AN EQUITY, DIVERSITY, AND INCLUSION ANALYSIS OF CORE DISTRICT OF KITIMAT POLICIES

March 2023
Prepared for the District of Kitimat Mayor and Council
Prepared by the Equity, Diversity, and Inclusion Project Team[1]

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ACKNOWLEDGEMENTS

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SUMMARY OF RECOMMENDATIONS

The following is the summary of recommendations emerging from our analysis of four core DOK policy documents: the Official Community Plan (OCP) and related Strategic Plan (SP), the Financial Plan (FP), and the Leisure Services Master Plan (LSMP). Each recommendation is accompanied by additional detail in the *Recommendations* section of the report, which begins on page 33. Each recommendation is also accompanied by a suggested timeframe for implementation.

General Recommendations

1.1 Broaden intersectional considerations across policy and program areas (long term).

1.2 Develop and implement a process for regularly and publicly reviewing and monitoring the objectives of the DOK's core policy documents, including the OCP and SP, FP, and LSMP (medium term).

1.3 Develop a communications and engagement plan that facilitates both targeted and widespread public participation (medium term).

1.4 Centre truth-finding and relationship-building efforts with x̄á'isla people and the Haisla Nation (long term).

1.5 Use consistent language across core policy documents to refer to people with disabilities (short term).

1.6 Learn from DOK staff (short term).

1.7 Advance human resources–related policies and practices, including related to hiring, to advance equity, diversity, and inclusion (EDI)–related commitments (medium term).

1.8 Implement a comprehensive EDI-related staff training program (medium term).

1.9 Create a permanent EDI Advisory Committee of Council (short term).

Recommendations Specific to the FP

2.1 Expand the FP's objectives to include public-sector employee recruitment and retention (short term).

2.2 Expand the FP's objectives to include accessibility as a key goal (medium term).

2.3 Integrate EDI considerations in permissive tax exemptions (medium term).

2.4 Broaden the rationale for tax-supported services to include facilitating equitable participation in, and use of, recreation services (short term).

2.5 Adopt fiscal mechanisms to support relationships with Haisla Nation Council and x̌á'isla community members (long term).

2.6 Adopt EDI criteria any time DOK provides funding or collaborates on a project that will generate revenue (long term).

Recommendations Specific to the OCP and Future SP

3.1 Update and prioritize housing-related commitments (medium term).

3.2 Prioritize the development of daycare services (medium term).

3.3 Consider additional efforts to enhance accessible transportation options (short term).

3.4 Find creative ways to support diverse groups that need access to shared space (medium term).

Recommendations Specific to the LSMP

4.1 Learn about x̌á'isla understandings of recreation and leisure (long term).

4.2 Continually revisit program designs to explore and adopt opportunities for improving accessibility (long term).

4.3 Strengthen partnerships with local organizations and encourage EDI-related practices by facility users (long term).

INTRODUCTION

This report was prepared at the request of the Mayor and Council of the District of Kitimat (DOK) as part of their efforts to advance equity, diversity, and inclusion (EDI) in the DOK. This report presents our equity, diversity, and inclusion-focused analysis of four core policy documents of the DOK: the Official Community Plan (OCP), 2008 and related Strategic Plan (SP), 2018–2022; the Leisure Services Master Plan (LSMP), 2019–2029; and the Financial Plan (FP), 2021–2025. It is accompanied by an EDI checklist and planning tool that staff members, and Mayor and Council, can use to guide activity and program planning and decision-making moving forward.

This report proceeds as follows: We begin with some context that helps to explain the importance of, and challenges with, this type of work. We then provide a more detailed explanation of the impetus for this work, before outlining the methods and process we used to undertake our analysis. Our results are presented next, first through a series of general findings, and then through a more detailed discussion of each of the policy documents we considered. For each policy document, we include a brief overview of the policy, and a discussion of how equity, diversity, and inclusion (EDI) are considered (or not) in the document. Following the results are our recommendations. Some of these are relevant across policy documents and others are focused on specific policy documents. Our recommendations are listed above and detailed in the *Recommendations* section. Each is accompanied by a proposed timeframe for implementation.

Context

Municipalities across Canada and around the world are working to make their policies, programs, and staff complements more diverse and inclusive, and more conducive to advancing equity. Initiatives connected to this type of work — often referred to as EDI initiatives — have the important job of addressing how systems of oppression — including colonialism, racism, ableism, and (hetero)sexism — have shaped everything from urban design to residents' safety and access to services (City for All Women Initiative, 2015; Mohammed et al., 2017; Ontario Human Rights Commission, 2010).

EDI initiatives are complex for several reasons, including that there are not widely accepted definitions associated with these terms. As part of our work, we drew from government, community, and university guidelines to develop the following definitions to use as a starting point. These — along with other key definitions — are included in Appendix A.

Equity (E)

The fair and respectful treatment of all people. In the context of public policy, this includes striving for policies that produce equal outcomes for all. Equity involves recognizing that there are individuals and groups who encounter individual, interpersonal, institutional, and systemic barriers to full participation, and that addressing these barriers may require different approaches for different people.

Diversity (D)

Recognizing that there are individuals who have a variety of identities, abilities, backgrounds, cultures, skills, perspectives, experiences, ways of knowing, and ways of being who are representative of Canada's current and evolving population and who contribute to the functioning of institutions, communities, and society.

Inclusion (I)

Ensuring that all community members are welcome, respected, valued, and empowered to fully participate in all functions of society. It involves creating the conditions in which everyone can fully participate.

Our use of 'EDI' throughout the report is meant to be all-encompassing of the range of histories and experiences of people in the DOK. Through the process of this work, we also began using the term 'reconciliation' to emphasize the importance of deeply understanding and responding to the historic and ongoing experiences of x̌á'isla people, which continue to be shaped by colonization. Some x̌á'isla people with whom we spoke noted that reconciliation is not a term that requires action on the part of x̌á'isla people. Rather, it is a call for non-Indigenous people and institutions to consider what they need to reconcile because of the historic and ongoing consequences of colonialism. As such, we make limited use of the term 'reconciliation' in this report, and where we use the language of reconciliation, it is to emphasize a call to action for non-Indigenous people and institutions.

EDI work is also complex because it can be done poorly or incompletely. Two examples of concerns raised in literature in this field are providing 'one-off' trainings that are not accompanied by a continuous learning culture and/or do not emphasize self-awareness and critical consciousness (Beijbom, 2022); and replacing meaningful action on advancing EDI with language and reports that are not followed through in practice (Ahmed, 2020).

Further, EDI efforts have not always fully or appropriately been applied by settler governments (that is, governments that are part of the Canadian state) to recognize and respond to colonization and its consequences, in part because government-related EDI efforts take for granted that the government itself is legitimate, a position that is not shared by all Indigenous Peoples and their governments. EDI efforts are further complicated by the fact that they demand change, which is difficult, and resources, which can be constrained. There can also be disagreement about the nature of the problem and thus the most appropriate solutions.

Finally, there can be tension when some residents are not that interested in EDI-related concerns and corresponding costs. As one DOK staff person described, "I mean, I guess just money and time are always a challenge a little bit because you can do something sort of the lazy way … or you can take meaningful steps and whatever and that's harder and it takes longer. We sometimes face a little bit of pushback from the public where, for example, like to get messaging out to the most people in the most ways it can be seen as like a waste of taxpayer money." This problem requires intentional and persistent leadership about the importance of EDI.

Still, EDI work is critical for responding to the consequences of structural and systemic oppressions, including those that arise from colonialism, racism, ableism, and (hetero)sexism. In Canada, the focus of both EDI work and truth and reconciliation work — a term we are using to capture efforts by settler governments to understand and address their role in colonization — is varied, but often based in large urban centres, such as Toronto (2022), Vancouver (2022), Ottawa (City for All Women Initiative, 2015; 2020), and Calgary (Calgary Aboriginal Urban Affairs Committee, 2022).

While large urban centres across Canada tend to report ongoing initiatives that touch broadly on these areas, the landscape in smaller northern municipalities is more mixed. As part of our team's earlier work that led to this project, we conducted a scan of nearly 40 northern municipalities in Canada, which revealed that about 30% of these had no equity, diversity, and inclusion policy, initiative, or committee of any type. Of the municipalities with some sort of policy, initiative, or committee, many focused on either (physical) accessibility or age (senior) friendly initiatives. While necessary, these dimensions of EDI are far from sufficient to reflect the myriad and interrelated forms of oppression and discrimination that play out in cities and towns.

In northwestern British Columbia, there are only a few examples of initiatives or policies that engage broadly with EDI or truth and reconciliation work. The City of Prince George has an equity and inclusion policy (2011) and a reconciliation framework (2018), and the City of Fort St. John has a community indicators program intended to inform planning, decision-making, and community dialogue in the municipality (2018). Because of the limited documented EDI and truth and reconciliation efforts by Canadian municipalities in the region, the DOK can play a leadership role in these areas moving forward.

Project Background and Initiation

Several members of the project team have been working together over the past few years to better understand the wellbeing experiences of diverse northern women in the Haisla Nation and Kitimat. After preparing an extensive research report through a collaboration between Tamitik Status of Women Association (TSW), the Haisla Nation Council (HNC), and the University of Guelph, we developed an action plan which included the objective of advancing the role of diverse women and girls in local decision-making.

As part of achieving the above-noted objective, we worked with Councillor Lani Gibson to propose an initial workshop with staff and Councillors of the DOK, which we called *Diversity and Inclusion Planning in the DOK.* The objective of that workshop was as follows: *To consider benefits of — and strategies for — ensuring that policies and planning processes in the District of Kitimat are informed by the full range of experiences of its citizens, particularly those who face multiple barriers to fully participating in the political, economic, cultural, and social life of the Town.*

The workshop, which included approximately 22 Council and staff participants over two offerings, included an opportunity to brainstorm priority areas for action, as well as short-, medium-, and long-term actions within those areas. The priority areas that emerged were programming, leadership, hiring, and representation. Our team then proposed the work described in this report, as well as the creation of the accompanying checklist and planning tool, to help achieve the following objectives:

1. Develop a better understanding of strengths and gaps across program and policy areas (programming, short term)
2. Create an ongoing internal knowledge and learning culture for issues related to equity, diversity, and inclusion (leadership, medium term)

The proposal was accepted by Council in April 2021, and we were invited to begin the work. COVID-related delays have extended the term of the project and caused some adjustments to our approach

along the way. Also, we have made some adjustments from the original proposal in response to our ongoing learning through the process. The emphasis of the work has remained consistent, as have the main components of the work, which we describe in the next section.

METHODS AND PROCESS

The results presented in this report were developed through a collaborative, community-engaged process that guided all aspects of the work. We took three main steps: Developing the project team; creating a resident Diversity and Inclusion (D&I) Advisory Committee; and developing the framework we used to guide our analysis.

Project Team

The project team includes Project Coordinator Jacqueline Ramdatt, Drs. Leah Levac and Laura Pin, Rosanna Christensen, Michelle Martins,[2] and graduate research assistant Xieling Zhang. From the DOK, the partnership is supported by Warren Waycheshen, the Chief Administrative Officer (CAO), Marli Penner, the Director of Human Resources and Labour Relations, and Tracy Tavares, formerly the Executive Assistant, and now Deputy Director of Corporate Administration, who helps with activities such as meeting logistics and minute-taking. The involvement of these public servants — including two with senior management positions — is important practically and symbolically, because research suggests that public managers impact the outcomes of participatory policy initiatives by playing a role in defining the parameters of participatory initiatives, providing expert knowledge, guiding implementation, and mediating between the public and elected officials (Pin, 2020; Petite, 2021; Su, 2018). Two former elected Councillors — Lani Gibson and Rob Goffinet — served as ex-officio members of the resident D&I Advisory Committee, discussed in more detail below.

Creating the Resident D&I Advisory Committee

The process of recruiting and establishing the resident D&I Advisory Committee was a joint initiative of the DOK and the project team. We began by creating a draft Terms of Reference (TOR) document (see Appendix B) to help detail important dimensions of the committee and its work. The TOR includes statements about the committee's purpose, role, and scope; details about the outputs associated with the project; a list of guiding principles; and logistics details including related to meeting structure, compensation, and accessibility inclusion. It also includes the definitions of 'equity,' 'diversity,' and 'inclusion' noted above.

We also prepared a Frequently Asked Questions (FAQ) document (see Appendix C) to help ensure that interested residents had multiple avenues for learning about the committee. As these documents were being finalized and reviewed by members of the project team, we began a multi-pronged recruitment process which included preparing a recruitment advertisement, creating a list of community organizations that could help us identify prospective committee members who might not typically apply, and identifying outreach/advertising channels. Next, we reached out to identified local organizations, posted invitations to apply on social media sites; and advertised through the regular

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[2] Michelle Martins withdrew from the project team following her election to the DOK Council.

channels used by the DOK, namely the local newspaper and the DOK website and social media channels.

