



# **Measuring Inclusion Tool for Municipal Governments.**

2019

## **User Instructions**

This document is a quick start instruction manual for users of AUMA's Measuring Inclusion Tool for Municipal Governments. The full version of the Measuring Inclusion Tool is available at **[wic.auma.ca](http://wic.auma.ca)**.



# How to use the Tool.

## Components of the Measuring Inclusion Tool

### 1. Areas of Focus

The Measuring Inclusion Tool is sectioned into twelve areas of focus, representing the broad scope of topics that are specific to the operations and service delivery responsibilities of municipalities. Each area of focus can be completed independently of other areas and therefore, you can complete one or as many areas of focus that you deem important or are applicable to your municipality.

### 2. Topics

Each area of focus is organized by a series of topics specific to the issue. Each topic has four indicators, representing the range of levels of inclusion specific to that topic.

### 3. Levels of Inclusion

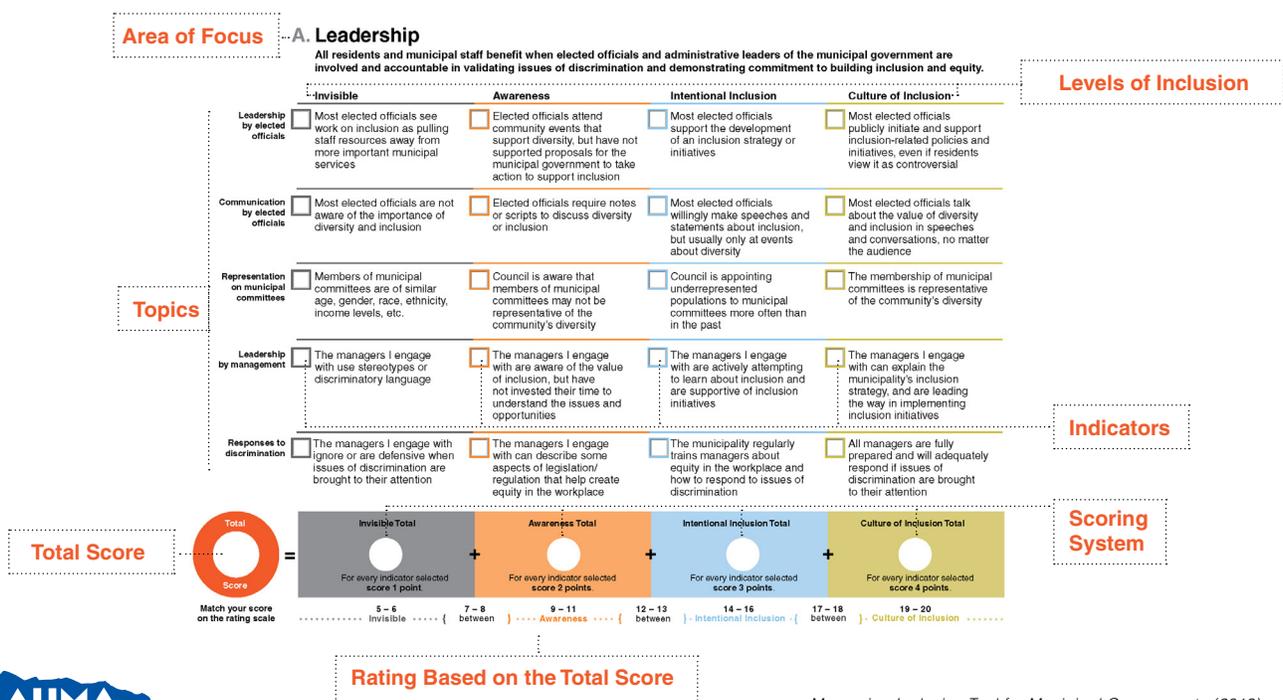
The Measuring Inclusion Tool is based on the concept that a municipal government will generally fall into one of four levels of inclusion. The lowest level, Invisible, implies that the principles of inclusion are nonexistent within the organization. The highest level is a Culture of Inclusion, which describes a municipal government that is deeply inclusive. Your municipality's level of inclusiveness will likely be different for each area of focus, which allows you to identify your strengths in inclusion as well as areas where improvements can be made.

### 4. Indicators

The indicators are brief statements that describe situations or characteristics that typically happen at each level of inclusion within a municipal government. The indicators serve as the foundation of the Measuring Inclusion Tool that allow you to explore the issues and measure the inclusiveness of your municipal government. Each indicator is specific to each topic within each area of focus.

### 5. Rating

Your answers to each topic will translate into a point score. That point score will determine the level of inclusiveness for the area of focus that you have evaluated. By averaging the ratings of multiple users, the municipality will have an overall assessment of how inclusive it is for each area of focus.



