



**Municipality of  
Jasper**

# **Equity, Diversity & Inclusion Master Plan**

# **2022-2026**

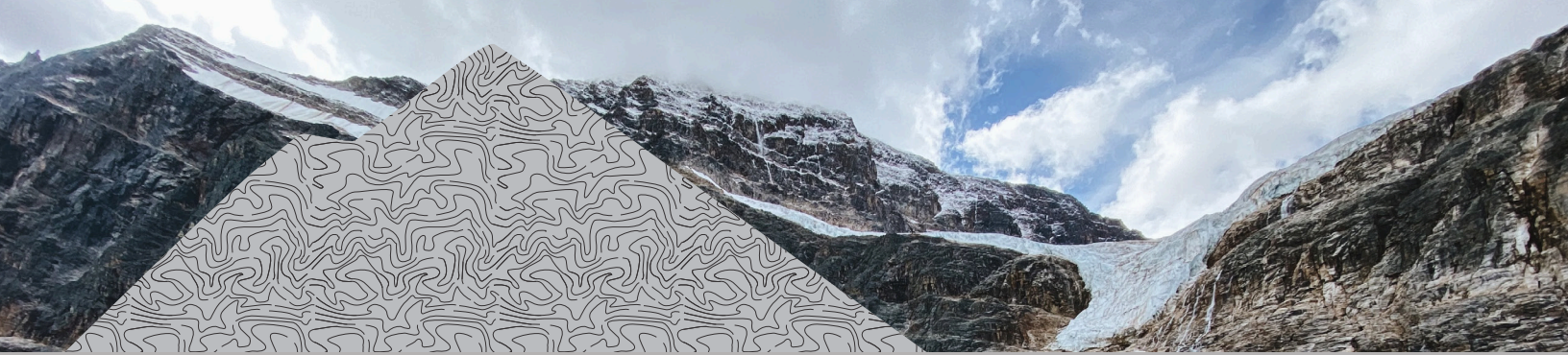


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# Introduction

## Background

On July 6<sup>th</sup>, 2021, Jasper Municipal Council formally adopted Policy E-015: the Equity, Diversity and Inclusion Policy. The purpose being to provide informed, authentic leadership for organizational equity. In recognition that a successful community is one in which unique contributions by residents of different backgrounds, abilities and orientations are welcomed, invited and actively sought.

The development and passing of this policy were a direct result of undertaking an organized approach to measure municipal inclusion utilizing the tool developed by Alberta Municipalities and funding through the Measuring Municipal Inclusion Grant (MMIG).

The tool revealed several areas where the Municipality could improve and an internal, cross-departmental committee (the Inclusion Committee) was struck to address these areas – one of which included a review of policies related to discrimination, diversity and inclusion.

The Equity, Diversity and Inclusion Policy (E-015) was developed as a result of that review and has led to the development of a comprehensive, five year Equity, Diversity and Inclusion (ED&I) Master Plan for the Municipality of Jasper. The Master Plan further demonstrates the Municipality's commitment to equity, diversity and inclusion and provides a framework for policy implementation and organizational accountability for years to come.



# Introduction

## **Jasper's Equity, Diversity & Inclusion Master Plan – 2022 - 2026**

This master plan presents the Municipality's framework for realizing equitable policies and operations. It includes 14 areas of focus with specific activities, desired outputs and outcomes. The five year Master Plan is the result of a collaborative effort between Municipal Council, Inclusion Committee members, administration and employees to be a leader in equity, diversity and inclusion work.

The Municipality's Equity, Diversity and Inclusion Master Plan will guide efforts to build a diverse and inclusive workforce and provide inclusive, accessible and equitable programs and services to our residents. The plan will ensure that the Equity, Diversity and Inclusion Policy is considered and applied throughout the entire organization, by all departments in all aspects of day-to-day operations and higher-level decision making.

The Municipality of Jasper's Equity, Diversity and Inclusion Master Plan is based on four pillars of inclusion (diversity, skill, equity & growth) and takes into account the organization's shared commitment. The plan builds upon the foundation of inclusion work undertaken to date and sets the framework for it to continue.

# Why do we need an Equity, Diversity and Inclusion Master Plan?

Jasper is beautifully and uniquely diverse. People from across the globe choose to make Jasper their home. Community members reflect diversity through race, religion, gender identity, physical and mental ability and many other ways.

But simply acknowledging this diversity isn't enough. We need to work every day to identify and dismantle systems that are inequitable. We need to attract and retain a diverse workforce in our organization that reflects the residents we serve.

## How does this benefit the Municipality?

Years of research confirms the benefits of local government supporting equity, diversity and inclusion (ED&I) work. When we invest in making our organization as diverse and inclusive as possible, we see:

- An increased sense of belonging for residents;
- A reduction in social conflict;
- An increased ability to meet our municipal mandate to serve ALL residents;
- Increased productivity, creativity and innovation from an engaged, diverse and talented workforce;
- An increase in participation from diverse groups in municipal affairs; and
- An improved ability to identify, develop and deliver relevant programming and services to the community.

When we commit to equity, diversity and inclusion as a priority for our organization we benefit from a more resilient, committed and effective workforce. When people are welcomed, encouraged and thanked for examining and understanding their role in contributing to an equitable society the community at large benefits.

Opportunities exist for growth, education and evolution. It is our individual, group and organizational duty to: check our biases, identify and dismantle systems that are inequitable and take active steps to foster a respectful, inclusive and equitable environment so that our employees and residents can thrive.

