

BELONGING IN BEAUMONT: EQUITY, DIVERSITY, AND INCLUSION (EDI) FRAMEWORK

April 2023



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Treaty and Land Acknowledgement

Beaumont is on the traditional territory of Treaty 6 First Nations and the homeland of the Métis. We acknowledge all those who share a deep connection with this land. The City of Beaumont respects the histories, languages, and cultures of all of Canada's First Peoples, whether they be of First Nation, Métis, or Inuit descent, and appreciates that their presence continues to enrich Canada's vibrant communities.



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The following people, organizations, and City departments were instrumental in guiding this work and helping us connect with residents. There were many City organizations, facilities, and community partners who graciously hosted our events or welcomed us to their events, and generally helped to spread the word about this work. We could not have done this work without your support!

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Introduction

Located on Treaty 6 territory and the homeland of the Métis, the City of Beaumont is a fast-growing community in Leduc County with a population of almost 21,000 residents. Initially colonized as a French Colony in 1895 through the purchase and donation of land by settlers, Beaumont, French for 'beautiful hill', became a home to many Francophone families where life centred around farming and the St. Vital Roman Catholic Church. As it grew, Beaumont transitioned from a hamlet to a village, town, and most recently to a city in 2019. Today the City of Beaumont and its residents continue to honour its Indigenous, French, and agricultural roots, while also welcoming the diversity that has accompanied its growth. However, these changing dynamics have created new and emerging needs and priorities for the City, who are challenged to meet the needs of all residents.

Situated just south of the City of Edmonton, and close to the Edmonton International Airport, Beaumont provides an attractive lifestyle for young families; offering affordable housing, a sense of safety, small town feel, developing local business and infrastructure, and is only a short commute to Edmonton and its surrounding industries and amenities. The City of Beaumont is committed to strong environmental, social, and governance values and aims to create an economically prosperous, safe, inclusive, and vibrant community where there is a strong neighbourly feel with citizens who are engaged and empowered to connect and collaborate with the government.[1]

In recent years, Beaumont has rapidly changed and grown in terms of its ethnic and cultural makeup, with a 19.4% population size increase since 2016 [2]. In terms of diversity, 5.3% of the population identifies as Indigenous (67.3% of the Indigenous population identifying as Métis), and 16.8% of residents identify as racialized. Of racialized residents, 46.4% are South Asian, 16.5% are Filipino, and 14.4% are Black.[3] This rapid growth has outpaced the City's ability to provide improvements, interventions, and programming that reflect the diversity of the community and ensure all people feel welcome and included.

[1] City of Beaumont. (2022). Building Our Tomorrow, Today. Council Strategic Plan 2022-2026. <https://www.beaumont.ab.ca/396/Council-Strategic-Plan>

[2] Statistics Canada. (2023). Census Profile, 2021 Census Population: Beaumont City, Alberta. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Beaumont&DGUIDlist=2021S05101202&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>

[3] Statistics Canada. (2023). Census Profile, 2021 Census Population: Beaumont City, Alberta. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Beaumont&DGUIDlist=2021S05101202&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>

This Framework connects with but is separate from the development of a Reconciliation strategy or framework. This work to identify and dismantle colonial structures and systems cannot be merged into other initiatives - it must be a distinct and explicit priority pursued by the City and its leadership.

As a first step in implementing the Belonging in Beaumont EDI Framework, a vision for the future of Beaumont is required. This will need to be created and championed by Council, senior leaders, and others who hold positions of power to identify priorities, goals and recommendations to ensure the needs of all residents are met, especially those who are marginalized. A vision will guide the City to make decisions and provide services in alignment with an intended future state. A well-formulated vision for a more equitable and inclusive Beaumont should be a common thread that runs throughout all the City's ongoing work.



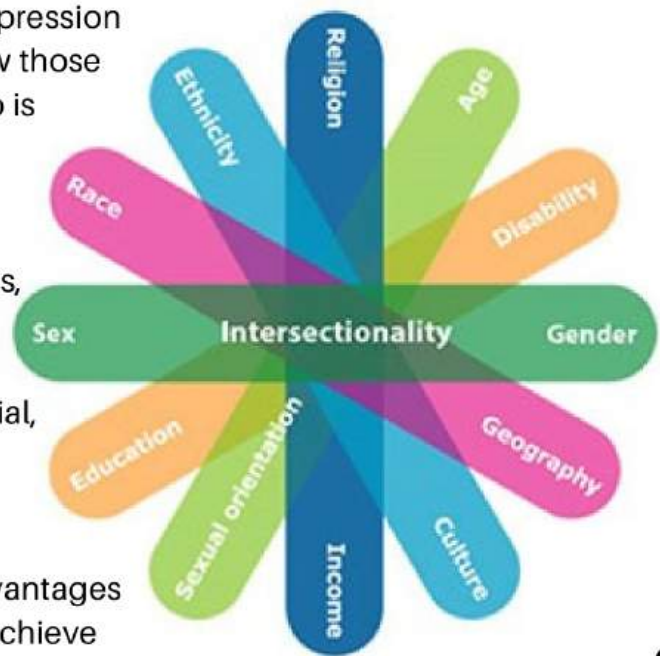
Key Concepts

Below we define key terms and definitions that help to structure recommendations, tools, and resources being provided. These terms are important to keep in mind as this work unfolds at the City:

- **Diversity:** Ensuring that there is an honouring and respect for the variety of backgrounds, perspectives, cultures, and experiences that each of us bring
- **Equity:** Just and fair inclusion where all individuals can participate and thrive. People with different or shared identities may need different levels of support to achieve equity
- **Inclusion:** Knowing that you can bring your whole identity to community life and be not just tolerated, but accepted and welcomed



- **Equity-deserving groups:** Communities that experience barriers to participating in society due to historic, institutional, or social practices, attitudes and actions. Equity deserving groups can include members of the LGBTQ2SIA+ community; elders and children; people with disabilities; newcomers, refugees, migrants and immigrants; Indigenous and First Nations communities; people living in poverty; racialized people, etc.
- **Anti-racism:** Practicing and embodying efforts to actively fight against racism and seek to eradicate racism on every level.
- **Intersectionality:** Helps us understand the unique ways that power, privilege, and oppression all impact individuals and groups, and how those intersections of identity (i.e., a woman who is also racialized and queer) create unique experiences.
- **Unconscious bias:** Underlying stereotypes, prejudices or attitudes that people hold outside of their awareness about other groups of people with different social, racial, religious, or ethnic identities.
- **Privilege:** Understanding that people in dominant identity groups have certain advantages that help them make their way in life and achieve their goals with fewer barriers than other in less dominant identity group.
- **White supremacy culture:** Cultural understanding of race hierarchy where whiteness is valued the most, maintaining structures of power that lead to wide-reaching harm to and oppression of racialized populations.
- **Microaggressions:** subtle verbal or behavioural interactions that communicate hostility or negative bias towards a historically marginalized group.
- **Structural racism:** form of racism that is embedded inherently within everyday systems that can lead to discrimination towards racialized populations.



This list of definitions is not exhaustive because this type of work is dynamic in nature. As the City continues to learn and the work is expanded, more key terms and their definitions could be added.