The final advertisement for committee members noted that "effective diversity and inclusion planning depends on meaningful input from the different voices, points of views and lived experiences of people in the community…. A modest honorarium will be provided, and expenses to enable participation, such as childcare and transportation, will be covered" (Kitimat Committee Volunteer Opportunity, 2021). Providing an honorarium and covering participation-related expenses is important for enabling the participation of residents who might not typically be able to participate (Feige & Choubak, 2019).

The recruitment information also encouraged applications from "Indigenous applicants, people of colour, [people of] all genders, [members of the] LGBT2Q+ [community], and persons with disabilities" (Kitimat Committee Volunteer Opportunity, 2021). The project team reviewed all applications received and recommended nine members, who were subsequently approved by the DOK Mayor and Council. Since the appointment of the resident D&I Advisory Committee, the project coordinator has facilitated frequent discussions with members to continually seek their input and participation to complement the formally scheduled advisory committee meetings.

The resident D&I Advisory Committee and project team members bring a variety of knowledge, values, and experiences to this work. Members range in age and life experience. Some members have disabilities, and some are part of the 2SLGBTQ+ community. Other members are x̌á'isla people. Others are non-Indigenous racialized people or belong to minoritized cultural groups. Some have experience with lone parenting. Some have experience living on low or fixed incomes. Committee members and the project team have a variety of professional and educational experiences as well. It is difficult to capture the complexity of individuals' identities here: many committee members have identities that fall into multiple groups. Members of the resident D&I Advisory Committee and project team brought their lived expertise to the process of conceptualizing and developing the policy analysis framework, and to the analysis that followed. This helped integrate community knowledge about the inclusion needs and exclusion experiences of diverse community members into the design of the project.

Developing the Framework

To guide our collective work, our first key task was to create a policy analysis framework that we could use to examine the DOK's policy documents. Developing the framework took several months of conversations between the project team and members of the resident D&I Advisory Committee. As a starting point, we decided to draw on the framework for Intersectionality-Based Policy Analysis (IBPA) developed by Olena Hankivsky et al. (2012), which aims to reveal the differential impacts of policy on different groups, with attention to making equity-related contributions to policy knowledge.

Next, we identified key "areas for analysis" based on community input from the first two resident D&I Advisory Committee meetings in November and December 2021. Eleven areas were drawn from discussions at those initial meetings, including relations with the Haisla Nation, cultural inclusion, access for people with visible and/or invisible disabilities and seniors, accessible and affordable housing, awareness of gender and sexual identity, children and families, recreation facilities, access to

employment, and the high cost of living and lack of support for those in need. These areas of analysis were wide-ranging, encompassing both identity-based concerns and areas of municipal provisioning.

To adapt the IBPA questions to the specific context of Kitimat, we asked several reflective questions to link community knowledge to the IBPA framework, including: Where are modifications required to ensure the framework fits with a northern, small-town context? Where are modifications required to recognize the unique and central role of the Haisla Nation in questions of equity, diversity, and inclusion in Kitimat? Where might modifications be required to ensure the framework fulsomely addresses key dynamics of municipal policy and service provision?

With input from the resident D&I Advisory Committee, the project team drafted a series of 13 questions covering both descriptive and transformative areas of inquiry (see Table 1). Following Hankivsky et al. (2012), descriptive questions seek to establish the status of diversity and inclusion in the policy documents and/or areas of focus, while transformative questions engage with considerations of how the status quo could be changed to better ground considerations of equity, diversity, and inclusion in the identified municipal policy areas. Mostly then, the *Results* section of this report includes our responses to the descriptive questions, while the *Recommendations* section is informed by the transformative questions.

The questions were presented to the resident D&I Advisory Committee for feedback in March 2022. Their feedback was mostly affirmative, with members suggesting that we were on the right track, and that the general thrust of the questions seemed appropriate. The questions were further reviewed by the project team for clarity of language, and we added an additional question to the transformative section discussing how short- and long-term success of local EDI efforts could be measured.

The 13-question policy analysis framework we developed is presented in Table 1. The framework and accompanying explanatory notes are also included as Appendix D. It reflects both general concerns related to EDI, and considerations specific to the experiences of people in the DOK. To support the collaborative analytical approach we pursued, each question is accompanied by a series of prompts, which are intended to ensure that the questions are clear. In other words, these prompts give suggestions about additional dimensions to consider, without precluding the unique lens that each team member brings.

Table 1. EDI-focused policy analysis framework (adapted from Hankivsky et al., 2012)

Descriptive Questions #1-8

Question	Prompts
(1) What knowledge, values, and experiences do members of the resident D&I Advisory Committee and project team bring to the policy analysis process	This could include personal experiences you've had with certain services in town, how your identity shapes your ideas, etc.

generally, and relative to each policy document specifically?[3,4]	
(2) What are the inclusion needs and exclusion experiences of diverse community members living in small, northern communities related to each policy document being analyzed? For instance, how does each policy document recognize or overlook diverse spiritual needs? Physical, mental, and financial accessibility needs? Gender inclusion needs? Needs of families? Age-related needs?	No prompts
(3) How are diverse community members — by age, race, ability, gender, class, and other dimensions — excluded or represented in facilities and programs within these policy and program areas?	Who uses specific facilities, serves on related boards of directors, etc.? What do images displayed in specific places communicate about who belongs? What are the consequences of these representations and/or exclusions?
(4) How is x̄á'isla culture, and historical and ongoing presence, reflected in each policy document?	Do the policy documents reflect the fact that Kitimat is in x̄á'isla territory? Do any of the policy documents recognize a role for x̄á'isla arts, languages, and traditions? Is there any acknowledgement and understanding of x̄á'isla culture and presence?
(5) How does each policy document consider the Calls to Action in the Truth and Reconciliation Commission's Final Report and the Calls for Justice in the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG)?[5]	How/does each policy document approach the following: Respect the authority and leadership of Indigenous Peoples and their role in decision-making processes that relate to their land and culture? Support the cultural visibility of local Nations throughout their unceded lands? Support the cultural, political, and economic advancement of Indigenous Peoples? Prioritize responding to the consequences of colonialism (for instance, responding to high rates of violence against Indigenous women, girls and two- spirit people)? Is there meaningful involvement of x̄á'isla people in informing policy implementation? Are implementation plans clear?

[3] Throughout the framework, the 'policy documents' refers to the OCP, LSMP, and FP.

[4] Hankivsky et al., 2012.

[5] In addition to the prompts noted here, the framework presented in full in Appendix D includes specific Calls to Action and Calls for Justice that are relevant to the work of municipalities.

(6) Are some people invisible (intersections of identity) in the policy documents? Who and how?	For instance, are certain groups differently situated with more resources and political consideration, while others are overlooked?
(7) Is there any evidence of participation of diverse community members in policy decisions and directions in the policy documents? What about representative organizations? If yes, what?	Who was involved in the creation or amendments? And to what degree were they involved?
(8) How are important ideas that align with prioritizing EDI reflected in the framing of the problem and/or the policy documents?	How/do the policy documents consider: Patriarchy (e.g., gender-based violence, heterosexism)? Colonialism? The impacts of social and economic inequality? Intersectionality?

Transformative Questions #9-13

Question	**Prompts**
(9) Where and how can interventions be prioritized to improve the inclusion of diverse community members, and eliminate or reduce inequities, drawing on the expertise of the resident D&I Advisory Committee and project team, or learning from elsewhere?6	What can the DOK do (i.e., What interventions can it create and implement?) to respond to exclusions and inequities that are uncovered? How can the DOK pursue changes in a collaborative way? What are the key opportunities for including diverse community members? Are there ways to modify existing approaches and processes or are entirely new designs and ideas needed?
(10) How can these interventions create and encourage solidarity and inclusion across diverse groups?	What roles can different groups play in designing and implementing appropriate interventions? Are there ways that the DOK can support connections between groups? How can different groups be meaningfully engaged in assessing the interventions?
(11) What opportunities and challenges do these interventions present, and how can the challenges be mitigated?	How do these interventions address inequities? How might these interventions conflict with existing policies and government priorities (e.g., budget constraints)? What can be done to minimize these conflicts? Can these interventions reinforce or produce further inequities? If so, how can this be mitigated?
(12) How can we measure the short- and long-term success of these interventions and when should they be adopted?	What timeframes, if any, are identified for the interventions' development, implementation, and evaluation? Are these interventions feasible? (Are the necessary resources available? Will there be

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6 Adapted from Hankivsky et al., 2012.

	resistance, and if so, from whom and how can this be managed?)
(13) What monitoring is required and by whom?	What accountability mechanisms are identified? Who will be responsible, and best positioned, to ensure the success of interventions?

Undertaking the Analysis

Our analysis included both a process for identifying core policy documents and several strategies for gathering data to inform our assessment and recommendations.

Selecting core policy documents

With the analysis framework (see Table 1 and Appendix D) as a starting point, we moved on to identifying three core policy documents on which to focus our analysis. This process included reviewing notes from ongoing project team and resident D&I Advisory Committee meetings, reaching out to select DOK staff members and Councillors, and considering the influence of various policy documents on issues related to diversity, equity, inclusion, and reconciliation, based on our broader understanding of the field. Ultimately, we developed a list of five policy documents for consideration, with a recommendation to focus on the following three:

- The Official Community Plan (OCP), 2008
- The Leisure Services Master Plan (LSMP), 2019–2029
- The Financial Plan (FP), 2021–2025

The resident D&I Advisory Committee accepted this recommendation, along with a decision to also consider the DOK's Strategic Plan (SP), which represents the more focused set of priorities of the 2018–2022 Council, linked to the OCP.

Analytical process

We developed a multi-pronged approach to gather feedback about EDI-related practices and challenges associated with the OCP and SP, LSMP, and FP.
Our approach included:

- Hosting collaborative analysis sessions with interested members of the resident D&I Advisory Committee, who came together to apply the analysis framework to included policy documents
- Hosting three public meetings (two in-person, one virtual) and a small number of interviews to invite community members to offer feedback
- Hosting two targeted community meetings, one with Haisla Nation (Haisla Health Centre) staff members and one with TSW staff members, who offered feedback from their professional and personal contexts
- Interviewing 12 DOK staff members from across several departments
- Conducting a document review of each policy

We took notes during all public meetings and audio-recorded all other sessions (collaborative analysis sessions, interviews, etc.). Transcripts of recordings, notes from meetings, and the policy documents themselves were all uploaded into a shared folder.

The project team coded every document using the analysis framework as a guide. For example, we highlighted any discussion about a community member's experience of exclusion (Q2 in the analysis framework) and included a brief comment to summarize the data (e.g., "Q2 - not able to participate for health reasons). Every document was carefully read and coded by at least two members of the team. We then reviewed all coded documents to identify major themes emerging from the data.

Below, we begin with a series of general findings, which include themes we identified consistently across the policy documents and data. Next, we present findings organized according to the policy documents we analyzed. For each policy document, we include a summary of the policy document and a synthesis of what our findings reveal about how EDI is conceptualized or represented in the policy document. Our recommendations for advancing EDI through the policy documents are presented after the *Results* section.

Throughout the report, we use exemplary quotes from staff and community members to highlight themes or ideas that emerged multiple times through our analysis. We also include details that were shared by just one person, because advancing EDI requires striving for full inclusion of all residents. In other words, the experiences of just one person matter not only for our understanding of barriers to inclusion, but also for our ideas about how to resolve these barriers.

Limitations

The total number of community members with whom we spoke (approximately 30) was lower than we hoped, and we did not hear directly from many people who identified as youth or as non-Indigenous racialized people. We are nevertheless confident that our team's collective experiences and identities, as well as the wide-ranging experiences of residents and staff with whom we did speak, offer a comprehensive analysis of the OCP and SP, LSMP, and FP.

Besides including a summary of what we heard from some DOK staff members on the topic of improving staff diversity, we have not focused deeply on this topic. While we agree that this is an important aim, hiring practices are outside the scope of this report and merit distinct attention. However, 'hiring' was one of the four action areas identified in the original planning that led to this report, so we hope that the relevant details included here will be useful to future efforts. We also did not consider important and related questions of representation, such as the importance of diversity in elected and appointed positions within the DOK. This is another important topic worthy of distinct attention in the future.