## THE ALBERTA HUMAN RIGHTS ACT PROHIBITS DISCRIMINATION BASED ON THESE PROTECTED GROUNDS:

- ☉ Race
- ☉ Religious beliefs
- ☉ Colour
- ☉ Gender
- ☉ Gender identity
- ☉ Gender expression
- ☉ Age
- ☉ Physical and mental disabilities
- ☉ Ancestry
- ☉ Place of origin
- ☉ Marital status
- ☉ Source of income
- ☉ Family status
- ☉ Sexual orientation



# Guiding Principles



## Community Relevance:

- ☉ recognize diversity, inclusion, and equity as critical to ensuring the well-being of staff and the community we serve;

## Critical Analysis:

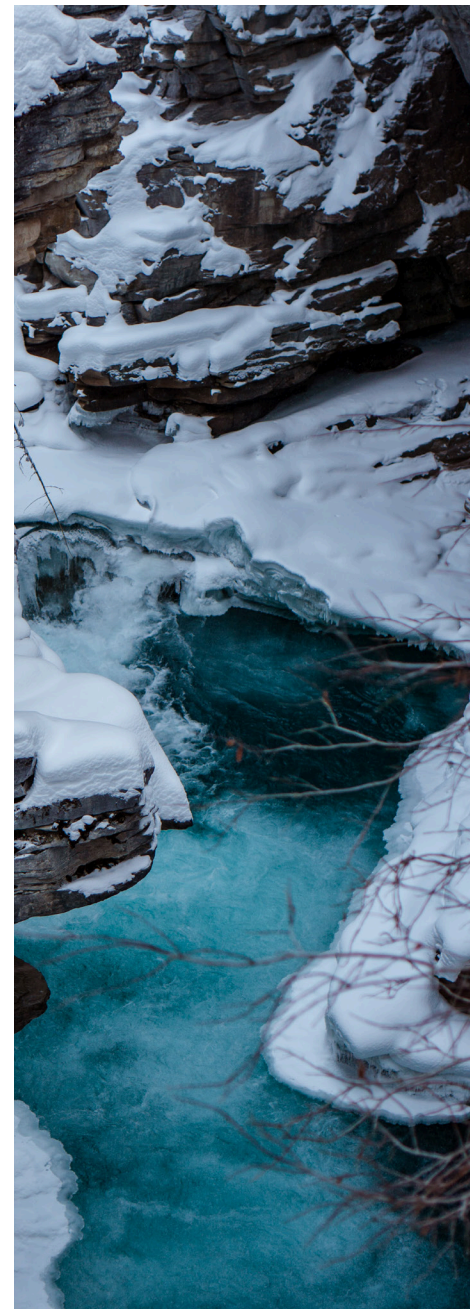
- ☉ identify, acknowledge and dismantle inequities within our policies, systems, programs, and services;
- ☉ continually update and report on organization progress;
- ☉ identify and address underlying assumptions which interfere with inclusiveness;

## Continuous Improvement:

- ☉ advocate for and support organization-wide thinking about how systemic inequities impact our organization's work, and how best to address this in a way that is consistent with Council's strategic priorities and the Municipality of Jasper's Vision Statement;

## Collective Responsibility:

- ☉ commit time and resources towards identifying inequities and removing barriers within the organization;
- ☉ ensure all activities of the Municipality of Jasper and those of its Agencies, Boards and Committees will be inclusive in nature; and
- ☉ lead with respect.





# Policy Statement & Shared Commitment

***“Inclusion is not bringing people into what already exists; it is making a new space, a better space for everyone.”***

**- George Dei**

The Municipality of Jasper is committed to modelling organizational equity, inclusion and diversity to effectively serve its diverse community. This is done through equitable policy and operations that allow every citizen to participate in all aspects of community life.

The Municipality of Jasper will continuously strive to identify and then reduce or remove impediments to equity, inclusion and diversity within its workplace, and to reduce barriers to public participation in municipal facilities, programs, services, and engagement opportunities.

## Pillars of Inclusion

The Municipality of Jasper’s Equity, Diversity & Inclusion Master Plan is based on these pillars of inclusion. Identifying these four areas and committing to improvement in them supports working towards our shared commitment.





# Pillars of Inclusion

## 1. Diversity

The Municipality will seek and show it values diversity by attracting and recruiting a talented and diverse labour force representative of the community. When engaging with the public, the Municipality will seek diversity in stakeholders, viewpoints and utilize communication methods to reach underrepresented populations.

## 2. Equity

The Municipality will examine policy, procedure and access to services, and identify potential barriers. To promote equity, policies and procedures will be developed that increase vigilance against systemic and individual discrimination and support individuals who experience discrimination.

## 3. Skill

Through training and education opportunities, the organization will promote respect, knowledge, and appreciation of cultural diversity and the inclusion of Indigenous and racialized communities in the cultural fabric of the Municipality. Employees and leaders will be provided the tools to work inclusively, and champion, promote and speak to the benefits of an equity lens.

## 4. Growth

A lead by example approach will demonstrate the Municipality's commitment to diversity and inclusion. This includes support of Equity, Diversity & Inclusion programs by Council, the Chief Administrative Officer, Directors, Management, Human Resources and employees leading to increased capacity within the organization to operate in an inclusive way.