Steps to Creating the Framework

The Phase 1 and Phase 2 reports provide additional context to this framework. These reports are available to review on the [City of Beaumont EDI website](#).

The development of this Framework occurred over three phases. The phases are described below:

Phase 1 - Foundation Building

Phase 1 activities consisted of completing a community profile of Beaumont, a review of City policies, a literature review, and an environmental scan of EDI best practices. In addition, feedback from the Beaumont Interagency Group (BIG), made up of service providers and community partners, was ongoing to help guide this work.

Phase 2 - Community Engagement

Under the guidance of the City of Beaumont project team, LevelUp Planning developed a purposeful community engagement strategy to engage residents who are typically underrepresented. A variety of engagement activities were conducted with a total of more than 222 participants.

Type of Engagement Activity	# Participants
Interviews	45
Focus Groups	48
Community Outreach	82
Drop-in Events (Fireside and Chai Chats)	34 (estimate)
Beaumont Interagency Group (BIG) Meetings	13
Total	222

Phase 3 - Framework Development

What was learned from Phases 1 and 2 of the projects was integrated into the development of this document, the Belonging in Beaumont: Equity Diversity and Inclusion Framework.

EDI Framework Timeline

Phase 1: Project Initiation and Foundation Building (Fall 2022)

- Beaumont Interagency Group Meeting
 - Background Review
 - Best Practice Review

Phase 2: Community Engagement (Fall and Winter 2022)

- Community Events
- Community Outreach
- Key Informant Interviews
- Focus Groups
- Data Analysis

Phase 3: Bringing it All Together (Winter 2022 and Spring 2023)

- Development of Draft EDI Framework
- Presentation of Draft to City Staff Team
 - Finalize EDI Framework



What "Belonging" Means to Beaumont Residents

"What does belonging mean to me? That I see myself, issues that matter to me, my culture, history, language etc. reflected in the fabric of the community (especially in areas of leadership). I have the opportunity to learn/support others/each other"

"Heard and respected"

"Everyone has a voice. Everyone feels equal"

"Being welcomed to a group and feeling value and connection"

"Being seen, heard and respected for who you are"

"People feel they can be themselves without fear or judgement"

"You feel safe"

"Feeling accepted, welcomed, and appreciated for the things that unite and the differences"

"Accepted"

"I can be myself without hiding anything"



Overarching Principles

While all individuals have a role to play to work towards the goals of the framework, an overarching approach is also needed. This includes how the City will make decisions and take actions to implement the framework and recommendations (found in Section 4). Overarching principles will enable the City to have a unified direction to work towards the vision. The overarching approach is described below.

Courage. EDI work is not easy and not everyone will agree with the need to do this work, especially those who do not see it benefitting themselves. It is also hard work and there is no linear path to doing EDI work. It requires trial and error, a willingness to act without knowing all of the answers, maybe making mistakes along the way, but continually reflecting, learning, and doing. By staying the course and committing to EDI, the City will continue to build trust with the community and make Beaumont a better place for all.

Challenge Hierarchy's & Power Structures. Decision-makers and leaders recognize the power they hold, how they use it to influence change, and make efforts to share or cede it to empower staff. Similarly, privilege that individual staff, decision-makers or leaders have is leveraged and used to empower others, including residents. Hierarchies, power structures and power dynamics are not minimized, but are recognized and used to make decisions, allocate resources, and shift the City's culture towards one of inclusion, equity and belonging. Those in positions of power model the behaviour, attitudes, and practices they wish others to embody.

Eliminate Silos. Internal departments share information and resources which enable Administration to be better informed on equity and inclusion work within the community and how they can contribute in their own roles to reduce incidents of duplicated efforts. Staff are encouraged to connect and collaborate with people in other departments and across different positions, levels, and working groups. Efforts are shared across the organization, so that all teams and working groups are entrusted to integrate and embed equity and inclusion work into their respective portfolios.

Transparency. To build trust between the community and City, the City must communicate with the public and share information on what actions will be taken and why. It is important that this is a two-way dialogue that allows the community to ask questions, share input, and hold the City accountable. Similarly, internal communication to City staff and leaders should involve regular “pulse checks” to understand gaps in equity and inclusion work as employees see them to build trust and hone the expertise of staff.

Responsiveness. When the City receives feedback from the community or City staff, it is crucial that it is met with a willingness to discuss even if the feedback is negative or feels uncomfortable. Instead of dismissing challenging feedback, the community and staff are validated and heard. Those who provide feedback are kept in the loop on the next steps the City is taking, and can provide additional feedback on the City’s response.

Flexibility. City processes enable Administration to create connections and build relationships with the community. Staff are able to respond to the different community needs and consider barriers faced by equity-deserving groups. Wherever possible, efforts are made to reduce those barriers by the City and put people and their wellbeing first—especially those from equity-deserving groups.

Frameworks, policies, and trainings themselves will not lead to an equitable environment. There is a need to bring a relational, compassionate, and humble approach to doing this work. There is also a need to make room for new ways of doing things which may mean giving up or adapting old ways of doing things and/or letting go of the status quo.



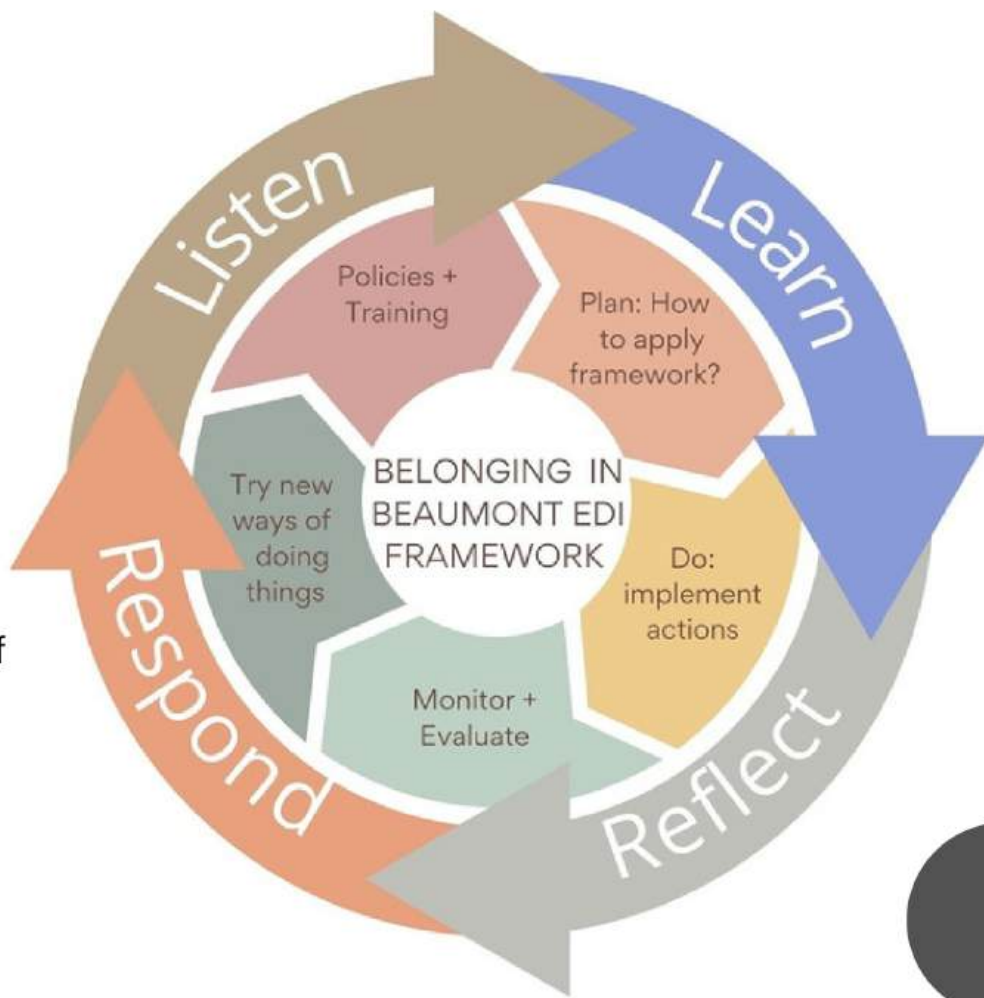
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THERE'S A FACT THAT THE COMMUNITY IS CHANGING – HOW DO WE RESPOND? WE CAN RESIST THE CHANGE, OR WE CAN BE PURPOSEFUL ABOUT THE DIRECTION, GROWING AND EMBRACING THE CHANGE THAT BUILDS A SENSE OF COMMUNITY FOR ALL. CURRENTLY I DON'T SEE THAT HAPPENING. FOR EXAMPLE, OUR SOUTH ASIAN COMMUNITY, WE'RE NOT DOING ANYTHING TO WELCOME THOSE FOLKS INTO THE COMMUNITY, TO SHOW THEM THEY BELONG. YES, THERE ARE LANGUAGE BARRIERS, BUT THOSE ARE MERE EXCUSES FOR NOT TRYING. - RESIDENT/COMMUNITY PARTNER