RESULTS

Our results are informed by the collective identities and experiences of everyone involved in this analysis. As noted earlier, the project team and resident D&I Advisory Committee members bring a wealth of diverse experiences and knowledge to this work. Community members and staff members with whom we spoke also described how their personal experiences and identities had shaped their perspectives on EDI. Several people explained how their own or their family members' identities

shifted their understandings of inclusion. For instance, people who identified with the 2SLGBTQ+ community, or whose family members did, described the importance of symbolic gestures like flying the Pride flag, but also the importance of learning from their family members about their inclusion needs and exclusion experiences. Contributors who had navigated mental health challenges, or attempted to secure mental health supports for themselves or a family member, offered important insights about the supports necessary for enabling inclusion and wellbeing. Several x̌á'isla people expressed the importance of seeing their culture, and their historic and ongoing land tenure, reflected in policy documents and decisions. People's professional and personal experiences with gendered violence shaped their understanding of both the consequences of gender-based discrimination, and the urgent need for communities to facilitate pathways out of violence, primarily through the provision of stable and accessible housing. Finally, participants with whom we spoke frequently referenced early exposure to people with different identities from them as informing the priority they place on fostering inclusion.

General Findings

Every person with whom we spoke acknowledged the importance of advancing EDI through the work, policies, and/or staffing of the DOK. We heard from several people who think that the DOK is doing reasonably well in these areas, given the small size of the town (and corresponding constraints), and compared to similar northern municipalities. For instance, some people pointed out that the public transportation system in Kitimat is, relatively speaking, quite good. Others noted that they have seen improvements over the past few years, such as the introduction of Pride activities recognizing the rights and struggles of members of the 2SLGBTQ+ community. Of course, we also heard about a lot of necessary improvements across policy areas, which are described in some detail below. Staff members with key responsibilities associated with the policy documents we reviewed were nearly universal in their position that the OCP, LSMP, and FP need to be updated to better reflect not only EDI priorities but also broader contemporary challenges and contexts.

Besides acknowledging the importance of EDI, community, committee, and staff members offered several important insights into equity, diversity, and inclusion in the DOK, which are relevant to all the policy documents we analyzed and to municipal programming and practices more broadly. These general findings fall into three clusters: understandings of EDI, relationship building with the Haisla Nation, and building an inclusive and equitable staff team. We discuss these general findings briefly below, before presenting our analysis of each policy document.

Understanding of EDI varies widely

When asked to define equity, diversity, and inclusion, a community member offered that "everybody is able to access everything and not just the capable... And then people are different." This definition, and similar definitions, recognized the importance of acknowledging and responding to difference.

Other contributors relied more heavily on definitions that erase difference (i.e., all people are the same). Erasing difference — for example, pretending that race is invisible and does not affect people's experiences — can create persistent barriers to equity (James, 2008; Silva, 2006). Assumptions of sameness can be problematic for trying to overcome systemic barriers and highlight the need for more education and training in this area, a point to which we return below. Relatedly, many people with

whom we spoke recognized existing EDI-related efforts by some staff and Council members, while calling for increased leadership in this area from all senior staff and elected officials of the DOK.

The importance of relationship building with the Haisla Nation

We heard from both x̄á'isla and non-Indigenous people that there has been small but important progress towards better relations between the DOK, x̄á'isla people, and the Haisla Nation over the past few years. People pointed to initiatives such as the friendship totem, the new joint community economic development initiative (CEDI), the DOK's adoption of a land acknowledgement in its email signature, and the first DOK Indigenous Peoples Day celebration in June 2022 as some of the evidence of this progress.

We also heard that there is still significant work to do in this regard. At the foundation, several x̄á'isla people with whom we spoke talked about the critical importance of centring relationship building and cultural understanding in all EDI efforts. To realize this will require time and resource investments to ensure that accurate cultural content is included in DOK materials and activities, and that there are opportunities for meaningful and ongoing relationship building.

x̄á'isla people reminded us that relationship building, and deep recognition of past and ongoing colonialism and its effects, needs to be central to the work and resulting policies of the DOK. Recommendations that flow from this commitment are included below.

Building a diverse and inclusive staff team at the DOK

Our last general finding is the importance of modeling EDI in the staff complement and practices of the DOK. Several staff people lauded the organization's efforts in this regard while calling for additional work. Some noted that staff members who speak languages besides English, have different genders, are x̄á'isla, have different ethnic backgrounds, etc., enrich the work environment and improve program access for residents who subsequently see themselves reflected in the DOK's programs.

Several staff members expressed a desire for more EDI-related training and professional development opportunities and welcomed the opportunity to think more carefully about how to recruit and retain staff members with diverse backgrounds, knowledges, and life experiences.

In summary, diverse members of the Kitimat community and DOK staff members displayed a strong commitment to advancing EDI objectives in the DOK. Conversations highlighted several general areas of strategic importance to this work, including better understanding and defining EDI terms, relationship-building with the Haisla Nation, and cultivating workplace diversity at the DOK.

Next, we discuss our analysis of four key policy documents relevant to the DOK's activities: the Financial Plan (FP), the Official Community Plan (OCP) and related Strategic Plan (SP), and the Leisure Services Master Plan (LSMP). This section includes the results of our analysis and the following section includes our recommendations.

Financial Plan Analysis

Here, we provide our analysis of the FP, including a brief overview of key elements of the policy and a discussion about how EDI is conceptualized and included (or not) in the document.

Overview of the Financial Plan (FP), 2021–2025

The FP provides a breakdown of actual and projected revenue and expenses for the DOK over a five-year period. The FP includes eight key objectives of DOK fiscal policies related to revenue generation, service provision, population retention, and responsiveness to the impacts of major industries. A clear language summary of the FP, which we developed as part of the process of engaging with community members, is included as Appendix E.

The DOK anticipates receiving 18% to 40% of its revenue from other levels of government (federal and provincial) over the next three years. These revenue sources are typically tied to provincial and federal objectives (e.g., specific capital projects), and the DOK is constrained in the use of these funds. A DOK staff person noted that the availability of federal or provincial funds can exert a strong influence on DOK priorities, resulting in shifting plans to take advantage of financing opportunities. The remainder of the DOK's revenue is raised through local sources. In 2021, 80% of local source revenue was raised through property taxes. The financial plan also provides guidelines as to whether a service should be funded through property taxes or user fees (p. 5) and targets 17% to 22% cost recovery for recreational programs (p. 6). A key goal of the FP is to keep the overall level of municipal property taxation low in the DOK, in comparison with other BC municipalities.

Conceptions of EDI in the FP

The FP includes some discussion of inclusion needs of diverse community members. The overall goal of the plan is "to facilitate a high quality of community life for citizens of all ages" (p. 2), recognizing diversity in age-related needs. The FP recognizes the importance of cultural diversity through objective five: "encourage and foster cultural diversity." Objective six, "encourage retention and recruitment of retirees to the community," recognizes the needs of older adults. Objective eight concerns community needs during industrial projects. In objectives six and eight, while there is no explicit discussion of EDI, there are implications for the wellbeing of diverse community members. In the discussion of permissive tax exemptions, there is recognition that tax exemptions are a fiscal tool for supporting activities that serve the public good, which could include equity-serving activities. Through objective eight, there is recognition that the financial plan should meet community needs during times of industrial development, and recognition that there may be emerging needs in relation to industrial activity. Finally, in the discussion of revenue generation tools, there is an emphasis on ensuring user fees do not interfere with program accessibility (pp. 5-6), which recognizes the importance of fiscal policy in mitigating income-based barriers to municipal programming. There are also some limitations in how EDI is taken up in the FP. We have organized these into five themes and discuss each below.

Disconnect between stated objectives of the FP and goal of maintaining low tax rates

Within the FP, an overarching goal is to provide high quality services "at the lowest possible cost" and to maintain low levels of taxation — with an explicit goal that residential property taxes remain in the lowest quartile of municipalities in northern British Columbia. There are similar goals of maintaining low property taxes in the commercial and light industry categories.

However, this goal of providing services at the lowest possible cost to maintain low levels of taxation may conflict with some of the stated EDI-related goals in the FP. For example, in municipal planning documents, such as the OCP, the DOK has recognized that the population of Kitimat is aging. The FP

does not discuss the relationship between an aging population and fiscal implications of meeting accessibility needs, such as by retrofitting public buildings, developing accessible infrastructure, enhancing public transportation, and responding to increasing demand on locally supported health services. These concerns were all raised in interviews and meetings with community members. These age-related EDI changes will likely require new municipal spending, which may be difficult to generate while maintaining low property taxes as a *primary* objective.

Limited follow-through on equity-serving objectives in the FP, and the absence of reference to some equity-deserving groups

The FP recognizes the importance of providing high-quality services to constituents of all ages, ensuring cultural diversity, and responding to the needs of retirees. Despite this recognition, these goals are not integrated into other aspects of the FP. For example, there is an assumption that all retirees prefer low property taxes over service expansion. Despite growing accessibility needs related to an aging population, all service provisioning categories in the operational budget are tied to increases that account for inflation only. There is no discussion of age-related needs for children or youth in the FP, or of the anticipated fiscal challenges in providing these services in the context of a declining population of children and/or youth. Similarly, there is no reference to providing accessible services for people with disabilities.

In community meetings and interviews, accessibility of municipal facilities and programs was a key concern for many residents. For example, some parks were noted as having poor wheelchair or stroller access. Other residents described efforts to secure funds for accessible building retrofits as being like "pulling teeth" because room had to be found within the existing budget. Residents also raised concerns about gender equity and the need for better access to services predominantly used by women, including domestic violence services and childcare supports. Cultural diversity is only referenced in the FP objectives, and not in criteria for determining permissive tax exemptions, or in other aspects of revenue generation or expenditure. In addition, there is no reference to x̌á'isla people or the Haisla Nation. This is a significant oversight because their collaboration could be instrumental in advancing the objective of cultural diversity, and in supporting residential and economic growth, such as through the new community economic development initiative (CEDI), discussed further in the section of the report that discusses the OCP.

Majoritarian conception of public good in assessing user fees and tax exemptions

A majoritarian conception of the public good is used in both assessing permissive tax exemptions and determining appropriate user fees for services. While this type of approach is common among municipalities, it may erase the equity-related needs of non-majoritarian constituencies. For example, recreational programming serving children with disabilities may not be justifiable through a majoritarian conception of the public good, because there may be few individuals who benefit from the programming, and it may not appear cost effective from a value-for-money perspective. However, this type of programming may be critical for enabling equitable participation in local programming for individuals and families. Indeed, parents of children with disabilities told us they had difficulty finding recreation programs that were accessible for their children because the perceived demand for such programming was low.

Emphasis on attracting commercial and industrial development does not include provision for supporting equitable distribution of related benefits

The FP emphasizes fostering business and industrial development in the DOK through low taxation and permissive tax exemptions. There is an emphasis on fostering business and industrial development, but not recognition that the benefits and burdens of these types of development are unequally distributed in the community (Stienstra et al., 2016). Access to available jobs and advancement opportunities in industry are not equitable. For instance, women and racialized groups often face systemic barriers to entry. The result is a substantial income gap between women and men as noted in the OCP. In a reference to an incident that occurred when members of a racialized group attempted to lodge complaints regarding one of the industry-related unions, a person with whom we spoke expressed that racialized people are at risk of unwarranted exposure to law enforcement, such as being identified as 'non-residents' and threatened with expulsion from the community. Given the revenue derived from industrial partnerships, consideration must be given to the unequal distribution of benefits and the harms that can be experienced by diverse community members.

No plan to attract high-quality staff to support service provisioning

The FP emphasizes providing high quality services, attracting retirees, and supporting industrial and commercial development. It does not discuss the importance of attracting public sector staff to the DOK, or strategies that might help with this, such as offering competitive wages or desirable working conditions. Adequate staffing for municipal services is important from an EDI perspective as particular groups (e.g., low-income residents) may be more dependent on public provisioning for access to necessary recreational and social services. Other services, like aquatic facilities and public transportation, may have limited private sector alternatives in Kitimat. Community members discussed challenges in securing adequate staffing for recreational programming. In community meetings and interviews, residents also noted challenges related to adequate staffing for services supported by other levels of government, especially health care services. For example, one community member noted, "There's a need for family doctors," while another stated "[We] need more long-term care beds, more home support — Northern Health Home Support is severely understaffed."

Lack of clarity as to input from diverse community members into the objectives of the FP

The objectives of the FP were adopted in 1998, with some subsequent updates. It is unclear how these objectives were determined, whether they reflect input from diverse community members, or what the process is for regularly reviewing and updating them. An area of municipal planning where broad and diverse public participation is especially important is in the setting of overarching objectives that have consequences for many related future decisions.

Official Community Plan and Strategic Plan Analysis

Here, we provide our analysis of the Official Community Plan (OCP) and the related Strategic Plan (SP) of the Mayor and Council (2018–2022). In this section, we include a brief overview of key elements of the OCP and the SP, and a discussion about how EDI is conceptualized and included (or not) in these documents.

