information about community demographics and/or description of issues?	✓
Is there/will there be regular review and revision?	✓

Human Resource Policies & Practices

Are EDI HR policies mentioned in plan?	✓
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Employee Engagement & Education

Is there EDI training for municipal employees?	✓
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Procurement

Is there a long-term supplier diversity strategy?	✗
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Municipal Social Services

Is there cultural programming?	✗
Is there age-friendly programming?	✗
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✓
Are there adapted services/programming for different needs (e.g., transportation services)?	✓

Economic Development (EcDev)

Are marginalized communities involved in EcDev plans?	✗
Is training available for marginalized communities?	✗
Is there EDI awareness with local businesses?	✗

Infrastructure & Land Use

Is there parks/public space accessibility?	✗
Is there acknowledgement of the traditional territories?	✗
Are Indigenous values integrated?	✗
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	✗

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents?	✓
Is there engagement with marginalized residents?	✗

Are diverse community organizations participating?	X
Does the consultation processes use multiple methods?	X
Is there engagement/collaboration with local service providers/community organizations?	✓

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	X
Is there transit and transit information accessibility?	X
Is there EDI training for emergency/protective services?	X

Cochrane

Municipality	Cochrane
Province	Alberta
Region	Prairies
Document Type	Policy
Document Title	Town of Cochrane Social Policy
Lead department	Community Services
Year	2016
Type(s) of EDI Addressed	Inclusion (General); (Anti-)Racism; (Anti-)Discrimination
General Description	Policy states Cochrane's social policy - e.g., long term vision, guiding principles, long term outcome goals. Vision: The Town of Cochrane is a complete community that is inclusive and welcoming, striving to ensure that all residents have opportunities to fulfill their potential and healthy development through our thriving social, economic, and cultural life; The long-term vision is strong, healthy families and a safe, viable community. EDI Conceptualization: Diversity: A wide range of qualities and attributes within a person, group or community Discrimination: The practice of unfairly treating a person or group of people differently from other people or groups of people. Equity: A condition or state of fair, inclusive, and respectful treatment of all people. Equity does not mean treating people the same without regard for individual differences. Inclusion: Acknowledging and valuing people's differences so as to enrich social planning, decision making and quality of life for everyone. Systemic Barriers: Obstacles that exclude groups or communities of people from full participation and benefits in social, economic and political life. They may be hidden or unintentional but built into the way society works. Our assumptions and stereotypes, along with policies, practices and procedures, reinforce them.
Planning process (Plan/Policy Methodology)	• Not included.
Evaluation	• AUMA tool • Needs assessments
Commitment of Resources	X = not identified ✓ = identified

Are financial resources pledged?	X
Are there designated staff?	✓
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	✓
Is Evidence-based or effective practices from other municipalities used?	✓
Are there EDI goals based on internal and external stakeholders' input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✓
Is there information about community demographics and/or description of issues?	X
Is there/will there be regular review and revision?	✓
Human Resource Policies & Practices	
Are EDI HR policies mentioned in plan?	X
Employee Engagement & Education	
Is there EDI training for municipal employees?	✓
Procurement	
Is there a long-term supplier diversity strategy?	X
Municipal Social Services	
Is there cultural programming?	✓
Is there age-friendly programming?	X
Is there a communications strategy (e.g., linguistic and/format accommodations)?	X
Are there adapted services/programming for different needs (e.g., transportation services)?	X
Economic Development (EcDev)	
Are marginalized communities are involved in EcDev plans?	X
Is training available for marginalized communities?	X
Is there EDI awareness with local businesses?	X
Infrastructure & Land Use	
Is there parks/public space accessibility?	✓
Is there acknowledgement of the traditional territories?	✓

Are Indigenous values integrated?	✓
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	✓

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents?	✗
Is there engagement with marginalized residents?	✗
Are diverse community organizations participating?	✗
Does the consultation processes use multiple methods?	✗
Is there engagement/collaboration with local service providers/community organizations?	✗

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	✓
Is there transit and transit information accessibility?	✓
Is there EDI training for emergency/protective services?	✗

County of Kings

Municipality	County of Kings
Province	Nova Scotia
Region	Atlantic
Document Type	Municipal Strategic/Action Plan
Document Title	Action Plan for Ending Racism and Discrimination in the Municipality of the County of Kings
Lead department	Municipal Administration
Year	2012
Type(s) of EDI Addressed	Inclusion (General); (Anti-)Racism; (Anti-)Discrimination
General Description	This document is a response to the commitment by the County of Kings to address racism when they formally joined the Canadian Coalition of Municipalities Against Racism. The goal of the plan is to encourage a community-wide participation in the elimination of discrimination and racism, and in the promotion of diversity and inclusion.
EDI Conceptualization	<p>The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies</p> <p>Equity: A condition or state of fair, inclusive, and respectful treatment of all people. Equity does not mean treating people the same without regard for individual differences.</p> <p>Inclusion: Acknowledging and valuing people's differences so as to enrich social planning, decision making and quality of life for everyone.</p> <p>Systemic Barriers: Obstacles that exclude groups or communities of people from full participation and benefits in social, economic and political life. They may be hidden or</p>

	unintentional but built into the way society works. Our assumptions and stereotypes, along with policies, practices and procedures, reinforce them.
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Race Relations and Anti-Discrimination Committee • 4-month process (July-Oct 2012) • Documents and reports review • Interviews and focus groups with representatives from a "broad range of groups" • Community session • Draft plan feedback via in-person and web surveys • Council approval
Evaluation	• Not included
Commitment of Resources	X = not identified ✓ = identified
Are financial resources pledged?	X
Are there designated staff?	✓
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	✓
Is Evidence-based or effective practices from other municipalities used?	X
Are there EDI goals based on internal and external stakeholders' input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✓
Is there information about community demographics and/or description of issues?	X
Is there/will there be regular review and revision?	X
Human Resource Policies & Practices	
Are EDI HR policies mentioned in plan?	✓
Employee Engagement & Education	
Is there EDI training for municipal employees?	✓
Procurement	
Is there a long-term supplier diversity strategy?	✓
Municipal Social Services	
Is there cultural programming?	✓
Is there age-friendly programming?	✓
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✓
Are there adapted services/programming for different needs (e.g., transportation services)?	✓

Economic Development (EcDev)

Are marginalized communities involved in EcDev plans?	X
Is training available for marginalized communities?	X
Is there EDI awareness with local businesses?	✓

Infrastructure & Land Use

Is there parks/public space accessibility?	✓
Is there acknowledgement of the traditional territories?	X
Are Indigenous values integrated?	X
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	X

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents?	✓
Is there engagement with marginalized residents?	X
Are diverse community organizations participating?	X
Does the consultation processes use multiple methods?	✓
Is there engagement/collaboration with local service providers/community organizations?	X

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	X
Is there transit and transit information accessibility?	X
Is there EDI training for emergency/protective services?	X

Edmonton

Municipality	Edmonton
Province	Alberta
Region	Prairies
Document Type	Municipal Strategic/Action Plan
Document Title	The Art of Inclusion - Our Diversity & Inclusion Framework
Lead department	Employee Services
Year	2019
Type(s) of EDI Addressed	Inclusion (General)
General Description	A resource to support municipal employees to feel safe and supported to achieve their aspirations and deliver excellent service. Includes multiple structural changes such as diversity and inclusion hiring, the establishment of anti-racism advisory committee, and tools for evaluation.

EDI Conceptualization	EDI Conceptualization: Diversity is the range of our different identities, backgrounds and perspectives. Each person has layers of identity that make their perspective unique. Inclusion creates an environment in which we all feel like we belong and are valued for our unique perspectives and skills. Differences are considered opportunities for individual and organizational growth. Everyone has equal access to opportunities and resources and can contribute fully to our City's success. Equity - Fair treatment, access, opportunity and advancement for everyone, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. Equity is different than equality, which focuses on treating everyone the same way. Equity recognizes that people have different needs and experience different barriers.
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Anti-racism Advisory Committee • Several other policy documents
Evaluation	<ul style="list-style-type: none"> • Established quantitative measures w/ annual data collection • Qualitative stories to be tracked informally and some reported
Commitment of Resources	X = not identified ✓ = identified
Are financial resources pledged?	X
Are there designated staff?	✓
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	✓
Is Evidence-based or effective practices from other municipalities used?	✓
Are there EDI goals based on internal and external stakeholders' input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✓
Is there information about community demographics and/or description of issues?	X
Is there/will there be regular review and revision?	✓
Human Resource Policies & Practices	
Are EDI HR policies mentioned in plan?	✓
Employee Engagement & Education	
Is there EDI training for municipal employees?	✓
Procurement	
Is there a long-term supplier diversity strategy?	X
Municipal Social Services	
Is there cultural programming?	X
Is there age-friendly programming?	X

Is there a communications strategy (e.g., linguistic and/format accommodations)?	✓
Are there adapted services/programming for different needs (e.g., transportation services)?	✓

Economic Development (EcDev)

Are marginalized communities involved in EcDev plans?	✗
Is training available for marginalized communities?	✓
Is there EDI awareness with local businesses?	✗

Infrastructure & Land Use

Is there parks/public space accessibility?	✗
Is there acknowledgement of the traditional territories?	✓
Are Indigenous values integrated?	✗
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	✗

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents?	✗
Is there engagement with marginalized residents?	✗
Are diverse community organizations participating?	✓
Does the consultation processes use multiple methods?	✓
Is there engagement/collaboration with local service providers/community organizations?	✓

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	✗
Is there transit and transit information accessibility?	✗
Is there EDI training for emergency/protective services?	✗

Grande Prairie

Municipality	Grande Prairie
Province	Alberta
Region	Prairies
Document Type	Municipal Strategic/Action Plan
Document Title	Social Sustainability Framework 2018: A Map for the Road Ahead
Lead department	Community Social Development
Year	2018
Type(s) of EDI Addressed	Inclusion (General)

General Description	Plan outlining policy/strategies for achieving social sustainability (social capacity, community belonging and resilience). Investment priorities for 2019-22 are increased social inclusion and increases community capacity and collaboration, clear breakdown of budget very helpful. Clear mid-term outcomes and sample programs for meeting these broad goals. E.g., increased adult resilience is a mid-term outcome and sample programs include home support, literacy training, sex education etc.
EDI Conceptualization	<p>Vision: Grande Prairie is a vibrant, connected and inclusive community with a resourceful spirit. We leverage diversity and seize our growing opportunities by embracing challenges</p> <p>EDI Conceptualization:</p> <p>Diversity: We recognize, respect, and celebrate the diversity of our citizens and in our communities. We engage in learning opportunities about our community and extend those same opportunities to our citizens. We welcome newcomers to Grande Prairie, whether they arrive from elsewhere in Alberta, from other provinces, or from other countries. We commit to purposeful engagement with Indigenous Peoples in our community, and in each area of our programming.</p> <p>Belonging: We engage in an ongoing process of building shared values within our community. While we come from many different backgrounds, we recognize and value the experiences and contributions of all our citizens, and we face our challenges and embrace our opportunities together.</p> <p>Equity: We desire equitable opportunities and outcomes for all of our residents. We pay attention to the contributions and needs of all our residents, especially our most vulnerable. Making this a reality means recognizing the importance of lived experience in social planning and community development. It also means recognizing that our most vulnerable citizens will require more support from our community to build on the social, economic and physical assets they bring.</p>
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Not included
Evaluation	<ul style="list-style-type: none"> • Will be developed
Commitment of Resources	✗ = not identified ✓ = identified
Are financial resources pledged?	✓
Are there designated staff?	✓
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	✓
Is Evidence-based or effective practices from other municipalities used?	✓
Are there EDI goals based on internal and external stakeholders' input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✓
Is there information about community demographics and/or description of issues?	✓
Is there/will there be regular review and revision?	✓
Human Resource Policies & Practices	

