



# Measuring Municipal Inclusion Grant



## Program Guidelines July 2019



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Managed by  
AUMA's Welcoming and  
Inclusive Communities Initiative

Funded by  
Government of Alberta



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## 1. Background and Purpose

As employers, service providers and community leaders, municipal governments have an important role in creating inclusive communities where every employee, resident and visitor can participate fully in all aspects of the community without risk of discrimination or social exclusion.

A component of AUMA's [Welcoming and Inclusive Communities](#) initiative is to support municipal governments to be leaders in the implementation of policies and practices that will create an inclusive workplace where municipal services are designed to serve the needs of every resident. A municipality's commitment to inclusion can reduce social conflict, increase participation of diverse groups of people in local decision-making, increase volunteerism, increase business growth and innovation and support all residents to fully participate in the community.

The purpose of the Measuring Municipal Inclusion Grant is to support Alberta municipalities to use AUMA's Measuring Inclusion Tool for Municipal Governments to evaluate the inclusiveness of their organization and to advance strategies that will propel the municipality to be a more inclusive employer, service provider, and community leader.

The Measuring Municipal Inclusion Grant is administered by AUMA's Welcoming and Inclusive Communities initiative with funding support from the Government of Alberta.

## 2. About AUMA's Measuring Inclusion Tool

AUMA's [Measuring Inclusion Tool for Municipal Governments](#) is a benchmarking and performance measurement tool that allows a municipality to evaluate its state of inclusiveness. It helps a municipality identify its strengths and opportunities for improvement to offer an inclusive workplace as well as deliver services in a manner that is inclusive of all residents.

Originally launched in 2014, the Tool was revised in 2019 to focus exclusively on the factors that municipal government organizations have control over, such as its policies, how services are delivered, and how elected officials and employees are engaged and empowered to help create an inclusive community. The Tool consists of twelve areas of focus, which include the topics of Leadership, Commitment of Resources, Planning and Implementation, Human Resource Policies and Practices, Employee Engagement and Education, Infrastructure and Land Use, Social Services, Resident Engagement, Economic Development, Protective Services, Transit, and Housing.

## 3. Program Scope

The Measuring Municipal Inclusion Grant offers funding support for a municipal government to evaluate its inclusiveness and implement related strategies and actions based on the outcomes of the evaluation. Grant recipients shall execute the terms of the grant program over three phases:

Phase	Timeline	Requirement
#1	Months 1-4	Evaluate the municipality's inclusiveness using AUMA's Measuring Inclusion Tool
#2	Months 4-15	Implement an action plan based on the results of the evaluation from Phase 1.
#3	Months 15-17	Conduct a follow-up evaluation using AUMA's Measuring Inclusion Tool to measure the municipality's progress since Phase 1.



## 4. Program Requirements

### **Phase 1 – Initial Evaluation**

- 4.1. Grant recipients shall use AUMA’s Measuring Inclusion Tool for Municipal Governments to evaluate the municipality’s inclusiveness across the following nine areas of focus:
- Leadership
  - Commitment of Resources
  - Planning, Implementation & Measurement
  - Human Resource Policies & Practices
  - Employee Engagement & Education
  - Infrastructure & Land Use
  - Municipal Social Services
  - Resident Engagement
  - Economic Development

Grant recipients may complete the Tool’s other areas of focus; however, it is not required under this grant program.

- 4.2. The evaluation must be completed using the 2019 version of AUMA’s Measuring Inclusion Tool for Municipal Governments. Use of the 2014 or 2017 versions of the Tool are not eligible under this grant.
- 4.3. A minimum of ten persons must complete the evaluation. This may include municipal staff, elected officials, stakeholders, or residents of the community. There is no limit to how many persons the municipality involves in the evaluation.
- 4.4. The municipality shall consolidate and average the ratings by each individual to determine the municipality’s overall level of inclusion for each of the nine required areas of focus. The Measuring Inclusion Tool is equipped with a calculator to support this process.
- 4.5. The municipality shall report the results of the evaluation to council or senior management.

### **Phase 2 – Implementation of strategies and actions**

- 4.6. The municipality will create a plan that outlines targeted actions to improve its inclusiveness. Refer to Appendix A for a template to create a simple action plan.
- 4.7. The municipality’s strategies and actions should be designed to improve the municipality’s inclusiveness in targeted areas of focus based on the results of the evaluation in Phase 1. For suggested actions, refer to AUMA’s [Strategies to Improve Your Inclusiveness](#).
- 4.8. Where possible, the municipality should attempt to involve people or communities that have lived-experience or are directly affected by an identified issue.

### **Phase 3 – Follow-up evaluation**

- 4.9. The municipality shall re-evaluate its inclusiveness by repeating steps 4.1 to 4.5 to measure its progress since implementing the Phase 2 action plan.



## 5. Project Schedule & Deliverables

Phase	Description	Timeline
Application	a) Application deadline.	Aug. 27, 2019
Approval	b) AUMA notifies successful applicants.	Sept. 2019
	c) Municipality enters into a funding agreement with AUMA.	Sept. 2019
Phase #1	d) Municipality conducts the Phase 1 evaluation.	Sept. 2019 – Jan. 2020
	e) Municipality reports the results of the Phase 1 evaluation to AUMA.	Before Feb. 28, 2020
	f) Municipality submits the Phase 2 action plan and related budget request to AUMA.	
Phase #2	g) Municipality implements the Phase 2 action plan.	Jan. 2020 – Nov. 2020
Phase #3	h) Municipality conducts the Phase 3 follow-up evaluation.	Nov. 2020 – Jan. 2021
Reporting	i) Municipality submits all final reports to AUMA, including a statement of financial expenditures.	Feb. 1, 2021

## 6. Grant Amount

Successful applicants can apply to receive up to a maximum of \$50,000 for the project.