Framework Implementation

This model depicts the steps required to implement the framework and recognizes that equity, diversity and inclusion work is a cyclical process that is not linear or a “check box” exercise. This is challenging work that will require the City to try new ways of doing things. The Framework offers an idea of where to start, but this work will be ongoing, involves everyone, and will evolve for years to come.





Framework and Key Actions

The City of Beaumont will not achieve their goals related to EDI without a solid set of actions and methods to continually monitor and evaluate those actions. 10 Key Action Areas have been identified:



1. Leadership and Commitment to EDI



2. Education



3. Current State Assessment



4. Building Relationships and Partnerships



5. Policy and Practice



6. Building Capacity



7. Communications



8. Representation



9. Inclusive Built Environment



10. Monitoring and Evaluation


Within each of the 10 Action Areas, we have started with a quote from community engagement activities, provided a brief description of the action area and objectives before outlining potential actions for implementation. The actions range from high-level, strategic initiatives to more concrete steps that can be achieved relatively quickly. Suggestions for which departments are to lead implementation of actions are also provided. These departments include an EDI/Equity Office which is yet to be funded or implemented, but is meant to signal the expertise required to implement this work moving forward. Ideally, this office would fall under the CAO's office with strong links to other departments such as People Services, Community and Social Development, and Communications.

These actions are initial recommendations only. Again, it is important that the City take on the challenge of this work over the long term. This Framework offers some ideas for next steps, but, after some further engagement and reflection, the City might decide to focus on specific actions only, to alter other actions to better meet the community's or the organization's needs, or to reject some actions entirely. All of that is expected and okay. It is important, however, that any possible changes to the approach be fully thought through and communicated to staff and residents.

It is vital that the elements of this Framework are not seen as discrete or short-lived. The actions described below need to be integrated into all aspects of the day-to-day work of every staff member in the City of Beaumont. For that to happen, the activities and initiatives related this Framework need to be well resourced over the long term. It's not realistic or respectful to expect staff to facilitate this work off the sides of their desks.

Actions are given a timeline of short, medium, long-term and on-going, as defined below:

Short-term	0 to 1 year
Medium-term	2 to 3 years
Long-term	3+ years

Some of the actions are denoted with an  icon where additional funding or resources are required.





1. Leadership and Commitment to EDI

“There sometimes is resistance – but if we are really serious about change, we need to role model and be an example....We have to treat people better and lead the way.” – Elected Official

Strong leadership will be crucial for moving EDI work forward at the City of Beaumont and achieving systemic change. This is where the City as a whole, Mayor and Council, the Senior Leadership Team (SLT), and all staff commit to doing this work and champion EDI initiatives. Role modeling EDI initiatives and showing a commitment to this work will help to create buy-in, build trust, and gain momentum towards equity, diversity, and inclusion. This means being open and transparent with residents about this work, what it entails, and why the City is doing it.

Recommendations:

- Be clear about the ‘what’ and the ‘why’ for doing EDI work (vision).
- Demonstrate leadership and commitment to EDI work within the organization and community.
- Offer accountability and long-term follow-through.



A Vision for Beaumont

The very first step in actioning this Framework is to create a vision for the future in Beaumont. This vision, championed by senior leaders, Council, and others who hold positions of power, will help the City identify its priorities, goals, and which recommendations to adopt in relation to needs of all residents, but especially those who are marginalized.

There are many benefits of creating a City-wide equity, diversity, and inclusion vision for Beaumont:

- A vision helps to set the tone, identify the rules of engagement, and supports residents and staff within the City to manage their expectations. In its absence, the City will never be doing enough to some, and for others, will be doing too much.
- A vision requires the City to understand its current state: who Beaumont is now, as well as the intended state - who Beaumont wishes to become.
- A well-articulated vision will motivate others (longstanding residents, businesses, and perhaps even neighbouring municipalities) to join the cause and come along for the ride. Galvanizing the community and generating buy-in is especially important to include any Beaumont residents who do not prioritize, care, understand or see how equity, diversity and inclusion impacts or affects them. A compelling vision ensures that everyone is along for the ride, and all are given the opportunity to shape the future of Beaumont in which each resident feels a sense of belonging, feels safe, seen and heard, and is able to contribute to their shared community.
- A vision of a more inclusive Beaumont would clarify the City's position and stance on issues related to social exclusion, racism, homophobia, poverty, etc.
- A vision guides leaders, managers, supervisors, and program areas, enabling them to prioritize, make decisions and provide services in alignment with an intended future state in mind. A well-formulated vision for a more equitable and inclusive Beaumont should be a common thread that runs throughout all the City's ongoing work.