Overview of the OCP, 2008 and the SP, 2018–2022

The OCP guides the community's physical and social development. In British Columbia, its parameters are guided by the *Local Government Act.* As noted in the OCP, it does not force the DOK to undertake

specific actions, but once it is adopted, all new bylaws, public works, and future municipal decisions must be consistent with it. The OCP was created in 2008. It last received a minor update in 2021 and must be reviewed and updated every 5 years. A clear language summary of the OCP, which we developed as part of the process of engaging with community members, is included as Appendix F.

Some important priorities of the OCP include enhancing sense of place, maximizing livability, protecting the natural environment, and fostering local culture and heritage. The section of the OCP focused on monitoring and reporting includes the goals of continuing public engagement and ensuring the OCP guides decision-making so that municipal operations, programs, and activities achieve the community vision.

The SP, developed through a series of meetings of Mayor and Council in 2018 and 2019, includes six priorities that were intended to help the 2018–2022 Council realize its vision. The six priority areas, which link to key dimensions of the OCP, include:

- Manage impacts of the LNG project construction
- Protect the environment and adopt sustainable practices
- Diversify the economy and support existing and future industry
- Build relationships (with Haisla First Nation, Gitga'at First Nation, and community and industry stakeholders)
- Enhance social wellbeing
- (Prioritize) human resources and asset management

Conceptions of EDI in the OCP and SP

Our discussions with DOK staff and residents highlighted the importance of centring EDI considerations in the OCP so that staff can leverage these priorities in their planning. The OCP pays some attention to the experiences of different members of the community and acknowledges that "a range of services are required to support people of all ages and abilities" (p. 15). For example, both older adults and youth are explicitly mentioned in the OCP as groups that have unique and distinct needs. In the case of older adults, the OCP most often references their inclusion in terms of discussing accessibility needs. References to youth emphasize employment and employability, opportunities for community participation, and access to services. The other group that is often referenced in the OCP is people with physical disabilities, though highly variable language is used throughout, which creates some challenges with interpretation.

The SP lends specific attention to housing challenges within the DOK, and to the importance of "building [mutually respectful and trusting] working relationships with the Haisla and Gitga'at First Nations." The SP's priority area of 'enhancing social wellbeing' includes more advocacy-related commitments than the OCP, particularly regarding efforts to manage the impacts of major industrial (LNG) developments, as well as a commitment to "consider social inclusion, diversity and age-friendly implications of planning and operational decisions." In the OCP and the SP, there is some attention to EDI-related considerations, and notable limitations in the ways EDI is included and taken up. We have organized our discussion of these strengths and areas of improvement according to the main themes of the OCP.

Cultivate diversified economic growth

This theme focuses on making the DOK an attractive place for commercial and industrial enterprises and outlines some specific approaches to land planning and development. In this section, there is some attention to EDI. For instance, as noted above, the OCP emphasizes the importance of creating jobs for youth, and of attracting older people (retirees) to the community (p. 22). There is also an emphasis on ensuring accessible buildings for those with "mobility impairments" (pp. 26, 29). Extensive discussion of pedestrian amenities throughout this section does not reference equity and inclusion but does demonstrate sensitivity to the mobility needs of non-drivers, including children and youth. There is also recognition of the importance of public transportation (p. 32), which may be important for accessing different parts of Kitimat, and nearby communities such as Terrace.

However, there are several missed opportunities to integrate a more robust EDI focus within this theme. While 'cultivating diversified economic growth' is highlighted, there is no emphasis on ensuring this growth is equitably distributed, especially among constituencies historically excluded from the employment benefits of industrial development, such as x̄á'isla people, women, and people with disabilities. Further, some people with whom we spoke acknowledged the depth of barriers to achieving economic inclusion. For instance, someone noted, "I guess a challenge to [achieving equity and inclusion through economic development] is lingering colonial systemic beliefs about economics and how people can provide opportunity for themselves ... When it comes to that, like fostering positive economic relationships with First Nations in the area, sometimes that attitude is prevalent on Council, which can be a challenge. Because it doesn't foster good relationship building." The related SP priority, "diversify the economy and support existing and future industry," also does not include any obvious EDI-related commitments.

Finally, the "tourism and community promotion" section of this theme misses the opportunity to include language signaling inclusive and equitable access to municipal programs and services as part of Kitimat's "friendly, small-town atmosphere" (p. 33).

Enhance sense of place

This theme has the goal of working with Kitimat's geographic attributes to build community value and support community activity. There is some discussion of access to the river and oceanfront, as well as the type of public environment the DOK would like to foster in the City Centre (pp. 34-35). There is also emphasis on collaborating with stakeholders in planning, designing, and maintaining recreational sites, such as parks and trails (p. 36).

In these discussions, there is a missed opportunity to discuss accessibility as a foundational component of planning access to the river and oceanfront, including accessibility for families with young children, accessibility for people with physical disabilities, and accessibility for individuals with low and/or fixed incomes. Commitments to accessibility and cultural diversity are also missing from the SP's commitment to asset management that includes 'adopting an asset and reserve plan.'

This theme also includes a discussion of civic and cultural uses of the City Centre (p. 34). While this discussion includes broad reference to "civic functions, cultural facilities, entertainment, and public art" (p. 34), there is a missed opportunity to integrate an EDI lens into the directive of enhancing sense of place. For instance, there is no attention to Kitimat's existence on unceded x̄á'isla territory, or to the historic and contemporary contributions to Kitimat by successive waves of immigrants to the community. This is despite recent steps taken by the DOK to build relations with HNC and x̄á'isla community members, including through the first-ever Indigenous Day celebration in June 2022 and a new plaque that will honour residential school survivors and Indigenous children who never returned home from those schools.

Maximize livability & built environment

This theme in the OCP explains that "the term 'livability' is applied to the built environment of a community and refers to its contribution to the quality of life of inhabitants" (p. 36). The theme includes considering the impact of the built environment on health and safety, the environment, social interactions, and other dimensions of living. It highlights the importance of the experiences of young people and older adults, such as supporting the development of youth-focused amenities (p. 43). Nonetheless, as community members pointed out, this theme does not generally centre a commitment to EDI as part of understanding how livability might be maximized for different residents. For instance, the OCP frequently references physical accessibility, but not other forms of accessibility (for instance, for people who are neurodivergent and/or have mental health disabilities), and not in relation to the features of a community that might make it more livable for Black, Indigenous, and other racialized groups. People living with poverty or low incomes are also not paid much attention, either in terms of how the DOK might be livable (or not) for them, or in terms of how their experiences might also be structured by their gender, race, or other dimensions of their identities.

One of the central focuses of this theme is securing diverse, affordable, and appropriate housing. The housing-related commitments laid out in the OCP recognize that Kitimat's residents need a range of housing options, and that these must consider different family compositions, income levels, accessibility needs, and other factors. In the SP, Council recognizes that encouraging a diverse housing stock and incorporating findings from the community's *Housing Action Plan and Needs Assessment* in the OCP are critical for achieving the priority of "[managing] impacts of the LNG project construction."

However, there seems to be a considerable disconnect between the housing-related priorities identified in the OCP and the SP, and the realities facing Kitimat residents today. At least some of this disconnect can be attributed to the fact that the OCP is approaching 15 years old. As a staff person pointed out, "[the OCP uses] 2006 census data and now we have 2021 data. So, it's obsolete, basically, I would say. And, yeah, if we have those kinds of changes in our Official Community Plans, that will lead to changes in zoning bylaws, then we can think of having new policies in place for these equity and inclusion [considerations]…right now, we do not even have a base that we need this, like our community plan doesn't clearly say that there's a housing crisis and what we can do [about] that" (DOK staff member).

Further, there is no evidence that the results of the *Housing Action Plan and Needs Assessment* have been incorporated into the OCP. Housing-related concerns came up repeatedly during our community conversations, staff interviews, and collaborative analysis sessions with resident D&I Advisory Committee members. Community members flagged housing affordability and availability as serious problems facing x̱á'isla community members, people living on social assistance (including income assistance and disability supports), and women fleeing violence. While not raised directly by community members, Indigenous youth, racialized youth, and youth who identify with the 2SLGBTQ+ community are over-represented in the homeless youth population (Gaetz et al., 2016), raising another concern about available housing supports. Members of racialized groups who have relocated to Kitimat due to industrial development also face housing challenges, specifically discrimination in accessing rental housing. The lack of appropriate housing and related supports for older adults and people with disabilities was also raised in discussions.

Transit services and the sidewalk network are also discussed as part of this theme. The importance of making transit "accessible for those with 'special needs'" is highlighted as a priority, as is supporting shuttle services between Kitamaat Village (the main contemporary settlement of the Haisla Nation) and the DOK. There is some acknowledgement by people in the DOK that the transit services — while far from perfect — are better than you might expect in a small northern community. Still, concerns about physical accessibility and schedules that meet the needs of people with no transportation alternatives were highlighted. Even though physical accessibility is one of the most noted diversity priorities in the OCP, residents still highlighted challenges with physical accessibility when discussing the livability of the town. They noted that it can be difficult to get around with mobility aids because of steep curb cuts, for instance, and that there is a lack of resting places (i.e., seating in public spaces, chairs inside buildings where people can rest). Similar accessibility challenges are noted in the *Kitimat Age-Friendly Assessment Report and Action Plan* (2018).

Protect the natural environment
This theme in the OCP aims to "protect environmental quality by managing uses and activities that impact the river and estuary, local parks and trails, wildlife habitat and air, and to protect people and property from hazards" (p. 46). The SP includes "protect the environment and adopt sustainable practices" as one of its priorities and goes further than the OCP in terms of detailing steps that the DOK could take in this regard (related to community energy planning, for instance). This is arguably becoming more pressing as the world is increasingly confronted with the consequences of climate change. This theme was highlighted as being important to people, and some people suggested that it should play a more central role in community planning moving forward.

In our community conversations, people noted that they want to be able to participate in activities that contribute to environmental protection. For instance, some residents spoke about the experience of feeling excluded from the (even mundane) tasks of daily life. As resident D&I Advisory Committee members explained during the collaborative analysis, apartment residents who do not have access to a vehicle or other modes of transportation are often excluded from environment-related services such as recycling. Other barriers arise for some people because of challenges with sorting items, having to deliver different recyclables to different locations, etc. More than a statement about recycling per se,

these comments speak to the importance of being able to participate in the functioning of society. With growing attention to climate change, residents value the opportunity to contribute to more sustainable living and can experience exclusion when participation is inaccessible and/or unavailable for financial or other reasons. Overall, EDI-related priorities are not highlighted within the sections of either the OCP or SP related to environmental protection and sustainability. Given what we know about environmental racism in the Canadian context (e.g., Waldron, 2020), it is imperative to think more carefully about how environmentally-related commitments can engage with commitments to EDI.

There are also notable absences in this section of the OCP regarding cooperation with, and learning from, the Haisla Nation and its members. For example, neither is identified in the commitments related to "[cooperating] with ... other agencies to protect environmental resources" (p. 46), protecting environmentally sensitive areas (p. 48), mitigating fire risks (p. 51), or elsewhere. Similarly, the SP makes no mention of cooperating with the Haisla Nation regarding environmental protection and sustainability measures. These seem like significant oversights given that the DOK rests in x̄á'isla territory, which has been stewarded by x̄á'isla people for thousands of years.

Foster local culture and heritage

The stated goal of this theme is "to celebrate the diversity, culture, and history which are highlights of the community for the benefit of the community and visitors" (p. 52). It is promising that this section includes a commitment to "work with the Haisla First Nation to identify mutual objectives ... with respect to heritage, culture, and social and economic development" (p. 53). Similar commitments are noted under the SP's priority area of 'build relationships.' Recent initiatives, including the addition of a land acknowledgement to DOK staff emails, the raising of the 'Every Child Matters' flag, the installation of a plaque commemorating residential school survivors, the establishment of the community economic development initiative (CEDI), and other initiatives discussed below in relation to the LSMP, signal important advances in the relationship between the Haisla Nation and the DOK.

When discussing the addition of the land acknowledgement to DOK staff email signatures, one staff person noted, "for example, we just included a land acknowledgement in our email ... that includes we're on unceded x̄á'isla traditional territory … I think it's a good acknowledgement. It kind of opens [an opportunity for a] larger dialogue about it. … So I've talked about diversity, inclusion, just as a concept … and I don't know if that's even my role, or a different level than me, but having more educational opportunities to make it more of a dialogue within the organization [about] why did we put this land tag on it and, but then also, just more ... just examples or workshops [that we can share and participate in]" (DOK staff member). This comment points to how targeted actions, such as including a land acknowledgement in emails, should not be seen as an endpoint, but can serve as a springboard for broader discussions about EDI and relationship building with Haisla Nation.