- Upon signing of the funding agreement, the municipality will receive an initial \$10,000 to start Phase 1 of the project.
- After completion of the Phase 1 evaluation, the municipality will have identified the actions that are needed to improve its inclusiveness and the associated costs to implement. The municipality will then submit a budget request to AUMA for any additional funding needed up to \$40,000 to complete the project.
- The grant funds may be applied as needed to any phase of the project.

## 7. Eligible Entities

Applicants must be a designated municipality within the province of Alberta. Municipalities of all sizes are encouraged to apply.

## 8. Expenses

### Eligible expenses

- Rental of meeting space
- Marketing and advertising
- Employee wages\*
- Consultant fees
- Other related costs to support initiatives

### Ineligible expenses

- Food and beverage costs
- Funding of projects that are already in progress
- Purchase of capital equipment
- Goods and Services Tax (GST)



\*Employee wages are only eligible for any full-time equivalent (FTE) increase that is required to carry out the project. A municipality may not use the grant to offset pre-planned or existing salary and wage costs. Questions about the eligibility of expenses should be directed to [wic@auma.ca](mailto:wic@auma.ca).

## 9. Funding Agreement

Successful applicants must enter into a grant agreement with AUMA. The agreement will set out the terms and conditions for the grant funding.

## 10. Time Period to Use Grant Funds

All project spending must be completed by February 1, 2021 and any unused funds must be returned to AUMA.

## 11. Reporting Requirements

- 11.1. The following documents shall be submitted to AUMA by February 28, 2020:
  - a) Results of the municipality's Phase 1 initial evaluation;
  - b) The municipality's Phase 2 action plan; and
  - c) The municipality's budget request to complete Phase 2 and 3.
- 11.2. All final reports shall be submitted to AUMA by February 1, 2021, which includes:
  - a) Report on the Phase 2 actions implemented by the municipality and the related outcomes;
  - b) Results of the Phase 3 evaluation, which highlights any progress since the Phase 1 evaluation; and
  - c) A statement of expenditures of how the grant funds were used. The statement must be signed by the Chief Administrative Officer or delegate, which certifies that the municipality is in compliance with the terms of the grant agreement and program guidelines.
- 11.3. All reports must be submitted using the designated forms provided by AUMA.

## 12. Application Process

- 12.1. Applications will be accepted until 4:00 p.m. MST on August 27, 2019.
- 12.2. Applications must be submitted using the designated form and emailed to [wic@auma.ca](mailto:wic@auma.ca).
- 12.3. Questions should be directed to:

Darren Reedy  
Manager of Welcoming and Inclusive Communities, AUMA  
[wic@auma.ca](mailto:wic@auma.ca)  
780.803.3501



## Appendix

### A. Action Plan Template

The following table offers an example of how a municipality can design a simple action plan to summarize its goals, strategies and actions to become more inclusive. Grant recipients are not required to use this exact format as long as the municipality's plan outlines the municipality's goals, planned actions, targeted timelines and estimated budget for each action.

Goal	Action	Targeted Start	Targeted End	Partner	Budget Required	Status
1. Goal 1	1.1. Action to achieve the goal	Q1 2020	Q3 2020	Person, department, or organization	\$2,000	[Update this column every 3-6 months to track your progress]
	1.2.					
	1.3.					
2. Goal 2	2.1.					
	2.2.					
3. Goal 3	3.1.					
	3.2.					



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## B. Tips for a successful project outcome

The following information may benefit grant recipients when implementing the Measuring Municipal Inclusion Grant project.

### Using the Measuring Inclusion Tool

1. To obtain an accurate assessment of your municipality, use a diverse group of people to complete the Measuring Inclusion Tool evaluation. Involve people with differing roles including elected officials, management, and front-line staff while also ensuring involvement from various departments. If possible, the project coordinator should strive to include diversity in age, gender, ethnicity, ability, sexuality and other characteristics. You may also want to involve residents and other stakeholders to gain perspectives from outside the municipal organization specific to areas of focus that are outwardly facing to the community (e.g. Infrastructure).
2. Spend ample time explaining the purpose, process and value of the exercise to those involved.
3. Structure the evaluation process so that people can provide honest and confidential answers without being influenced by others but also provide an opportunity for discussion and idea generation on how to move forward. Options may include:
  - a. Complete the evaluation in a group setting and facilitate a discussion after people have completed the evaluation; or
  - b. Have people complete the evaluation in their own workspace and bring people together at a later date to discuss the findings.
4. Report the results to council and senior management to build buy-in for the action planning phase.
5. Record and save the results. Your first evaluation is your municipality's benchmark score for each area of focus. This is the score you will measure your performance against as you move forward.

### Implementing strategies and actions

6. When developing your action plan, refer to AUMA's [Strategies to Improve Your Inclusiveness](#) document. The guide suggests strategies based on each area of focus as well as by your rated level of inclusiveness.
7. Think about actions that will lead to long-term cultural improvement and allow your municipality to improve its rating in the next evaluation.
8. A written plan offers clarity and increases your chances of success. It does not need to be professionally designed. Consider using the optional template in Appendix A to create a short plan (e.g. 1-4 pages) that outlines your goals and related actions that will allow your municipality to improve its inclusiveness. Make sure your actions are specific, measurable, achievable, realistic and timely (SMART goals) and share it with senior management and/or council to build buy-in.