Actions for Leadership and Commitment to EDI

Actions	Timeline	Indicators of Success	Responsibility
1.1 Establish a clear vision for this work	Short-term	A clear, concise and achievable vision is confirmed. Through interviews, City leaders (including Mayor and Council) state that they understand and stand behind the vision.	CAO Office and the Senior Leadership Team (SLT)
1.2 Clearly communicate the 'what and why' for doing this work to City staff and residents	Short-term	Communication strategy is prepared using EDI principles, approved and implemented.	Community and Social Development (CSD), Communications, People Services
1.3 Showcase the importance of this work internally with staff and externally with residents through events and a communication strategy	Medium-term and on-going		
1.4 Join the Coalition of Inclusive Municipalities	Short-term	Membership is confirmed.	CAO Office, Senior Leadership Team, Community and Social Development
1.5 Prepare and implement a Leadership Competency Framework that is focused on equity and inclusion. That Framework would define a set of skills and behaviours that all leaders at the City should have to foster a culture of EDI in their teams and the organization.	Medium-term	Leadership Competency Framework is developed, approved, implemented and regularly updated, as needed.	EDI Office
\$ 1.6 Create an internal EDI Framework	Short-term	Internal EDI Framework approved and implemented.	CAO Office, EDI Office

Examples of Leadership and Commitment to EDI from Other Cities

Equity policies in many cities such as [Edmonton](#), [Oshawa](#) and Ottawa recommend that equity, diversity, and inclusion goals are embedded in the performance review and professional development plans for all staff, including leaders.

Potential elements of a Leadership Competency Framework include explicitly defining their role in setting equity-related directions for their department or team, building productive and respectful relationships, anti-oppressive leadership skills and behaviours, and integrating EDI into policy and day-to-day work. EDI-focused leadership courageously identifies and challenges power imbalances; essentially, supporting leaders to learn when to step back and let others lead. This type of guidance, coupled with specialized training and education, will help to lead to the creation of more inclusive environments for the Framework to take hold. See an example from the [Toronto District School Board's Equity Leadership Competencies framework](#).





2. Education

“EDI needs to come from top-down - Doesn't really work from the bottom up and it's not just something that people can tack on - It is a mindset and it doesn't happen overnight - City Staff

“Tools, skills, examples, and knowledge of 'why' it's important to embrace inclusivity, diversity. The reason why may be different to different people. Altruistically, the answer would be 'we're all humans and we all deserve to be treated with dignity and respect.'” – City staff

To ensure that EDI-related work does not turn into a 'checkbox' exercise, it is important to learn about key concepts, lived experiences of others, and reflect on personal biases and privileges. This will help to shape a perspective with which to do this work, answering what this work is about and why it needs to be done in the first place. Learning about the importance of this work and what it entails will lead to more meaningful actions versus those that are tokenistic. The EDI-related concepts and ideas that are being introduced in this Framework might be new to many City staff, leaders, and residents. A comprehensive plan for education and training will be important to provide many learning opportunities to allow everyone at the City and in the community to build a common understanding of key concepts and the Framework is implemented.

Recommendations:

- Provide education and training opportunities for all City staff, key partners, and residents to learn about EDI work. Start where people are at.
- Examine, challenge, and reflect on EDI practice in both personal and institutional/systemic levels.
- Build a safer learning environment for all.

Actions for Education

	Actions	Timeline	Indicators of Success	Responsibility
Ⓢ	2.1 Implement a long-term comprehensive EDI training and education program for all City staff, committees, and Mayor and Council	Medium-term and on-going	Training program is in place. Staff surveys indicate that staff EDI knowledge and skills have improved over time, and that they feel more comfortable working on EDI.	CAO Office, EDI Office

Actions for Education

Actions	Timeline	Indicators of Success	Responsibility
2.2 Set up an EDI advisory committee to oversee the training process. Ensure that committee is diverse.	Medium-term and on-going	Advisory committee is set up that reflects the diversity of the community.	EDI Office
2.3 Provide educational opportunities for the community about EDI work and how it benefits the community as a whole	Medium to long-term	Regular EDI educational opportunities and events are scheduled throughout the year. Community leaders indicate that education is effective.	Community and Social Development
2.4 Introduce EDI concepts and begin training during orientation for new staff	Medium to long-term	EDI concepts are embedded throughout training. Surveys of new staff show that their awareness and knowledge of EDI has been enhanced during orientation training.	EDI Office, People Services
2.5 Offer a range of educational/learning opportunities for staff of all levels (gear training to specific staff level, e.g., leadership, management and senior staff, etc.), and residents of all backgrounds	Long-term	New training plan is geared to role and staff level, as possible/appropriate. Over time, staff surveys and interviews/focus groups show that staff are learning how to integrate EDI concepts and actions into their day-to-day work.	EDI Office, People Services

Examples of Education from Other Cities

The federal government offers a [free training module](#) on Gender Based Analysis Plus (GBA+), a tool used by a growing number of municipalities to identify and improve the equity impacts of their work. Calgary, Edmonton and Halifax provide GBA+ training to various levels of staff and leadership, from new employees to hiring managers and councillors.



3. Current State Assessment

“I don’t think we can do EDI with the community if we haven’t done the work ourselves.” – City Staff

It is important to envision the “end goal”, know what the starting point is, and to implement appropriate strategies to get to where you want to go. Knowing where the City is starting will also help to measure progress over time. There are many recent tools that offer ‘benchmarks’ of EDI progress, but aside from tools, on-going conversations with staff and the community, especially those who are historically underrepresented, can provide information about how the City is doing. The scope of this project was external community engagement; however, on-going internal and external engagement is required to learn about the current state of EDI in Beaumont and what the needs of the organization and community are moving forward. The next action area, Building Relationships and Partnerships, is related to the Current State Assessment action area as community engagement will be integral to continually learning about the needs of residents and how well the City is doing at meeting those needs.

Recommendations:

- Learn about the current state of EDI within the City and identify the needs of the organization
- Continue to learn about the needs of the community

Actions for Current State Assessment

Actions	Timeline	Indicators of Success	Responsibility
3.1 Conduct an equity audit of all departments within the City	Short-term	Through interviews or focus groups, City leaders share that they have learned about the current state of EDI within each department. Through surveys, City staff in all departments demonstrate that they are learning more about EDI and how they can integrate it into their work.	EDI Office
3.2 Conduct internal staff engagement	Short-term and ongoing	Through surveys, City staff (especially those from marginalized groups) report that they feel a greater sense of belonging and inclusion.	EDI Office

Actions for Current State Assessment

Actions	Timeline	Indicators of Success	Responsibility
3.3 Conduct a Parks and Recreation needs assessment with residents	Medium-term	City leaders within the Parks and Recreation department report enhanced knowledge of EDI principles as connected to their work.	Recreation and Culture
3.4 Complete a diversity census of the current City workforce and leadership	Medium-term	City leaders report greater knowledge of EDI considerations about hiring and retention.	EDI Office, People Services
3.5 Complete a comprehensive review of current recruitment, hiring, and appointment processes	Long-term	Gap analysis of current HR practices is complete and available to City staff. Through interviews, Human Resources leadership report learning more about how EDI can be integrated into recruitment, hiring, appointment and retention processes.	EDI Office, People Services
3.6 Design and distribute a Belonging in Beaumont survey on a regular basis to capture data about residents' experiences of equity, diversity, and inclusion in the community	Long-term and ongoing	Community survey is designed using EDI principles and implemented once a year. City leadership learns about EDI needs in the community and its role in helping to fill those gaps.	Community and Social Development

Examples of Current State Assessment from Other Cities:

The [Global Diversity, Equity & Inclusion Benchmarks: Standards for Organizations Around the World](#) helps organizations determine strategy and measure progress towards equity. It is currently being used by the Equity Offices of Montreal, Edmonton and Vancouver.

[Calgary](#) collected voluntary demographic information from committee members across the city to understand if the membership represented the community they serve. This process helped them better understand which voices they were hearing from and identify barriers to participation, such as childcare and transportation costs.



