

Alberta Urban Municipalities Association



Measuring Inclusion Tool for Municipal Governments.

2019





Welcoming & Inclusive Communities
Together we shine

Measuring Inclusion Tool for Municipal Governments (2019)

The Measuring Inclusion Tool for Municipal Governments was developed based on adaptations of the 2014 and 2017 versions published by the Alberta Urban Municipalities Association (AUMA). AUMA appreciates the contributions of its members and stakeholders who generously contributed their time and input to help improve the Measuring Inclusion Tool.

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Introduction.

The Alberta Urban Municipalities Association is pleased to release a newly-improved version of the Measuring Inclusion Tool for Municipal Governments. This updated version of the Measuring Inclusion Tool is designed exclusively for municipal governments to evaluate internal policies and practices to take proactive steps to be an inclusive employer, inclusive service provider and inclusive leader of the community.

Why use the Tool?

Our goal with this tool is to give municipal government organizations a way to measure their inclusiveness across a broad scope of topics that are specific to the operations and service delivery responsibilities of municipalities. The Measuring Inclusion Tool will help your municipal government understand the areas where it is fostering a culture of inclusion and the areas where there are opportunities to improve.

By using this tool on a periodic basis, you will be able to measure whether your strategies and actions to be inclusive are making an impact. In addition to measurement, it can be used to help facilitate discussion and education about inclusion. By reading the tool's real-life indicators, municipal elected officials and staff can begin to understand what inclusion looks like for a municipal government and how issues of discrimination and social exclusion can be eradicated.

Addressing the issue

Municipal governments have a mandate to serve all residents, but in many cases, municipal policies and practices are designed without considering the perspectives or specific needs of residents that may not be involved in the planning process. In doing inclusion work, it's essential to consider many kinds of diversity and difference. Often 'diversity' is used as a code word for 'race' or 'culture', but if we are truly committed to eradicating racism, discrimination and social exclusion, we must be willing to look at the number of interlocking ways that people are disadvantaged or mistreated. Many residents can face racism, discrimination, social exclusion or other barriers that limit their potential to fully participate in the community due to their unique characteristics such as gender, skin colour, race, ethnicity, age, sexual orientation, education, income level, religion, heritage, or physical or mental ability or many other factors. As leaders of the community, municipal governments are best positioned to lead the way in demonstrating how to remove barriers and create an inclusive organization and community.

Help is available

It is our hope that the Measuring Inclusion Tool can help your municipality move closer to becoming a more diverse and inclusive organization that is a leader in creating a community where all residents are included and can reach their full potential. If you have any questions about using the tool or if you get stuck during the process, please contact us at wic@auma.ca. Once you finish your evaluation, we encourage you to share your results with AUMA's Welcoming and Inclusive Communities initiative, so we can measure the collective progress of municipalities to become more inclusive.

What is new in the 2019 version of the Measuring Inclusion Tool?

- The 2019 version is specific to the operations of a municipal government organization. A separate tool will be available for measuring the inclusiveness of the community.
- A new evaluation system that uses a ladder-based approach to each topic and indicator.
- Updated language to meet user needs.
- The supporting strategies to improve are now available at wic.auma.ca.
- A more concise and user-friendly document.



Terms.

These definitions have been adapted from *Dancing on Live Embers: Challenging Racism in Organizations*, *The City of Ottawa's Equity and Inclusion Lens*, the UC Berkeley Gender Equity Centre's *Definition of Terms* web page, *Training for Change's* Glossary, Canadian Human Rights Commission, United Nations Educational, Scientific and Cultural Organization, VisitAble Housing Canada, AUMA's WIC Glossary of Terms, and Wikipedia.com

Accommodation

Accommodation is the process of making alterations to the delivery of services so that those services become accessible to more people, including persons with disabilities. In terms of employment, accommodation is the process of making alterations in the work environment that ensures persons with different needs are able to fully participate on the job and do not face discrimination in employment under any of the 'grounds' protected in the *Canadian Human Rights Act*.

Affordable Housing

Affordable housing includes market-based housing and non-marketing housing (often referred to as 'social housing' or 'government-subsidized housing'). The Canadian Mortgage and Housing Corporation considers housing to be affordable when a household spends less than 30 per cent of its pre-tax income on adequate shelter.

Bias

A tendency to be for or against an individual or group without a justified reason. A bias limits a person or group's ability to look at a situation objectively, and shapes how they act in the situation, often unfairly. An example of a bias is a landlord believing that it's easier to rent to people who speak English as a first language. There may be no good reason for her to believe that, but it will influence her actions when she decides who to rent to.

Community

Community is the collection of people, businesses and organizations that reside within the boundaries of the municipality.

Disability

Refers to physical, mental, or emotional conditions that limit and/or shape an individual's participation in work and society. Disabilities may involve mobility, agility, visual, speech, hearing, learning, and cognitive characteristics. Canadian law requires employers to accommodate people with disabilities to ensure their maximum participation and contribution.

Terms (Continued)

Discrimination

Discrimination is an action or decision that treats a person or group badly for reasons such as their race, ethnicity, colour of skin, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, disability, or genetic characteristics.

Individual Discrimination

When an individual discriminates against others for being members of a particular social group. For example, an employer who rejects all black persons who apply for a job.

Institutional Discrimination

When organizations or institutions (e.g. schools, municipalities, corporations) have policies, procedures or informal practices that give one social group (usually a mainstream group) advantages over another (usually a marginalized group). For example, a company only gives days off for Christian religious holidays.

Systemic Discrimination

Systemic discrimination occurs when a whole society or culture has widespread beliefs, practices and systems that advantage one social group over another. When discrimination is woven into the fabric of our society, it's more powerful, and more difficult to root out. For example, transgender people experience systemic discrimination in Canada. This means that the idea that transgender people are abnormal, unhealthy, deviant or dangerous shows up in every structure of our society – the legal system, health care, housing, employment, as well as media and the arts. Because many people hold such ideas about transgender people, laws and policies are created that discriminate against them; but because those laws and policies are in place, it's easy to believe that those discriminatory ideas are 'natural' and right. This creates a cycle of discrimination that's hard to end.

Diversity

Diversity is any dimension that can be used to differentiate groups and people from one another. Celebrating diversity means understanding that each individual is unique and recognizing and relating to those qualities and conditions that are different from our own to understand how each person contributes to the good of the community.

Equality

Equality means treating everyone the same and providing everyone with access to exactly the same resources, services and opportunities, regardless of differences in their social group or situation. It assumes that we're all starting from a 'level playing field', that we've all had access to the same resources and opportunities, and that none of us have experienced systemic discrimination or privilege. When working on inclusion, it is important to distinguish between approaches that focus on equality as compared to equity.

Equity

Equity involves trying to give people what they need to enjoy full, healthy lives. Equity acknowledges that we are different: some people may be advantaged and already have greater access to resources and opportunities, and others may be disadvantaged, and as a result have different or additional needs. These disadvantages can be from historical injustices or current discrimination. Equity asks us to 'level the playing field'. For example, if you and I are sharing a cake, equality means we split the cake exactly in half. But if I just had dinner and you haven't eaten since breakfast, equity means that you get the larger share of cake so that we can both feel full at the end of the day.

Ethnicity

An ethnic group or ethnicity is a population of people whose members identify with each other, based on a real or assumed common ancestry. Ethnicity assumes that the group of people shares cultural traits and a group history.



Terms (Continued)

Gender

Social categories that assign qualities of masculinity and femininity to people and calls them men or women. Sex and gender are not the same. Sex refers to the biological state of having certain genitalia, certain chromosomes or certain hormones in one's body, while gender is about one's appearance, mannerisms and roles, or one's internal sense of gender. Words that refer to gender include man, woman, transgender, masculine, and feminine. Words that refer to sex include female, male and intersex.