As someone else explained to us, the CEDI was created so HNC and the DOK could "work together on different projects or see what projects we have in common … Tourism was one of them, culture was one that came up. They have a list of six or eight things that they … were willing, they wanted to work on together." Part of the work of developing the CEDI has involved learning about each other's

governments, which is crucial for responding to broader feedback we heard about the lack of genuine relationships between the Haisla Nation and the DOK. The absence of attention in the OCP to x̄á'isla people who call Kitimat home is striking. Virtually all references to the Haisla Nation in the OCP allude broadly to x̄á'isla culture, or to relations between the Haisla Nation Council and the DOK, as opposed to the experiences of x̄á'isla (or other Indigenous) people themselves. This is also true in the SP. Even with reference to the Haisla Nation, there are several instances where x̄á'isla are absented, such as in descriptions of land that imply the presence of Indigenous territories in DOK boundaries (as opposed to the opposite), in cases where x̄á'isla (or other First Nations) are identified as one possible partner, and thus equated with 'industry' (p. 61), or in cases where there are specific opportunities for engagement (such as via representation on the OCP development committee).

Provide effective services

The goal of providing effective services as outlined in the OCP is "to ... effectively and efficiently [deliver services that] meet the needs of a diverse and evolving community in any potential growth scenario" (p. 57). The SP's priority area of 'human resources and asset management' makes related commitments to improving the experiences of DOK staff members, though with no mention of the importance of taking up EDI commitments.

More generally, in this section of the OCP, which details priorities related to the DOK's service areas (e.g., civic services, fire and police protection, utilities, transit, sanitation, roads), there is scant attention to EDI-related considerations. For instance, the OCP promotes ease of access to churches by facilitating their location within or near neighbourhood centres or sub-centres (p. 57), but there is no reference to other faith-based facilities such as temples, mosques, or synagogues. A Muslim community member shared that there is nowhere in Kitimat to assemble and practice the basic requirements of their faith — the closest mosque is in Prince George. They shared that members of the Muslim community in Kitimat do not know how to approach the DOK for guidance, instruction, or support regarding finding a facility or space to meet their spiritual needs.

Another example of this is the lack of acknowledgement of the well-documented challenges with racism and colonialism in policing (Chartrand, 2019; Maynard, 2017). There is also no consideration of how items within this section are prioritized in relation to one another, which may vary with attention to equity-related matters (for instance, when prioritizing 'support for...social services') (p. 57) compared with other program and infrastructure priorities. A final example is the lack of attention to daycare services (or lack thereof), and thus a failure to recognize how gender-based discrimination in service provision — since women are disproportionately likely to bear the responsibility for childcare — structures possibilities for women's social and economic participation, as well as the livability of a community. The SP priority area of 'enhance social wellbeing' includes a commitment to "consider social inclusion, diversity and age-friendly implications of planning and operational decisions," which could signal Council's recognition of the problem of lack of daycare services, but this is not explicitly mentioned.

Meet responsibilities in governance

This final section of the OCP on 'meeting responsibilities in governance' emphasizes collaboration, coordinated decision-making, and the adoption of a sustainability ethic (p. 62). Public participation and communication are also highlighted here. Residents and members of the resident D&I Advisory Committee commented on the lack of any public engagement strategy that extends beyond hosting public meetings, which can be inaccessible for people who feel uncomfortable and/or unwelcome, or who have different capacities and preferences for participation. The SP commits to "[preparing] a Community Engagement Manual to foster better communication between Council, residents, local stakeholders, and members or representatives of vulnerable populations," but the funds for this initiative were removed from the budget by a vote of Council in 2022. Pursuing joint communication and early consultation with the Haisla Nation is another noted priority in this section, but we did not learn about any specific protocols or processes in place to support this priority.

There is an understanding amongst some DOK staff members that varied communication strategies are necessary for achieving inclusion and thus equity. As one staff person explained, "If you don't have nonstop access to, for example, the internet, how are you able to receive ... messaging? So, we think a lot about, like, age, access to resources, things like that. So, when we put things out there that the public needs to know about, we think about, okay, for example, like how can we get the public to contribute to studies or whatever it is, in a way that isn't participating in an online survey? Like are they able to access a piece of paper at the library, for example, or can they talk to somebody at River Lodge or things like that? So, I think in communications, we think [a lot about] 'Is this message going to reach everybody?'" (DOK staff member).

Leisure Services Master Plan Analysis

Here, we provide our analysis of the LSMP, which includes a brief overview of key elements of the policy and a discussion about how EDI is conceptualized and included (or not) in the document.

Overview of the LSMP, 2019–2029

The LSMP outlines the DOK's plan for providing public access to leisure and recreation services, the outdoors, and the surrounding environment. It provides guidance to Mayor and Council, and DOK staff members, on the acquisition and development of parks, open spaces, and recreation facilities, as well as the provision of recreation services. There are six overarching goals in the LSMP, accompanied by key objectives. A clear language summary of the LSMP, which we developed as part of the process of engaging with community members, is included as Appendix G.

The goals and objectives outlined in the LSMP seek to promote and diversify the economy while protecting the environment and providing public access to the outdoors. In response to the goals and objectives, the LSMP includes recommendations that highlight key areas of implementation, including in the areas of outdoor recreation (p. 24), indoor recreation facilities (p. 34), programming (p. 45), pilot projects (p. 48), and administration (p. 51).

Conceptions of EDI in the LSMP

As in the OCP, age and physical accessibility are commonly addressed in the LSMP. For instance, the age-related needs of older Kitimatians and the importance of attending to their experiences is highlighted in the statement that "many older adults are choosing to age in place and stay close to

family. As the community ages, there will be a shift in desired services to accommodate the older population" (p. 17). The LSMP includes an overarching goal of fostering accessibility for diverse community members, accompanied by examples such as "Improve accessibility of facilities, e.g., access to aquatic centre from accessible parking stalls, railings for stairs or an elevator at Tamitik [Jubilee Sports Complex]" (p. 35). These types of commitments are critical, but also suggest a particular emphasis on physical accessibility.

Within the LSMP, there is some attention to EDI-related considerations, but also notable limitations regarding the ways EDI is taken up. For instance, the LSMP frequently uses the term 'inclusive,' which is important for signaling a commitment to EDI. However, there is limited discussion about what inclusion entails for people with mental health disabilities, Indigenous people, racialized people, people with different genders, etc. We have organized our discussion of these strengths and areas for improvement according to the main goals outlined in the LSMP. We have also tried to incorporate some details from the LSMP's key areas of implementation.

Inclusive facilities

This goal of the LMSP focuses on physical infrastructure and establishing accessible recreation facilities and amenities, including buildings and outdoor recreational spaces. It also includes understanding and addressing barriers to participation. Accessibility in the planning and design of facilities is emphasized. The LMSP includes several recommendations with implications for accessibility, including improved signage and wayfinding for parks, trails, and facilities (pp. 26-27); more public washrooms and drinking fountains (p. 26); accessible trails in forested areas (p. 28); improved accessible parking at facilities (p. 35); and a capital plan to improve accessibility to several municipal recreation facilities (p. 38).

In interviews and community meetings, residents stated that the DOK has made some strides in improving accessibility and inclusion at physical recreation spaces. For example, both residents and DOK staff members pointed to the availability of family-friendly and gender-neutral washrooms and changerooms at DOK facilities as an important development. As well, more recreation facilities are becoming physically accessible. For instance, the pool at the Sam Lindsay Aquatic Centre is being retrofitted for accessibility, with equipment that allows for level entry to the pool deck and chair lifts for pool entry and exit.

However, some residents with whom we spoke described accessibility-related barriers affecting DOK recreation and leisure infrastructure. For example, several participants with mobility limitations described how pedestrian walkways — which are an important piece of infrastructure — are not usable for those with strollers, walkers, scooters, or wheelchairs if they are in poor repair. One resident, though appreciative of measures such as reduced fees, specialized equipment for trails, and improved access to the pottery room, stated:

> *A lot of stuff is overlooked. Because when you're not in that situation, you don't really you don't need to think of it. So yeah, like when I was in, like, assignments at the pottery studio … you don't even think about that, that oh, it's not accessible until they see me. I'm in a wheelchair, and I'm trying to do it. And then they're like, oh, maybe we can.*

The resident also shared that DOK staff were quick to respond to wheelchair accessibility issues once they were pointed out. While the quick staff response is positive, it leaves the onus on community members to identify barriers. It also exemplifies a reactive approach to EDI and highlights a lack of awareness of the needs of diverse community members — in this instance those with physical disabilities.

Programs that meet needs

Under this goal, the LSMP emphasizes programming and services that are accessible to diverse Kitimat residents with a wide range of abilities, ages, and needs (p. 35). An explicit focus of this goal is affordable and accessible leisure services programming for residents of different ages, interests, and abilities. Commitments to completing an accessibility study and action plan for improvements to some DOK facilities, exploring family-friendly options for recreational programming, and involving youth in program development are examples of important efforts to advance EDI-related commitments in leisure and recreation. To complement this, staff members with whom we spoke described thoughtful and individualized approaches to EDI in leisure services programming. They offered examples of training staff to work with diverse constituencies and groups with specific needs, and of hosting 'low sensory' times at the aquatic centre to create opportunities for people with sensory processing limitations (DOK staff member).

The Leisure Services Department has also actively collaborated with community organizations to realize initiatives focused on supporting marginalized people. For instance, DOK staff have helped to secure grant funding to provide a day shelter, support community studies (e.g., about homelessness, service needs), and facilitate connections between local organizations. There have also been some meaningful attempts by DOK staff members to acknowledge x̄á'isla history and tradition and facilitate access to recreation programs. For instance, we learned about youth camps and basketball tournaments run in collaboration with the Haisla Nation. The DOK also supports a program funded by HNC that allows x̄á'isla people to access DOK recreation facilities free of charge.

Despite these important efforts, access barriers persist for diverse community members trying to access recreation and leisure activities. A community member described being unable to secure accessible sports programming for their child with a disability. Other community members suggested the need for more free programs or services for older adults, Elders, and families. Unique to the ongoing context of COVID-19, the return to in-person activities and the elimination of virtual options that were initiated earlier in the pandemic means that people for whom virtual programming facilitated new forms of access are now being re-excluded. Relatedly, staff members discussed challenges with engaging with community members to create responsive programs.

Finally, despite important ad hoc efforts to collaborate with Haisla Nation to ensure recreation opportunities for members, it is noteworthy that there are no references to x̄á'isla people or the Haisla Nation in the LSMP. Without affirmation of the importance of this work in strategic planning documents, it risks being marginalized if there is a change of leadership or priority within the Leisure Services Department.

Community beautification and natural environment

EDI-related components of this theme include goals such as enhancing walkability, creating parks and playgrounds that meet varying needs, and providing amenities that make the Townsite welcoming and pedestrian friendly. Beyond earlier discussions about the accessibility of the trails network, community members and members of the resident D&I Advisory Committee also noted the DOK's ongoing work to improve the accessibility of community playgrounds. Still, some community members spoke about how parks and programming do not sufficiently consider the participation needs of children with sensory issues, children with autism, and children who require a caretaker to always be present.

Social connection and engagement

The theme of social connection and engagement is vital in terms of broader EDI-related commitments. In the LSMP, social connection and engagement are addressed through fostering a sense of community through planning and service provision, working to remove feelings of isolation (especially during winter), supporting opportunities for year-round social interaction through community festivals and events, and developing gathering spaces in parks and facilities (p. 22). A suggested plan for accomplishing these goals includes launching several pilot projects, such as student gardening, xeriscaping, civic engagement, and youth engagement.

Some participants nevertheless discussed how they feel invisible and disconnected from each other and how COVID-19 has exacerbated this issue. Even community members who share similar lived experiences and/or social identities explained that they struggle to connect with one another. One community member described an experience of a type of double invisibility: invisible in DOK's policies and practices, and invisible from similar diverse community members. This creates barriers for practicing solidarity and for engaging in the life of the community. Residents articulated the need for programs tailored to certain needs and abilities as part of a strategy for helping to overcome these experiences of isolation. They also highlighted the importance of these programs accommodating a wide range of exceptionalities, and of being consistently available, repetitive, and group-based to allow for socialization, connection, and engagement.

There are several well-attended programs that promote social connection and engagement — for example, programs available at the Snowflake Senior Centre and the Kitimat Youth Centre. However, residents explained that participants do not often reflect the diversity of the community. For instance, racialized and Indigenous community members are often not present.

Financial stability

The LSMP outlines how the DOK can practice fiscal responsibility by maintaining existing assets before constructing new ones, continuing energy-efficiency improvements, and funding future upgrades and renovations (p. 52). Although the thrust of this goal relates to infrastructure, its elevation as a core goal of the LSMP risks reenforcing a challenge noted above in relation to the FP, which is that programs and services serving small groups might not be considered cost effective from a value-for-money perspective, even though they might be critical for enabling equitable participation.