### ***in•clu•sion***

***/in•klo•oZH•n/***

#### ***Noun***

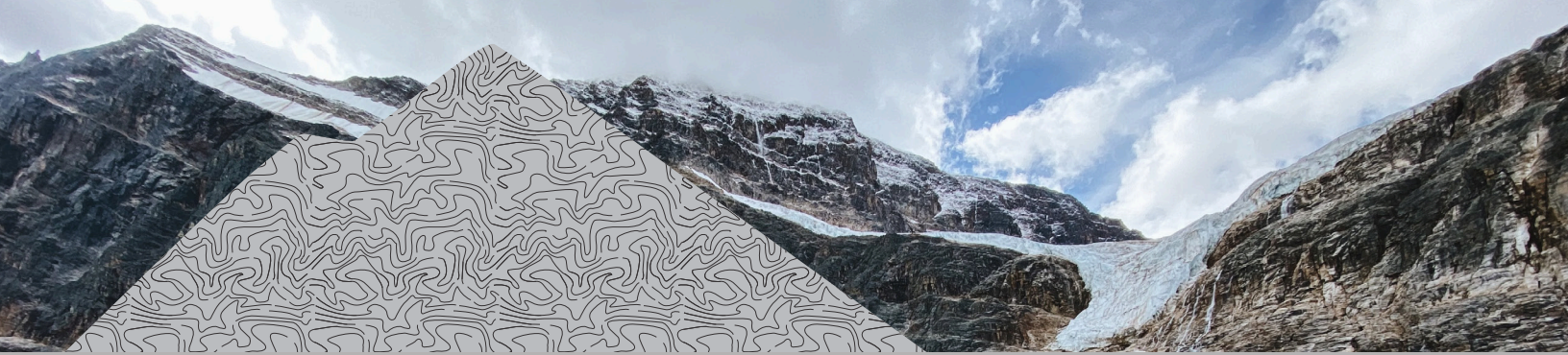
*1. the action or state of including or of being included within a group or structure.*

*2. the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or mental disabilities and members of other minority groups.*

Approaching municipal work with these pillars of inclusion in mind, embeds equity, diversity & inclusion into all functions of the organization. In this way the Municipality can exemplify the following:

- 🌐 The Municipality is a guardian that respects the public interest.
- 🌐 The Municipality is an organization that upholds human rights.
- 🌐 The Municipality is a community that promotes diversity.





# Roles and Responsibilities

## Directors & Managers

- Monitor and assess the effectiveness of the Equity, Diversity & Inclusion Master Plan;
- Deliver services in ways that demonstrate our commitment to diversity and inclusion;
- Recognize diversity as a strategic value of the Municipality;
- Champion and recognize diversity and inclusion efforts across the organization;
- Promote and invest in diversity and inclusion;
- Create and maintain an inclusive working environment that supports all employees;
- Demonstrate behaviors consistent with the Municipality's diversity and inclusion goals and policies, as well as procedures and practices related to diversity and inclusion
- Provide training and educational opportunities to build on skills related to diversity and inclusion;
- Uphold diversity and inclusion as a core value;
- Demonstrate zero tolerance for discrimination and harassment;
- Lead by example;
- Ensure work environments, public spaces and facilities are free from discrimination and harassment;
- Embrace other cultures, world views, ideas and different perspectives;
- Support directors and managers to receive training to help staff address positive or negative equity, diversity & inclusion situations in the workplace;
- Empower staff to have honest conversations about equity, diversity & inclusion with their management.

## All Municipal Employees

- Deliver services in ways that demonstrate our commitment to diversity and inclusion;
- Participate in training and educational opportunities to build on skills related to diversity and inclusion;
- Champion diversity and inclusion efforts across the organization;
- Promote diversity and inclusion;
- Create and maintain an inclusive working environment that supports all employees;
- Identify personal goals related to diversity and inclusion;
- Demonstrate behaviours consistent with the Municipality's diversity and inclusion goals and policies, as well as procedures and practices related to diversity and inclusion;
- Understand diversity and inclusion as municipal core values;
- Speak up and speak out against discrimination and harassment;
- Lead by example;
- Ensure our work environment, public spaces and facilities are free from discrimination and harassment;
- Respect coworkers and residents.



# Implementation Plan

The following pages outline the activities within each area of focus including outputs and outcomes from each activity. Activities were developed collaboratively through the internal Inclusion Committee with input from all levels of the organization. Desired outcomes will be achieved by implementing several activities, measuring the success of those activities and then refining activities to reflect changing best practices or lessons learned along the way.

Some activities will be implemented by all municipal employees while others will be led by the cross-departmental work of the Inclusion Committee. Department leaders, subject matter experts and community members will all be engaged in the implementation of this Equity, Diversity & Inclusion Master Plan over the next five years.

# Implementation Plan

## Inward Facing (areas 1-5)

Area of Focus 1 - Engage Employees Through the Municipal Inclusion Committee				
	Activities	Output	Outcome	Status
<b>A</b>	Draft formal Terms of Reference for the internal Inclusion Committee.	<ul style="list-style-type: none"> <li>Formal Terms of Reference for Inclusion Committee are drafted and approved by Inclusion Committee members and management.</li> </ul>	<ul style="list-style-type: none"> <li>Increased understanding of Inclusion Committee governance, mandates and goals.</li> </ul>	
<b>B</b>	Formalize the committee within the Municipality of Jasper.	<ul style="list-style-type: none"> <li>Inclusion Committee is recognized by the Municipality as an internal committee.</li> <li>Inclusion Committee is funded and sustained through the Municipality.</li> </ul>	<ul style="list-style-type: none"> <li>Employees and elected officials are encouraged and supported to be members of the Inclusion Committee.</li> </ul>	
<b>C</b>	Promote the committee internally and externally.	<ul style="list-style-type: none"> <li>Marketing tools produced (posters, emails) to promote the Inclusion Committee to employees.</li> <li>Section on municipal website on Inclusion Committee initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Greater organizational awareness of the Inclusion Committee.</li> <li>Public sees a commitment to equity, diversity and inclusion by the organization.</li> </ul>	

Area of Focus 2 - Build Capacity Through General Equity, Diversity & Inclusion Training				
	Activities	Output	Outcome	Status
<b>A</b>	Research and develop a training program that touches on equity, diversity and inclusion topics including reconciliation for all new staff.	<ul style="list-style-type: none"> <li>An equity, diversity and inclusion training program is developed and utilized.</li> <li>Documentation exists outlining training requirements for new staff.</li> </ul>	<ul style="list-style-type: none"> <li>Staff have access to training reflective of equity, diversity and inclusion goals and philosophy of the organization</li> <li>Staff have clear instruction on acceptable workplace behavior.</li> </ul>	
<b>B</b>	Research and develop a training program that touches on equity, diversity and inclusion topics including reconciliation for new elected officials, directors and managers.	<ul style="list-style-type: none"> <li>An equity, diversity and inclusion training program for elected officials, directors and managers is developed and utilized.</li> <li>Documentation exists outlining training requirements for elected officials, directors and managers.</li> </ul>	<ul style="list-style-type: none"> <li>Management and Council have access to training reflective of the equity, diversity and inclusion goals and philosophy of the organization</li> <li>Management and Council have clear instruction on acceptable workplace behavior.</li> </ul>	
Activities related to more specific training also appear throughout the Equity, Diversity and Inclusion Master Plan within several areas of focus.				