4. Building Relationships and Partners

“We should be welcomed and involved in the community.” – Resident (Racialized)

“It’s about how do we engage different segments of our communities. Invite them to be part of the process, decision-making, policy development – make sure that folks are included in that process.” – City Staff

Relationships are at the heart of EDI-focused work. To really learn about community needs, especially from those that the City might not readily hear from, efforts to build trusting relationships are key. Building relationships with community members and community partners will be an on-going process but one that needs to be prioritized to meet the needs of residents. This means taking the time and effort to reach out to populations that the City does not typically hear from, without any expectations in return. Sometimes that means going beyond traditional modes of engagement by meeting people where they are at, conducting outreach, offering incentives or honorariums, providing childcare, and utilizing partnerships to capture to ensure all voices are heard. At the outset, it will be important for the City to be transparent about what they can and cannot offer in order to build trust with the community.

Recommendations:

- Form trusting relationships and partnerships with community members, especially those who are typically underrepresented.
- Foster community connections amongst community members, and between residents and the City
- Learn about the needs and perspectives of all residents, not just those with the loudest voices (e.g., those able to navigate attending Council meetings, or active social media users)

Actions for Building Relationships and Partners

Actions	Timeline	Indicators of Success	Responsibility
4.1 Prioritize outreach to populations the City does not hear from and actively listen to what those residents have to say	Medium and on-going	Outreach strategy developed and implemented within the next year.	Community and Social Development

Actions for Building Relationships and Partners

Actions	Timeline	Indicators of Success	Responsibility
4.2 Build relationships with community champions who may already have trusting relationships with underrepresented populations	Short-term and on-going	Through outreach and other forms of engagement, underrepresented populations within the community express a greater sense of belonging and inclusion in Beaumont.	Community and Social Development
4.3 Continue 'Belonging in Beaumont' conversations	Short-term and on-going	'Belonging in Beaumont' conversations are held regularly throughout the year	Community and Social Development
4.4 Incorporate equitable community engagement practices	Medium-term and on-going	Engagement strategies for projects or programs are developed with the advice of BIG or another diverse community-based group.	Community and Social Development, EDI Office, All departments
4.5 Outline and implement the role the Beaumont Interagency Group (BIG) can play in building relationships and partnerships in the community	Long-term	BIG members are clear about and comfortable with their role. Regular (once a year) check-in focus groups with BIG members show stronger relationships built within BIG and between BIG members and others in the community.	Community and Social Development
4.6 Hire a Newcomer Liaison who can help those new to Beaumont navigate resources and foster community connections	Long-term	Newcomer Liaison is hired within 2 years. Interviews with newcomers demonstrate that they feel a greater sense of belonging over time.	Community and Social Development



Examples of Building Relationships and Partners from Other Cities

In 2005, [Halifax](#) launched its first Immigration Action Plan and developed a Newcomers' Guide in support of the plan that is updated annually. Also, each year the municipality supports the Annual Welcome BBQ, Mayors Welcome Party for International Students, Get to Know your Municipality events and other activities that support the creation of a welcoming community for newcomers.

The City of Edmonton has a [Multicultural Relations Services department](#) which works to support communities, provide welcoming spaces, connect newcomers and other residents to programs and services in order to foster an inclusive community for all.





5. Policy and Practice

“HOW DO YOU IMPLEMENT SOMETHING FOR THE COMMUNITY WHEN YOU’RE NOT WALKING THE TALK. INTERNAL CORPORATE STRUCTURE INCLUDING MAYOR AND COUNCIL NEEDS TO DEVELOP ITS OWN PRACTICES.” – CITY STAFF

The values of an organization are reflected in the policies that are developed and how those policies are developed and implemented. Policies are powerful because they provide a guide for what is done at the City. Inclusive policies and practices are those that work for everyone, identify and eliminate power imbalances or hierarchies, and result in stronger collaboration and partnerships. The following actions will help the City of Beaumont to ensure that current and future policies and practices are consistent with an EDI approach.

Recommendations:

- Identify, acknowledge and challenge existing elements of unconscious bias and power imbalance in how policies are developed and implemented
- Build more equitable policies and practices through the consistent use of an equity lens
- Broaden EDI policy-based work by creating Reconciliation and accessibility frameworks

Actions for Policy and Practice

Actions	Timeline	Indicators of Success	Responsibility
5.1 Develop an Equity Lens tool & use it when developing new policies	Short to medium-term	Equity Lens tool has been developed and clear policies are in place to guide its use. Staff in leadership positions are trained to implement the new Tool. New policies show a greater consideration of EDI principles and practices.	Equity Office
5.2 Complete an equity-focused audit of all current policies.	Medium-term	Audit of all major policies is complete, and clear and actionable recommendations are provided.	Equity Office

Actions for Policy and Practice

Actions	Timeline	Indicators of Success	Responsibility
5.3 Embed Gender-Based Analysis+ throughout the organization	Long-term	Through staff surveys and/or focus groups, all City staff show better understanding of EDI principles and their own roles in fostering a workplace and a community in which all belong.	Equity Office
5.4 Embed equity into Council motions and reports	Medium-term	Equity Lens Tool (key questions) is used to guide new Council motions and reports.	Equity Office, Legal and Legislative
5.5 Develop a toolkit for equitable and transparent recruitment and hiring	Medium to long-term	Toolkit is developed and being used. Identities of staff reflect the diversity of the community.	Equity Office, People Services
\$ 5.6 Develop a Reconciliation Strategy which incorporates the Truth and Reconciliation Commission's (TRC's) calls to action for municipal governments	Medium-term	Stronger relationships are built with all Indigenous people and communities including Treaty 6 First Nations and Métis.	CAO Office, hire consultant
\$ 5.7 Develop an Accessibility Strategy	Long-term	Accessibility Strategy is prepared using EDI principles and is available online. Through resident surveys and/or outreach and focus groups, community members with a disability report a greater sense of belonging in Beaumont.	CAO Office, hire consultant

Examples of Policy and Practice from Other Cities

The Regional Municipality of Wood Buffalo (RMWB) is doing [Truth and Reconciliation](#) work alongside but distinct from EDI initiatives. The RMWB has created [learning](#) resources alongside [actions](#) for staff and residents, as well as policy [calls to action](#). This includes a roadmap to the municipal calls to action titled [A Collaborative Pathway Forward](#) as well as a [2022 Update to the Collaborative Pathway Forward](#).



Example of an Equity Lens Tool: Policy Development

Prepare a systematic process within the City, to ensure that these questions are asked when making decisions about new policies, programs or initiatives.

- Who will benefit from a policy, program, initiative, or service?
- Who might be excluded from those benefits and why? Indeed, 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?

The [City of Hamilton’s Equity Diversity and Inclusion Handbook](#) presents Questions to Consider in engagement, management, staff recruitment and retention, policy development, and communications. The [City of Ottawa’s Equity and Inclusion Lens Handbook](#) offers 11 sets of questions to support equity and inclusion-focused work in 11 areas, including communications, leading and supervising, and monitoring and evaluation.