# Instructions for the user.

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1. The project coordinator will provide directions on what areas of focus you are to evaluate.  
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2. Read the four indicators for a topic and select the indicator that best describes your municipal organization. Repeat this process for each topic for each area of focus.
  - In some cases, the indicators may describe situations that you do not have personal knowledge of or experience with but consider the broad intention of the indicators and rate your municipality based on your perception.  
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3. At the end of each area of focus, add up your score:  
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  - a. Score 1 point for every indicator selected under Invisible.
  - b. Score 2 points for every indicator selected under Awareness.
  - c. Score 3 points for every indicator selected under Intentional Inclusion.
  - d. Score 4 points for every indicator selected under Culture of Inclusion.
  - e. Add up your points to determine your total score for the area of focus. Write the number in the orange circle labeled 'Total Score'. If you use the Tool with an electronic device, the scores will automatically calculate for you.
  - f. Using your Total Score, find the corresponding number on the rating scale. This is your rated level of inclusion for the area of focus. For example, if your total score is 9, then you have rated the municipality in the Awareness stage of inclusion or if your total score is 13, then you have rated the municipality as being between Awareness and Intentional Inclusion.  
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4. Once you are complete, submit your evaluation to the project coordinator who will consolidate and calculate the overall average rating based on the responses from all users.  
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5. If you are interested in exploring potential strategies to become more inclusive, visit the Measuring Inclusion Tool section of AUMA's website at [wic.auma.ca](http://wic.auma.ca).  
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*Refer to Appendix A for an example of a completed evaluation.*



# Levels of Inclusion.

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The Measuring Inclusion Tool uses four levels for rating the inclusiveness of your municipality. The four levels of inclusion are defined as:



## Invisible

***We do not recognize that there is a problem.***

Diversity and difference are not on the radar, or there is no recognition of the value that inclusion brings to the municipal organization. Discrimination is present in the municipality, in either overt or subtle ways. When a discriminatory incident happens there is no attempt to rectify the situation. Individuals who face discrimination must deal with any of its negative impacts on them without support from the municipality. There is a very entrenched/simplistic sense of who is seen as 'normal' and who is seen as 'different'.



## Awareness

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

There is some effort being made to welcome marginalized or minority people into the organization, based on a belief that all people are equal or an understanding of the harmful effects of exclusion. Discrimination is seen as somewhat important to address, but actions taken to address it lack adequate resources, do not happen consistently and are ad hoc. Interventions by the municipality focus on helping marginalized individuals meet their basic needs even if they are facing discrimination or exclusion elsewhere.



## Intentional Inclusion

***We have acknowledged the importance of diversity and inclusion and are taking formal steps to eliminate all forms of discrimination through systematic change.***

The municipality has made an official statement about the importance of inclusion and diversity, and a structural understanding of inclusion and inequity is being advanced. Interventions are planned with the goal of reducing barriers to participation for marginalized populations and incorporating more equitable practices and attitudes into the entire organization or community. People make initial medium to long term commitments to inclusion work. Ideas about who makes up the 'mainstream' of the community are starting to broaden.