# Implementation Plan

Area of Focus 3 - Policy Review and Interpretation				
	Activities	Output	Outcome	Status
<b>A</b>	Review any policies related to equity, diversity and inclusion; Respectful Workplaces Policy, Land Acknowledgement Policy, Equity, Diversity and Inclusion Policy.	<ul style="list-style-type: none"> <li>• Inclusion Committee compiles list of policy that relates to equity, diversity and inclusion.</li> <li>• Inclusion Committee reviews policy and recommends changes to support equity, diversity and inclusion in the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>• All organizational policy reflects the organization's commitment to equity, diversity and inclusion.</li> <li>• Opportunity to update old policy to include new best practice.</li> </ul>	
<b>B</b>	Develop plain language print materials to accompany the policies where policy language itself may not be inclusive.	<ul style="list-style-type: none"> <li>• Plain language media produced. Including posters for staff rooms and pamphlets explaining policy (to be given to new employees at onboarding).</li> </ul>	<ul style="list-style-type: none"> <li>• Increased understanding among employees of policies, the organization's expectations and of reporting procedure for instances of discrimination or harassment.</li> </ul>	
<b>C</b>	Develop a policy review tool and conduct a policy review of any new policies with an inclusion lens.	<ul style="list-style-type: none"> <li>• Policy review tool is created. All draft policies are reviewed by the Inclusion Committee using the policy review tool.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased understanding and skill among municipal employees and elected officials in drafting policies that are inclusive and advance equitable municipal service and operations.</li> </ul>	
<b>D</b>	Conduct a policy review of all existing policies using the policy review tool.	<ul style="list-style-type: none"> <li>• Existing policies are reviewed and recommendations for updates that would make a policy more inclusive are drafted.</li> </ul>	<ul style="list-style-type: none"> <li>Increased understanding and skill among municipal employees and elected officials in reviewing and updating policies to ensure equitable municipal service and operations.</li> </ul>	

# Implementation Plan

Area of Focus 4 - Utilize the Accessibility Audit Results in Future Planning				
	Activities	Output	Outcome	Status
<b>A</b>	Continue to work on the priority areas identified in the 2020 accessibility audit using the guiding document developed during the Measuring Municipal Inclusion Grant project.	<ul style="list-style-type: none"> <li>Guiding document exists for use by the organization and highlights priority areas of improvement regarding accessibility.</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of opportunities to improve accessibility to municipal facilities and programs.</li> </ul>	
<b>B</b>	Develop an accessibility 'check list' for programs and facilities.	<ul style="list-style-type: none"> <li>A checklist exists for use by municipal staff in assessing how accessible a program, facility or service is.</li> </ul>	<ul style="list-style-type: none"> <li>Gaps in accessibility are identified and mitigated through the use of an accessibility tool.</li> </ul>	
<b>C</b>	Utilize the guiding document from the audit in capital projects, facility improvement or retro-fitting of facilities.	<ul style="list-style-type: none"> <li>The document exists to guide decision making around capital projects, facility improvement or retro-fitting of facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Staff have an increased ability to consider accessibility in decision making regarding capital projects, facility improvement or retro-fitting of facilities.</li> <li>Capital projects, facility improvement or retro-fitting of facilities are carried out with a priority of improving accessibility.</li> </ul>	
<b>D</b>	Develop an accessibility assessment tool for municipal staff to utilize to review capital projects ensuring that standards are being met based on the accessibility audit.	<ul style="list-style-type: none"> <li>An accessibility assessment tool is created and utilized for capital projects.</li> </ul>	<ul style="list-style-type: none"> <li>Increased understanding and skill among municipal employees and elected officials in reviewing capital projects through an accessibility lens and utilizing the accessibility audit to assess how accessible proposed projects will be.</li> </ul>	
<b>E</b>	Inclusion Committee reviews filled out accessibility assessments for capital projects and makes recommendations.	<ul style="list-style-type: none"> <li>Filled out accessibility assessments are reviewed and recommendations are generated.</li> </ul>	<ul style="list-style-type: none"> <li>Increased understanding and skill among municipal employees and elected officials in reviewing capital projects using the accessibility assessment tool and audit with the goal of ensuring barrier-free facilities and facility upgrades.</li> </ul>	