6. Building Capacity

“ Similar to health and safety. Very limited time/effort/energy spent on health and safety. Now have 2 dedicated resources and now integrating it into daily conversations. Took a concerted effort, took audits. It was an executive commitment to doing it, allocating the resources and paying attention to it on a regular basis. For EDI, the same things needs to happen. Starting with the executive commitment to it. And then the resourcing can come and make some progress and creating a program within the City.” – City Staff

EDI work is challenging, and everyone is at a different starting place. For an EDI approach to infiltrate City policies, practices, and transform structures, capacity building is needed. Building capacity goes beyond training - it includes making sure the policy and practice infrastructure is in place to support each person’s journey and having adequate resources and funding to uphold this important work. For EDI work to move forward in a sustainable and good way, it needs to be a priority for the City and done proactively, not in a reactionary way or off the sides of people’s desks.

Recommendations:

- Ensure long-term sustainability of the Belonging in Beaumont EDI Framework ideas, actions, goals and outcomes.
- EDI is a sustained, whole-of-government initiative at the City of Beaumont.



Actions for Building Capacity

Actions	Timeline	Indicators of Success	Responsibility
<p>6.1 Establish a dedicated EDI office with more than one staff member</p>	<p>Medium-term</p>	<p>EDI office is established and staffed adequately resourced.</p>	<p>CAO Office</p>
<p>6.2 Ensure there is consistent funding and grants for programs/services that support marginalized residents (e.g., the library, Youth Centre, subsidies for underrepresented groups to rent space at the community centre, etc.)</p>	<p>Long-term</p>	<p>Review of current grant programs has been done and new equity-focused system is established within 18 months.</p> <p>Community survey and/or outreach or focus groups indicates that underrepresented groups feel more supported by the City.</p>	<p>Community and Social Development, Recreation and Culture, Communications</p>
<p>6.3 Develop and participate in EDI Communities of Practice within and outside of the organization (e.g., with other municipalities in Alberta doing EDI work, with staff who are committed and passionate about this work)</p>	<p>Short-term and ongoing</p>	<p>Internal EDI Community of Practice is established and adequately resourced.</p> <p>City staff and Mayor and Council reach out and build relationships with at least two other Alberta municipalities engaged in EDI work.</p>	<p>EDI Office, Mayor and Council</p>
<p>6.4 Support and honour people with lived experience who are working within or with the City on EDI</p>	<p>Medium to long-term</p>	<p>Interviews and/or focus groups with community leaders and champions with lived experience indicate that they feel respected, listened to and supported.</p>	<p>Community and Social Development, People Services</p>

Examples of Building Capacity from Other Cities:

Many cities (e.g., [Edmonton](#), [Victoria](#), [Vancouver](#), [Halifax](#)) have small departments or offices dedicated to equity, diversity and inclusion work. The staff of that office are then in a good position to work across city departments and help to create essential and durable cross-departmental partnerships.

Many cities also encourage and support the creation of staff working groups to champion EDI initiatives within the organization. Sometimes these groups also function as support and advocacy groups for staff from marginalized communities, such as women, people with disabilities, Indigenous people, racialized people, and LGBTQIA2S+ people. Some examples include the Diversity & Inclusion Leadership Working Group in [Halifax](#), employee resource groups in Vancouver, and communities of inclusion in [Toronto](#).





7. Communications

“Maybe the City should make more of an effort to talk about diversity and value that diversity brings. Put something in the Beaumont News.” - Resident

Municipalities use many mediums of communication to interact with residents. These are determined by the level of

engagement with the public, such as providing information to and gathering information from residents, offering opportunities for residents to connect with the municipality and/or each other, or to access services and programs. Key messages disseminated by the City of Beaumont through the various communication channels (new releases, the City website, digital signs, social media, etc.) are a reflection of the City’s values, so it is important that communications also incorporate an EDI approach. This means thinking about diverse representation in images and messaging, accessibility of communication materials and the website, and making efforts to ensure that various communication channels are available to all residents.

Recommendations:

- Provide a trusted source for residents to seek information pertaining to key community issues and topics, particularly those that impact people who are marginalized, vulnerable, or disproportionately impacted
- Create inclusive opportunities for all residents to engage with the City around key community issues and topics
- Use tangible, visible, and accurate representations of community members in communications materials
- Educate the public on the EDI work the City is undertaking, and ensure continued open communication as this work evolves

Actions for Communications

Actions	Timeline	Indicators of Success	Responsibility
7.1 Use communications tools and methods to highlight EDI work in the community (what the City is doing, why, how, etc.) to build community buy-in, trust, and transparency.	Short-term and on-going	A dedicated and highly accessible web presence is available and updated regularly. Community surveys indicate that residents (especially those from marginalized groups) are aware of the EDI work happening and have been welcomed to be part of it.	Communications

Actions for Communications

Actions	Timeline	Indicators of Success	Responsibility
7.2 Promote City and community events and initiatives related to EDI (e.g., social media, newspapers, digital boards, etc.)	Short- to medium-term and on-going	Community surveys note that residents from marginalized groups are more aware of community events. Events that honour and celebrate diversity are well attended.	All departments work with Communications
7.3 Update the City's website to make it more user-friendly and easier to navigate	Medium-term	Website has been updated and is consistent with both EDI principles and accessibility best practice. Community surveys reveal that residents are better able to navigate the website and find the information they need.	Communications
7.4 Offer information in multiple languages	Medium-term	Some communications are available in at least 3 languages within a year.	Communications, Client Support
7.5 Prepare an EDI resource page for staff	Long-term	Staff surveys indicate that City staff are more aware of the EDI work being done, and have enhanced EDI-related knowledge and skills.	EDI Office, People Services

Examples of Communications from Other Cities

The [Saskatoon Equity Toolkit](#) includes a series of questions to help staff think of different ways to improve the accessibility of their communications (p.21):

- Consider how the target audience communicates with one another and their preferred method of communication.
- How, where, and from whom do they access information (for example, existing meetings or community gatherings, bulletin boards, door to door, direct mail, community or faith-based organizations, schools and educational institutions, community newspapers, social media, etc.)?
- Use a range of methods to get the word out. For example, emails, community newsletters, direct text messages, social media, school presentations, community association workshops.

Try to reach people in their own setting(s) where they are most comfortable, such as home, school or community centers.



8. Representation

“There’s nothing going on for orange shirt day. National Indigenous Peoples’ Day, I don’t see any recognition of those basic indigenous days that are out there. I think they don’t know where to start. I don’t even know if they have an indigenous department at the City.” – Resident

“Festivals and events will make us feel a sense of belonging.” – Resident (Racialized)

During community engagement, residents spoke about the need for better representation to promote a sense of belonging in Beaumont. Examples for ways that the City could showcase diversity and inclusion in the City included through events offered by the City, having City materials available in different languages, library books in different languages, and having more diversity on City Council, Boards/Committees, and staff. Increasing diversity of staff, Council and Boards/committees cannot happen in a tokenistic way by recruiting ‘diverse hires’; creating safe, inclusive spaces where everyone feels that they belong will need to happen first.