Identity

The social characteristics that make up a person's identity such as their age, race, ethnicity, occupation, political opinions or many other factors. Each characteristic is not mutually exclusive and as such, can be viewed as layers of identity. A person may be discriminated against by one or many of their layers. For example, an Indigenous woman who lives on social assistance could experience discrimination because she is a woman, or because of she is Indigenous or because of her income level. Sometimes a person chooses their identity (e.g. occupation) and sometimes it is out of their control (e.g. age).

Inclusion

Inclusion is the act of creating environments in which any individual or group can feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming community embraces human differences, sees them as strengths, and offers respect in both words and actions for all people.

Indigenous Peoples

This term refers collectively to First Nations, Inuit and Métis people. The word recognizes the fact that Indigenous peoples are the original inhabitants of Canada. The term is similar to Aboriginal peoples. There are other words that Indigenous peoples may use to describe themselves and therefore, it is a good practice to ask how people wish to be named.

LGBTQ+

This acronym stands for lesbian, gay, bisexual, transgender/transsexual and queer. The plus sign is included to encompass other spectrums of sexuality and gender. There are many variations of this acronym, but we use this one in the evaluation tool.

Mainstream

The centre or in-group. The mainstream sets the tone for a group or organization or society, its own preferences become the norms for the group, and it provides most of the leadership for carrying out the mission of the group. The mainstream may or may not be conscious of its role and higher status. Everyone is a member of some mainstream or other: even a working class Jewish radical lesbian may be able-bodied, for example, and "able-bodied" is a mainstream identity. When we talk about the mainstream, we contrast it with the marginalized.

Marginalized

Excluded, ignored, or relegated to the outer edge of a group/society/community. People are often marginalized in societies or communities due to the effects of structural inequality (see below). A person may be marginalized based on gender, skin colour, income level, education, age, sexual orientation, religion, race, ethnicity, immigration status, language, occupation, heritage or other factors.

Municipality

Municipality is the local government organization – the corporate entity (e.g. city, town, village, summer village, specialized municipality, municipal district) and local authority that provides services, facilities and infrastructure for the community. It represents the elected officials, employees, policies and practices of the municipal government. The term 'municipality' should not be used interchangeably with 'community' in this tool.

Terms (Continued)

Public space

Refers to an area or place that is open and accessible to all peoples, regardless of gender, race, ethnicity, age, ability, or socio-economic level. These are public gathering spaces such as plazas, squares and parks. Connecting spaces, such as sidewalks and streets, are also public spaces.

Racialization

Using social markers (e.g. skin colour, cultural habits, dress, language, religions, political beliefs and surnames) to label or perceive a person of a certain community as different from “whiteness”. If you are racialized, you are likely to receive unequal treatment in society.

Senior

People over the age of 65.

Structural Inequality

Occurs when the fabric of organizations, institutions, governments or social networks contain an embedded bias which provides advantages for some members and marginalizes or produces disadvantages for other members. This can involve property rights, status, or unequal access to health care, housing, education and other physical or financial resources or opportunities.

Systemic discrimination

Refer to ‘*Discrimination*’.

Transgender/Trans

A broadly used umbrella term that refers to all individuals who cross the socially constructed line of masculinity or femininity. Trans includes people who reject, or who are not comfortable with, in whole or in part, their birth-assigned gender identities. It includes diverse groups of people: pre-operative, post-operative, and non-operative people; male and female cross-dressers, “drag queens” or “drag kings”.

Underrepresented

When a certain group of people have disproportionately less persons in an organization, field of work, or political system, compared to their proportion of the average population. Often, underrepresentation is not a coincidence, but a result of systemic discrimination. For example, if the average population of Indigenous people in a community is 8 per cent but only 2 per cent of the municipal workforce is Indigenous, then Indigenous people are underrepresented and may be facing discrimination in hiring or retention.

Visitability

The term refers to single-family housing that is designed to be lived in or visited by persons who are physically challenged by stairs or those who use wheelchairs or walkers. Visitability allows for greater mobility and social interaction for persons that are aging, persons with physical disabilities as well as parents with strollers. A visitable house has:

- One entrance without steps;
 - Wider doorways and hallways for clear passage throughout the main floor; and
 - A washroom on the main floor that is accessible to persons who use mobility devices.
-

Youth

People aged 15 to 30.

For more terminology on diversity and inclusion, download AUMA's WIC Glossary of Terms at 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

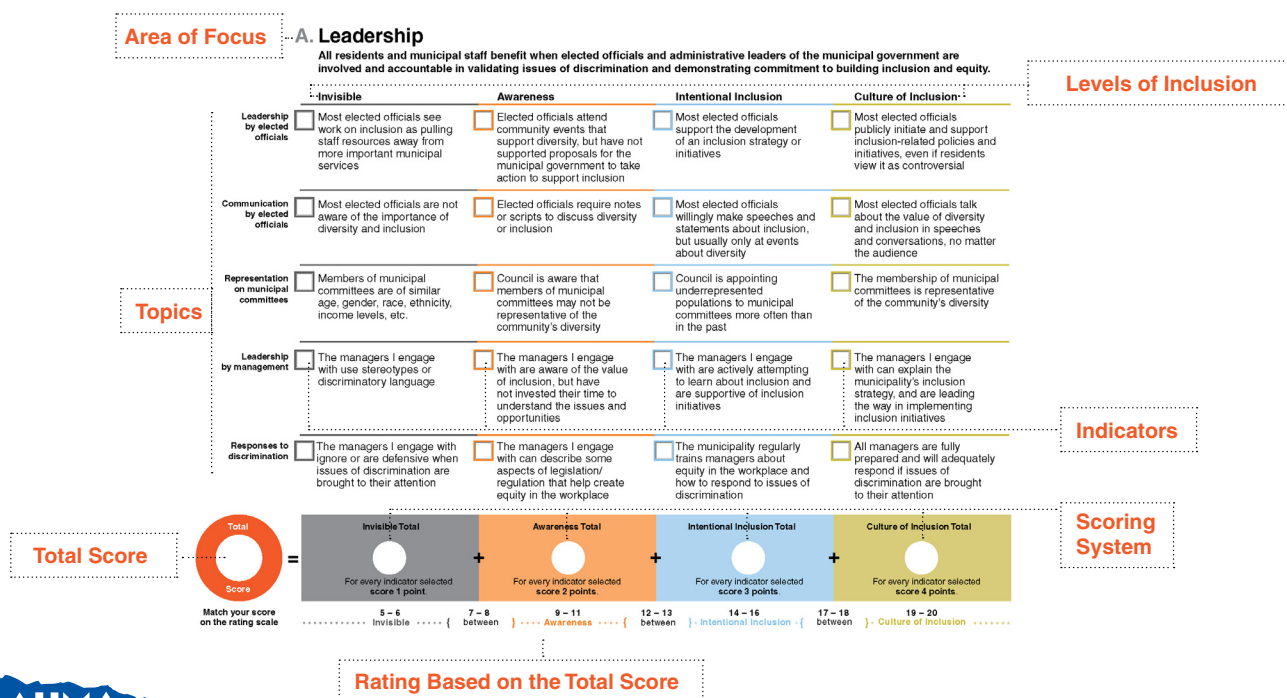
The Measuring Inclusion Tool is based on the concept that a municipal government will generally fall into one of four levels of inclusion. The lowest level, Invisible, implies that the principles of inclusion are nonexistent within the organization. The highest level is a Culture of Inclusion, which 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.