Are EDI HR policies mentioned in plan?	X
Employee Engagement & Education	
Is there EDI training for municipal employees?	X
Procurement	
Is there a long-term supplier diversity strategy?	X
Municipal Social Services	
Is there cultural programming?	✓
Is there age-friendly programming?	✓
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✓
Are there adapted services/programming for different needs (e.g., transportation services)?	✓
Economic Development (EcDev)	
Are marginalized communities involved in EcDev plans?	✓
Is training available for marginalized communities?	✓
Is there EDI awareness with local businesses?	X
Infrastructure & Land Use	
Is there parks/public space accessibility?	X
Is there acknowledgement of the traditional territories?	✓
Are Indigenous values integrated?	✓
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	X
Citizen & Community Engagement	
Is there broad consultation with a diverse range of residents?	X
Is there engagement with marginalized residents?	X
Are diverse community organizations participating?	X
Does the consultation processes use multiple methods?	X
Is there engagement/collaboration with local service providers/community organizations?	X
Other Municipal Services	
Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	✓
Is there transit and transit information accessibility?	✓
Is there EDI training for emergency/protective services?	X

Municipality	Halifax
Province	Nova Scotia
Region	Atlantic
Document Type	Municipal Strategic/Action Plan
Document Title	Diversity and Inclusionary Framework
Lead department	Office of Diversity and Inclusion
Year	2017
Type(s) of EDI Addressed	Inclusion (General); Cultural/Ethnic Diversity; Gender Diversity
General Description	The Diversity and Inclusion Framework is designed to assist Halifax in creating a more diversified and inclusive workforce. The framework details guidelines for implementing programs and services using a diversity and inclusion lens. It is separated into 5 priorities: an inclusive public service, a safe, respectable and inclusive work environment, equitable employment, meaningful partnerships, and accessible information.
EDI Conceptualization	Vision: an inclusive organization as part of a community that values and reflects the diverse people we serve Roles and Responsibilities: Diversity and inclusion is everyone's responsibility. All business units, divisions and individuals shall embrace and reflect this core value. A diverse municipality needs to be an inclusive place where everyone has a role to play, everyone belongs and everyone is included.
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Not included
Evaluation	• Will be developed
Commitment of Resources	X = not identified ✓ = identified
Are financial resources pledged?	X
Are there designated staff?	✓
Is EDI integrated throughout municipal organization?	X
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	X
Are there definitions for E, D, and/or I?	✓
Is Evidence-based or effective practices from other municipalities used?	✓
Are there EDI goals based on internal and external stakeholders' input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✓
Is there information about community demographics and/or description of issues?	X
Is there/will there be regular review and revision?	X

Human Resource Policies & Practices

Are EDI HR policies mentioned in plan?

Employee Engagement & Education

Is there EDI training for municipal employees?

Procurement

Is there a long-term supplier diversity strategy?

Municipal Social Services

Is there cultural programming?

Is there age-friendly programming?

Is there a communications strategy (e.g., linguistic and/format accommodations)?

Are there adapted services/programming for different needs (e.g., transportation services)?

Economic Development (EcDev)

Are marginalized communities are involved in EcDev plans?

Is training available for marginalized communities?

Is there EDI awareness with local businesses?

Infrastructure & Land Use

Is there parks/public space accessibility?

Is there acknowledgement of the traditional territories?

Are Indigenous values integrated?

Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents?

Is there engagement with marginalized residents?

Are diverse community organizations participating?

Does the consultation processes use multiple methods?

Is there engagement/collaboration with local service providers/community organizations?

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)?

Is there transit and transit information accessibility?

Is there EDI training for emergency/protective services?

La Tuque

Municipality	La Tuque
Province	Quebec
Region	Quebec
Document Type	Municipal Strategic/Action Plan
Document Title	Action Plan for the Family, Older Adult, and Healthy Lifestyle Policy
Lead department	Leisure and Culture
Year	2014
Type(s) of EDI Addressed	Inclusion (General); Older Adult; Youth
General Description	A 2-year action plan that aims, in part, to create an inclusive society through interventions into public security, active living, "new arrival" welcoming program, older adult programing, promoting social service programs, housing and transportation programs, environmental programs (e.g., waste reduction, air quality improvement).
EDI Conceptualization	The mission of Family Policy, Seniors and healthy lifestyles; Recognise the family as the main and fundamental nucleus of society;; Recognise that seniors are an important part of our society and that they must be actively included; Recognise that healthy lifestyles contribute significantly to the objective of a better quality of life for all; Recognise that the municipality must provide leadership and integrate the family, healthy lifestyle habits and active ageing in the planning of its activities; Recognise parents as the primary caregivers of families, and providers of healthy lifestyle habits..
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Not included
Evaluation	<ul style="list-style-type: none"> • Will be developed
Commitment of Resources	<p style="text-align: right;">X = not identified ✓ = identified</p>
Are financial resources pledged?	X
Are there designated staff?	X
Is EDI integrated throughout municipal organization?	X
Is there an EDI-related committee with influence over decision-making?	X
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	X
Is Evidence-based or effective practices from other municipalities used?	X
Are there EDI goals based on internal and external stakeholders' input?	X
Are there an evaluation plan (mentioned or laid out in document)?	X
Is there information about community demographics and/or description of issues?	X
Is there/will there be regular review and revision?	X

Human Resource Policies & Practices	
Are EDI HR policies mentioned in plan?	✗
Employee Engagement & Education	
Is there EDI training for municipal employees?	✗
Procurement	
Is there a long-term supplier diversity strategy?	✗
Municipal Social Services	
Is there cultural programming?	✓
Is there age-friendly programming?	✓
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✗
Are there adapted services/programming for different needs (e.g., transportation services)?	✓
Economic Development (EcDev)	
Are marginalized communities are involved in EcDev plans?	✗
Is training available for marginalized communities?	✗
Is there EDI awareness with local businesses?	✗
Infrastructure & Land Use	
Is there parks/public space accessibility?	✓
Is there acknowledgement of the traditional territories?	✗
Are Indigenous values integrated?	✗
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	✗
Citizen & Community Engagement	
Is there broad consultation with a diverse range of residents?	✗
Is there engagement with marginalized residents?	✗
Are diverse community organizations participating?	✗
Does the consultation processes use multiple methods?	✗
Is there engagement/collaboration with local service providers/community organizations?	✗
Other Municipal Services	
Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	✓
Is there transit and transit information accessibility?	✗
Is there EDI training for emergency/protective services?	✗

Lethbridge

Municipality	Lethbridge
Province	Alberta
Region	Prairies
Document Type	Municipal Strategic/Action Plan
Document Title	Lethbridge Community Wellbeing Strategic Plan
Lead department	Community Social Development
Year	2019
Type(s) of EDI Addressed	Inclusion (General)
General Description	This strategy places emphasis on being a community-led plan that is person-centred and guided by the vision of making Lethbridge a city where everyone belongs and thrives. Four strategic directions were identified in this plan: social inclusion; basic needs; systems planning and integration; and safe and resilient communities. Actions and goals to address each direction are included within the strategy, along with a timeline to guide the completion of these tasks. A key needs assessment identified the priority populations and social issues the plan addresses, including Indigenous peoples, youth, people with disabilities, women fleeing violence, mental health and addictions support, and those experiencing homelessness.
EDI Conceptualization	
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none">• Findings from available data• Public engagement and consultations• Needs assessment• Social asset mapping
Evaluation	<ul style="list-style-type: none">• Development of shared community measures
Commitment of Resources	X = not identified ✓ = identified
Are financial resources pledged?	✓
Are there designated staff?	✗
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	✗
Is Evidence-based or effective practices from other municipalities used?	✓
Are there EDI goals based on internal and external stakeholders' input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✗
Is there information about community demographics and/or description of issues?	✓

Is there/will there be regular review and revision?	X
Human Resource Policies & Practices	
Are EDI HR policies mentioned in plan?	X
Employee Engagement & Education	
Is there EDI training for municipal employees?	X
Procurement	
Is there a long-term supplier diversity strategy?	X
Municipal Social Services	
Is there cultural programming?	X
Is there age-friendly programming?	✓
Is there a communications strategy (e.g., linguistic and/format accommodations)?	X
Are there adapted services/programming for different needs (e.g., transportation services)?	✓
Economic Development (EcDev)	
Are marginalized communities are involved in EcDev plans?	X
Is training available for marginalized communities?	✓
Is there EDI awareness with local businesses?	X
Infrastructure & Land Use	
Is there parks/public space accessibility?	X
Is there acknowledgement of the traditional territories?	X
Are Indigenous values integrated?	X
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	X
Citizen & Community Engagement	
Is there broad consultation with a diverse range of residents?	✓
Is there engagement with marginalized residents?	✓
Are diverse community organizations participating?	✓
Does the consultation processes use multiple methods?	✓
Is there engagement/collaboration with local service providers/community organizations?	✓
Other Municipal Services	
Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	✓
Is there transit and transit information accessibility?	✓
Is there EDI training for emergency/protective services?	✓

Longueuil

Municipality	Longueuil
Province	Quebec
Region	Quebec
Document Type	Municipal Strategic/Action Plan
Document Title	Action Plan Against Racism and Discrimination 2015-2017
Lead department	Office of Culture and Leisure
Year	2015
Type(s) of EDI Addressed	(Anti-)Discrimination; (Anti-)Racism
General Description	<p>This is a 3-year action plan to combat against racism and discrimination along within:</p> <p>1) The community at large; 2) The City as an employer (including anti-racism/discrimination training for the police department)</p>
EDI Conceptualization	<p>In order to better understand the concepts addressed in this Action Plan, the Advisory Committee has drawn on existing definitions of the concepts of racism and discrimination.</p> <p>RACISM</p> <p>Term that applies to any individual action or institutional practice in which people are treated differently because of the colour of their skin or their ethnic, national, or religious origin. This difference is often used to justify discrimination.</p> <p>DISCRIMINATION</p> <p>Discrimination is behaviour that denies some individuals the rights and privileges that other individuals obtain. Discrimination is the act of separating, or distinguishing human beings and groups according to particular social criteria.</p> <p>According to the Ministère de l'Immigration, de la Diversité et de l'Inclusion (MIDI), discrimination can take three distinct forms:</p> <p>Direct discrimination occurs when differential treatment, exclusion or preference is clearly based on one of the grounds prohibited by the Quebec Charter of Human Rights and Freedoms.</p> <p>Indirect discrimination arises from the application of a practice that appears neutral and applicable to everyone but has detrimental effects on defined groups because a form of discrimination is prohibited by the Charter.</p> <p>For example, requiring a tall height for entry into certain trades for no reason related to the nature of the work, indirectly discriminates against women and people from cultural groups whose average height is lower.</p> <p>Systemic discrimination is expressed when various behaviours, practices or decisions are combined with other practices within an organization or social institutions produce discrimination. The discriminatory practices are then linked in the chain of discrimination, sometimes long and complex, where discriminatory practices are mutually reinforcing. Responsibility is not attributable to a particular action or person.</p> <p>Direct, indirect, and systemic discrimination can also combine and reinforce economic or social exclusion.</p> <p>THE ROLE OF ETHNOCULTURAL DIVERSITY AND IMMIGRATION</p> <p>Ethno-cultural diversity can be defined as the diversity of people's origins, cultures and religious denominations. Ethno-cultural diversity is dependent on immigration, whether recent or not, and more precisely, the accumulation and evolution of the various migratory movements and flows that have occurred in an area or territory over the years and throughout its history. The fight against racism and discrimination and the promotion of intercultural understanding are two sides of the same coin, they are two complementary approaches which have different objectives and require adapted measures. The fight against racism and discrimination is reflected, for example, in the implementation of prevention, awareness-raising and education measures, equal</p>

employment opportunity programmes and the strengthening of support for victims of racism and discrimination. The promotion of intercultural understanding is achieved through actions such as intercultural education, the promotion of diversity, intercultural exchange and dialogue, and the accommodation of differences. The Advisory Committee has chosen to focus on the following measures to combat racism and discrimination without however exclude actions that fall within the scope of the management of the ethno-cultural diversity.