# Implementation Plan

## Area of Focus 5 - Attract and Retain a Diverse Workforce

	Activities	Output	Outcome	Status
<b>A</b>	Research and develop internal training for all managers and directors on the practice of inclusive hiring.	<ul style="list-style-type: none"> <li>Inclusive hiring training is offered to all managers, directors and the Chief Administrative Officer.</li> </ul>	<ul style="list-style-type: none"> <li>Managers, directors and the Chief Administrative Officer are more aware of the presence of bias in the hiring process and how to practice inclusive hiring.</li> <li>Municipality of Jasper's workforce is more reflective of the population they serve.</li> </ul>	
<b>B</b>	Continue to review the ways in which the organization recruits new employees to identify and remove or minimize barriers.	<ul style="list-style-type: none"> <li>Barriers to inclusive, equitable recruitment and hiring are identified.</li> <li>Steps are taken to reduce bias in recruiting or hiring.</li> </ul>	<ul style="list-style-type: none"> <li>The Municipality is an equal opportunity employer</li> <li>Barriers to recruitment and employment with the Municipality are reduced.</li> <li>Increase in applications to municipal positions from racialized residents or residents with diverse abilities.</li> </ul>	
<b>C</b>	Identify gender stereotypes associated with different areas of municipal service and operations. Research and compile opportunities for training on mitigating gender bias specific to those areas.	<ul style="list-style-type: none"> <li>Areas of municipal service and operations are reviewed with an eye for gender and gender stereotyping.</li> <li>Training specific to mitigating bias is coordinated and offered.</li> </ul>	<ul style="list-style-type: none"> <li>Increased ability for municipal staff to notice the effects of gender stereotyping within the organization</li> <li>Increased understanding of the harm associated with gender stereotyping and the benefits of seeking and promoting gender-diversity across the organization.</li> <li>Increased discussion among municipal staff about gender stereotyping and gender diversity.</li> </ul>	
<b>D</b>	Identify cultural stereotypes associated with different areas of municipal service and operations. Research and compile opportunities for training on mitigating cultural bias specific to those areas.	<ul style="list-style-type: none"> <li>Areas of municipal service and operations are reviewed with an eye for cultural stereotyping.</li> <li>Training specific to mitigating bias is coordinated and offered.</li> </ul>	<ul style="list-style-type: none"> <li>Increased ability for municipal staff to notice the effects of cultural stereotyping within the organization.</li> <li>Increased understanding of the harm associated with cultural stereotyping and the benefits of seeking and promoting cultural-diversity across the organization.</li> <li>Increased discussion among municipal staff about cultural stereotyping and cultural diversity.</li> </ul>	

# Implementation Plan

## Area of Focus 6 - Welcome and Review Feedback from Staff

	<b>Activities</b>	<b>Output</b>	<b>Outcome</b>	<b>Status</b>
<b>A</b>	Develop an anonymous feedback box as a tool for internal staff to use to submit positive or negative reports related to inclusion and diversity within the municipality.	<ul style="list-style-type: none"> <li>A tool exists. Staff are utilizing it. Inclusion Committee discusses submissions regularly.</li> </ul>	<ul style="list-style-type: none"> <li>Increased understanding of the unique experiences of municipal employees.</li> <li>Increase in engagement from staff on how to improve.</li> </ul>	
<b>B</b>	Engage Managers and Directors in training on how to talk to staff about instances of racism or discrimination and how we can improve.	<ul style="list-style-type: none"> <li>Managers and Directors take part in training on how to receive reports or feedback about inclusion, racism or discrimination and what their role is.</li> </ul>	<ul style="list-style-type: none"> <li>Managers/Directors have more understanding on how to receive reports or feedback about inclusion and what they can do to support their teams.</li> </ul>	



# Implementation Plan

## Inward and Community Facing (area 7)

### Area of Focus 7 - Advance Truth and Reconciliation Efforts

	<b>Activities</b>	<b>Output</b>	<b>Outcome</b>	<b>Status</b>
<b>A</b>	Develop a land acknowledgement for use at Council and in writing/website.	<ul style="list-style-type: none"> <li>Land acknowledgement developed and approved for use by the organization.</li> </ul>	<ul style="list-style-type: none"> <li>Municipal staff have an approved statement of territorial acknowledgement for use by the organization.</li> </ul>	
<b>B</b>	Municipal elected officials, managers, directors and staff to read the Land Acknowledgement Policy.	<ul style="list-style-type: none"> <li>Municipal staff read, understand and utilize the Land Acknowledgement Policy in their roles.</li> </ul>	<ul style="list-style-type: none"> <li>Increased understanding of the significance of a territorial acknowledgement.</li> </ul>	
<b>C</b>	Ensure the topic of Reconciliation appears on strategic planning and business planning agendas.	<ul style="list-style-type: none"> <li>Reconciliation is discussed at the 2022 Strategic Planning session.</li> </ul>	<ul style="list-style-type: none"> <li>Elected officials and Senior Leadership Team take part in planning around Reconciliation.</li> </ul>	
<b>D</b>	Distribute educational material on the 94 Calls to Action to all members of the Inclusion Committee, Senior Leadership Team and Council.	<ul style="list-style-type: none"> <li>Members of the Inclusion Committee, Senior Leadership Team and Council have resources to assist them in implementing the Calls to Action that pertain to municipalities.</li> </ul>	<ul style="list-style-type: none"> <li>Increased understanding of the role local governments can play in advancing Truth and Reconciliation.</li> </ul>	
<b>E</b>	Create a section on the municipal website outlining the actions the organization will take to further Truth and Reconciliation.	<ul style="list-style-type: none"> <li>Section of the municipal website exists with organizational commitment to advancing Truth and Reconciliation.</li> </ul>	<ul style="list-style-type: none"> <li>Municipal staff as well as community members have an increased understanding of the Municipality's commitment to advancing Truth and Reconciliation efforts.</li> </ul>	