1. The project coordinator will provide directions on what areas of focus you are to evaluate.
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.
3. At the end of each area of focus, add up your score:
 - 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.
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.
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.

Refer to Appendix A for an example of a completed evaluation.

Instructions for the project coordinator

Preparing for the Evaluation

1. The project coordinator should familiarize themselves with the entire Tool. This includes being familiar with the terms, structure of the evaluation system, and how using the Tool can benefit the municipality. This is important for when questions are raised by users.
.....
2. Determine who will participate and the approach that will be used. For ideas, refer to the section below titled, “Who Should Complete the Evaluation?”
.....
3. Take the time to set the stage and explain why people are being asked to complete the evaluation and what purpose it will serve.
.....
4. Provide users with access to the terms (pages 5-8), the user instruction sheet (page 10), and the definitions of the levels of inclusion (page 14).

After the evaluation

5. Collect all the responses and use AUMA’s Measuring Inclusion Tool Calculator (available at wic.auma.ca) to consolidate the responses and calculate the municipality’s overall average rating for each area of focus.
.....
6. Once the municipality’s overall ratings are determined, save this information for future reference.
.....
 - a. If this is the municipality’s first time using the Measuring Inclusion Tool, these ratings serve as the municipality’s benchmark to measure against for future progress.
.....
 - b. If your municipality has completed the Tool before, compare the ratings with the last evaluation to measure the municipality’s progress to become more inclusive.
7. Note the areas of focus where the municipality is fostering a culture of inclusion and the areas of focus where there are opportunities to improve.
.....
8. Report the results to senior management or council.
.....
9. Share the results with AUMA (email us at wic@auma.ca), to allow AUMA to measure the impact of the Tool and the overall progress of Alberta’s municipalities to become more inclusive.
.....
10. Develop goals and a strategic plan to improve the municipality’s inclusiveness for some or all targeted areas of focus. To assist in this process, AUMA’s website (the Measuring Inclusion Tool section at wic.auma.ca) offers a list of suggested strategies.
.....

Instructions for the project coordinator (Continued)

11. Report the results and planned actions to staff and especially those that were involved in the evaluation.
12. Compare your results with other communities and discover how you can support each other with expertise.
13. Consider publicizing your ratings and planned actions. If your ratings were higher than expected or has improved from the last evaluation, then celebrate! Use the evaluation results in a press release; include it when you market to potential residents; publicly recognize your inclusion committee for their hard work. If your ratings were lower than expected, it could be a great way to emphasize the need to take action and secure support from the community.
14. Use your results or selected areas of focus as a talking tool to open conversation about inclusion with municipal employees, council, business leaders, community leaders, or residents.
15. It is recommended that you repeat the evaluation at regular intervals. This step is important to determine whether your municipal organization is becoming more inclusiveness. We recommend you complete the evaluation every 1-3 years.
16. Contact AUMA's Welcoming and Inclusive Communities initiative for guidance or questions in using the Tool (wic@auma.ca).

How long will it take to use the Tool?

An individual working alone can complete all 12 areas of focus in as little as 60-75 minutes but the time it takes is entirely dependent on the approach you use. For example, you may ask some individuals to only evaluate selected areas of focus, which will reduce the time, or you may facilitate the evaluation through group discussions, which will increase the time required. We suggest you tailor your approach based on your available time and resources.

Who should complete the evaluation?

To have a reasonably accurate assessment of your organization, it is important to have a diverse group of people complete the evaluation. Each person will bring varying experience and perspectives that can be valuable to understanding your organization's inclusiveness. Diversity will look different in each organization, but the municipality may consider involving:

- Elected officials and employees (management and front-line staff).
- Employees from various departments.
- Residents – for areas of focus that are specific to external service delivery (e.g. municipal social services).
- People of different backgrounds and characteristics such as diversity in gender, race, ethnicity, age, education, sexual orientation, income level, mental or physical ability or other factors.

We recommend that a minimum of ten people complete the evaluation.



Instructions for the project coordinator (Continued)

Possible approaches to using the Tool

Facilitated approach

The following are potential approaches where users are brought together in a meeting-based environment under the guidance of a facilitator. While each user will complete their evaluation independently, there is an opportunity to ask questions and generate discussion about the issues and potential opportunities to take action.

- Create a committee that is tasked with completing the evaluation.
- Host meetings where elected officials and staff can voluntarily come together to complete targeted areas of the Tool and then take part in group discussions on what stood out and potential steps to improve.
- Schedule meetings with each department where staff will evaluate the areas of focus that are specific to their role in the organization.
 - For instance, public works staff may not have enough knowledge to evaluate the Municipal Social Services area of focus but would be well-suited to evaluate other areas of focus such as Leadership, Employee Engagement, or Infrastructure and Land Use.

Non-facilitated approach

The following are potential approaches where users are asked to complete the evaluation without the guidance of a facilitator. A non-facilitated approach is usually more time efficient, but the lack of an in-person facilitator increases the risk of confusion and potentially uninformed responses and does not allow for users to engage in meaningful group dialogue.

- Email the targeted areas of focus to each user and ask them to return their completed evaluation to the project coordinator.
- Build the Tool's content into an online survey-based software program and email the link to each user.

Use the Tool in different formats

Users can complete the evaluation on paper or digitally. Digital users benefit from the feature of automatic scoring calculation. Note that users of an electronic device must have the ability to save the document so it can be emailed to the project coordinator for aggregate scoring.

Levels of Inclusion.

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.



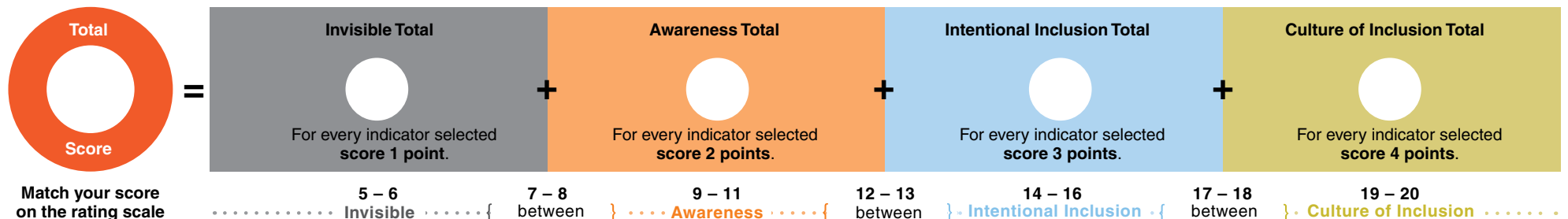
Evaluation Tool.

Measuring the inclusiveness of your municipal government.