GENERAL FOUNDATIONS

The city is a place where exchanges between people of all origins, cultures and beliefs are lived daily. It is also the physical and material place where the arrival and settlement of immigrants takes place; the city is increasingly seen as the appropriate place to foster intercultural and social understanding. The city can thus contribute to creating the conditions for different groups of the population to "live better together"; The city is a place where people from all walks of life, all faiths and all cultures live together on a daily basis; A more inclusive municipality fights against all forms of discrimination, including discrimination based on racism and ethno-cultural origin.

PRINCIPLES

The City of Longueuil respects the fundamental rights of all its citizens. It will have no tolerance and will not be complacent in any way for racist and discriminatory actions and gestures; The City of Longueuil has the responsibility to provide services that have significant impacts on the community, particularly on social and community life ; The City of Longueuil is responsible for promoting harmonious cohabitation between groups and to use the tools available to move towards a collective well-being; The City of Longueuil sees to the protection and safety of its residents.

Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Anti-Racism Committee • Consultation committee met with City staff and representatives from community organization
Evaluation	<ul style="list-style-type: none"> • Will be developed.
Commitment of Resources	<div style="text-align: right;"> X = not identified ✓ = identified </div>
Are financial resources pledged?	X
Are there designated staff?	X
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	X
Is Evidence-based or effective practices from other municipalities used?	X
Are there EDI goals based on internal and external stakeholders' input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✓
Is there information about community demographics and/or description of issues?	✓
Is there/will there be regular review and revision?	✓
Human Resource Policies & Practices	
Are EDI HR policies mentioned in plan?	✓

Employee Engagement & Education

Is there EDI training for municipal employees? ✓

Procurement

Is there a long-term supplier diversity strategy? ✗

Municipal Social Services

Is there cultural programming? ✗

Is there age-friendly programming? ✗

Is there a communications strategy (e.g., linguistic and/format accommodations)? ✗

Are there adapted services/programming for different needs (e.g., transportation services)? ✓

Economic Development (EcDev)

Are marginalized communities are involved in EcDev plans? ✗

Is training available for marginalized communities? ✗

Is there EDI awareness with local businesses? ✗

Infrastructure & Land Use

Is there parks/public space accessibility? ✗

Is there acknowledgement of the traditional territories? ✗

Are Indigenous values integrated? ✗

Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations? ✗

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents? ✗

Is there engagement with marginalized residents? ✗

Are diverse community organizations participating? ✓

Does the consultation processes use multiple methods? ✗

Is there engagement/collaboration with local service providers/community organizations? ✓

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)? ✗

Is there transit and transit information accessibility? ✗

Is there EDI training for emergency/protective services? ✓

Markham

Municipality**Markham**

Province	Ontario
Region	Ontario
Document Type	Municipal Strategic/Action Plan
Document Title	Diversity Action Plan
Lead department	Human Resources
Year	2010
Type(s) of EDI Addressed	Inclusion (General); Cultural/Ethnic Diversity
General Description	Developed through extensive public consultation, this report contains 68 recommendations that will further Markham's commitment towards inclusion & celebrating diversity. Each recommendation is tied to a specific municipal department and time frame to ensure accountability. *Early* example of EDI plan (2010). There have not been any updates or evaluative frameworks published since the document's release.
EDI Conceptualization	Markham's services should be designed with special consideration for how these groups will be affected. If we do that well, a new Markham will result — one in which diversity gives rise to unity, and in which the dream of inclusion becomes reality." No definitions are provided.
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • 12 internal focus groups with employees • Consultation with key leaders in the community • 11 external focus groups with community orgs • Online survey for general public • Internal survey of employees
Evaluation	<ul style="list-style-type: none"> • List of accomplishments.
Commitment of Resources	X = not identified ✓ = identified
Are financial resources pledged?	X
Are there designated staff?	X
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	X
Is Evidence-based or effective practices from other municipalities used?	X
Are there EDI goals based on internal and external stakeholders' input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	X
Is there information about community demographics and/or description of issues?	✓
Is there/will there be regular review and revision?	X
Human Resource Policies & Practices	

Are EDI HR policies mentioned in plan?	✓
Employee Engagement & Education	
Is there EDI training for municipal employees?	✓
Procurement	
Is there a long-term supplier diversity strategy?	✗
Municipal Social Services	
Is there cultural programming?	✓
Is there age-friendly programming?	✓
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✓
Are there adapted services/programming for different needs (e.g., transportation services)?	✓
Economic Development (EcDev)	
Are marginalized communities involved in EcDev plans?	✓
Is training available for marginalized communities?	✓
Is there EDI awareness with local businesses?	✗
Infrastructure & Land Use	
Is there parks/public space accessibility?	✓
Is there acknowledgement of the traditional territories?	✓
Are Indigenous values integrated?	✗
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	✗
Citizen & Community Engagement	
Is there broad consultation with a diverse range of residents?	✓
Is there engagement with marginalized residents?	✓
Are diverse community organizations participating?	✓
Does the consultation processes use multiple methods?	✓
Is there engagement/collaboration with local service providers/community organizations?	✓
Other Municipal Services	
Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	✓
Is there transit and transit information accessibility?	✗
Is there EDI training for emergency/protective services?	✗

Moncton

Municipality	Moncton
Province	New Brunswick
Region	Atlantic
Document Type	Municipal Strategic/Action Plan
Document Title	Social Inclusion: Quality of Life for all Monctonians
Lead department	Parks, Leisure, Culture, and Heritage
Year	2016
Type(s) of EDI Addressed	Inclusion (General); Cultural/Ethnic Diversity; Gender Diversity
General Description	A framework with the vision to promote a great quality of life for all citizens. This framework identifies the following five priority areas to further social inclusion in Moncton: housing choice and affordability; urban agriculture and food security; mental health; education and training; and inclusion and diversity. The inclusion and diversity piece aims to increase sense of safety and belonging, as well as engagement and participation within the community.
EDI Conceptualization	
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Social Inclusion Committee • Strategic planning session • Social Inclusion Summit facilitated a public consultation with 100 residents (organizations included)
Evaluation	• Specific policies to be evaluated through the lens of the plan.
Commitment of Resources	X = not identified ✓ = identified
Are financial resources pledged?	✓
Are there designated staff?	✗
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	✗
Is Evidence-based or effective practices from other municipalities used?	✗
Are there EDI goals based on internal and external stakeholders' input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✓
Is there information about community demographics and/or description of issues?	✗
Is there/will there be regular review and revision?	✓
Human Resource Policies & Practices	

Are EDI HR policies mentioned in plan?	X
Employee Engagement & Education	
Is there EDI training for municipal employees?	X
Procurement	
Is there a long-term supplier diversity strategy?	X
Municipal Social Services	
Is there cultural programming?	X
Is there age-friendly programming?	X
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✓
Are there adapted services/programming for different needs (e.g., transportation services)?	✓
Economic Development (EcDev)	
Are marginalized communities involved in EcDev plans?	X
Is training available for marginalized communities?	✓
Is there EDI awareness with local businesses?	X
Infrastructure & Land Use	
Is there parks/public space accessibility?	X
Is there acknowledgement of the traditional territories?	X
Are Indigenous values integrated?	X
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	X
Citizen & Community Engagement	
Is there broad consultation with a diverse range of residents?	✓
Is there engagement with marginalized residents?	✓
Are diverse community organizations participating?	✓
Does the consultation processes use multiple methods?	✓
Is there engagement/collaboration with local service providers/community organizations?	✓
Other Municipal Services	
Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	✓
Is there transit and transit information accessibility?	X
Is there EDI training for emergency/protective services?	X

Montreal

Municipality	Montreal
Province	Quebec
Region	Quebec
Document Type	Municipal Strategic/Action Plan
Document Title	Montreal Inclusive: Social Inclusion Action Plan
Lead department	Office of Social Development and Diversity
Year	2018
Type(s) of EDI Addressed	Inclusion (General)
General Description	<p>2-year action plans that addresses social integration of newcomers to Montreal</p> <p>Values: Montréal is committed to taking action for the recognition of rights and freedoms of individuals, while calling them to engage individually in development of their community, in accordance with the values following:</p> <p>Respect - Dignity - Equality - Fairness - Solidarity</p> <p>Guiding principles:</p> <p>Inclusion of all</p> <p>The social and economic inclusion of all is at the heart of the decisions that are made to ensure equal opportunities and the development of the full potential of Montrealers. Inclusion is based on recognizing and valuing the differences between people in order to enrich planning, decision-making and quality of life for everyone.</p> <p>Flexibility of approaches and means</p> <p>In order to remain agile in action and to maintain a capacity to adapt to the realities of people and of communities, Montreal is careful to adjust its interventions and processes at regular intervals. It supports initiatives that are flexible, allowing for constant adjustment to the needs of citizens and the public communities.</p> <p>Accessibility</p> <p>The development of the metropolis is genuine when everyone can use the services offered to the whole of the population. Montréal is working to make the city, its facilities, services and activities geographically, economically and physically accessible in terms of scheduling and information. Particular attention is paid to equality between women and men.</p> <p>Taking into account the needs</p> <p>Montréal encourages citizens as well as various Montréal stakeholders who can contribute to social development to participate with their reflection and interventions, before decisions are taken. Montréal wants to listen to the needs of the different population groups and to respond to them adequately by ensuring complementary efforts, both locally and regionally.</p> <p>Increased support for vulnerable individuals and communities</p> <p>Montreal recognizes that vulnerable individuals and communities need attention and continuous intensive intervention to give them access to a better quality of life. In the development and implementation of its activities and programmes, it pays increased attention to vulnerable individuals and communities. social development to participate in its reflection and interventions, before decisions are taken. Montreal wants to listen to the needs of the different population groups and to respond to them adequately by ensuring that efforts are complementary, both locally and regionally.</p> <p>Increased support for vulnerable individuals and communities</p> <p>Montreal recognizes that vulnerable individuals and communities need attention and continuous intensive intervention to give them access to a better quality of life. In the development and implementation of its activities and programmes, it pays increased attention to vulnerable individuals and communities. In the development and implementation. In the implementation of its activities and programmes, it pays increased attention to vulnerable individuals and communities.</p>
EDI Conceptualization	

Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Panel of experts • Consultation with city and borough staff • Literature/report review
Evaluation	<ul style="list-style-type: none"> • Logic model approach • Have a program evaluator on staff
Commitment of Resources	X = not identified ✓ = identified
Are financial resources pledged?	✓
Are there designated staff?	✓
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	X
Is Evidence-based or effective practices from other municipalities used?	✓
Are there EDI goals based on internal and external stakeholders input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✓
Is there information about community demographics and/or description of issues?	✓
Is there/will there be regular review and revision?	✓
Human Resource Policies & Practices	
Are EDI HR policies mentioned in plan?	✓
Employee Engagement & Education	
Is there EDI training for municipal employees?	✓
Procurement	
Is there a long-term supplier diversity strategy?	X
Municipal Social Services	
Is there cultural programming?	✓
Is there age-friendly programming?	X
Is there a communications strategy (e.g., linguistic and/format accommodations)?	X
Are there adapted services/programming for different needs (e.g., transportation services)?	✓
Economic Development (EcDev)	
Are marginalized communities involved in EcDev plans?	X
Is training available for marginalized communities?	✓