# Implementation Plan

## Inward and Community Facing (area 7)

### Area of Focus 7 - Advance Truth and Reconciliation Efforts

	Activities	Output	Outcome	Status
<b>F</b>	With input from Indigenous partners, Inclusion Committee to discuss how to formally recognize September 30 <sup>th</sup> , the National Day for Truth and Reconciliation.	<ul style="list-style-type: none"> <li>• A statement in honor of Truth and Reconciliation Day is prepared and released.</li> <li>• A plan to honour and recognize September 30<sup>th</sup>, National Day for Truth and Reconciliation is drafted.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness of the Municipality's support for the advancement of Truth and Reconciliation.</li> <li>• Increased public awareness of the National Day for Truth and Reconciliation.</li> </ul>	
<b>G</b>	Develop training on the Indigenous connection to this area as well as cultural safety for members of the Senior Leadership Team and Council.	<ul style="list-style-type: none"> <li>• Training identified and available.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness among Senior Leadership Team and Council of Indigenous relationships with this area and how to foster cultural safety in the workplace.</li> </ul>	
<b>H</b>	With input from Indigenous partners, develop a list of alternative Indigenous names for municipal spaces for consideration and renaming.	<ul style="list-style-type: none"> <li>• Names of municipal facilities/ outdoor areas are changed to reflect local Indigenous history.</li> </ul>	<ul style="list-style-type: none"> <li>• Renamed municipal spaces honour Indigenous Peoples, in an effort to decrease systemic racism and decolonize spaces.</li> <li>• Increased awareness of the Municipality's support for the advancement of Truth and Reconciliation.</li> </ul>	
<b>I</b>	With input from Inclusion Committee, Indigenous community members and Indigenous partners, identify areas the Municipality can prioritize when it comes to Reconciliation efforts.	<ul style="list-style-type: none"> <li>• A list of regular, ongoing reconciliation-focused activities/initiatives are identified.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased understanding of the role of local governments in Reconciliation.</li> <li>• Increased capacity for the Municipality to advance Reconciliation efforts.</li> <li>• Increased awareness in the community of the Municipality's support for the advancement of Truth and Reconciliation.</li> </ul>	
<b>J</b>	Liaise with Parks Canada to participate in conversations of mutual interest with the 26+ Indigenous groups who identify a historical and ongoing connection to this place by participating in the Indigenous Forum.	<ul style="list-style-type: none"> <li>• Regular, ongoing relationship building with Indigenous groups takes place via the Indigenous Forum.</li> <li>• The Municipality expresses interest in regular, ongoing relationship building and conversations on topics of mutual interest.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased understanding of Indigenous Peoples' perspectives on areas of mutual interest and the role of the Municipality in relationship building and Reconciliation</li> <li>• Increased capacity for the Municipality to build and nurture relationships with Indigenous partners.</li> <li>• Increased awareness in the community of the Municipality's support for the advancement of Truth and Reconciliation.</li> </ul>	

# Implementation Plan

## Community Facing (areas 8-14)

Area of Focus 8 - Welcome and Review Feedback from the Community				
	Activities	Output	Outcome	Status
<b>A</b>	Develop messaging for the website about the Municipality's commitment to equity, diversity and inclusion and what the public can do if they experience racism/discrimination in a municipal space or by a municipal employee.	<ul style="list-style-type: none"> <li>• Formal tracking system developed.</li> <li>• Documentation exists outlining the process to receive reports and follow up.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in vigilance against systemic and individual discrimination.</li> <li>• Municipality of Jasper is able to support individuals who experience discrimination.</li> <li>• The public feels there are more reliable systems in place to protect them.</li> </ul>	
<b>B</b>	Inclusion Committee reviews and discusses reports of harassment or discrimination.	<ul style="list-style-type: none"> <li>• Instances of harassment &amp; discrimination are documented and reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>• Municipality of Jasper is able to address instances of harassment or discrimination</li> <li>• The Municipality is more aware of any change in frequency of instances of discrimination or harassment.</li> <li>• Increased vigilance against systemic and individual discrimination.</li> </ul>	
<b>C</b>	Inclusion Committee makes recommendations for training or 'intervention' based on reports received and reviewed.	<ul style="list-style-type: none"> <li>• Recommendations are made by the Inclusion Committee following documented instances of harassment or discrimination.</li> <li>• A list of potential training is generated based on the need identified.</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease in incidents of harassment &amp; discrimination through education and professional development.</li> </ul>	
<b>D</b>	Develop messaging for the website about the Municipality's commitment to equity, diversity and inclusion and what the public can do if they experience racism/discrimination within the community as a whole.	<ul style="list-style-type: none"> <li>• Content developed and on the website.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased vigilance against systemic and individual discrimination.</li> <li>• The Municipality is aware of instances of racism or discrimination in the community and can monitor trends.</li> <li>• The public feels their local government takes an active interest in monitoring and addressing instances of racism and discrimination in the community.</li> </ul>	

# Implementation Plan

## Area of Focus 9 - Be a Leader in Equity, Diversity & Inclusion Work in The Community

	Activities	Output	Outcome	Status
<b>A</b>	Apply to join the Coalition of Inclusive Municipalities.	<ul style="list-style-type: none"> <li>Municipality of Jasper becomes a member of the Coalition of Inclusive Municipalities.</li> </ul>	<ul style="list-style-type: none"> <li>The Municipality is able to network and liaise with municipalities across the country on emerging and best practices in delivering equitable and inclusive local governance and services.</li> </ul>	
<b>B</b>	Work with Inclusion Committee members to develop a plan to recognize March 21 <sup>st</sup> as The International Day for the Elimination of Racial Discrimination.	<ul style="list-style-type: none"> <li>Plan drafted to recognize March 21<sup>st</sup> as the International Day for the Elimination of Racial Discrimination.</li> </ul>	<ul style="list-style-type: none"> <li>Increased action by residents, through participation or consultation, in the planning of an event or initiatives to recognize the International Day for the Elimination of Racial Discrimination.</li> </ul>	
<b>C</b>	In collaboration with the Newcomer Network, develop a public awareness campaign showcasing newcomers' contributions to the community.	<ul style="list-style-type: none"> <li>Newcomer stories are collected and showcased.</li> <li>Digital and paper media is produced and distributed in the community.</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of newcomer contributions to the community.</li> <li>Increased community appreciation for cultural diversity and respect for racialized communities.</li> </ul>	
<b>D</b>	Sponsor a workplace inclusion champion award in the broader community.	<ul style="list-style-type: none"> <li>Workplace inclusion award exists.</li> </ul>	<ul style="list-style-type: none"> <li>Increased celebration of efforts to dismantle inequitable systems within the workplace and promote inclusion.</li> </ul>	
<b>E</b>	Promote practices to foster inclusive workplaces through the business licensing process.	<ul style="list-style-type: none"> <li>License applicants receive information on promoting inclusion in the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>Increased understanding of the role each of us plays in advancing equity and inclusion in the workplace.</li> </ul>	
<b>F</b>	Translate business license information into multiple languages.	<ul style="list-style-type: none"> <li>Information on the process for acquiring a business license in Jasper is translated and available in print and on the website.</li> </ul>	<ul style="list-style-type: none"> <li>Diverse residents have equal opportunities for entrepreneurship through understanding the business licensing process.</li> </ul>	
<b>G</b>	Start an equity, diversity and inclusion network in the community for professionals that are spearheading equity, diversity and inclusion efforts within their contexts.	<ul style="list-style-type: none"> <li>A Jasper equity, diversity and inclusion network is created.</li> </ul>	<ul style="list-style-type: none"> <li>Folks leading equity, diversity and inclusion efforts within the community are connected, providing mutual support, sharing resources and ideas as well as collaborating where appropriate.</li> </ul>	