A. Leadership

All residents and municipal staff benefit when elected officials and administrative leaders of the municipal government are involved and accountable in validating issues of discrimination and demonstrating commitment to building inclusion and equity.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Leadership by elected officials	Most elected officials see work on inclusion as pulling staff resources away from more important municipal services	Elected officials attend community events that support diversity, but have not supported proposals for the municipal government to take action to support inclusion	Most elected officials support the development of an inclusion strategy or initiatives	Most elected officials publicly initiate and support inclusion-related policies and initiatives, even if residents view it as controversial
Communication by elected officials	Most elected officials are not aware of the importance of diversity and inclusion	Elected officials require notes or scripts to discuss diversity or inclusion	Most elected officials willingly make speeches and statements about inclusion, but usually only at events about diversity	Most elected officials talk about the value of diversity and inclusion in speeches and conversations, no matter the audience
Representation on municipal committees	Members of municipal committees are of similar age, gender, race, ethnicity, income levels, etc.	Council is aware that members of municipal committees may not be representative of the community's diversity	Council is appointing underrepresented populations to municipal committees more often than in the past	The membership of municipal committees is representative of the community's diversity
Leadership by management	The managers I engage with use stereotypes or discriminatory language	The managers I engage with are aware of the value of inclusion, but have not invested their time to understand the issues and opportunities	The managers I engage with are actively attempting to learn about inclusion and are supportive of inclusion initiatives	The managers I engage with can explain the municipality's inclusion strategy, and are leading the way in implementing inclusion initiatives
Responses to discrimination	The managers I engage with ignore or are defensive when issues of discrimination are brought to their attention	The managers I engage with can describe some aspects of legislation/regulation that help create equity in the workplace	The municipality regularly trains managers about equity in the workplace and how to respond to issues of discrimination	All managers are fully prepared and will adequately respond if issues of discrimination are brought to their attention



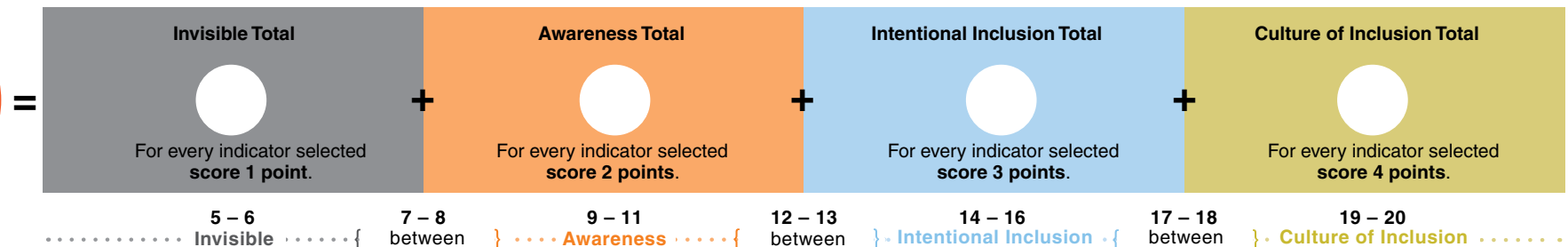
B. Commitment of Resources

Advancing inclusion and equity is made possible when the municipality provides human resources and funding to support the work.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Staff time	Inclusion work is not part of any staff member's job description	Inclusion-related activities are inconsistent because they are done 'off the side of someone's desk' due to personal passion	Inclusion work is a key part of one or more staff member's job description	Inclusion work is integrated throughout the municipal organization (not siloed in one position or department)
Financial resources	Most elected officials see work on inclusion as pulling resources away from more important municipal services	Staff are reluctant to request resources for inclusion work because they expect management or council will turn down the request	Inclusion work is seen as a good investment and is a regular line item in the municipality's budget	Most elected officials, managers and staff can explain why the municipality continually invests in inclusion work
Adequacy of financial resources	No financial resources have been set aside for inclusion work	Inclusion work is seen as important but very few dollars or staff hours are made available	The municipality provides adequate funding for at least one department's inclusion work, but not enough for all departments	There are sufficient resources in place to ensure that inclusion strategies are fully implemented across of all areas of municipal business
Support within the organization	There are no organized discussions about diversity and inclusion within the municipal government	At least one department considers inclusion work important, but there is little interest by others	Most managers make it a priority that department staff attend inclusion training or be involved in inclusion work	Staff across the organization continually bring forward new ideas on how their department can be more inclusive
Structure to collect input	There are no organized discussions about diversity and inclusion within the municipal government	The municipality has an inclusion committee made up of diverse staff and/or residents, but it has limited resources, power or influence	Municipal funding is provided for an inclusion committee made up of diverse staff and/or residents — with influence over decision-making	The municipality's inclusion committee has sufficient resources and decision-making power and is representative of the diversity of staff/residents



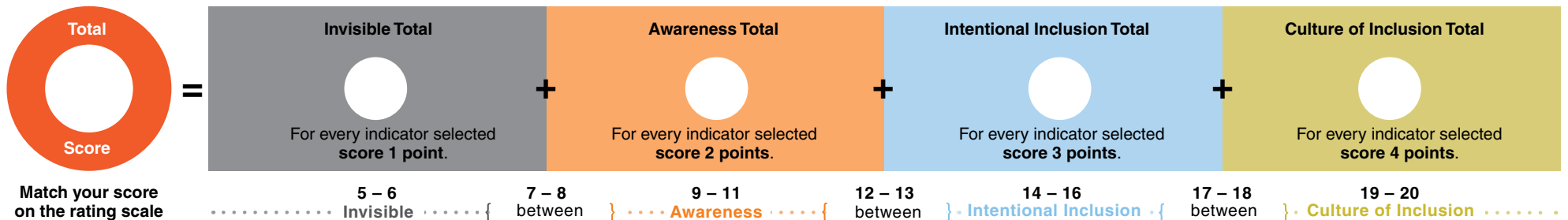
Match your score on the rating scale



C. Planning, Implementation & Measurement

Creating a shared vision of an inclusive, equitable community provides a framework for planning, policy, and action by the municipality. By measuring the municipality's progress, the municipality can make informed decisions on the next steps needed.

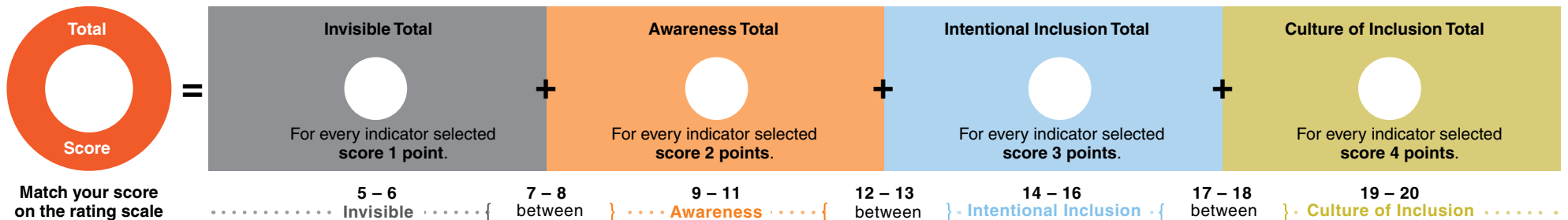
	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Vision	Council does not see the value of creating a community or organization that is inclusive	Although council sees inclusion as important, it has not formally communicated a vision or goals for inclusion	A vision for an inclusive community is defined and approved by council	People at all levels of the organization notice if inclusion is not a consideration during planning
Strategic planning	There has been no consideration by management to have inclusion goals be part of strategic plans	Management is aware of opportunities to update planning documents to include inclusion goals, but no action is taken	The municipality has a written plan for inclusion with objectives, strategies, and a time line	All departments have annual goals related to diversity and inclusion that are actioned and reported on
Implementation	Diversity issues and services are left for other community-based organizations to address	There is some effort to understand how other municipalities are approaching issues of inclusion, but limited action is taken	Promising practices from other municipalities and organizations are sought out and used to inform plans and actions	Managers and elected officials consider how marginalized residents and staff may be affected by any decision, program or policy
Measurement	The municipality is not collecting any data related to diversity	Some staff know what groups of people are accessing services but there is no formal process to understand what diversity of residents are not accessing services	Some formal processes are in place to measure the diversity of residents not accessing services or whose needs are not being met	The municipality uses metrics on service use, human resources, incidents, community demographics and people's views to monitor its culture of inclusion
Review	There is no evaluation system for programs and services that work with diverse residents	Sometimes the municipality gathers input on whether a service is inclusive but there is little follow-up action taken	The municipality gathers input on whether services are inclusive and takes action based on the feedback	All municipal services are regularly reviewed for inclusion and revised if necessary