Is there EDI awareness with local businesses? ✓

Infrastructure & Land Use

Is there parks/public space accessibility? ✗

Is there acknowledgement of the traditional territories? ✗

Are Indigenous values integrated? ✗

Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations? ✗

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents? ✗

Is there engagement with marginalized residents? ✗

Are diverse community organizations participating? ✓

Does the consultation processes use multiple methods? ✗

Is there engagement/collaboration with local service providers/community organizations? ✓

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)? ✓

Is there transit and transit information accessibility? ✗

Is there EDI training for emergency/protective services? ✓

Oshawa

Municipality	Oshawa
Province	Ontario
Region	Ontario
Document Type	Municipal Strategic/Action Plan
Document Title	Research Report: Oshawa's Diversity and Inclusion Plan
Lead department	Diversity & Inclusion Office
Year	2017
Type(s) of EDI Addressed	Inclusion (General)
General Description	This plan reflects the City's commitment to identifying and addressing forms of discrimination that create barriers to service access and community engagement. The plan provides a strategic framework for embracing diversity in the municipal workplace and aims to extend fairness, justice, and non-discrimination into the City of Oshawa's actions. The plan outlines 35 recommended actions under the following themes: community engagement and participation; community development; leadership; human resources; education and awareness; and assessment and accountability.
EDI Conceptualization	This Plan [...] is committed to the fulfillment of the collective potential embodied in achieving fairness and justice for all community members and city employees. Even if equality mechanisms have differing results at particular momentary snapshots, they

are always moving towards positive outcomes, simply because they are seeking to achieve more equitable and horizontal relationships and processes. This recognition that equal and inclusive communities are not only fair but more successful along a range of economic and social coordinates highlights the positive and indeed productive dimensions of diversity. Furthermore, this Plan gives primacy to the creation of inclusive outcomes. It rejects the terms set out in alternative approaches for their inability to understand how inequalities reinforce organizational structures and attitudes that impede inclusion."

DIVERSITY - The natural state of the world. When referring to humans, diversity refers to the composition of various genders, races, ethnicities, statuses, abilities, ages, sexual orientations, classes, beliefs, ideologies and other states of being.

EQUITY - Ensuring that all people have the resources or opportunities to succeed. It recognizes that true justice may demand treating people differently since they have different needs and capacities.

INCLUSION - The process of bringing in and making space for those who are marginalized by those with privilege. Respect - Dignity - Equality - Fairness - Solidarity
Guiding principles:
Inclusion of all.

The social and economic inclusion of all is at the heart of the decisions that are made to ensure equal opportunities and the development of the full potential of Montrealers. Inclusion is based on recognizing and valuing the differences between people in order to enrich planning, decision-making and quality of life for everyone.

Flexibility of approaches and means

In order to remain agile in action and to maintain a capacity to adapt to the realities of people and of communities, Montreal is careful to adjust its interventions and processes at regular intervals. It supports initiatives that are flexible, allowing for constant adjustment to the needs of citizens and the public communities.

Accessibility

The development of the metropolis is genuine when everyone can use the services offered to the whole of the population. Montréal is working to make the city, its facilities, services and activities geographically, economically and physically accessible in terms of scheduling and information. Particular attention is paid to equality between women and men.

Taking into account the needs

Montréal encourages citizens as well as various Montréal stakeholders who can contribute to social development to participate with their reflection and interventions, before decisions are taken. Montréal wants to listen to the needs of the different population groups and to respond to them adequately by ensuring complementary efforts, both locally and regionally.

Increased support for vulnerable individuals and communities

Montreal recognizes that vulnerable individuals and communities need attention and continuous intensive intervention to give them access to a better quality of life. In the development and implementation of its activities and programmes, it pays increased attention to vulnerable individuals and communities. social development to participate in its reflection and interventions, before decisions are taken. Montreal wants to listen to the needs of the different population groups and to respond to them adequately by ensuring that efforts are complementary, both locally and regionally.

Increased support for vulnerable individuals and communities

Montreal recognizes that vulnerable individuals and communities need attention and continuous intensive intervention to give them access to a better quality of life. In the development and implementation of its activities and programmes, it pays increased attention to vulnerable individuals and communities. In the development and implementation. In the implementation of its activities and programmes, it pays increased attention to vulnerable individuals and communities.

Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none">• A Core Steering Committee co-led by City staff and UOIT researchers• Literature and best practices assessment• Facilitated consultations with members of Council, City leadership/staff, community organizations, interested community members
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	• Online Community Survey & Public Consultation for ideas and guidance, then again later for validation of recommendations
Evaluation	• Will be developed
Commitment of Resources	X = not identified ✓ = identified
Are financial resources pledged?	X
Are there designated staff?	✓
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	X
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	X
Are there definitions for E, D, and/or I?	✓
Is Evidence-based or effective practices from other municipalities used?	X
Are there EDI goals based on internal and external stakeholders input?	X
Are there an evaluation plan (mentioned or laid out in document)?	✓
Is there information about community demographics and/or description of issues?	✓
Is there/will there be regular review and revision?	✓
Human Resource Policies & Practices	
Are EDI HR policies mentioned in plan?	✓
Employee Engagement & Education	
Is there EDI training for municipal employees?	✓
Procurement	
Is there a long-term supplier diversity strategy?	X
Municipal Social Services	
Is there cultural programming?	X
Is there age-friendly programming?	X
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✓
Are there adapted services/programming for different needs (e.g., transportation services)?	✓
Economic Development (EcDev)	
Are marginalized communities involved in EcDev plans?	X
Is training available for marginalized communities?	X
Is there EDI awareness with local businesses?	X

Infrastructure & Land Use

Is there parks/public space accessibility?	X
Is there acknowledgement of the traditional territories?	X
Are Indigenous values integrated?	X
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	X

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents?	✓
Is there engagement with marginalized residents?	X
Are diverse community organizations participating?	X
Does the consultation processes use multiple methods?	✓
Is there engagement/collaboration with local service providers/community organizations?	X

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	X
Is there transit and transit information accessibility?	X
Is there EDI training for emergency/protective services?	X

Ottawa

Municipality	Ottawa
Province	Ontario
Region	Ontario
Document Type	Other (Toolkit)
Document Title	Equity & Inclusion Handbook
Lead department	Non-profit Organization
Year	2015
Type(s) of EDI Addressed	Inclusion (General); Cultural Competency
General Description	This document is an interactive tool to help City staff learn about equity and apply it to their work (equity lens approach). The doc offers useful examples of practices undertaken in Ottawa (called "promising practices") related to policy development, engaging the community, strategic planning, monitoring and evaluation, hiring, and more.
EDI Conceptualization	DIVERSITY - A wide range of qualities and attributes within a person, group or community. When we celebrate diversity, communities and workplaces become richer as they draw upon the variety of experiences, perspectives and skills that people can contribute. INCLUSION - Acknowledging and valuing people's differences so as to enrich social planning, decision making and quality of life for everyone. In an inclusive city, we all

have a sense of belonging, acceptance and recognition as valued and contributing members of society.

EDI Conceptualization -- "Equity is treating everyone fairly by acknowledging their unique situation and addressing systemic barriers. The aim of equity is to ensure that everyone has access to equal results and benefits."

The Equity and Inclusion Lens is an important tool to support the work of City staff, management and Council. This tool helps us to be consistent and coherent in our efforts to move equity and inclusion forward in our services, through our people and to the benefit of our city. By applying the lens to our work we can: generate better solutions by incorporating diverse perspectives; take positive steps to remove systemic barriers and promote inclusion; create a more positive and respectful work environment; and achieve improved client satisfaction. The City believes in a city for everyone – not because it is required through federal, provincial and municipal legislation and policies – but because we all benefit when people are included. Our community is becoming more and more diverse and so are the needs and aspirations of its residents. For this reason, we need to incorporate this reality into how we plan and deliver programs and services so we can remain relevant, meaningful and effective.

Planning process (Plan/Policy Methodology)	• Not included
Evaluation	• Includes a list of questions to help ensure that policy/plan/municipal activities have been though through an Equity Lens.
Commitment of Resources	X = not identified ✓ = identified
Are financial resources pledged?	×
Are there designated staff?	✓
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	✓
Is Evidence-based or effective practices from other municipalities used?	×
Are there EDI goals based on internal and external stakeholders input?	×
Are there and evaluation plan (mentioned or laid out in document)?	×
Is there information about community demographics and/or description of issues?	×
Is there/will there be regular review and revision?	×
Human Resource Policies & Practices	
Are EDI HR policies mentioned in plan?	×
Employee Engagement & Education	
Is there EDI training for municipal employees?	×

Procurement	
Is there a long-term supplier diversity strategy?	×
Municipal Social Services	
Is there cultural programming?	×
Is there age-friendly programming?	×
Is there a communications strategy (e.g., linguistic and/format accommodations)?	×
Are there adapted services/programming for different needs (e.g., transportation services)?	×
Economic Development (EcDev)	
Are marginalized communities are involved in EcDev plans?	×
Is training available for marginalized communities?	×
Is there EDI awareness with local businesses?	×
Infrastructure & Land Use	
Is there parks/public space accessibility?	×
Is there acknowledgement of the traditional territories?	✓
Are Indigenous values integrated?	×
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	×
Citizen & Community Engagement	
Is there broad consultation with a diverse range of residents?	×
Is there engagement with marginalized residents?	×
Are diverse community organizations participating?	×
Does the consultation processes use multiple methods?	×
Is there engagement/collaboration with local service providers/community organizations?	×
Other Municipal Services	
Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	×
Is there transit and transit information accessibility?	×
Is there EDI training for emergency/protective services?	×

Peel

Municipality	Regional Municipality of Peel
Province	Ontario
Region	Ontario

Document Type	Other (Charter)
Document Title	The Diversity and Inclusion Charter of Peel
Lead department	Non-profit Organization
Year	2013
Type(s) of EDI Addressed	Inclusion (General)
General Description	The Diversity and Inclusion Charter of Peel is a regional initiative to foster inclusiveness and equity in Peel. Developed through extensive community consultation, the Charter is a living document that supports the implementation of existing national and provincial legislation. See RDR website for list of supporting initiatives/resources* (interesting example of non-profit EDI initiative)
EDI Conceptualization	DIVERSITY: is the presence of a wide range of human qualities and attributes, both visible and invisible, within a group, organization or society. EQUITY: is a condition or a state of fair, inclusive and respectful treatment that recognizes and acknowledges the accommodation of differing needs and expectations. Equity acknowledges the fact that equal treatment does not always yield equal results. INCLUSION: is creating an environment where people have both the feeling and reality of belonging and are able to achieve their full potential.
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Begun by a professional network of people from various intuitions • Residents were invited for feedback on the formation of Charter values
Evaluation	<ul style="list-style-type: none"> • Not included
Commitment of Resources	X = not identified ✓ = identified
Are financial resources pledged?	X
Are there designated staff?	✓
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	X
Is there a multi-year/multi-term commitment?	X
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	✓
Is Evidence-based or effective practices from other municipalities used?	X
Are there EDI goals based on internal and external stakeholders input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	X
Is there information about community demographics and/or description of issues?	✓
Is there/will there be regular review and revision?	✓
Human Resource Policies & Practices	
Are EDI HR policies mentioned in plan?	X
Employee Engagement & Education	

