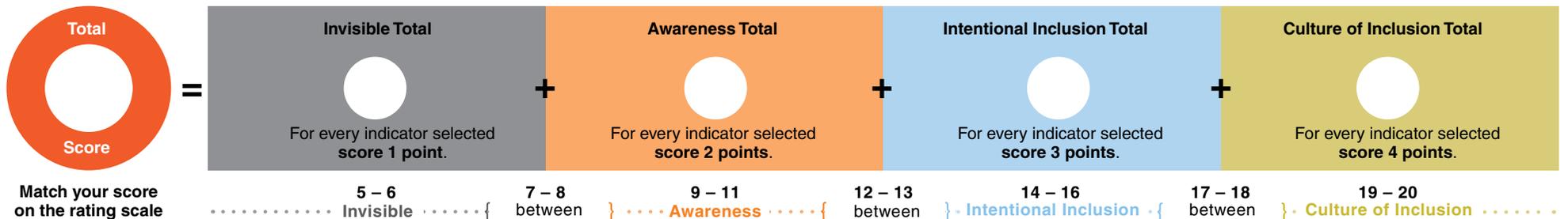# C. Planning, Implementation & Measurement

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

Total Score =

Invisible Total	**Awareness Total**	**Intentional Inclusion Total**	**Culture of Inclusion Total**
For every indicator selected **score 1 point**.	For every indicator selected **score 2 points**.	For every indicator selected **score 3 points**.	For every indicator selected **score 4 points**.

Match your score on the rating scale

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