D. Human Resource Policies & Practices

Policies and practices that promote equitable recruitment and retention ensure that the municipal workforce is representative of the diversity of the community and that employee diversity is respected and supported.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Workplace culture	Employees are expected to adapt to abide by the same societal and cultural norms and traditions of the workplace	Employees that work in an office environment have some flexibility to personalize their workspaces and dress	Attempts are made to accommodate the practices and holidays of all religions and cultures	The organization's reputation in supporting workplace diversity makes it an employer of choice
Diversity of staff	Most staff are of similar age, gender, race, ethnicity, or religion and are not representative of the community's demographics	Staff from marginalized groups are often concentrated in specific departments, or in positions with lower pay and less decision-making authority	Persons from marginalized groups are increasingly being employed by various departments, including in positions of leadership	Staff is reflective of the diversity of the community, across all departments, all levels of position and pay
Hiring practices	Employees in charge of hiring are not aware of their own bias or stereotypes, which influence their choices in hiring	The municipality's website or job postings state that it offers a diverse or inclusive workplace, but in reality, this is not the case	Hiring managers are educated in understanding cultural differences and the impact their biases may have on hiring decisions	Hiring panels are educated about bias and inclusion and are representative of the diverse population the municipality serves
Workplace equity	Management is not sure whether its human resource policies and practices are up-to-date with legal and human rights regulations	The municipality's human resource policies comply with human rights legislation, but not all departments know about or buy into following the policies	All departments abide by the municipality's human resource policies, which align with human rights legislation and employment equity policies	Workplace policies are implemented using an inclusion lens that considers language, dress, physical appearance and non-traditional schedules
Accommodation of needs (e.g. disability, religion, gender, etc.)	There is no attempt to accommodate the unique needs of applicants or employees	Managers understand accommodation practices, but rarely offer or encourage the use of them	Accommodation for employees are implemented on a consistent basis, but some employees view it as special treatment	Accommodation programs for employees are implemented consistently across all departments, without being questioned by others



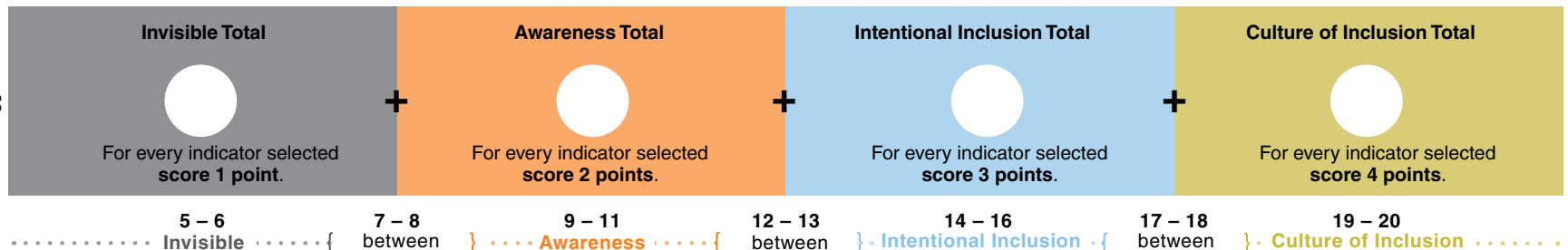
E. Employee Engagement & Education

When municipal employees receive training and support about inclusion, they are more prepared to respond the needs of a diverse public as well as foster an inclusive workplace. The knowledge and perspectives of employees and residents with lived experience can be valuable to inform planning and decision-making to ensure services are delivered in an inclusive manner.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Availability of training	There is no diversity and inclusion training available for staff	Inclusion and equity training is available, but it is infrequent and only available to select positions	Inclusion and equity training is regularly available for all staff, on a voluntary basis	Competencies in inclusion must be demonstrated in annual performance reviews and when applying for jobs/promotions
Scope of training	There is no diversity and inclusion training available for staff	Employee education programs primarily focus on 'culture' but ignore other forms of diversity that are common in the community	Employee education focuses on a range of dimensions of diversity that is representative of the demographics of the community	Employee education covers dimensions of diversity plus training on human rights, respect, equity, privilege, and unconscious bias
Employee understanding	Generally, staff don't understand the value of inclusion and are unskilled or uncomfortable working with staff or residents who are different from them	Staff are aware of the value of inclusion, but are still resistant to diversity training, as they see it as taking time away from 'real work'	Employees are beginning to understand their own biases, stereotypes, or privilege because of education programs	Most staff can detect and challenge bias in their own and others' written and oral communications and consciously make changes to be more inclusive
Workplace culture	Staff do not talk about the different or unique aspects of their lives at work (e.g. no talk about invisible disabilities, few 'out' LGBTQ+ staff)	Staff sometimes talk about the unique aspects of their lives at work, but usually only with a few people in their department	Staff commonly talk about the unique aspects of their lives (e.g. sharing of culture, LGBTQ+ staff are 'out') with many staff across departments	Employee spouses and partners that are from a marginalized population enthusiastically attend staff events that are open to guests
Reporting discrimination	There is no discussion about discrimination and there is no formal process to bring forward concerns on discrimination	Staff are informally encouraged to report incidents of discrimination, but there is no formal process in place	There is a formal process to bring forward concerns on discrimination	There is a formal process to report discrimination and positive action is taken to address issues



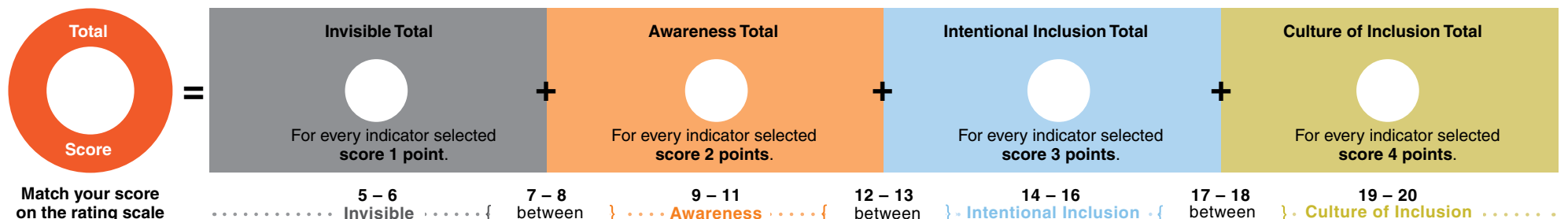
Match your score on the rating scale



F. Infrastructure & Land Use

When municipal infrastructure is inclusive and accessible, all residents can actively participate in the life of the community. The community becomes more inclusive when land use planning considers the health, economics and history of all residents.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Physical accessibility	There is no discussion by municipal leaders about whether municipal facilities or spaces are accessible to persons with disabilities	Existing facilities are renovated to increase physical accessibility but only if budget is leftover (viewed by leaders as a low priority)	The municipality takes action when it is notified that a facility or public space is not physically accessible	The municipality takes proactive steps to ensure that all new and existing facilities or spaces are accessible to persons with disabilities
Adequacy of physical accessibility	Municipal leaders are not sure whether all residents can access public spaces or whether legal code requirements for accessibility are being met	Most public facilities and above-ground infrastructure are up to legal code requirements for accessibility	The municipality seeks input from all residents on how existing infrastructure and facilities can be more accessible and follow through with action	Policies and strategies are in place to ensure public facilities and spaces are built beyond the legal code requirements for accessibility and are truly accessible to all
Inclusivity for other needs	Municipal leaders assume that existing public facilities meet the needs of all people	The municipality is aware that its facilities may not be inclusive of all persons, but there is no plan to address it	The municipality has taken some steps to create inclusive facilities (e.g. change rooms for mixed gender families, gender neutral washrooms, quiet rooms for prayer)	All municipal facilities have been renovated or built to be inclusive of the needs of all residents
Access to safe public spaces	There are few public spaces (inside or outside) where residents can gather together in groups	Outside of sporting facilities, there is no adequate public space for people to meet and interact	There is at least one municipal public space, other than a sporting facility, where people can safely spend time	All marginalized populations have options when choosing a safe public place to spend time in
Respecting the rights of Indigenous peoples	Indigenous communities are seen as an obstacle to municipal expansion and/or a hassle in land use planning	Municipal leaders want to build relationships with nearby Indigenous communities, but have yet to act	Municipal leaders are increasingly reaching out to Indigenous communities to build relationships and discuss land use planning	Land use planning happens in coordination with local and nearby Indigenous communities, as well as a range of community groups