Is there EDI training for municipal employees?	✓
Procurement	
Is there a long-term supplier diversity strategy?	✗
Municipal Social Services	
Is there cultural programming?	✗
Is there age-friendly programming?	✗
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✗
Are there adapted services/programming for different needs (e.g., transportation services)?	✗
Economic Development (EcDev)	
Are marginalized communities involved in EcDev plans?	✗
Is training available for marginalized communities?	✓
Is there EDI awareness with local businesses?	✓
Infrastructure & Land Use	
Is there parks/public space accessibility?	✗
Is there acknowledgement of the traditional territories?	✗
Are Indigenous values integrated?	✗
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	✗
Citizen & Community Engagement	
Is there broad consultation with a diverse range of residents?	✓
Is there engagement with marginalized residents?	✓
Are diverse community organizations participating?	✓
Does the consultation processes use multiple methods?	✗
Is there engagement/collaboration with local service providers/community organizations?	✓
Other Municipal Services	
Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	✗
Is there transit and transit information accessibility?	✗
Is there EDI training for emergency/protective services?	✓

Prince Albert

Municipality	Prince Albert
Province	Saskatchewan

Region	Prairies
Document Type	Municipal Strategic/Action Plan
Document Title	Prince Albert Municipal Cultural Action Plan
Lead department	Parks, Recreation, and Culture
Year	2016
Type(s) of EDI Addressed	Cultural/Ethnic Diversity; Cultural Competency; (Anti-)Discrimination
General Description	A sweeping document that incorporates culture and cultural and accessibility awareness into several areas of municipal activities including programming, built form, and service delivery
EDI Conceptualization	Our cultural identity and makeup is founded on diversity, equality, and inclusion. We are a multicultural community who recognize our Indigenous roots and diversity as people and who celebrate our cultural makeup. Together, we animate our community culturally through the arts we create and perform; the crafts we make and share; the music we compose and play; the people and places we shape, build and honour; and, through our understanding of a historic sacredness in all that we do. We live our culture through our shared values of compassion, flexibility, ingenuity, and resiliency.
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Project Planning Group meetings • Four focus group meetings; four targeted meetings – Elders, seniors, Métis, and youth • Two community-wide luncheon meetings • A video project • In-person and online surveys
Evaluation	<ul style="list-style-type: none"> • List of accomplishments.
Commitment of Resources	X = not identified ✓ = identified
Are financial resources pledged?	✓
Are there designated staff?	✓
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	✗
Is Evidence-based or effective practices from other municipalities used?	✓
Are there EDI goals based on internal and external stakeholders input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✓
Is there information about community demographics and/or description of issues?	✓
Is there/will there be regular review and revision?	✓
Human Resource Policies & Practices	

Are EDI HR policies mentioned in plan?	X
Employee Engagement & Education	
Is there EDI training for municipal employees?	✓
Procurement	
Is there a long-term supplier diversity strategy?	X
Municipal Social Services	
Is there cultural programming?	✓
Is there age-friendly programming?	✓
Is there a communications strategy (e.g., linguistic and/format accommodations)?	X
Are there adapted services/programming for different needs (e.g., transportation services)?	✓
Economic Development (EcDev)	
Are marginalized communities are involved in EcDev plans?	✓
Is training available for marginalized communities?	X
Is there EDI awareness with local businesses?	X
Infrastructure & Land Use	
Is there parks/public space accessibility?	✓
Is there acknowledgement of the traditional territories?	✓
Are Indigenous values integrated?	X
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	X
Citizen & Community Engagement	
Is there broad consultation with a diverse range of residents?	✓
Is there engagement with marginalized residents?	✓
Are diverse community organizations participating?	✓
Does the consultation processes use multiple methods?	✓
Is there engagement/collaboration with local service providers/community organizations?	X
Other Municipal Services	
Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	X
Is there transit and transit information accessibility?	✓
Is there EDI training for emergency/protective services?	✓

Sherbrooke

Municipality	Sherbrooke
Province	Quebec
Region	Quebec
Document Type	Municipal Strategic/Action Plan
Document Title	Immigration Action Plan 2018-2019
Lead department	Sports, Culture, and Community Life Department
Year	2018
Type(s) of EDI Addressed	Inclusion (General); Cultural/Ethnic Diversity; (Anti-)Racism
General Description	An action plan for inclusion of new immigrants to the city. The plan has 5 action areas: knowledge mobilization in the community regarding the needs and challenges facing new immigrants in Sherbrooke; economic integration; social integration; anti-racism/discrimination/prejudice community education; community alliances with local organizations to improve service delivery/outcomes.
EDI Conceptualization	Vision: The vision to make Sherbrooke a welcoming and inclusive intercultural city to promote the economic, cultural, physical and social well-being of New Sherbrookois and Sherbrookoises. To do this, a shared responsibility approach is taken between the City, through the involvement of the various municipal departments, and the Community, which brings together stakeholders concerned with immigration. To achieve smooth and successful integration of the immigrant population, all sectors of the Sherbrooke community must work in concert and in an articulated way, whether it be the municipal partners, agencies, organizations, institutions, employers, workers and even citizens. Objectives: The objective of this action plan is to respond to the front-line workers who are confronted daily with the challenges of reception and integration of newcomers, as well as to new Sherbrooke residents who hope to establish themselves in a sustainable and harmonious manner within our community as full-fledged citizens. Immigration is a collective project of society and not the responsibility of the municipality or a few organisations. The issues already mentioned clearly show us that they affect many dimensions (employment, health, education, housing, leisure, culture, mobility, etc.). Because of this complexity, these issues must be tackled in a transversal and concerted manner both in the search for solutions and in the deployment of strategies and actions in the field. There is an urgent need for collective action in the economic and social integration of immigrants, in the fight against discrimination, racism, prejudice and extremism, and in the organisation of service provision in the Sherbrooke area.
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Member of the working committee met with City staff and reps from community organizations • Individual interviews, questionnaires, discussion groups, and a half-day reflection workshop with stakeholder and community organizations
Evaluation	<ul style="list-style-type: none"> • List of accomplishments.
Commitment of Resources	X = not identified ✓ = identified
Are financial resources pledged?	X
Are there designated staff?	X
Is EDI integrated throughout municipal organization?	X
Is there an EDI-related committee with influence over decision-making?	✓

Is there a multi-year/multi-term commitment? ✓

Planning, Implementation & Measurement

Is there a vision for an inclusive community? ✓

Are there definitions for E, D, and/or I? ✗

Is Evidence-based or effective practices from other municipalities used? ✓

Are there EDI goals based on internal and external stakeholders input? ✓

Are there an evaluation plan (mentioned or laid out in document)? ✓

Is there information about community demographics and/or description of issues? ✗

Is there/will there be regular review and revision? ✓

Human Resource Policies & Practices

Are EDI HR policies mentioned in plan? ✗

Employee Engagement & Education

Is there EDI training for municipal employees? ✓

Procurement

Is there a long-term supplier diversity strategy? ✗

Municipal Social Services

Is there cultural programming? ✓

Is there age-friendly programming? ✓

Is there a communications strategy (e.g., linguistic and/format accommodations)? ✓

Are there adapted services/programming for different needs (e.g., transportation services)? ✓

Economic Development (EcDev)

Are marginalized communities involved in EcDev plans? ✗

Is training available for marginalized communities? ✓

Is there EDI awareness with local businesses? ✓

Infrastructure & Land Use

Is there parks/public space accessibility? ✗

Is there acknowledgement of the traditional territories? ✗

Are Indigenous values integrated? ✗

Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations? ✗

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents? ✗

Is there engagement with marginalized residents?	X
Are diverse community organizations participating?	✓
Does the consultation processes use multiple methods?	X
Is there engagement/collaboration with local service providers/community organizations?	✓

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	X
Is there transit and transit information accessibility?	X
Is there EDI training for emergency/protective services?	X

St. Albert

Municipality	St. Albert
Province	Alberta
Region	Prairies
Document Type	Municipal Strategic/Action Plan
Document Title	Cultivating a Community for All: St. Albert's Social Master Plan
Lead department	Community Services
Year	2013
Type(s) of EDI Addressed	Inclusion (General); Cultural/Ethnic Diversity
General Description	<p>This plan is guided by values determined through engagement with council, key stakeholders, and community members. These values include: a sense of community and connectedness, diversity and inclusion, social responsibility and engagement, healthy lifestyle and wellbeing, and capacity building. The plan identifies issues and priority areas and provides goals and actions, as well as community indicators to measure progress. The plan also include measurement indicators for each of the values as well as an analysis of how this plan aligns with other plans in the city.</p>
EDI Conceptualization	<p>Value: Sense of Community and Connectedness Communities are strongest when residents know their neighbours and feel connected to the community. As residents become better connected, an increased sense of belonging and a reduction in isolation occurs. Through fostering a better awareness of one's neighbours and surroundings, people feel safer, have a sense of belonging and take greater pride in their community.</p> <p>Value: Diversity and Inclusion Communities are strongest when they bring together a diverse set of voices, perspectives and backgrounds. There are long-term impacts when people are excluded from participating in the community, be it as a result of social, societal or economic pressures. By addressing these issues, we ensure that St. Albert is a community where everyone feels welcome and has an opportunity to contribute to the overall well-being of the community.</p> <p>Value: Social Responsibility and Engagement Communities are strengthened when residents are actively involved and feel that they have an opportunity to contribute to the well-being of the community and to be involved in decisions that impact their lives. All residents have a role to play in</p>

addressing the issues that we face as a community. Residents need to be informed of the many ways in which they can get involved in building a vibrant community.

Value: Healthy Lifestyle and Well-Being

The overall well-being of the community is impacted by the physical, emotional and mental health of its members. As community members move through various stages of life, it is important that a strong system of supports is in place to ensure all residents remain active and able to engage in their community.

Value: Capacity Building

The goal of any social program is not simply to respond to the immediate crisis but also to build the skills and strengths that an individual will need to better manage any future crisis. By building capacity within our community through residents, service providers and community groups, we build a social safety net that is strengthened over time. In doing so, we build a community where residents feel supported, know where to turn for help and are able to offer support to their neighbours and fellow community members.

Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none">• Community Profile to identify social indicators, 4 phased approach1) Input from 500+ residents, 100+ service providers, and council via online survey, face-to-face interviews, table talks, and mailed surveys2) Community conversations on previous selected issues3) Debriefing sessions with community and service providers4) Feedback
Evaluation	<ul style="list-style-type: none">• No measurement for plan.
Commitment of Resources	<p style="text-align: right;">X = not identified ✓ = identified</p>
Are financial resources pledged?	✓
Are there designated staff?	X
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	X
Is Evidence-based or effective practices from other municipalities used?	✓
Are there EDI goals based on internal and external stakeholders input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	X
Is there information about community demographics and/or description of issues?	✓
Is there/will there be regular review and revision?	✓
Human Resource Policies & Practices	
Are EDI HR policies mentioned in plan?	X
Employee Engagement & Education	
Is there EDI training for municipal employees?	X

Procurement

Is there a long-term supplier diversity strategy?

Municipal Social Services

Is there cultural programming?

Is there age-friendly programming?

Is there a communications strategy (e.g., linguistic and/format accommodations)?

Are there adapted services/programming for different needs (e.g., transportation services)?

Economic Development (EcDev)

Are marginalized communities are involved in EcDev plans?

Is training available for marginalized communities?

Is there EDI awareness with local businesses?

Infrastructure & Land Use

Is there parks/public space accessibility?

Is there acknowledgement of the traditional territories?

Are Indigenous values integrated?

Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents?

Is there engagement with marginalized residents?

Are diverse community organizations participating?

Does the consultation processes use multiple methods?

Is there engagement/collaboration with local service providers/community organizations?

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)?

Is there transit and transit information accessibility?

Is there EDI training for emergency/protective services?