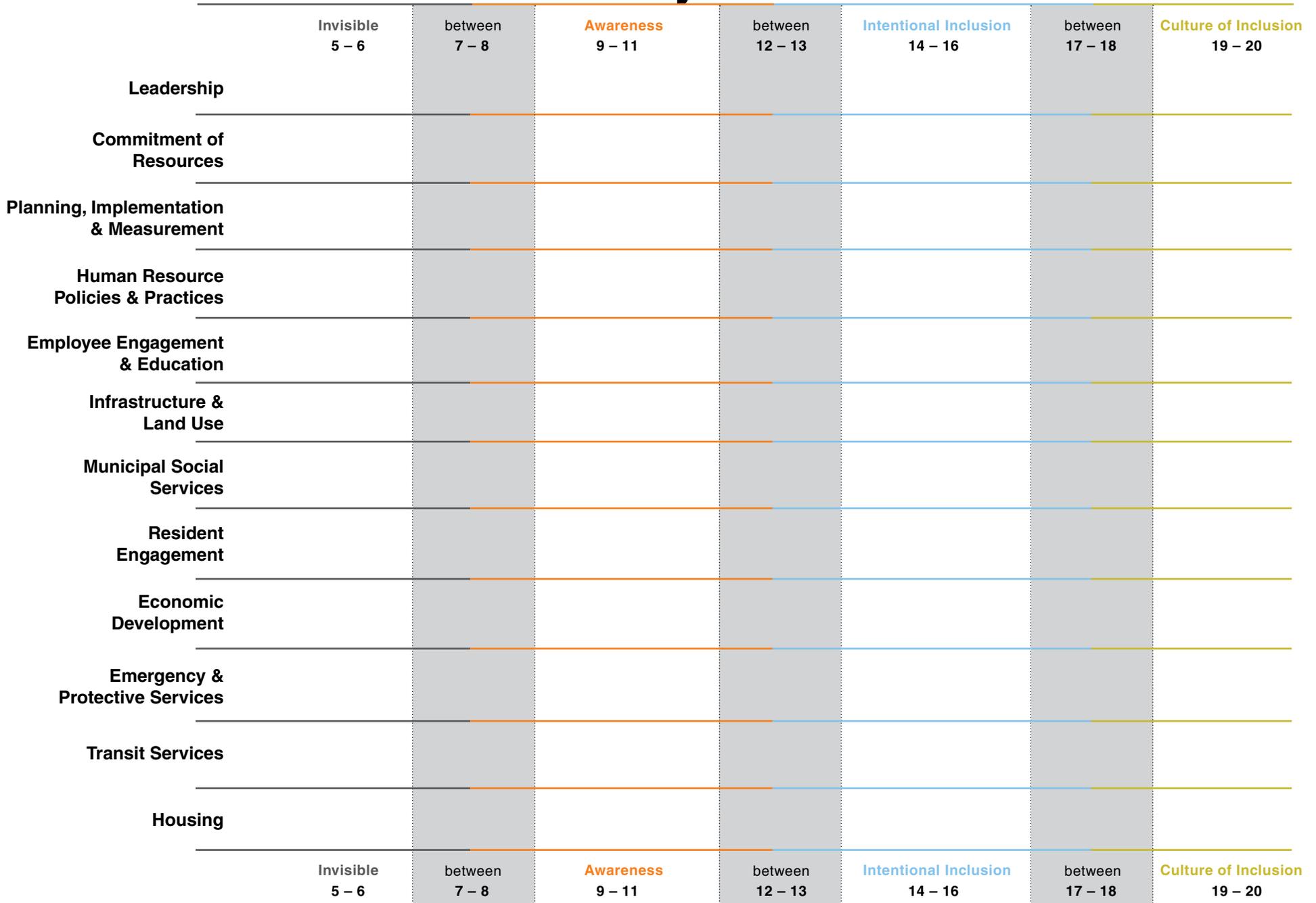
## Culture of Inclusion

***Inclusion is normal and part of our culture.***

All layers of identity and difference are considered and supported, and systemic processes for maintaining inclusion are fully woven into the municipal organization. The good of all people is a widely held value and everyone is comfortable with and sees the importance of diversity. The municipality continually takes steps to eliminate inequality. Policies, practices and programs continually undergo analysis through an inclusion lens. Inclusion is a way of life and all employees and residents are supported to reach their full potential.



# Evaluation Summary.



# Example of a completed evaluation.

## I. Economic Development

The community benefits when municipal economic development principles and strategies are created based on the understanding that diversity benefits the economy. This area of focus is specific to economic development initiatives that are under the direct control of the municipal government.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Representation on economic development committees	There is no consideration by municipal leaders to have diverse groups of people on economic development committees	■ The municipality is aware of populations that are not represented on economic development committees	The municipality actively seeks out diverse persons to be members of economic development committees	Members of economic development committees are representative of the community's demographics
Assessing diverse views on economic planning	There is no consideration by municipal leaders to involve marginalized communities in the creation of municipal economic development plans	Municipal leaders see value in involving marginalized communities in economic planning but have no plan of engagement	■ The municipality engages marginalized communities to help inform its municipal economic development plan	Municipal economic development plans are regularly updated with input from marginalized communities
Use of data to inform economic planning	There is no attempt to understand available data on the profile and diversity of the community to inform economic development discussions	■ The municipality has data on the diversity of the community but does not use it to inform municipal economic development plans	The municipality collects some data about the diversity of the community to inform municipal economic development plans	The municipality collects a comprehensive amount of data about the diversity of the community and uses it to inform municipal economic development plans
Attraction of immigrants	Elected officials do not see the need to attract immigrants to the community	■ Elected officials want to attract immigrants but do not have a plan to achieve it	The municipality has a strategic plan to attract and retain immigrants to support economic development	Immigrants are welcomed by all as valued business owners and consumers of local goods and services
Support to the business community	■ There is no discussion about diversity and inclusion between municipal and business leaders	Municipal leaders discuss how creating a more inclusive business environment could support tourism or community growth, but no action is taken	The municipality regularly partners to create training for businesses about inclusive hiring and workplaces	Municipal and business leaders continually strategize on how to help businesses offer customer environments that are inclusive