# Implementation Plan

Area of Focus 10 - Support Cultural Programming and Events in the Community				
	Activities	Output	Outcome	Status
<b>A</b>	Liaise with community partners to develop a plan to organize and host a few cultural events in the community each year (cultural kitchens, cultural community dinners, multi-cultural festival etc.).	<ul style="list-style-type: none"> <li>• Collaborative partnerships are nurtured.</li> <li>• Cultural events happen in Jasper hosted, in part, by the Municipality.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased celebration and appreciation for the cultural diversity in Jasper.</li> </ul>	
<b>B</b>	Promote and support existing initiatives in the community.	<ul style="list-style-type: none"> <li>• The Municipality acts as a supporter to help spread the word about existing initiatives in the community that celebrate cultural diversity.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness of existing initiatives in the community whether spearheaded by the Municipality or not.</li> </ul>	



# Implementation Plan

Area of Focus 11 - Engagement Opportunities Reach Diverse Audiences				
	Activities	Output	Outcome	Status
<b>A</b>	Inclusion Committee to review community engagement initiatives and make recommendations on how to increase public participation in future.	<ul style="list-style-type: none"> <li>• Opportunities for public participation are reviewed through an equity, diversity and inclusion lens and recommendations for improvement are generated.</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal staff have an increased understanding of how to ensure that opportunities for public participation are accessible and equitable.</li> </ul>	
<b>B</b>	Identify under-represented groups when it comes to public participation and invite broad, diverse community members to engage in opportunities.	<ul style="list-style-type: none"> <li>• Under-represented community contacts or leaders are identified and relationships built.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased participation by a diverse group of community members.</li> <li>• More diverse input during the community engagement process.</li> </ul>	
<b>C</b>	Research innovative and user friendly community engagement tools.	<ul style="list-style-type: none"> <li>• The Municipality uses innovative community engagement tools to ensure diverse input.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased exposure to community members.</li> <li>• Increased access to harder to reach populations.</li> </ul>	
<b>D</b>	Create community engagement email distribution list.	<ul style="list-style-type: none"> <li>• Community engagement email distribution list is generated.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased ability to engage with residents in different ways (outside of social media, website).</li> </ul>	
<b>E</b>	Cultivate opportunities for residents to engage in dialogue around areas of interest with municipal relevance.	<ul style="list-style-type: none"> <li>• Opportunities for residents to engage in dialogue around areas of mutual interest exist.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased engagement from residents on areas of interest with municipal relevance.</li> <li>• Increase sense of belonging and contribution to community among participants.</li> </ul>	
<b>F</b>	Inclusion Committee reviews draft public engagement plans and makes recommendations to improve inclusivity.	<ul style="list-style-type: none"> <li>• Public engagement plans are reviewed and improved to be more inclusive, specifically to harder-to-reach residents.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased engagement from harder-to-reach residents</li> <li>• Increase in accessible and inclusive opportunities for residents to participate in local government.</li> </ul>	

# Implementation Plan

## Area of Focus 12 - Inclusive Communications

	<b>Activities</b>	<b>Output</b>	<b>Outcome</b>	<b>Status</b>
<b>A</b>	Inclusion Committee to review communications campaigns and generate recommendations on how to increase inclusivity when it comes to communications and marketing of municipal services, projects, programs or initiatives.	<ul style="list-style-type: none"> <li>• Communications campaigns are reviewed through an equity, diversity and inclusion lens and recommendations for improvement are generated.</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal staff have an increased understanding of how to ensure key messages reach a broad section of the community through inclusive communications.</li> </ul>	
<b>B</b>	Research and identify unique methods of communicating to harder-to-reach segments of the community.	<ul style="list-style-type: none"> <li>• Best practice in inclusive communications strategy is identified and compiled.</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal staff have an increased understanding of how to present key messages to community members in an inclusive way.</li> </ul>	
<b>C</b>	Offer training to municipal staff on inclusive communications and design, plain language and writing for the web/social media.	<ul style="list-style-type: none"> <li>• Training on inclusive communication is organized and offered.</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal staff have the skills and background to implement inclusive communications campaigns that deliver key messages to a broad range of community members.</li> </ul>	