Stratford

Municipality	Stratford
Province	Prince Edward Island
Region	Atlantic

Document Type	Municipal Strategic/Action Plan
Document Title	Diversity and Inclusion Plan (Update)
Lead department	Unknown
Year	2018
Type(s) of EDI Addressed	Inclusion (General); (Anti-)Discrimination
General Description	<p>The Town of Stratford is committed to creating a diverse and inclusive environment and removing barriers within the community. Led by the Stratford Diversity and Inclusion sub-committee and informed by residents, stakeholder groups, and town council. This plan consists of strategies and actionable goals to promote community inclusion, acceptance, and respect. Four priority areas are identified: inclusive culture; communication, accessibility, and leadership. The plan focuses on improvements of accessibility and inclusivity in the built environment and infrastructure, as well as programming, inclusive messaging and publications, and recreation events.</p>
	<p>DIVERSITY: The use of the term diversity may encompass differences in racial or ethnic classification, age, gender, religion, philosophy, physical abilities, socioeconomic background, sexual orientation, gender identity, intelligence, mental health, physical health, genetic attributes, behavior, attractiveness, place of origin, cultural values or political view, as well as other identifying features.</p> <p>INCLUSION: The act of including or the state of being included.</p> <p>RACISM: A constellation of ideas that asserts the superiority or normalcy of one group over another based on biological or cultural characteristics.</p> <ul style="list-style-type: none"> - Individual racism - attitudes and behaviors of individuals toward racial minorities - Systematic racism - practices and policies built into the institutional framework that prevents full participation of racial minorities <p>Racially Visible People - A term defined by race or color only, not citizenship, place of birth, religion, language or cultural background. The term applies to people who are Black, Aboriginal, Chinese, South Asian, South East Asian, Filipino and Latin American Canadians and others. Some racially visible people prefer to identify themselves as "people of color." Other terms usually regarded as positive identities include "Non -whites," "minorities," "visible minorities," or "ethnic."</p>
EDI Conceptualization	
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Diversity and Inclusion sub-committee • for the 2018 update, brainstorming session w/ Diversity and Inclusion sub-committee • 3 stakeholder surveys: 1) staff; 2) council; and 3) residents • 2 focus groups: 1) key stakeholders and residents; 2) new residents
Evaluation	<ul style="list-style-type: none"> • No measurement for plan.
Commitment of Resources	X = not identified ✓ = identified
Are financial resources pledged?	X
Are there designated staff?	X
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓

Are there definitions for E, D, and/or I?	✗
Is Evidence-based or effective practices from other municipalities used?	✓
Are there EDI goals based on internal and external stakeholders input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✗
Is there information about community demographics and/or description of issues?	✗
Is there/will there be regular review and revision?	✓

Human Resource Policies & Practices

Are EDI HR policies mentioned in plan?	✗
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Employee Engagement & Education

Is there EDI training for municipal employees?	✓
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Procurement

Is there a long-term supplier diversity strategy?	✗
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Municipal Social Services

Is there cultural programming?	✗
Is there age-friendly programming?	✗
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✓
Are there adapted services/programming for different needs (e.g., transportation services)?	✓

Economic Development (EcDev)

Are marginalized communities involved in EcDev plans?	✗
Is training available for marginalized communities?	✗
Is there EDI awareness with local businesses?	✗

Infrastructure & Land Use

Is there parks/public space accessibility?	✓
Is there acknowledgement of the traditional territories?	✗
Are Indigenous values integrated?	✗
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	✗

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents?	✓
Is there engagement with marginalized residents?	✓
Are diverse community organizations participating?	✓
Does the consultation processes use multiple methods?	✗

Is there engagement/collaboration with local service providers/community organizations? ✓

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)? ✓

Is there transit and transit information accessibility? ✓

Is there EDI training for emergency/protective services? X

Strathcona County

Municipality	Strathcona County
Province	Alberta
Region	Prairies
Document Type	Municipal Strategic/Action Plan
Document Title	Social Framework
Lead department	Family and Community Services
Year	2017
Type(s) of EDI Addressed	Inclusion (General)
General Description	This framework aligns with the Strathcona County Strategic Plan and aims to achieve four outcomes: affordability, access to programs and services, safety, and connectedness and inclusion. This framework provides goals and initiatives to, including bridging gaps by increasing affordability, and increasing access to programs and services.
EDI Conceptualization	Take a systems approach - "A systems approach recognizes that all social organizations and the individuals within them are connected and form a complex whole." <ul style="list-style-type: none">• FROM: Programmatic responses; TO Systemic thinking• FROM Do for people; TO Do with people• FROM Incremental, organization-level outcomes; TO High aspiration and community-wide outcomes• FROM Working in silos; TO Collective ownership• FROM Focus on symptoms; TO Focus on root causes
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none">• Community Talk (online survey, focus groups)
Evaluation	<ul style="list-style-type: none">• Will be developed with consultant group involved in Framework creation.
Commitment of Resources	X = not identified ✓ = identified
Are financial resources pledged?	X
Are there designated staff?	X
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	X

Planning, Implementation & Measurement

Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	✗
Is Evidence-based or effective practices from other municipalities used?	✗
Are there EDI goals based on internal and external stakeholders input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✓
Is there information about community demographics and/or description of issues?	✓
Is there/will there be regular review and revision?	✓

Human Resource Policies & Practices

Are EDI HR policies mentioned in plan?	✗
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Employee Engagement & Education

Is there EDI training for municipal employees?	✗
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Procurement

Is there a long-term supplier diversity strategy?	✗
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Municipal Social Services

Is there cultural programming?	✓
Is there age-friendly programming?	✓
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✓
Are there adapted services/programming for different needs (e.g., transportation services)?	✓

Economic Development (EcDev)

Are marginalized communities involved in EcDev plans?	✗
Is training available for marginalized communities?	✗
Is there EDI awareness with local businesses?	✗

Infrastructure & Land Use

Is there parks/public space accessibility?	✓
Is there acknowledgement of the traditional territories?	✗
Are Indigenous values integrated?	✗
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	✗

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents?	✓
Is there engagement with marginalized residents?	✗

Are diverse community organizations participating?	✓
Does the consultation processes use multiple methods?	✓
Is there engagement/collaboration with local service providers/community organizations?	✓

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	✓
Is there transit and transit information accessibility?	✓
Is there EDI training for emergency/protective services?	✗

Toronto

Municipality	Toronto
Province	Ontario
Region	Ontario
Document Type	Municipal Strategic/Action Plan
Document Title	Toronto Youth Equity Strategy
Lead department	Youth Services
Year	2014
Type(s) of EDI Addressed	Cultural/Ethnic Diversity; Youth; (Anti-)Racism
General Description	The Toronto Youth Equity Strategy (TYES) is based on the idea that those 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 this Youth Equity Strategy 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.
EDI Conceptualization	VISION: 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. Applies a 'Vulnerable Youth Spectrum' lens. "Each action developed under the Toronto Youth Equity Strategy will be implemented in a way that honours the complex intersections of vulnerability and resiliency in each young person's life."
	Vulnerability: "a service gap, context or situation, not a characteristic or feature of a person." The City of Toronto believes that people become vulnerable when there are barriers or gaps in overall.
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Panel of 20 community volunteers from a variety of youth serving and youth advocacy organizations • Key leadership interviews • Creative youth engagement • Working group of staff who provide youth services • Working group of cross-department municipal staff • Uses a service plan approach to set out principles and to guide future decisions
Evaluation	<ul style="list-style-type: none"> • Mentioned but not specified.

	X = not identified ✓ = identified
Commitment of Resources	
Are financial resources pledged?	X
Are there designated staff?	X
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	X
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	X
Is Evidence-based or effective practices from other municipalities used?	✓
Are there EDI goals based on internal and external stakeholders input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✓
Is there information about community demographics and/or description of issues?	✓
Is there/will there be regular review and revision?	✓
Human Resource Policies & Practices	
Are EDI HR policies mentioned in plan?	X
Employee Engagement & Education	
Is there EDI training for municipal employees?	✓
Procurement	
Is there a long-term supplier diversity strategy?	X
Municipal Social Services	
Is there cultural programming?	✓
Is there age-friendly programming?	✓
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✓
Are there adapted services/programming for different needs (e.g., transportation services)?	✓
Economic Development (EcDev)	
Are marginalized communities involved in EcDev plans?	✓
Is training available for marginalized communities?	✓
Is there EDI awareness with local businesses?	X
Infrastructure & Land Use	
Is there parks/public space accessibility?	✓

Is there acknowledgement of the traditional territories?	X
Are Indigenous values integrated?	X
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	X

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents?	✓
Is there engagement with marginalized residents?	✓
Are diverse community organizations participating?	✓
Does the consultation processes use multiple methods?	✓
Is there engagement/collaboration with local service providers/community organizations?	✓

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	✓
Is there transit and transit information accessibility?	X
Is there EDI training for emergency/protective services?	✓

Vancouver

Municipality	Vancouver
Province	British Columbia
Region	British Columbia
Document Type	Departmental Strategic/Action Plan
Document Title	Van Play
Lead department	Board of Parks and Recreation
Year	2018
Type(s) of EDI Addressed	Inclusion (General); Youth; Cultural/Ethnic Diversity
General Description	A comprehensive suite of four reports for Vancouver Parks Board. Report #3 have equity-based initiative zones that are used to determine capital expenditures and new projects.
EDI Conceptualization	Vision: Vancouver's Parks and Recreation Services Master Plan (PRSMP), will provide a road map to maximize access to high-quality parks and recreation experiences that connect people with each other, and with nature. EDI Concept utilization: Never clearly defined but EDI is clearly articulated as a goal throughout the four reports.
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Multi-year engagement and content development process • Community and stakeholder engagement for big ideas • Lecture series and expert consultation • Staff, stakeholder, and community engagement for goals • Goal testing • Workshops, online survey to define metrics

Evaluation	• No established EDI measure.	
Commitment of Resources		X = not identified ✓ = identified
Are financial resources pledged?	X	
Are there designated staff?	X	
Is EDI integrated throughout municipal organization?	✓	
Is there an EDI-related committee with influence over decision-making?	✓	
Is there a multi-year/multi-term commitment?	✓	
Planning, Implementation & Measurement		
Is there a vision for an inclusive community?	✓	
Are there definitions for E, D, and/or I?	X	
Is Evidence-based or effective practices from other municipalities used?	✓	
Are there EDI goals based on internal and external stakeholders' input?	✓	
Are there an evaluation plan (mentioned or laid out in document)?	X	
Is there information about community demographics and/or description of issues?	✓	
Is there/will there be regular review and revision?	X	
Human Resource Policies & Practices		
Are EDI HR policies mentioned in plan?	X	
Employee Engagement & Education		
Is there EDI training for municipal employees?	X	
Procurement		
Is there a long-term supplier diversity strategy?	X	
Municipal Social Services		
Is there cultural programming?	✓	
Is there age-friendly programming?	✓	
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✓	
Are there adapted services/programming for different needs (e.g., transportation services)?	✓	
Economic Development (EcDev)		
Are marginalized communities involved in EcDev plans?	X	
Is training available for marginalized communities?	X	
Is there EDI awareness with local businesses?	X	
Infrastructure & Land Use		

Is there parks/public space accessibility?	✓
Is there acknowledgement of the traditional territories?	✓
Are Indigenous values integrated?	✗
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	✗

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents?	✓
Is there engagement with marginalized residents?	✓
Are diverse community organizations participating?	✓
Does the consultation processes use multiple methods?	✓
Is there engagement/collaboration with local service providers/community organizations?	✓

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	✗
Is there transit and transit information accessibility?	✗
Is there EDI training for emergency/protective services?	✗