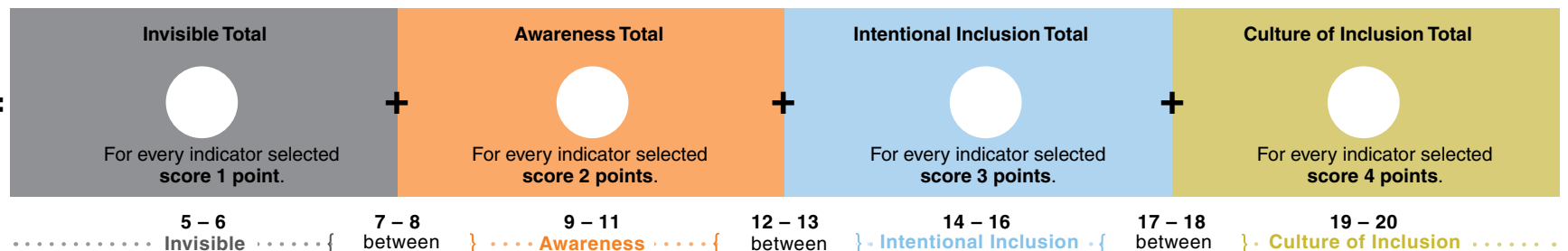
G. Municipal Social Services

The breadth, quality and inclusiveness of municipal social service programs can be a key factor in supporting residents to actively participate in the social, cultural and economic life of the community. Municipal social services includes recreation, libraries and other social programs run by the municipality. This does not include social programs that are funded by the municipality, but day-to-day operations are controlled by a non-municipal organization.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Staff skill	Staff are unskilled or impatient working with residents who have complex issues that may prevent their participation	The municipality acknowledges its inability to work with people of diverse backgrounds and refers them to services elsewhere	Staff are skilled and professional when working with diverse clients, even if staff are personally uncomfortable	Staff take responsibility for advancing inclusion by adjusting services as needed to create equitable outcomes for diverse populations
Resident participation in services	There is no consideration of whether certain populations face barriers to participate in municipal programs	Although staff may try to be welcoming, the municipality knows that residents from marginalized populations generally do not use/attend programs and services	Staff proactively engage marginalized populations to understand why they do not attend programs and services	Programs and services are used by a wide range of underrepresented populations as systemic barriers to their participation have been addressed
Cultural programming	Programs and services are primarily designed for heterosexual, economically stable, white, Christian, English-speaking, able-bodied, adult residents	Municipal staff recognize that existing programs do not cater to diverse cultures or religions, but there is no plan in place to celebrate other cultures	Cultural programs celebrate multiculturalism by showcasing diversity in food, dress and dance, but ignores other aspects of culture (e.g. history, religion, family structure, traditions)	Cultural programs celebrate multiculturalism and also reflect the complex histories and life experiences of the diversity of residents
Documentation	Managers do not recognize that the language in existing documents and forms may not work for all residents	Management is aware that key documents use complex language, but no action has been taken to simplify the language	Key documents are presented in plain language and is gender neutral	Key documents are available in multiple languages, large print, plain language, and is gender neutral, etc.
Language barriers in service delivery	Municipal leaders believe that residents should not expect to receive service if they do not speak English	Municipal leaders want to serve residents who may not speak English, but do not have resources in place	The municipality has interpreters or translators, but users may have to return at a different time to meet them	There is always someone on site or a process in place to ensure interpretation or translation is available



Match your score on the rating scale



H. Resident Engagement

When the municipality works to engage the opinions all residents, this can lead to better involvement in municipal decision-making and participation in community life. Municipal communication is then meaningful and accessible to all community members.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Diversity in public consultation	The same type of people attend town halls, take surveys, write letters to the editor, or comment on social media	Some effort is made to include marginalized people in consultation. Often those that are asked to provide input are the same go-to people	There is a policy in place that addresses how the municipality will obtain input from residents with diverse backgrounds	People participating in public consultation represent all demographics in the community
Input in decision-making	If there is community participation in decision-making, it is by informal conversations with groups of persons who are mostly wealthy, white and/or male	The municipality is aware of organizations that work with marginalized populations, but the municipality does not engage them to understand needs	Organizations that serve marginalized populations and its members are regularly engaged, in inclusive ways, to be a part of planning discussions	Diverse community groups regularly participate in consultations, and their suggestions are shown in policy and decision making
Methods used to collect input	Municipal leaders are not concerned or not aware if certain groups of residents are rarely involved in community consultations	Municipal leaders want to hear from diverse residents, but no special effort is made to engage them	The municipality has a policy requiring the use of a range of in-person and online methods to ensure all residents are heard	The municipality always uses different methods to ensure the opinions of diverse communities are heard
Communication to residents	Municipal leaders are not concerned whether communications are accessible to all residents	Municipal leaders recognize that public communications often use complex language, but there is no formal plan to address it	The municipality has a policy requiring the use of plain language in all written communications	The municipality's communication methods are inclusive of the needs of all residents (including those with visual or hearing disabilities)
Responding to reports of discrimination	When residents bring forward issues around discrimination or exclusion, decision makers don't know what to do, get defensive or don't take them seriously	When residents bring forward issues around discrimination or exclusion, decision makers acknowledge the concern but don't take action	When residents bring forward issues around discrimination or exclusion, decision makers are quick to take action, but often without the input of the affected parties	When residents bring forward issues around discrimination or exclusion, decision makers willingly discuss the issue and involve the affected parties in implementing a solution



=

Invisible Total



For every indicator selected score 1 point.

+

Awareness Total



For every indicator selected score 2 points.

+

Intentional Inclusion Total



For every indicator selected score 3 points.

+

Culture of Inclusion Total



For every indicator selected score 4 points.

Match your score on the rating scale

5 – 6 Invisible { 7 – 8 between } Awareness { 12 – 13 between } Intentional Inclusion { 17 – 18 between } Culture of Inclusion

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 is starting to seek out diverse persons to be members of economic development committees	Members of economic development committees are representative of the community's demographics
Accessing 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



=

Invisible Total

For every indicator selected score 1 point.

+

Awareness Total

For every indicator selected score 2 points.

+

Intentional Inclusion Total

For every indicator selected score 3 points.

+

Culture of Inclusion Total

For every indicator selected score 4 points.