Related to financing, and as discussed in the LSMP, affordability of recreation and leisure programs and services is also critical. Affordability is the second most common barrier to participation in leisure

services and programs (p. 52). User fees can also create non-cost-related barriers (Lamborn, Smith & Burr, 2017). To a small extent, the LSMP considers affordability for those who meet low-income and fixed-income thresholds. For instance, the leisure access program provides several options for funding assistance. However, staff members explained that there is limited awareness of this program and its details. Further, it is important for the DOK to consider the kinds of challenges that can arise with income-tested programs, including people feeling ashamed to access them (Gugushvili & Hirsch, 2014).

Another program that facilitates access and may relieve financial barriers is the physio-pass program, which allows patients who are completing physiotherapy to use the aquatic facility to augment their rehabilitation. Each patient receives a ten-time complimentary pass so they can use the pool and complete their programming with the physiotherapist at the hospital. This is an example of a service that recognizes both physical and financial accessibility needs.

Planning for Kitimat's future
The LSMP also emphasizes the importance of planning to keep up with growth, updating park management plans, monitoring and adjusting services based on input from participants and interested community members, and monitoring public interest in new types of amenities. These commitments highlight the importance of accountability mechanisms by outlining how the DOK can measure success, but they are not accompanied by a plan to consider how residents can be meaningfully engaged.

Overall, the objectives associated with this goal — such as adjusting services to meet community needs and monitoring the public's interest in new amenities — lack explicit EDI-related commitments. For instance, explicit attention to the potentially unique needs of often-invisible communities could help reveal new service and program priorities.

RECOMMENDATIONS

The following recommendations flow from the above analysis and are also informed by our team's knowledge about EDI-related work and important suggestions put forward by the resident D&I Advisory Committee, members of the public, and DOK staff members. These recommendations respond to and build on the strengths and challenges identified above. Several of the recommendations are 'general' in the sense that they can be applied to all four policy documents and/or respond to the general findings noted above. Some of the recommendations relate to specific policy documents. After each recommendation, there is a suggested implementation timeframe (in brackets). These are grouped as follows:

- Short term (within 6 months of this report being presented)
- Medium term (6 months – 2 years)
- Long term (2 – 4 years)

In most cases, the short-term recommendations are accompanied by more detail to support their immediate uptake. While the medium-term and long-term recommendations require ongoing implementation efforts and longer time horizons, this work can also be initiated in the short-term. The

recommendations are also summarized at the beginning of this report and presented in a chart in Appendix H.

General Recommendations

1.1 Broaden intersectional considerations across policy and program areas (timeframe: long term).
There is an overall need for DOK policies and programs to be guided by intersectionality, a key concept that underpinned the development of the analysis framework guiding this work. Intersectionality "aims to understand how peoples' experiences are shaped by interactions between aspects of their identity (e.g., race and gender, sexual orientation and age, race and disability) and systems of power (e.g., colonialism, sexism and heterosexism, racism)" (Beijbom, 2022, p. 49).

This recommendation cannot be fully articulated given that the practice and application of intersectionality continue to evolve and given that it can be advanced through myriad efforts. However, some examples of how the DOK can realize this recommendation include:

- Prioritizing the replacement, or substantive updating, of all core policy documents reviewed in this report. For instance, we heard explicit feedback that despite its relative newness, the LSMP needs to be replaced, or at minimum, fully updated. A staff member explained that leisure services staff members were only peripherally included in the creation of the current LSMP, and that their more intensive involvement in future planning processes could help not only to create buy-in, but also to make sure the plan meaningfully reflects on and connects to ongoing intersectional and EDI-related efforts (DOK staff member). As noted above, another staff member pointed out that the OCP relies on outdated demographic data that is over 25 years old.
- Applying the EDI checklist created as part of our team's work (see Appendix I) to all program and policy areas.
- Thinking more carefully about people who are not currently represented in DOK policy documents, such as Two-Spirit individuals, people with mental health challenges, and others, and considering how their experiences and needs can be included in planning and service provision (Kenna, 2022).
- Applying an intersectional lens to budgeting to help ensure more equitable access to municipal programming and services, as well as adequate support for services used primarily by women and other equity-deserving groups. One way of applying an intersectional lens to budgeting is to adopt a Gender-based Analysis Plus (GBA Plus) framework (Findlay, 2019). GBA Plus is currently used in federal budgeting practices to ensure the needs of diverse women, girls, and non-binary people are considered in establishing budgetary priorities.
- Learning about x̌á'isla and other cultural understandings of land and nature to help align DOK beautification and environmental stewardship efforts with EDI-related efforts. For instance, in x̌á'isla culture, land use is connected to both recreational and survival concerns, making its stewardship vitally important. Additionally, community gardens could help to beautify natural areas and promote food security, and public art installations created with young people or other often excluded groups could offer meaningful community inclusion and participation while also showcasing culturally meaningful art.

1.2 Develop and implement a process for regularly and publicly reviewing and monitoring the objectives of the DOK's core policy documents, including the OCP, FP, and LSMP (timeframe: medium term).

The objectives guiding the DOK's core policy documents should reflect the needs of diverse constituents, as well as the DOK's principles and priorities, including those related to EDI. Because these priorities will evolve as the DOK learns, and as its demographics change, there should also be a process in place to regularly review these objectives. Besides being good practice, this would help the DOK meet its commitments related to monitoring and reporting progress as outlined in the OCP (p. 70) and the LSMP (p. 55).

The review process should minimally include relevant staff members and existing Advisory Committees and Commissions of Council, whose members could be invited to reflect annually on the goals of the policy documents and offer an assessment of progress being made and opportunities for advancing the DOK's EDI-related commitments.

The review process should also include a specific plan for targeting historically marginalized constituencies, including racialized residents, women, residents with disabilities, youth, older people, x̌á'isla people, members of the 2SLGBTQ+ community, residents who identify as ethnic and/or religious minorities, and people living with low or fixed incomes. To facilitate ongoing feedback, a related tool that might be useful is a 'hotline' for residents to report EDI-related challenges or barriers they are confronting (ranging from missing curb cuts to barriers to participating in newly advertised recreation programs). Finally, the monitoring framework and results of the annual review should be publicly available.

1.3 Develop a communications and engagement plan that facilitates both targeted and widespread public participation (timeframe: medium term).

A communications and engagement plan can guide the DOK's efforts to share information with, and learn from, diverse constituents. The 2022–2026 elected Council should consider reinstituting the commitment to developing a *Community Engagement Manual* as was originally imagined by the 2018–2022 Council. Ideas documented in other DOK reports, such as the *Kitimat Age-Friendly Assessment Report and Action Plan* (2018), could be informative to this effort. Detailing all the dimensions of a communications and engagement plan is beyond the scope of this report. However, based on the input from contributors to this report, the plan should minimally include:

- Targeted outreach strategies and engagement opportunities that are integrated with existing activities (i.e., where diverse community members are already comfortable participating), and specific to the needs of diverse program areas. For example, some community members suggested that the DOK can improve its communication and outreach efforts to increase knowledge about leisure services and access to recreation.
- Opportunities for Mayor and Council to meet diverse community members "where they're at" to reduce the barriers to participation. At these meetings, Mayor and Council should

make it clear that there is zero tolerance for discrimination and maintain (or create) a space for historically marginalized folks to participate.

- Communication guidelines that consider accessibility (e.g., for screen readers), cultural context (e.g., land acknowledgements), and distribution channels and challenges, etc. It would also be helpful to prioritize updating the website so that it reflects details such as the DOK's presence on unceded x̄á'isla territory, the x̄á'isla history of the area, and the DOK's tangible EDI-related commitments.
- A clear explanation of the role of community members in the policy-making process and explicit details about how strategies and opportunities for participation will uniquely target equity-deserving groups.
- COVID-19 considerations, such as the importance of including opportunities for participation that are safer (i.e., virtual) for people who are at higher risk of adverse outcomes, immunocompromised, etc.
- Engagement strategies focused on informing area-specific programming (e.g., related to recreation and leisure services). For instance, in addition to working with community members, the DOK might benefit from more active collaborations with local organizations that might be able to further inform and facilitate opportunities for diverse community members to participate in or enjoy leisure services and programs.
- A review of existing communication and engagement approaches used across departments, and of existing reports such as the *Kitimat Age-Friendly Assessment Report and Action Plan* (2018), to find and share promising practices.
- A commitment to proactive service promotion, and to making some materials available in various locally spoken languages.

1.4 Centre truth-finding and relationship-building efforts with x̄á'isla people and the Haisla Nation (timeframe: long term).

x̄á'isla people with whom we spoke called for more intentional efforts to advance cultural understanding and awareness of the historical and ongoing experiences of x̄á'isla people and the Haisla Nation, including in terms of the historical and ongoing effects of colonization, how relationships between x̄á'isla and industry have unfolded, and how the DOK benefits from land dispossession through its industrial tax base.

As with recommendation 1.1, this broad recommendation cannot be fully articulated given that these efforts must evolve through a growing genuine relationship between the DOK and x̄á'isla people and the Haisla Nation. However, some examples of how the DOK can realize this recommendation include:

- Investing time and resources into ensuring that accurate cultural content is included in the DOK's communication and promotional materials, public activities, and training activities.
- Working with HNC to support efforts to enhance non-Indigenous residents' cultural understanding and awareness of the historical and ongoing experiences of x̄á'isla people.
- Participating in Haisla Nation events, recognizing important events and dates when they happen, and seeking out opportunities to learn about colonization. In particular, the efforts of

individual leaders are vitally important. x̄á'isla people spoke to us about the need for DOK Mayor and Council and staff members to play a leadership role in this regard.

- Discussing appropriate language use with HNC to consider how best to name and describe x̄á'isla territory, people, and their government while also not over-burdening members of the HNC with additional labour. All documents and media (e.g., the DOK website) should recognize the presence of the DOK on unceded x̄á'isla territory, in keeping with the important first step of including this acknowledgement in the DOK email signature.
  - Orienting discussions about future land use and land use collaborations with the commitment implied by the DOK's land acknowledgements. In other words, the DOK can reflect on its presence on unceded x̄á'isla territory, and consider how it can respond to this reality, along with the ongoing effects of settler colonialism.
  - Working with x̄á'isla people and the Haisla Nation to develop a shared understanding of the strengths, limits, and meaning of the Calls for Justice from the final report of the Missing and Murdered Indigenous Women and Girls Inquiry (MMIWG) and Calls to Action from the Final Report of the Truth and Reconciliation Commission (TRC). In particular, the DOK can focus on better understanding what truth and reconciliation mean, and how these ideas can be translated into tangible actions that can be included in core policy documents. Additionally, the DOK can consider — again in discussion with x̄á'isla people — how to respond to the recommendations directed at, or within the purview of, municipalities. For instance, the Calls for Justice include an entire section of calls targeting police services, which should inform future service provision priorities related to policing, which the DOK contracts through the RCMP.
  - Carefully distinguishing between relations with x̄á'isla people, HNC, and other First Nations, Indigenous people, and territories in the region.

1.5 Use consistent language across core policy documents to refer to people with disabilities (timeframe: short term).

The policies we reviewed use a variety of unclear terms to describe people with disabilities and their experiences. Some of these include 'persons with disabilities,' 'people with special needs,' 'special needs housing,' 'supportive housing,' and 'developmental disabilities.' It would be worthwhile to establish clear definitions for terms used and then use them consistently across DOK policy documents. Guidance on best practices can be found in the United Nations Disability Inclusive Language Guidelines (UN, 2021).

1.6 Learn from DOK staff (timeframe: short term).

It is important to draw on the knowledge and experiences of staff members, who can offer important insights related to advancing EDI within and beyond their specific departments. For instance, leisure services staff members offered many examples of current EDI-related practices and initiatives that are not reflected in the core policy documents we analyzed. For instance, the creation and installation of the friendship totem in the City Centre is symbolically important for some people with whom we spoke because it signifies a commitment to relationship-building between the DOK and x̄á'isla people. The

creation of a universal (gender-neutral) washroom, and the leisure access program that helps to alleviate financial barriers to participation are other important examples.

More active engagement with staff members could lead to the development of core policy documents that offer clearer roadmaps for implementing EDI-related commitments, and to opportunities for learning between DOK departments.

1.7 Advance human resources–related policies and practices — including related to hiring — to further EDI-related commitments (timeframe: medium term).

The analysis we undertook to complete this report did not include a focus on human resources policies and practices. However, several staff members we interviewed highlighted the importance of embedding EDI-related commitments into the functioning of the DOK as an organization.

Staff members highlighted the importance of a descriptively diverse staff complement. This is important not only so that the staff team reflects the DOK's diverse constituencies, but also so that the day-to-day operations of the DOK are informed by diverse knowledges and experiences (Nolan-Flecha, 2019). Representation is important for enriching knowledge within the organization and communicates about who belongs and who is invited to engage with DOK services, facilities, and programs.