Varennes

Municipality	Varennes
Province	Quebec
Region	Quebec
Document Type	Policy
Document Title	Family and Older Adult Policy
Lead department	Recreation and Community Services
Year	2015
Type(s) of EDI Addressed	Inclusion (General); Youth; Older Adult
General Description	Policy that lays out 4 avenues for creating a more inclusive city: Security, well-being, accessible public services and spaces, communication. The stated community values in the policy are being welcoming, respectful, fair, in solidarity, and proud to belong to the community
EDI Conceptualization	Definition of the family: The definition used for the purposes of this policy reflects an inclusive, not a narrowly defined, vision of the and the evolving nature of the family. The family is an intergenerational group united by various ties (children, parents, elders) and animated by a common life project that evolves over the course of the different stages of life. It is within the family that we share and pass on a wide variety of life experiences, knowledge and values.
	Our values: To be dynamic, our community must be based on values driven by all of its citizens. The following five values are the hallmark of a community which places the

	verb "to be" at the heart of its concerns. To be welcoming; To be respectful; To be fair; To be in solidarity; To be proud to belong to your community.
Planning process (Plan/Policy Methodology)	• The "Family Committee" met with residents and worked with City staff.
Evaluation	• Will be developed.
Commitment of Resources	<input checked="" type="checkbox"/> X = not identified <input checked="" type="checkbox"/> ✓ = identified
Are financial resources pledged?	X
Are there designated staff?	✓
Is EDI integrated throughout municipal organization?	X
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	X
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	X
Is Evidence-based or effective practices from other municipalities used?	X
Are there EDI goals based on internal and external stakeholders' input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✓
Is there information about community demographics and/or description of issues?	✓
Is there/will there be regular review and revision?	✓
Human Resource Policies & Practices	
Are EDI HR policies mentioned in plan?	X
Employee Engagement & Education	
Is there EDI training for municipal employees?	X
Procurement	
Is there a long-term supplier diversity strategy?	X
Municipal Social Services	
Is there cultural programming?	X
Is there age-friendly programming?	X
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✓
Are there adapted services/programming for different needs (e.g., transportation services)?	X
Economic Development (EcDev)	
Are marginalized communities involved in EcDev plans?	X
Is training available for marginalized communities?	X

Is there EDI awareness with local businesses? X

Infrastructure & Land Use

Is there parks/public space accessibility? ✓

Is there acknowledgement of the traditional territories? X

Are Indigenous values integrated? X

Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations? X

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents? X

Is there engagement with marginalized residents? X

Are diverse community organizations participating? X

Does the consultation processes use multiple methods? X

Is there engagement/collaboration with local service providers/community organizations? X

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)? X

Is there transit and transit information accessibility? ✓

Is there EDI training for emergency/protective services? X

Williams Lake

Municipality	Williams Lake
Province	British Columbia
Region	British Columbia
Document Type	Official/Community Plan
Document Title	Creating our Future Official Community Plan
Lead department	Planning and Development Services
Year	2011
Type(s) of EDI Addressed	Inclusion (General); Youth; Older Adult; Indigenous
General Description	William Lakes Official Community Plan 2011 outlines long-term land use and community development patterns to the year 2030. While land use is a key component, the community's broad objectives in social, cultural, economic, and environmental sustainability are included. Has strong directions towards strengthening relationship with Indigenous groups.

EDI Conceptualization

Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none">• Open houses• Consultation with neighbouring First Nations, Health Authority, School board
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Evaluation	• Not included	
Commitment of Resources		X = not identified ✓ = identified
Are financial resources pledged?	X	
Are there designated staff?	X	
Is EDI integrated throughout municipal organization?	✓	
Is there an EDI-related committee with influence over decision-making?	X	
Is there a multi-year/multi-term commitment?	X	
Planning, Implementation & Measurement		
Is there a vision for an inclusive community?	✓	
Are there definitions for E, D, and/or I?	X	
Is Evidence-based or effective practices from other municipalities used?	✓	
Are there EDI goals based on internal and external stakeholders' input?	X	
Are there an evaluation plan (mentioned or laid out in document)?	X	
Is there information about community demographics and/or description of issues?	X	
Is there/will there be regular review and revision?	X	
Human Resource Policies & Practices		
Are EDI HR policies mentioned in plan?	X	
Employee Engagement & Education		
Is there EDI training for municipal employees?	X	
Procurement		
Is there a long-term supplier diversity strategy?	✓	
Municipal Social Services		
Is there cultural programming?	✓	
Is there age-friendly programming?	✓	
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✓	
Are there adapted services/programming for different needs (e.g., transportation services)?	✓	
Economic Development (EcDev)		
Are marginalized communities involved in EcDev plans?	✓	
Is training available for marginalized communities?	✓	
Is there EDI awareness with local businesses?	✓	
Infrastructure & Land Use		

Is there parks/public space accessibility?	✓
Is there acknowledgement of the traditional territories?	✓
Are Indigenous values integrated?	✓
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	✓

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents?	✓
Is there engagement with marginalized residents?	✓
Are diverse community organizations participating?	✓
Does the consultation processes use multiple methods?	✗
Is there engagement/collaboration with local service providers/community organizations?	✓

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	✓
Is there transit and transit information accessibility?	✓
Is there EDI training for emergency/protective services?	✗

Windsor

Municipality	Windsor
Province	Ontario
Region	Ontario
Document Type	Municipal Strategic/Action Plan
Document Title	Diversity and Inclusion Initiative
Lead department	Unknown
Year	2017
Type(s) of EDI Addressed	Inclusion (General); Cultural/Ethnic Diversity
General Description	Windsor has established a Diversity Committee and Initiative to better understand, engage, and serve the needs of its diverse population. The document describes an intent to address discrimination in all its forms, including discrimination based on race, national or ethnic origin, colour, religion, sex, gender identity, sexual orientation, age, or mental or physical disability, and for those persons who identify as First Nations, with or without status, Métis, and Inuit.
EDI Conceptualization	<p>DIVERSITY: Diversity is any dimension that can be used to differentiate groups of people from one another. It means respect and appreciation for differences in ethnicity, gender and gender expression, age, national origin, disability, sexual orientation, education, and religion. It also means bringing diverse perspectives, work experiences, lifestyles, and cultures to the Corporation.</p> <p>INCLUSION: Inclusion is the state of being valued, respected, and supported while focusing on the needs of every individual to allow them to fulfill their full potential.</p>

<p>Inclusion should be reflected in the Corporation's culture, practices, and relationships that are in place to support a diverse workforce.</p> <p>("Definition of inclusion to also meet accessibility, gender, racism, socio-economic, mental health needs, addiction, and abuse")</p> <p>DIVERSITY & INCLUSION LENS: A diversity and inclusion lens is a tool that identifies visible and invisible, systemic and attitudinal barriers in policies and procedures.</p>	
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Consultation with the Diversity Committee • Review of practice from other municipalities and community organizations
Evaluation	<ul style="list-style-type: none"> • Not included
Commitment of Resources	✗ = not identified ✓ = identified
Are financial resources pledged?	✗
Are there designated staff?	✓
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	✓
Is Evidence-based or effective practices from other municipalities used?	✓
Are there EDI goals based on internal and external stakeholders' input?	✗
Are there an evaluation plan (mentioned or laid out in document)?	✗
Is there information about community demographics and/or description of issues?	✓
Is there/will there be regular review and revision?	✓
Human Resource Policies & Practices	
Are EDI HR policies mentioned in plan?	✓
Employee Engagement & Education	
Is there EDI training for municipal employees?	✓
Procurement	
Is there a long-term supplier diversity strategy?	✗
Municipal Social Services	
Is there cultural programming?	✓
Is there age-friendly programming?	✗
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✓
Are there adapted services/programming for different needs (e.g., transportation services)?	✓

Economic Development (EcDev)

Are marginalized communities involved in EcDev plans?	✓
Is training available for marginalized communities?	✗
Is there EDI awareness with local businesses?	✗

Infrastructure & Land Use

Is there parks/public space accessibility?	✓
Is there acknowledgement of the traditional territories?	✓
Are Indigenous values integrated?	✗
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	✗

Citizen & Community Engagement

Is there broad consultation with a diverse range of residents?	✗
Is there engagement with marginalized residents?	✗
Are diverse community organizations participating?	✗
Does the consultation processes use multiple methods?	✗
Is there engagement/collaboration with local service providers/community organizations?	✗

Other Municipal Services

Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	✗
Is there transit and transit information accessibility?	✓
Is there EDI training for emergency/protective services?	✗

Wood Buffalo

Municipality	Wood Buffalo
Province	Alberta
Region	Prairies
Document Type	Municipal Strategic/Action Plan
Document Title	Diversity and Inclusion in Wood Buffalo: A Community Plan 2017-2022
Lead department	Community Services and Social Supports
Year	2017
Type(s) of EDI Addressed	Inclusion (General); Indigenous
General Description	Diversity and Inclusion Plan: This plan highlights the different dimensions of diversity and envisions RMWB as a welcoming and inclusive region. The plan identifies the following community priorities: effective communication of information to and within the community; diverse voices are identified, involved and engaged; promote a sense of

	community by recognizing and celebrating diversity; increase understanding through education; foster trust and collaboration between groups and individuals; and reduce barriers to resources and services.
	Strategic Plan: Some of this plan's initiatives are EDI-based, including fostering equality, diversity, and inclusion in the region; accessibility; partnership with social profits; and aging in place. This strategic plan highlights Rural and Indigenous Communities and Partnerships as a priority area and has identified actions and initiatives that involve Indigenous consultation, Truth and Reconciliation Commission calls to action, inclusion and partnerships in rural regions, and advocating for rural and indigenous communities.
EDI Conceptualization	Inclusion is about everyone. Often race and culture are the focus of diversity and inclusion work; however, individuals have many identities that together make Wood Buffalo a community and diverse region. The following 10 dimensions of diversity, which reflect the different facets of diversity, are specifically considered in the community plan to continue to build a more welcoming and inclusive region.
Planning process (Plan/Policy Methodology)	<ul style="list-style-type: none"> • Diversity summit w/ 100 community stakeholders • Process surveys • Focus groups • Public survey
Evaluation	• Measure of what was completed but not of effectiveness
Commitment of Resources	X = not identified ✓ = identified
Are financial resources pledged?	X
Are there designated staff?	X
Is EDI integrated throughout municipal organization?	✓
Is there an EDI-related committee with influence over decision-making?	✓
Is there a multi-year/multi-term commitment?	✓
Planning, Implementation & Measurement	
Is there a vision for an inclusive community?	✓
Are there definitions for E, D, and/or I?	✓
Is Evidence-based or effective practices from other municipalities used?	X
Are there EDI goals based on internal and external stakeholders' input?	✓
Are there an evaluation plan (mentioned or laid out in document)?	✓
Is there information about community demographics and/or description of issues?	X
Is there/will there be regular review and revision?	✓
Human Resource Policies & Practices	
Are EDI HR policies mentioned in plan?	X
Employee Engagement & Education	
Is there EDI training for municipal employees?	✓
Procurement	

Is there a long-term supplier diversity strategy?	X
Municipal Social Services	
Is there cultural programming?	✓
Is there age-friendly programming?	✓
Is there a communications strategy (e.g., linguistic and/format accommodations)?	✓
Are there adapted services/programming for different needs (e.g., transportation services)?	✓
Economic Development (EcDev)	
Are marginalized communities are involved in EcDev plans?	X
Is training available for marginalized communities?	X
Is there EDI awareness with local businesses?	X
Infrastructure & Land Use	
Is there parks/public space accessibility?	✓
Is there acknowledgement of the traditional territories?	X
Are Indigenous values integrated?	X
Does land use planning use innovative/intentional consultation with diverse/marginalized groups and First Nations?	X
Citizen & Community Engagement	
Is there broad consultation with a diverse range of residents?	✓
Is there engagement with marginalized residents?	X
Are diverse community organizations participating?	✓
Does the consultation processes use multiple methods?	✓
Is there engagement/collaboration with local service providers/community organizations?	X
Other Municipal Services	
Are there municipal strategies for affordable housing and stock diversity (price, size, type)?	X
Is there transit and transit information accessibility?	X
Is there EDI training for emergency/protective services?	X

Appendix F: Conceptual Model

The study demonstrates how EDI planning is done in a variety of ways that reflect the needs of the communities who are drafting the plan or policy. Based on the research done for this report, a conceptual model was created to show how EDI planning is generally conducted in Canada and how this might be disrupted through an equity-centred approach through the use of an equity lens.