# Implementation Plan

## Area of Focus 13 - Review and Improve Municipal Signage and Language

	Activities	Output	Outcome	Status
<b>A</b>	The Inclusion Committee reviews community and facility signage and recommends areas for improvement.	<ul style="list-style-type: none"> <li>• Areas for improvement with regards to community and facility signage are identified.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff have an increased ability to see areas for improvement in signage and how that relates to overall equity, diversity and inclusion work.</li> </ul>	
<b>B</b>	Organizational standards for inclusive signage are developed and utilized across the organization.	<ul style="list-style-type: none"> <li>• Standards for inclusive signage exist.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff has an increased understanding of organizational standards related to inclusive signage.</li> <li>• Any new signage design incorporates inclusive standards.</li> </ul>	
<b>C</b>	Replace old signage with updated signage that is more inclusive.	<ul style="list-style-type: none"> <li>• Up-to-date, inclusive signage exists.</li> </ul>	<ul style="list-style-type: none"> <li>• All residents and visitors are able to navigate the community, and understand the services available at municipal facilities.</li> <li>• Residents and visitors with diverse abilities feel welcomed in the community.</li> </ul>	
<b>D</b>	Inclusion Committee reviews municipal documents and suggest areas for improvement with regards to language.	<ul style="list-style-type: none"> <li>• Areas for improvement with regards to written documents are identified.</li> </ul>	<ul style="list-style-type: none"> <li>• Language on municipal documents and digital media is easily understood.</li> <li>• Increased participation in municipal functions by a diverse population.</li> </ul>	
<b>E</b>	Inclusive writing/ language training is researched and coordinated.	<ul style="list-style-type: none"> <li>• Training on inclusive writing is available to employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Employees have a greater understanding of inclusive writing for print and web.</li> </ul>	
<b>F</b>	Re-write or re-design documents as well as website content based on Inclusion Committee recommendations and training provided.	<ul style="list-style-type: none"> <li>• Municipal documents as well as text on the municipal website are updated and rewritten through an inclusion lens.</li> </ul>	<ul style="list-style-type: none"> <li>• All residents have increased access to information and opportunities that exist in the community.</li> </ul>	
<b>G</b>	Translate key documents for use on the municipal website and in the community.	<ul style="list-style-type: none"> <li>• Municipal documents are translated into multiple languages.</li> </ul>	<ul style="list-style-type: none"> <li>• Community members whose first language is not English have increased access to information from the Municipality.</li> </ul>	

# Implementation Plan

## Area of Focus 14 - Ensuring Equitable Access to Outdoor Spaces

	<b>Activities</b>	<b>Output</b>	<b>Outcome</b>	<b>Status</b>
<b>A</b>	Use the accessibility audit to review entrances to and pathways within outdoor recreation areas with accessibility in mind.	<ul style="list-style-type: none"> <li>• Pathways and entrances to outdoor recreation areas are upgraded to be accessible.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased accessibility for individuals with mobility issues to outdoor recreational spaces.</li> <li>• Increased usage of outdoor recreation areas by people with diverse abilities.</li> </ul>	
<b>B</b>	With input from the Inclusion Committee and facility managers, identify areas where residents and visitors would benefit from accessible picnic tables.	<ul style="list-style-type: none"> <li>• Accessible picnic tables are incorporated into future development plans for those areas.</li> <li>• Accessible picnic tables are installed.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased ability for members of the Inclusion Committee and facility managers to consider increasing accessibility with all planned facility/area upgrades.</li> <li>• Increase in usage of outdoor park spaces or indoor sitting/eating spaces for people with diverse abilities.</li> </ul>	
<b>C</b>	Review outdoor public washrooms with the goal of incorporating a universal washroom.	<ul style="list-style-type: none"> <li>• Opportunities to convert gender-specific washrooms to universal washrooms are identified.</li> <li>• Washrooms are updated to include universal washrooms and changeroom spaces.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased understanding of gender-diversity among municipal staff.</li> <li>• Decreased anxiety for transgender and gender non-conforming people while using municipal washroom facilities.</li> <li>• Increased understanding by residents of the Municipality's commitment to advancing equity and inclusion within the community.</li> </ul>	





# Implementation Plan

## Final Area of Focus

Area of Focus 15 - Measuring Success				
	Activities	Output	Outcome	Status
<b>A</b>	Use the approved five year Equity, Diversity & Inclusion Master Plan to further flesh out timelines, resource requirements, roles, indicators of success and how we will measure that success.	<ul style="list-style-type: none"> <li>• A more detailed plan exists for internal use that further indicates how each activity will be implemented, who will play a role, how we will measure success and what will indicate success.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased ability to measure progress on Plan activities, outputs and desired outcomes.</li> <li>• Indicators of success are identified.</li> <li>• Outcome measurement tools are identified and developed.</li> <li>• Plan implementation is monitored over time.</li> </ul>	
<b>B</b>	Inclusion Committee utilizes the more detailed Equity, Diversity & Inclusion Implementation Plan to monitor implementation, outputs, outcomes and overall progress including successes, challenges and opportunities for improvement.	<ul style="list-style-type: none"> <li>• Status of each activity and lessons learned along the way are documented.</li> <li>• Plan implementation is tracked and reviewed by the Inclusion Committee members.</li> <li>• Opportunities for improvement are identified.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased ability for Inclusion Committee members to discuss Plan implementation, success indicators, strategies to measure outcomes of implementation and opportunities for improvement.</li> <li>• Increased organizational capacity to implement longer-term master planning over time and monitor/pivot where needed to ensure alignment with the Equity, Diversity &amp; Inclusion Policy.</li> </ul>	
<b>C</b>	Inclusion Committee together with Chief Administrative Officer determine an effective schedule for reporting on progress to Council.	<ul style="list-style-type: none"> <li>• A schedule for reporting on plan implementation to Council exists.</li> </ul>	<ul style="list-style-type: none"> <li>• Council is aware of progress made on the Equity, Diversity &amp; Inclusion Master Plan</li> </ul>	
<b>D</b>	Inclusion Committee discusses and recommends a way to incorporate an inclusion lens into the Request For Decision format.	<ul style="list-style-type: none"> <li>• The Chief Administrative Officer receives a recommendation on how to incorporate that practice into the Request For Decision format.</li> </ul>	<ul style="list-style-type: none"> <li>• The Request For Decision format includes a prompt for administration and Council to apply an inclusion lens to decision making.</li> </ul>	