Match your score on the rating scale

5 – 6 Invisible { 7 – 8 between } Awareness { 9 – 11 12 – 13 between } Intentional Inclusion { 14 – 16 17 – 18 between } Culture of Inclusion { 19 – 20 }

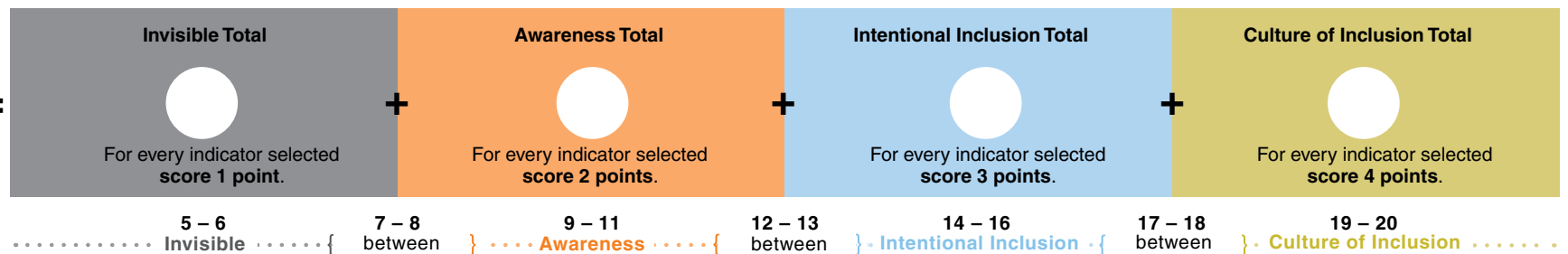
J. Emergency and Protective Services

All residents benefit when the municipality takes steps to ensure that emergency and protective services is inclusive of the diverse needs of residents. This area of focus is specific to emergency and protective services that are under direct control of the municipal government. As such, this area of focus may not apply to municipalities that receive primary policing support through the Royal Canadian Mounted Police.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Service to diverse populations	Emergency and protective services staff are perceived as discriminatory when dealing with certain populations	Emergency and protective services staff don't recognize their biases when dealing with certain populations	Emergency and protective services staff receive training on working with diverse cultures and populations	Emergency and protective services staff treat all residents fairly and inclusively
Violence in cultural communities	The action, or lack of action, by protective services staff to deal with violence in racialized communities causes further isolation of survivors and perpetrators	Leaders are aware that some protective services staff deal with violence in racialized communities differently than other populations, but no action is taken	Protective services staff are becoming more aware of cultural issues that contribute to violence in racialized communities	Protective services are well-trained and able to talk about violence in marginalized communities in a way that supports safety and inclusion for all residents
Language	Emergency and protective services often ignore residents who do not speak English	Emergency and protective services do not have resources to communicate with residents who do not speak English	Emergency and protective services have identified resources to help communicate with residents who do not speak English	Emergency and protective services employ staff that can speak the common languages spoken in the community and translators are available
Gender identity and gender expression	Emergency and protective services staff are not aware of considerations that should be made for gender diverse persons and harm is done to them as a result – either neglect or psychological	Emergency and protective services staff are aware of different needs of gender diverse populations but are not skilled in providing the best services to them	Emergency and protective services staff are educated on differences and needs of gender diverse persons, including their own bias and prejudices towards them	The education to emergency and protective services staff includes training on how to provide proper, respectful treatment for gender diverse persons
Engagement with the public	There is no concern about whether emergency and protective service staff are trusted by the public	Leaders are aware that many marginalized populations do not trust emergency and protective services staff due to past experiences	Emergency and protective services staff proactively meet with community groups and vulnerable and marginalized residents to build understanding and trust	The municipality monitors the public's trust of emergency and protective services staff and takes proactive action to increase trust in the community



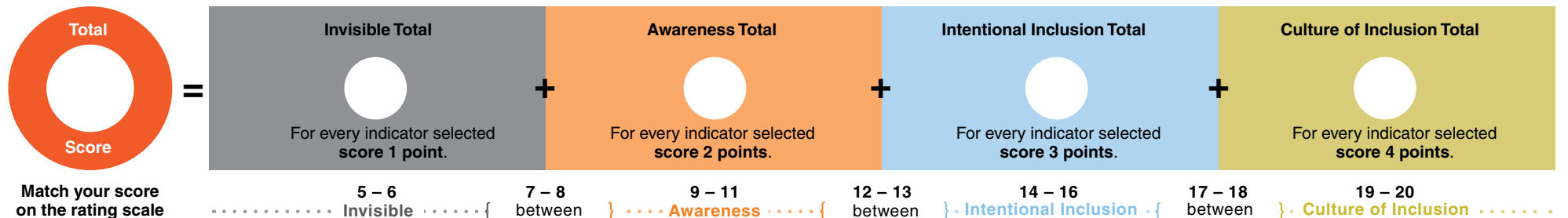
Match your score on the rating scale



K. Transit Services

All residents benefit when the municipality takes steps to ensure that transit services is inclusive of the diverse needs of residents. This area of focus is only applicable to municipal governments that offer a public transit service.

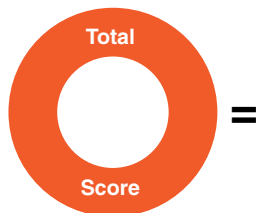
	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Access to transportation	Transit services do not consider the specific needs and barriers of marginalized populations	Public transit coverage is lower in low-income, racialized, Indigenous, newcomer or commercial/ industrial neighbourhoods	The municipality has a policy to ensure public transit coverage is adequate for all neighbourhoods and affordable	The majority of marginalized populations have efficient, affordable and accessible transportation options for travel within the municipality
Serving riders with complex needs	Transit staff are unskilled or impatient working with riders who have complex needs	Transit staff want to better serve riders with complex needs but are unsure how to act	Public transit operators receive mandatory training on serving diverse populations	Transit staff are skilled and comfortable when serving riders that have complex issues
Personal safety	Instances of hate or discriminatory actions between transit riders is ignored by transit staff	Municipal leaders are aware that some transit users do not feel safe on public transit vehicles, but there is no formal plan to address the issue	Transit staff are trained on how to respond if a transit rider is experiencing hate or discriminatory actions from another rider(s)	Marginalized populations view public transit vehicles as safe spaces
Language barriers in service delivery	Transit staff believe that riders should be able to communicate in English when seeking help or directions	Transit staff want to serve residents who may not speak English, but do not have resources in place	Transit staff can access a municipally-provided interpreter by phone during some hours of the day	There is always someone on call who can interpret if required
Physical accessibility	There is no consideration whether transit pickup locations and vehicles are accessible to those with physical disabilities	All transit facilities and vehicles are up to legal code requirements for accessibility	Transit services actively seek input on how transit pickup points and transit vehicles can be more accessible	Policies are in place to ensure transit facilities and vehicles are built beyond the legal code requirements for accessibility and are truly accessible to all



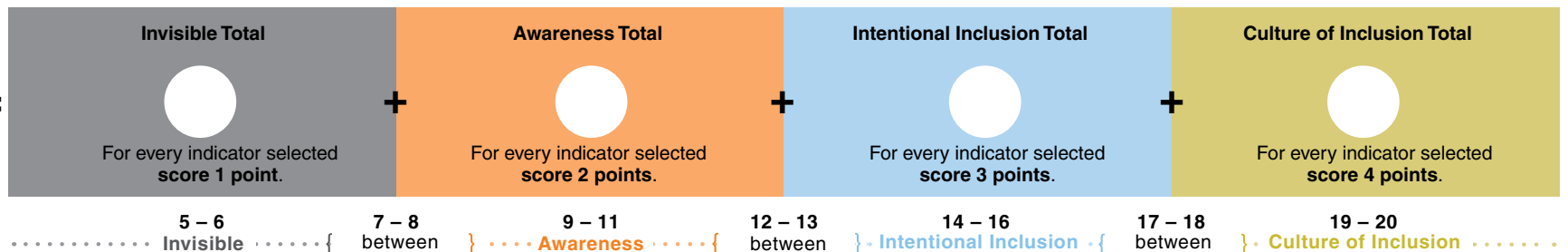
L. Housing

All residents benefit when the municipality takes steps to ensure that local housing is inclusive of the diverse needs of residents.