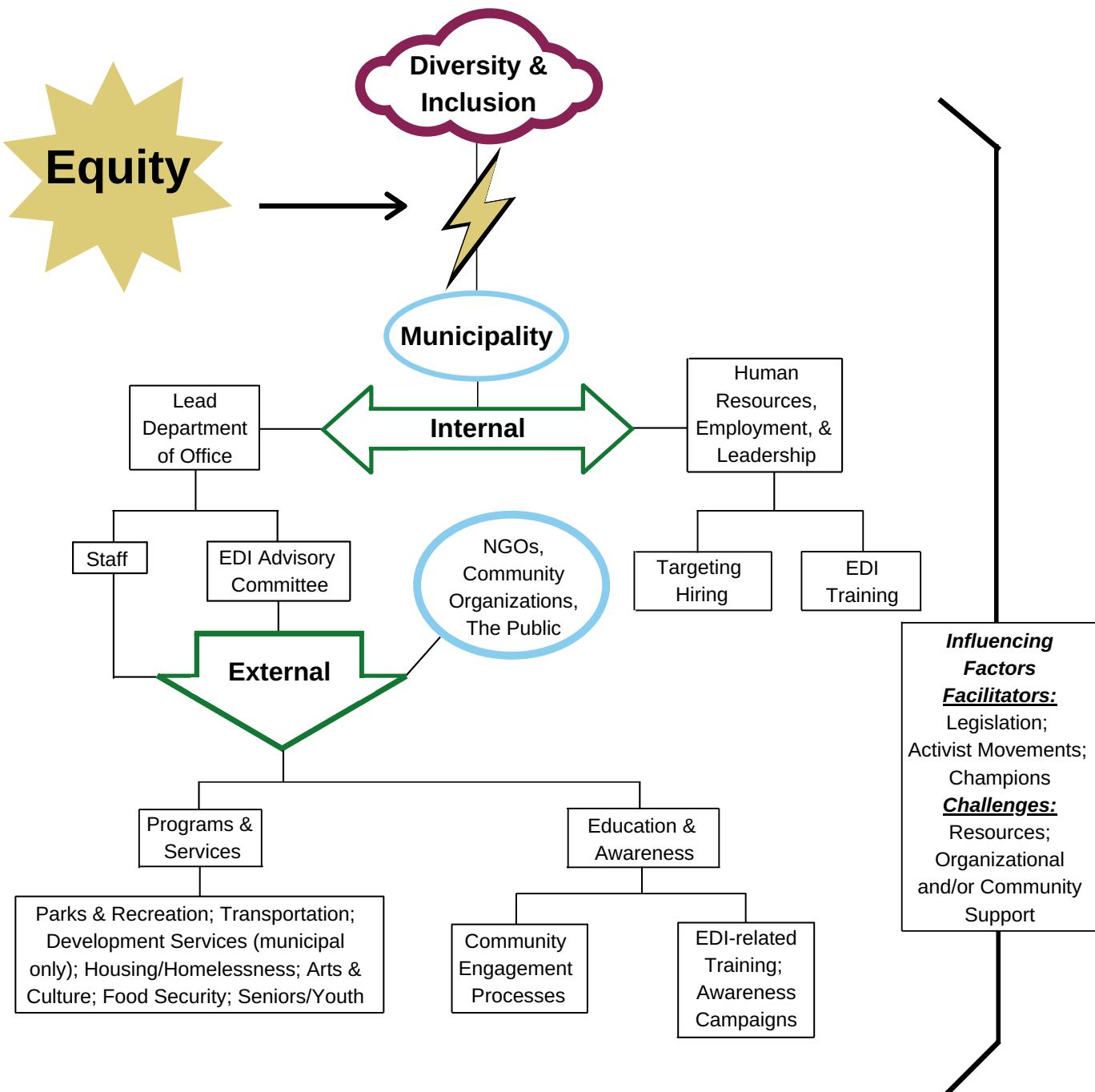
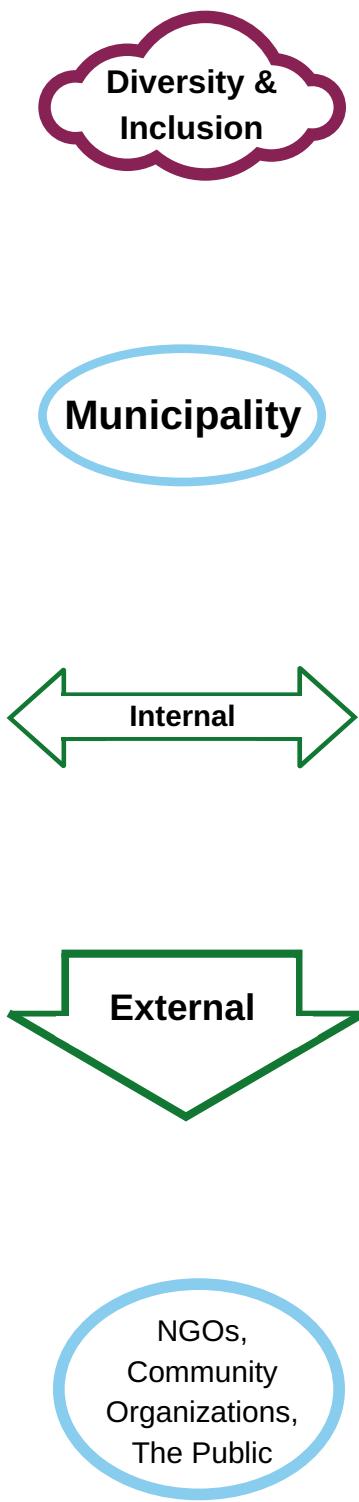


Figure of EDI Planning Conceptual Model



The first level of the model illustrates how the reviewed municipalities defined and conceptualized equity, diversity, and inclusion. As the analysis revealed, there is little consistency for defining or conceptualizing EDI across the documents. In general, conceptualizations that emphasized the ideas of diversity and inclusion were mobilized in much greater frequency than equity. This is highlighted in the model by removing equity from the conceptual cloud at the top.

The second level of the conceptual model speaks to who is doing EDI planning. The various actors were classified into two categories, which are shown in the blue ovals: 1) the municipality; and 2) civil society and the public, including non-profit organizations, other community organizations, academics, and EDI experts.

The document analysis revealed that municipalities conduct both internal and external EDI Planning. This division is represented in the model with the green arrows. Internally, EDI is commonly actioned through human resources (such as EDI training and targeted hiring practices), and/or through a lead department which generally coordinates external planning activities. The external planning activities are supported by staff and EDI Advisory Committees. Advisory Committees often include municipal staff, at least one councillor (or elected official), and other interested members of the public who may or may not possess EDI-related expertise. The staff and/or Advisory Committees interact with the external parties frequently involved in EDI planning.

Other participants in the external planning process include NGOs and non-profits, community organizations, EDI experts (such as academics and consultants) and members of the public. The actors either prompted the discussion for EDI planning, were invited to the table, or responded to a general call for participation. While not represented in the model, it is worth mentioning that municipalities carry out a wide range of engagement techniques when drafting and finalizing EDI documents.

Programs & Services

Parks & Recreation; Transportation; Development Services (municipal only); Housing/Homelessness; Arts & Culture; Food Security; Seniors/Youth

Community Engagement Processes

Education & Awareness

EDI-related Training; Awareness Campaigns

Influencing Factors
Facilitators:
Legislation;
Activist Movements;
Champions
Challenges:
Resources;
Organizational and/or Community Support

The third level of the model addresses how EDI planning is done. In general, EDI is actioned through interventions in the form of programs, services, and educational initiatives. These interventions are administered by municipalities or in partnership with community actors such as non-profit organizations. On the lower right-hand side of the model, it is noted that educational initiatives generally consist of community engagement events, EDI-related training, and awareness campaigns. On the lower left-hand side of the model, it is noted that programs and services address specific areas, such as parks and recreation, transportation, arts and culture, and food security. An intervention approach may have the benefit of creating concrete and actionable items, however, it could also have the effect of reducing EDI to only programs and services which are vulnerable to financial and political considerations.

Finally, the last component of the model is influencing factors that directly and indirectly shape EDI planning and outcomes. On the far-right side of the model is a box that lists some of the influences identified. These include:

- Activist Movements: Activists and community organizers can play a key role in pushing municipalities to engage in the EDI planning process.
- Legislation: Federal and provincial legislation can lay the groundwork or supportive rationale for developing EDI plans.
- Internal and external EDI champions: Champions are key to the success and realization of EDI planning and implementation. Internally, champions from council or the mayor can be the most effective at moving EDI plans and policies forward. Externally, activists and community organizers often play this role.
- Resourcing: The availability (or lack) of human and financial resources can enable or hinder EDI planning and implementation.
- Wider community support: The community where EDI plans are to be implemented must generally support the plan or policy. Without this, the document is irrelevant.



The first, and possibly most important recommendation was that planners “think equity” and commit to an equity-centred approach by incorporating an equity lens in their planning and policy work. If an equity lens is placed at the top of the model, it is a disruptor of “traditional” EDI planning which has generally focused more on diversity and inclusion. An equity-lens does not necessarily affect the flow of the EDI planning process, but it does change how decisions are made at each juncture in the model and final planning outcomes.

Equity-centred planning, planning policy, and action that directly confront structural inequities and power imbalances can be achieved through various tools. It is likely that most tools in the planner’s toolkit can be used to advance equity, as long as it is implemented through an equity lens. That is, thinking through a policy, process, or municipal action and asking a series of equity related questions, i.e., how does my organization marginalized certain communities? how might this policy affect [people/s experiencing marginalization]? How can the [people/s experiencing marginalization] be contacted for meaningful consultation? How can planners work with [people/s experiencing marginalization] to resolve, mitigate or compensate for possible negative effects? Or what policies and/or programs do [people/s experiencing marginalization] believe would be helpful/empowering for them and how can my organization enable or facilitate this?

As a tool for equity-centred planning, Community Land Trusts offer an opportunity for greater participation in the land use process at a local level. Membership can be inclusive and governance can be horizontal. Through participation in and the implementation of a CLT, a variety of community members can be exposed to greater technical skills and knowledge about the development process. Community Land Trusts also offer an effective tool for the preservation of affordable housing, which help to ensure that communities are places where all people can live and improve their quality of life.

Community Benefits Agreements can also centre equity in planning by ensuring that no one group of people disproportionately benefit from or are disadvantaged by a new development in a neighbourhood. With a CBA, the power imbalance between a developer and the existing residents of a community can be shifted to allow for greater participation and resource distribution. A CBA can be a tool for equitable development that empowers communities through mechanisms such as increased employment opportunities within the neighbourhood, improved services, and new community amenities.

Planning for communities that are inclusive and celebrate diversity, but most importantly, are equitable, is in the public interest. Enabling all individuals to grow and prosper through an equity-centred approach to planning holds the promise of a just prosperity for the entire community.