To contribute to the goal of achieving a more diverse staff complement, some DOK staff members we interviewed suggested that the spoken and unspoken norms and practices in the DOK's work culture need to be examined and considered in terms of how they support or hinder EDI. For instance, it could be useful to find ways to interrupt 'traditional' workplace hierarchies that reinforce inequitable practices (DOK staff member).

Staff members also suggested that it would be helpful for senior managers to review whether and how workers across levels and departments of the organization are held accountable for exercising EDI-related commitments in their roles and interactions with other staff and community members. This could be reflected in updated performance review guidelines and included in future employee job descriptions.

1.8 Implement a comprehensive EDI-related staff training program (timeframe: medium term).

Staff and community members reflected on the importance of implementing a comprehensive training program with the goal of building the EDI-related knowledge, skills, and attitudes of staff members and Mayor and Council. Several staff members expressed a desire to have access to more training opportunities, which could include programs that teach conflict resolution, problem solving, active listening, and empathy. Staff members might also benefit from ongoing training experiences that focus on understanding how people's experiences can be shaped by local governance, and on examples of promising practices related to advancing EDI.

As noted in *Striving for Equity, Inclusion, and Safer Spaces at Work: A Review of the Literature* (Beijbom, 2022), when developing training programs, it is important to avoid 'one-off' trainings that

are not accompanied by a continuous learning culture and that do not emphasize self-awareness and critical consciousness. To avoid this mistake, the DOK can think about its training program as a continuous set of learning opportunities. The DOK can also set training participation and opportunity targets and undertake annual monitoring to understand how training is being taken up across the organization. Talking explicitly about the existence and consequences of systemic issues such as racism is also critically important (Bernhardt, 2014).

Striving for Equity, Inclusion, and Safer Spaces at Work: A Review of the Literature (Beijbom, 2022) also provides a comprehensive overview of current literature about promising practices in EDI training. Additionally, it includes sections on creating safer spaces at work, and on promising practices to advance an EDI culture at the organizational level, and at the level of an organization's leadership. Details in this report could prove useful as the DOK develops its training strategy.

1.9 Create a permanent EDI Advisory Committee of Council (timeframe: short term).

The resident D&I Advisory Committee created to inform the work presented in this report should become an ongoing Advisory Committee of Council. The committee's work was instrumental for informing both the process and outcome of this work, and its diverse composition was important for revealing important EDI-related considerations across core policy documents.

Recommendations Specific to the FP

2.1 Expand the FP's objectives to include public sector employee recruitment and retention (timeframe: short term).

Qualified, permanent staff are a critical component of high-quality municipal services, and the availability of these services has significant equity implications. Including fiscal provisions for attracting and retaining service-providing staff would complement the already articulated objective of the FP of providing high-quality services for all residents. Regular reporting on recruitment and retention initiatives could help ensure accountability and point to areas for further development. The details associated with pursuing this recommendation should be developed in collaboration with existing staff members as well as recruitment and retention experts who are specifically dedicated to building diverse staff teams.

2.2 Expand the FP's objectives to include accessibility as a key goal (timeframe: medium term).

Consistent with the objective of attracting and retaining retirees, and providing high-quality services for all residents, the FP should include an explicit objective related to providing accessible services and facilities. This could include a dedicated capital fund to support accessibility initiatives, with guidelines that expand the concept of accessibility beyond considering the physical accessibility needs of people with disabilities. Universal (gender-neutral) washrooms and public washrooms in the downtown core are other examples of accessibility features that require capital investments. Such a fund would signal accessibility as a priority and allow for more efficient project financing by enabling long-term planning.

The DOK Advisory Commission for People with Disabilities could advise on the development and implementation of the fund. Regular reporting on the spending of this fund to this Advisory Commission as well as elected officials could help document benefits delivered and offer opportunities to adjust the program.

2.3 Integrate EDI considerations in permissive tax exemptions (timeframe: medium term).

The language used in the FP to describe eligibility for permissive tax exemptions emphasizes consistency with DOK policies and goals, supporting the public good, and redevelopment. Adding EDI language to these eligibility criteria would help signal its importance for meeting DOK policies and goals. It could also encourage private individuals and businesses pursuing EDI-related initiatives to identify themselves as possible candidates for permissive tax exemptions. The DOK should also consider providing permissive tax exemptions to x̱á'isla-owned and -led businesses operating in Kitimat. Regular reporting on which groups access permissive tax exemptions could help identify equity-related areas in need of further promotion. This could encourage diverse constituencies to take advantage of the tax exemption process.

2.4 Broaden the rationale for tax-supported services to include facilitating equitable participation in, and use of, recreation services (timeframe: short term).

As discussed in our analysis of the FP, its goals of and approach to eliminating financial barriers to participation, maintaining the lowest possible property tax rate, and prioritizing a majoritarian conception of the public good sit in tension with one another. To uplift EDI-related commitments, the guidelines for whether a service should be funded through property taxes or user fees could be expanded to include criteria that emphasize the importance of facilitating equitable participation in, and use of, recreation services. This would expand the emphasis on minimizing the financial barriers to access to include a more robust set of equity considerations. Relatedly, the DOK's property tax rate target could be nuanced by equally prioritizing equity and inclusion-related commitments.

2.5 Adopt fiscal mechanisms to support relationships with Haisla Nation Council and x̱á'isla community members (timeframe: medium term).

The DOK benefits substantially from being able to derive most of its property tax revenue from heavy industry. The DOK, and these industries, are located on unceded x̱á'isla territory, and thus this benefit is made possible by the dispossession of x̱á'isla people from their land. A step towards relationship building would be to dedicate a portion of these funds to collaborative projects with the Haisla Nation. For example, funds could be used to provide free recreation access to DOK facilities for x̱á'isla members. Currently, HNC pays the fees for their members' use of DOK facilities. Collaborative discussion about these and other mechanisms with x̱á'isla residents of the DOK, and members of HNC, would help ensure that any initiatives are appropriate and responsive to community needs.

2.6 Adopt EDI criteria any time DOK provides funding or collaborates on a project that will generate revenue (timeframe: long term).

To mitigate the possibility of reinforcing systemic barriers to equity and inclusion, the DOK should use EDI criteria — such as those outlined in the checklist in Appendix I — to inform its discussions, negotiations, and formation of industrial and other partnerships. Moving forward, any time the DOK provides funding or collaborates on a project that will generate revenue, EDI criteria should be part of the assessment of the project. This assessment should focus on how the project can mitigate the exclusion and inequitable treatment of diverse community members who have experienced and/or are at risk of exclusion and inequity, including, but not limited to, racialized groups, women, persons with disabilities, and Indigenous people.

Recommendations Specific to the OCP and Future SP

3.1 Update & prioritize housing-related commitments (timeframe: medium term).

The housing challenges — described by many as a crisis — facing residents of the DOK cannot be overstated. They were top of mind for many people with whom we spoke over the course of preparing this report. Housing availability, affordability, and adequacy are pressing concerns for residents in the DOK. Housing is also central to addressing EDI given the harms associated with being unhoused, or not being able to secure and maintain housing.

As a starting point, and in keeping with the priorities laid out in the 2018–2022 SP (of the previous Mayor and Council), the DOK can incorporate the findings from its own *Housing Action Plan and Needs Assessment (HAPNA)* into the OCP. The Council's next SP should be explicit about committing to specific actions included in the HAPNA. Further, Mayor and Council should also consider and incorporate the housing-related recommendations included in the *Kitimat Age-Friendly Assessment Report and Action Plan* (2018).

As part of centring housing priorities, the DOK might need to explore creative approaches to securing a diverse housing stock since private-market housing solutions modeled on large urban centres might not work given the different dynamics, pressures, and incentives in smaller rural areas. Regardless of this need for creativity, the need for adequate emergency and transitional housing services for women and children, trans folks, and men, is crystal clear and warrants urgent attention. Indeed, during our collaborative analysis sessions with members of the resident D&I Advisory Committee, members repeatedly highlighted the importance of ensuring an available stock of affordable housing options.

3.2 Prioritize the development of daycare services (timeframe: medium term).

The DOK is in dire need of comprehensive daycare services. Addressing this significant equity and inclusion gap requires examining options for providing publicly delivered daycare and considering and responding to the role that municipalities can play in enabling daycare services provided by private and non-profit entities. The DOK can engage with community organizations such as Tamitik Status of Women and the Kitimat Community Development Centre who have long been working on this issue.

They can also find guidance in the report *Moving from Private to Public Processes to Create Child Care in Canada* (2020), and particularly two subsequent summary reports focused on the role of municipalities in the direct and indirect provision of daycare services (Childcare Resource and Research Unit, 2022a & 2022b).

3.3 Consider additional efforts to enhance accessible transportation options (timeframe: short term).

During our collaborative analysis sessions, the importance of convenient, reliable, and accessible transportation services, including taxis and buses, was highlighted. Residents, including resident D&I Advisory Committee members, also noted the importance of ensuring that physical barriers are removed from the impressive sidewalk and urban trail network that runs through the DOK. Accessibility standards for the maintenance of pedestrian walkways could be included in future policies and guidelines as a way of ensuring their upkeep.

To extend the accessibility of buses to residents living with poverty or low incomes, the DOK can also consider providing free bus service on extremely cold days to mirror the existing program that offers free bus service on very hot days. This could provide options for people who are unhoused or precariously housed to stay warm.

3.4 Find creative ways to support diverse groups that need access to shared space (timeframe: medium term).

As discussed above in our analysis of the OCP, the lack of religious facilities in the DOK presents a barrier to people's religious practices. Providing religious facilities is not the responsibility of the DOK, but the DOK could play a more active role in understanding the barriers that religious minorities face while trying to practice their faith in Kitimat and consider how to foster open communication with these groups to better understand and make efforts to support their needs. The changing demographics of the community, which includes some permanent and temporary residents who are religious minorities, is an opportunity for the DOK to maximize livability — a priority in the OCP — by responding in a proactive and inclusive way to meet the spiritual needs of these groups.

Along with supporting religious minorities' space needs, the DOK could take steps to support diverse youth. A member of the resident D&I Advisory Committee pointed out that the youth centre could be more fully used to bring together diverse youth, including x̄á'isla, and other Indigenous, racialized, and non-Indigenous youth. Youth who identify with the 2SLGBTQ+ community may also benefit from access to space where they can safely gather. Such initiatives could support not only the needs of specific groups, but also broader goals related to relationship building and cultural understanding.

Recommendations Specific to the LSMP

4.1 Learn about x̄á'isla understandings of recreation and leisure (timeframe: long term).

Acknowledging the ongoing presence of x̄á'isla people and engaging with x̄á'isla culture are important for advancing EDI-related priorities. Our conversations with some x̄á'isla people revealed that Western approaches to leisure can fail to acknowledge and meaningfully interact with x̄á'isla practices of

leisure. There is a symbiotic relationship in x̄á'isla culture between leisure, cultural viability, and self-determination. Understanding the implications of these values for recreation and leisure services requires building relationships with x̄á'isla people and HNC.

Committing to this relationship building could help to expand on the nascent initiatives underway, and ultimately transform recreation and leisure services, programs, and spaces into places that represent x̄á'isla presence, culture, and art, and reflect health and wellness priorities. Some x̄á'isla people with whom we spoke explained that these efforts could include promoting partnerships with schools to integrate x̄á'isla recreation into educational programming and creating spaces that are welcoming for x̄á'isla and other Indigenous people to host ceremonies and gatherings.

As noted above, the DOK could also expand its efforts to build relations with x̄á'isla people and the HNC by carefully considering the TRC Calls to Action, which include five recommendations relating to leisure and reconciliation, signaling the importance of the role of leisure in the revitalization of Indigenous culture, arts, and traditions.

4.2 Continually revisit program designs to explore and adopt opportunities for improving accessibility (timeframe: long term).

Recommendation 1.8, which focuses on developing a comprehensive EDI-related staff training program, implies a commitment to ongoing EDI-related learning. In recreation and leisure services, this entails taking a self-reflexive stance regarding programming design that meets diverse and changing community needs and incorporates ongoing learning. For instance, retaining some virtual programming developed during the pandemic might provide new opportunities for participation for people who are house-bound or face other barriers to participation. As part of the culture of ongoing learning, some community members reminded us that they should be included in the planning, creation, and implementation process so that they can share their lived experiences and resulting knowledge, a commitment that also aligns with recommendation 1.3, focused on creating a communications and engagement plan.

4.3 Strengthen partnerships with local organizations and encourage EDI-related practices by facility users (timeframe: long term).

The DOK rents its facilities to several user groups that provide recreation and leisure programming for Kitimat residents. Through these agreements, the DOK can work to promote EDI, such as by including EDI-related expectations in user agreements. Increasing and/or strengthening partnerships with local organizations could also result in expanded recreation and leisure service provision.