Recommendations:

- The City of Beaumont promotes and celebrates a variety of events that are of cultural significance to residents
- Residents come together and learn about one another through opportunities to celebrate diversity
- Residents see themselves reflected in the City’s processes, services, and programs

Actions for Representation

Actions	Timeline	Indicators of Success	Responsibility
8.1 Acknowledge culturally significant holidays.	Short-term and ongoing	Holidays and significant events from at least 5 cultures are highlighted through internal and external communications by City staff and elected officials within one year.	Mayor and Council, Community and Social Development, Recreation and Culture, Communications

Actions for Representation

Actions	Timeline	Indicators of Success	Responsibility
8.2 Ensure the Events Committee has diverse representation and that the Community Events Committee bylaw reflects the changing demographic of the City (for example, increase the budget for grants, streamline the process for applying for grants, advertise this as an opportunity to various groups in the community, etc.).	Short- to medium-term	Identifies of Events Committee participants reflect the diversity of the community. Community Events Committee bylaw has been edited to reflect greater representation of marginalized populations and EDI principles.	Recreation and Culture
8.3 Host/co-host cultural events (for example, with community champions/community organizations)	Medium term	At least 3 events are co-hosted per year.	Community and Social Development, Recreation and Culture
8.4 Promote (through various communication channels) and attend cultural events happening in the City, even if the City is not hosting them.	Short-term and ongoing	City staff and/or elected officials attend at least 10 events a year.	Communications
8.5 Allocate a budget for non-English and non-French language books in the library that represents the community of Beaumont (e.g., Punjabi, Hindi, Urdu, Tagalog, Mandarin, Cantonese, etc.)	Medium-term and ongoing	Budget has been allocated and library contains a wider variety of materials from many languages and cultures. Community survey reflects that people from underrepresented cultures 'see themselves' in the materials available at the library.	Library Board
8.6 Develop a toolkit for equitable and transparent recruitment and hiring	Long-term	Toolkit is developed and being used. Identities of staff reflect the diversity of the community.	EDI Office, People Services



Example of Representation from Other Cities:

Ottawa developed [diversity snapshots](#) to represent the different groups that make up their vibrant community, such as people living with disabilities, immigrants and youth. These snapshots compile data and relevant policy to help staff understand the key issues at play, as well as encourage them to think about the lived realities of people with complex identities.





9. Inclusive Built Environment

“[Need for a space that is] inclusive for people with disabilities, so they can be seen, make relationships, build life-long relationships that last over time.” – Resident

“Transportation is key to connect people.” – Resident

The built environment is the physical and social spaces created in a city such as parks, roads, facilities, housing, amenities, etc. These spaces can offer ways to connect with one another. As a winter city, there is special consideration of the built environment for the City of Beaumont such as ensuring that people are still able to move around and connect with one another in the winter months and have safe places to gather indoors. Public transportation was noted by almost all community engagement participants as a barrier to connectivity in Beaumont, and an inclusive built environment includes a variety of transportation options for all residents.

Recommendations:

- Providing all residents of Beaumont with a safe space to gather and connect with one another throughout the year
- Providing all residents with opportunities to connect to different parts of the City through safe and accessible transportation options, walking paths, etc.



Actions for Inclusive Built Environment

Actions	Timeline	Indicators of Success	Responsibility
9.1 Provide spaces to gather for community members, especially in the winter	Medium-term and ongoing	At least two new spaces are now available to community groups. Community partnerships have been used to help facilitate this outcome. Through surveys/outreach/focus groups, community members from underrepresented groups indicate that they now more opportunity to gather, safely and comfortably.	Community and Social Development, Recreation and Culture
9.2 Ensure outdoor spaces are accessible and safe for all residents (e.g., covered benches, washrooms nearby, appropriate lighting, etc.)	Medium- to long-term	The new Accessibility Strategy, coupled with equity-focused community engagement is used to identify and renovate public spaces, as needed.	Planning and Development, Infrastructure
9.3 Update Beaumont's Municipal Naming Policy to ensure names of roads, schools, and landmarks are inclusive and culturally safe	Long-term	Discussions about new naming practices have begun with local Nations or Indigenous groups.	Planning and Development
9.4 Implement and/or advocate for public transit or other transportation options for those who do not have access to a personal vehicle or cannot drive (e.g., seniors, newcomers, youth, international students, etc.)	Long-term	At least one new transportation option is available and is consistent with the new Accessibility Strategy. Through surveys or outreach, residents report better access to services (school, work, childcare, shops, etc.).	Planning and Development

Examples of Inclusive Built Environment from Other Cities

The [Municipality of the County of Kings](#) in Nova Scotia recommended rethinking the naming of municipal assets to better reflect the diverse history of the community. The intent was to prioritize names that celebrated African Nova Scotian and Mi'kmaq culture, particularly for new facilities, parks, and streets. Education, translation, and interpretation were identified as important supports for this process.



10. Monitoring and Evaluation

“SUCCESS DEPENDS ON WORKING THROUGH THE FRAMEWORK: NEED TO UNDERSTAND WHAT THE NEED IS FROM PEOPLE WHO AREN'T REPRESENTED AND INCLUDED. ADDRESS THOSE NEEDS THEN THAT WILL HELP US UNDERSTAND WHAT SUCCESS LOOKS LIKE.” – ELECTED OFFICIAL

EDI work cannot be completed overnight, but it is important to monitor progress over time. It is vital to establish sound data collection methods to allow consistency for reporting throughout the implementation process. The work that goes into implementation needs to be measured to identify what is working and where changes need to be made. Data collection for monitoring and evaluation needs to answer these basic questions:

- Activities / Outputs: how much did we do? How well did we do it?
- Impact / Outcomes: what impact did we have? Who is better off? Why and how?

This process of consistently being reflective and asking critical questions on themes of power and discrimination are necessary at both the individual and organizational levels, to see change.

To ensure diverse voices are brought forward, the process of collecting and analyzing data for monitoring and evaluation processes also needs to incorporate an equity lens, using a combination of quantitative data (surveys, statistics) and qualitative data (stories, comments, ideas). Throughout this process, it is important that the focus remains on developing respectful and compassionate relationships with individuals and communities, before and after data collection and analysis.

Recommendations:

- Monitor and evaluate the success of the Belonging in Beaumont Framework elements over time
- Identify opportunities to make improvements over time, in a process of continual feedback and adjustments as needed
- Celebrate successes!

Actions for Monitoring and Evaluation

Actions	Timeline	Indicators of Success	Responsibility
10.1 Build data systems to measure progress, both within the organization and in the community	Medium-term	A simple framework to monitor progress have been developed within one year.	EDI Office, Corporate Analytical Technology support
10.2 Conduct ongoing employee demographic surveys	Medium-term and ongoing	The identities of City staff reflect the diversity of the community, now and in the future.	EDI Office, People Services
10.3 Monitor employee awareness, knowledge and understanding of EDI concepts	Long-term and ongoing	Yearly staff surveys are done with all staff. Focused group or individual interviews are done each year with racialized staff and staff from other underrepresented or marginalized groups. Staff demonstrate continued growth and development of their awareness, knowledge and skills related to integrating EDI into their day-to-day practice at work.	EDI Office
10.4 Prepare annual reports and distribute widely	Long-term	Annual reports are available on the City's website.	EDI Office, all departments

Examples of Monitoring and Evaluation from Other Cities

Each business unit in Halifax is expected to prepare a diversity and inclusion action plan, then [report back on their progress annually](#), so that council and the community can clearly understand how the city is making progress towards its diversity and inclusion goals.