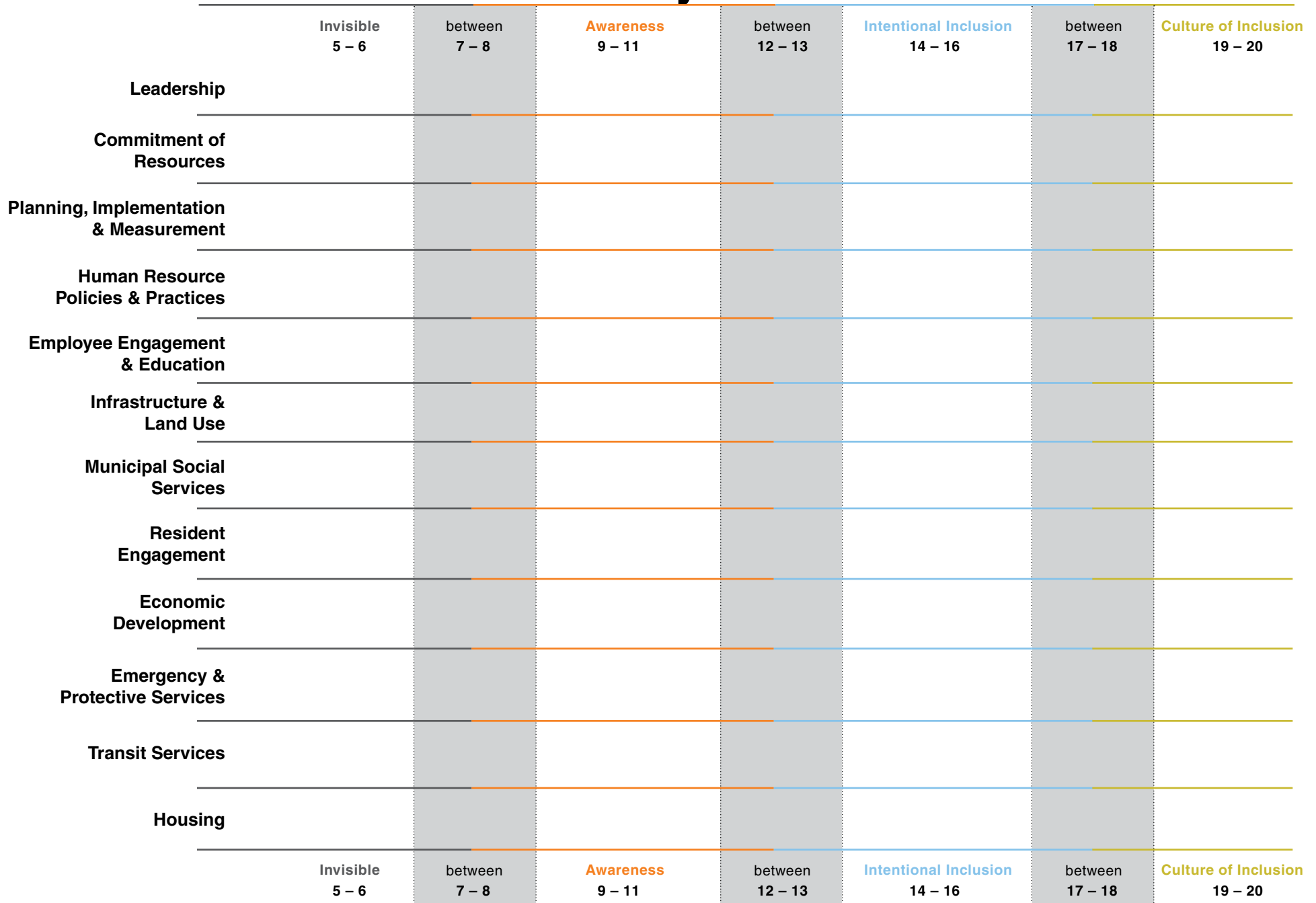
	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Demand in affordable housing	There is no discussion by the municipality about the need for affordable and diverse housing options	The municipality knows the percentage of residents in need of affordable housing, but does not have a formal plan to address the issue	The municipality has a formal plan or makes financial investments to increase the supply of affordable housing	Residents have access to safe and affordable housing options that meet their need and lifestyle
Diversity in housing costs and types	Marginalized populations often live in unsuitable, unsafe or crowded residences because of the high cost of housing	Council discussions about the need for affordable housing, primarily focuses on concerns that it may attract crime or reduce surrounding property value	The municipality's bylaws and plans encourage the development of housing at a wide range of price points, family sizes, and configurations	Marginalized residents have access to safe and affordable housing options that meet their need and lifestyle
Accessible housing	Municipal leaders are unaware of the challenges that persons with disabilities face in accessing homes in the community	Municipal leaders recognize that many homes are not accessible to persons with physical disabilities, but there is no plan to address it	The municipality informally encourages developers and builders to create housing that meets the standards of 'visitability'	The municipality's policies encourage new housing developments to meet the standards of 'visitability'
Economic diversity by neighbourhood	Municipal leaders do not consider the value of creating economically-mixed neighbourhoods	People of similar income levels tend to live in specific areas of the municipality	The municipality's planning policies encourage diverse options in housing size and cost in each neighbourhood	Residential neighbourhoods are economically mixed
Access to rental housing	The municipality does not consider how marginalized populations may be challenged in accessing rental housing	The municipality is aware of challenges that marginalized populations face in accessing rental housing, but has no plan to address it	The municipality offers cultural awareness education to landlords and education on rental rights for renters	Marginalized populations face no barriers or discrimination in accessing rental housing



Match your score on the rating scale



Evaluation Summary.





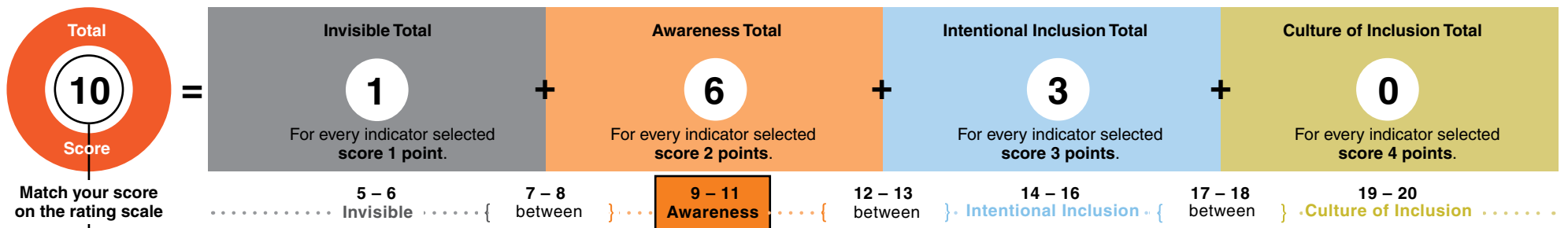
Appendix.

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
Accessing 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



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**The Measuring Inclusion Tool for Municipal Governments is an adaptation of AUMA's
original version of the Measuring Inclusion Tool (2014), which was developed by
Zenev & Associates.**