As part of the development of the City of New Westminster's DEIAR Framework, City staff developed a set of Key Performance Indicators to guide their EDI-related work.

Hamilton posts [Equity, Diversity and Inclusion metrics](#) on its website.



Conclusion

As Beaumont continues to attract individuals, families and business from all walks of life with diverse lived experiences, it is imperative that the City continues to prioritize creating a sense of belonging for all community members. This is where people can show up as their whole selves, without having to “fit in”. The City will need to continue to learn about and meet the changing needs of the community through programs, services, amenities, processes, and allocation of resources of funds. This requires a desire to learn about the needs of those in the community who are underserved, especially those who might not have the loudest voices.

An initial and on-going step in actioning the items outlined in this Framework is to have a clear vision for why the City is doing this work, what it entails, and what the City is hoping to achieve. This vision then needs to be articulated and modeled by leadership and staff at the City and shared with the community as a whole. Ultimately, the Framework is intended to be a starting point for culture shift that aims to work towards equity and a better place for all in Beaumont.





The experience of marginalized residents in Beaumont should be at the centre of all efforts to meaningfully value diversity, and to build more equity and inclusion. The findings in this document as well as the ‘What We Heard’ Summary Report provide a snapshot for the City to understand those experiences. To integrate those experiences and ensure what has been shared by residents is not in vain, the City must commit to getting its own “house in order” internally as an employer, while balancing the external (for example, the needs of residents in its service-providing capacity). This means that engaging with, valuing the perspectives of, and collaborating alongside marginalized community members in Beaumont.

Committing to EDI work means demonstrating the courage to uncover power differences among individuals or groups involved in the process, acknowledging privilege, and working to dismantle systemic barriers of all kinds. City staff and elected officials need supports to do this challenging work, including EDI training and education. While the Belonging in Beaumont EDI Framework offers a set of initial recommendations to continue to move EDI work forward, it is not an implementation plan. It is up to Mayor and Council, together with leaders in all City departments, to commit to and resource this work. Community needs will change over time, and new learning will happen continually, so the Framework will need to be a living document that is regularly updated.

While the EDI Framework includes a list of recommended actions and ideas for monitoring and evaluation of those actions, it is important to recognize that, at its core, this work is about relationships, and it will take time to build those relationships. If that process is rushed, it is possible that trust could be broken, putting those vital relationships at risk. Having flexibility in processes is in line with an EDI approach, so monitoring and evaluation of the framework might take more time and be more heavily weighted in the stories we hear from the community. While a long-term commitment to EDI might seem overwhelming, there are lessons to be learned from other cities who have started on this journey as long as a willingness to listen, learn, reflect, act, and keep trying is there. This commitment will ultimately lead to the betterment of the community as a whole.

Lastly, on-going Reconciliation work is needed to ensure the specific needs and rights of Indigenous peoples are met and upheld. Allocating separate resources to do this work is necessary so not to water it down by combining it with EDI work. Creating a Reconciliation Framework is a starting point which will require a commitment of time, resources, learning, and un-learning.





Appendix A: Toolkits and Resources

Key Concepts / Where to Start

UBC Equity & Inclusion Office: [Equity and Inclusion Glossary of Terms](#)

Racial Equity Tools: [Racial Equity Tools Glossary](#)

Canadian Centre for Diversity and Inclusion: [Glossary of Terms](#)

Equity as a Process and an Outcome - borrowed from City of Vancouver: [Equity Framework - Getting our House in Order](#)

University of Colorado Office of Equity: [Diversity, Equity & Inclusion 101](#)
[What does Diversity, Equity and Inclusion \(DEI\) Mean in the workplace?](#)

Canadian Centre for Diversity and Inclusion: [CCDI Toolkits](#)

CBC News: [What Systemic Racism in Canada Looks Like](#)

Sarah Ahmed (2012). [On Being Included](#)

[What Is White Privilege? - Arlin Cuncic](#)

Supporting Anti-Racism

Standford Cardinal at Work (2020). [Anti-Racism Toolkit](#)

Ijeoma Oluo (2018). [So, You Wanna Talk About Race](#)

Ibram X Kendi (2019). [How to Be an Antiracist](#)

[Reverse Racism Myths](#)

[Tools To Unpack Internalized Racism](#)

[Video: What are structural, institutional and systemic racism?](#)

[Video: What systemic racism in Canada looks like](#)

[Tools for Addressing White Dominant Culture](#)

Using Data to Understand and Tackle Inequities

BC Office of the Human Rights Commissioner (2020). [Disaggregated Demographic Data Collection in British Columbia: The Grandmother Perspective.](#)

British Columbia's [New Anti-Racism Data Act](#)

[HealthyPlan.City](#) - new mapping tool from the [HealthyDesign.City](#) research group

[Ottawa Neighbourhood Equity Index](#)

Keltie Craig Consulting, Luna Aixin Consulting, Kevin Kapenda, & Licker Geospatial (Aaron Licker, Kristi Silk, Renee Proulx). (2021). [Social Equity & Regional Growth Study -](#)

[Considerations for integrating social equity into regional planning and Metro 2050.](#) Metro Vancouver Regional District

Community Engagement

Simon Fraser University's Morris J. Wosk Centre for Dialogue (2020). [Beyond Inclusion: Equity in Public Engagement](#)

Holley, K. (2016). [The Principles for Equitable and Inclusive Civic Engagement](#). Kirwan Institute, Ohio State University

Michel, K. H., De La Vega, C., & Yuen, T. (2018). [Inclusive Community Engagement & Equitable Participation to Improve 4 Core Functions of Local Government](#). ChangeLab Solutions

Evaluation / Monitoring

Canadian Evaluation Society: [DEI Resources](#)

Bamberger, M & Segone, M. (2011). [How to Design and Manage Equity-Focused Evaluations](#)

[Equitable Evaluation Initiative](#) and the [Equitable Evaluation Framework](#)

General Equity, Diversity, Inclusion Resources

Ford, F., Klemencic, R., Lee, C., McGowan, E., Meldrum, M., Pysklywec, A., Reynolds (2020). [Planning for Equity: Centering Equity, Diversity, and Inclusion in Canadian Municipal Planning Practice](#). Queen's University School of Urban and Regional Planning, LevelUp Planning Collaborative, Canadian Urban Sustainability Practitioners Network, & North Park Neighbourhood Association

YWCA Metro Vancouver City Shift. (2023). [Municipal Equity Kickstart Guide: Making cities work for all.](#)

[Targeted Universalism](#) and [Proportionate Universalism](#)

City for All Women Initiative (2020). [Planning for Equitable and Inclusive Cities. Companion Training Module for the Equity and Inclusion Lens](#)

City of Portland: [Racial Equity Toolkit](#)

[Equity Responsive Budgeting](#) at the City of Toronto

American Planning Association: [Planning for Equity Policy Guide](#)

Federation of Canadian Municipalities. [Resource Library for Inclusive Municipal Governance](#)

Berkeley Centre for Equality, Gender & Leadership - [DEI Checklist](#)

Luther College. [Intersectionality Toolkit](#)