Partnering with organizations that prioritize equity-deserving groups could help to reveal and realize the programming needs of a broader swath of the population. These efforts could also include deeper engagement with diverse residents, who could help to inform the development, planning, and implementation of leisure services and ensure that policies and services are responding to the community's needs. For example, the Leisure Services Department leads a community grant writing process to support applications to Kitimat's Community Grants and Sponsorship Program. This

initiative could serve as an opportunity to acquire start-up funds to pilot innovative suggestions for responding to community EDI needs in leisure services, which could then provide a basis for moving towards sustainable funding for successful initiatives. Careful planning and meaningful engagement are important for ensuring that service gaps are addressed and that community members receive equitable access to the LSMP's services and programs.

SUMMARY THOUGHTS AND NEXT STEPS

The existence of this report is a testament to the 2018–2022 DOK Mayor and Council, and to senior managers at the DOK, who openly embraced the idea of the research and analysis presented here. The report also benefitted tremendously from the participation of DOK staff members and Kitimat residents. As we noted in the introduction, there are few documented EDI and truth and reconciliation efforts by Canadian municipalities in northwestern British Columbia. As such, the DOK can play a leadership role in these areas moving forward.

This report presents the results of a collaborative, community-driven EDI analysis of four core policy documents: the Financial Plan (2021–2025), Official Community Plan (2008), Strategic Plan (2018–2022), and Leisure Services Master Plan (2019–2029). The analysis was informed by meetings and interviews with community members and the resident D&I Advisory Committee, interviews with DOK staff members, meetings with Haisla Nation and TSW staff members, and the project team's knowledge and experiences related to equity and inclusion in municipal planning and more generally.

There are several strengths across the policy documents we analyzed, along with several areas for improvement. Our analysis led to 22 recommendations, including nine that are applicable across policy documents and the DOK as an organization, six that are specific to the FP, four that are specific to the OCP and future SP, and three that are specific to the LSMP. We also offer a suggested implementation timeframe for each recommendation, with the goal of realizing short-term recommendations in the next six months, and all recommendations by the end of the current term of Mayor and Council.

We encourage Mayor and Council to take three immediate next steps:

- Accept the findings and recommendations presented in this report.
- Direct staff to report back to Mayor and Council within three months outlining a plan for realizing all short-term recommendations.
- Direct staff to report back to Mayor and Council within six months outlining a plan for more fully developing and realizing all medium-term and long-term recommendations.

Finding ways to foster more diverse towns that prioritize equity, diversity, and inclusion will be a pressing priority for the foreseeable future. The findings and recommendations outlined in this report offer a sound next step to build on the efforts and initiatives already underway across the DOK.

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APPENDICES

Appendix A: Key Terms

Diversity: Recognizing that there are individuals who have a variety of identities, abilities, backgrounds, cultures, skills, perspectives, experiences, ways of knowing and ways of being who are representative of Canada's current and evolving population and who contribute to the functioning of institutions, communities, and society.

Equality: Generally associated with assumptions of sameness — that what is fair is to treat everyone the same way. This exacerbates and reproduces inequalities, because it actively obscures and denies relevant differences, including how different groups have historically been treated.

Equity: The fair and respectful treatment of all people. Equity involves recognizing that there are individuals and groups who encounter individual, interpersonal, institutional, and systemic barriers to full participation, and that addressing these barriers may require different approaches for different people.

Gender-based Analysis Plus (GBA Plus): An analytical process that assesses systemic inequalities and provides opportunities to examine and develop policies, programs, and initiatives based on the experiences of diverse groups. The "plus" acknowledges that the analysis considers how multiple identities impact one's experience with policies and initiatives.

Inclusion: Ensuring that all community members are welcome, respected, valued, and empowered to fully participate in all functions of society. It involves creating the conditions in which everyone can fully participate.

Intersectionality: An analytical framework for understanding how aspects of a person's identity (for example, sex, gender, age, ethnicity, class, religion, sexual orientation, ability) combine to create particular forms of discrimination and privilege. Members of marginalized groups are more likely to face discrimination and prejudice because of the interaction of different aspects of their identity. This concept was coined by American lawyer and law professor Kimberlé Crenshaw in the late 1980s to explain how race intersects with gender to produce unique barriers.

Appendix B: Resident D&I Advisory Committee Terms of Reference

Purpose: The committee is part of the project team that has been asked to support the DOK in its aim to create a more equitable, diverse, and inclusive community. The committee's purpose is to provide guidance for the overall direction of the project. The two main objectives of the project are to: (1) develop a better understanding of equity strengths and gaps across municipal program and policy areas; and (2) create a culture of learning for issues related to equity, diversity, and inclusion.

Role: The role of the committee is to:
- Shape the project plan to make sure it will be more inclusive and successful
- Give feedback throughout the project
- Offer ongoing guidance
- Share personal experiences and knowledge related to the overall project objectives

Scope of the Committee's Work: Our work together may change as the project develops. However, some of the things we will do together include:
- Deciding which documents from the municipality we want to examine more carefully to make them more inclusive (e.g., Official Community Plan, Recreation Master Plan);
- Deciding how to involve the wider community in the process;
- Reaching out to community members who are often left out of community decisions
- Reviewing all outputs developed through the project

Outputs: The things we will produce through our work together include:
- A report of what we find when we examine municipal documents
- A tool that others in the municipality could use to examine other programs and services

Membership: The committee has two DOK staff members, two DOK Councillors, and up to ten community advisors on it.

Term: The committee will start in November 2021 and finish after the results of our work are presented to Mayor and Council in November 2022.

Guiding Principles: We will work together to create an environment where members:
- Feel comfortable sharing, learning, and building knowledge together
- Can contribute in a variety of ways to support the goals and objectives of the committee
- Can communicate openly, while also giving others the time, space, and opportunity to contribute
- Work cooperatively to reach the best solutions through consensus decision making
- Help to establish and then follow clear and reasonable timelines, which bring focus and help to use key resources effectively
- Listen to diverse and different points of view, and respect and actively demonstrate the principles of diversity, equity, and inclusion; this means that:

- all contributions are of equal value regardless of one's role in the community, age, or status of any kind; and that
- there is zero tolerance for bullying of any kind within meetings or other settings

Meetings: The committee will meet once per month, or as needed. Meetings will be chaired by project team members Jacqueline Ramdatt and Rosanna Christiansen. The agenda will be circulated electronically prior to meetings. Meetings will be recorded by the DOK and circulated electronically. Subcommittees will be formed as needed.

Compensation: Committee members will be compensated unless they are participating in the committee as part of their paid employment or Council remuneration.

Sharing Information and Resources: We will share materials for our work together by email. If you don't have email or access to the internet, we will find another way to share information, such as through hard copies or phone calls.

Accessibility and Inclusion: The work of this committee depends on the experiences and expertise of all members being valued. We will provide appropriate supports to ensure this happens (i.e., translation, physical accommodations). If you need something that is not being provided, please speak to the committee chair.

Dispute Resolution: We will try to see conflicts as opportunities for increasing communication and uncovering new information. When conflicts arise, we will try and find solutions and benefits that everyone can live with. If disagreements arise that cannot be resolved through conversations between members, we will find an outside person to help us resolve the disagreement at hand.

Related Research: Some members of the project team are university-based researchers. They are interested in the work of the committee, and in diversity and inclusion planning in municipalities more generally. Members will receive a letter of information that provides more details about research happening as part of this process. No member of this committee is obligated to participate in the research in any way, but all members will be offered the opportunity to participate if they would like to do so.

Key Terms

Council: The Council of the District of Kitimat

District: District of Kitimat

Members: Diversity & Inclusion Advisory Committee members

Committee: District of Kitimat Diversity & Inclusion Advisory Committee

Team: Kitimat Community Vitality Advisory Group Project Team

Equity:[7] The fair and respectful treatment of all people. Equity involves recognizing that there are individuals and groups who encounter individual, interpersonal, institutional, and systemic barriers to full participation, and that addressing these barriers may require different approaches for different people.

Diversity: Recognizing that there are individuals who have a variety of identities, abilities, backgrounds, cultures, skills, perspectives, experiences, ways of knowing and ways of being who are representative of Canada's current and evolving population and who contribute to the functioning of institutions, communities, and society.

Inclusion: Ensuring that all community members are welcome, respected, valued, and empowered to fully participate in all functions of the society. It involves creating the conditions in which everyone can fully participate.

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[7] Note that the definitions of 'equity,' 'diversity,' and 'inclusion' have evolved slightly over the course of the project. The version included here is the initial version we worked with.

Appendix C: Resident D&I Advisory Committee Frequently Asked Questions (FAQ) Document

Background: As a next step in diversity and inclusion planning, the District of Kitimat has hired a project team formed by the Kitimat Community Vitality Advisory Group, a partnership between Tamitik Status of Women and Dr. Leah Levac (University of Guelph). The project team is responsible for: 1) identifying strengths and gaps across selected municipal program and policy areas through an equity, diversity, and inclusion lens; and 2) creating a resource to support a culture of ongoing learning for issues related to equity, diversity, and inclusion.

What is the purpose of this committee? The purpose of the Diversity & Inclusion Committee is to work in partnership with the project team and provide support, feedback, and guidance throughout the project.

What is my role as a committee member? Committee members will support the project team by reviewing and advising on initial plans, providing input on the process for identifying strengths and gaps, offering ongoing guidance, and sharing relevant personal experience and community knowledge.

Why am I being asked to serve on this committee? Effective diversity and inclusion planning depends on meaningful input from the different voices, points of views, and lived experiences of people in the community. Your involvement will support the creation of a more equitable, diverse, and inclusive community.

How long is my term as a committee member? Just over one year. The committee's work will start in September 2021 and conclude in November 2022. If the project goes beyond that timeframe, there could be a request for extended participation; however, you are not obligated to continue.

What is the time commitment? There are six anticipated committee meetings over the course of the project. However, additional meetings may be scheduled as needed. Meetings are expected to be an hour in duration, except for two planning meetings, which will be longer.

Will I be compensated? Committee members will receive an honorarium of $50 per meeting unless they are participating in the committee as part of their paid employment.

What additional resources are available to support my participation? The work of the committee depends on it being an accessible space where the experiences and expertise of all members are valued. Funds for childcare and transportation are available to facilitate your attendance. We will also ensure that supports such as, but not limited to, translation and physical accommodations are provided at your request.

Are meetings in person, virtual, both? Depending on COVID-19 public health restrictions and guidelines, the meetings may take place in person, virtually, or through a combination of the two.

How will I receive information? Information and resources about the work of the committee will be shared electronically through email. If any committee members are unable to access resources

electronically, we will work with these individuals to find an accessible alternative, which may include hard copies of materials or phone calls.

What COVID-19 safety measures will be in place during in-person committee meetings? Committee members are to attend virtually if unwell. Masks will be available for use as well as hand sanitizer and disinfecting spray for hard surfaces.

What are some benefits of being a part of this committee? As a part of this committee, you can:
- Make a positive difference by sharing your knowledge and experience to promote inclusion and diversity in the community.
- Build connections with others in the community who are concerned with similar issues.
- Learn about other initiatives the District is working on that aim to address issues you are concerned about.

Who do I contact if I have questions or would like to learn more about the committee? The committee chairperson, Jacqueline Ramdatt, is available to answer your questions and provide any further information you would like. You can leave a message for her at [xxxx] and she will return your call.

Appendix D: Policy Analysis Framework

The project team[8] and resident Diversity and Inclusion (D&I) Advisory Committee will examine three guiding policy documents that inform both specific programs and general directions of the District of Kitimat. These three documents are:

- The Official Community Plan (https://www.kitimat.ca/en/municipal-hall/resources/Documents/PLAN-UPDATES/OCP---November-2021.pdf)
- The Leisure Services Master Plan (https://www.kitimat.ca/en/municipal-hall/resources/Documents/PLAN-UPDATES/LSMP-and-Appendicies---Final---27-May.pdf)
- The Financial Plan (https://www.kitimat.ca/en/municipal-hall/resources/Documents/1998_21-Financial-Plan-Bylaw.pdf)

We will also examine the Strategic Plan of the 2018–2022 Mayor and Council. We chose these documents based on feedback from the resident D&I Advisory Committee and members of the project team. The goal of the policy analysis, which will be further shaped by community engagement sessions, is to:

- Consider how well existing policy documents reflect broader diversity & inclusion commitments in the District of Kitimat
- Highlight how existing policy documents could be more reflective of the needs and priorities of a wider cross-section of people in Kitimat

Applied Policy Analysis
In general, a policy analysis is a process of trying to understand possible solutions to community or societal problems. There are many ways to do a policy analysis. For this process, we've identified five steps:

1. Convening an Advisory Committee to guide our work
2. Developing a framework: A series of questions to guide our analysis
3. Choosing policies to analyze and becoming familiar with them
4. Using the framework to note strengths and gaps in the policies
5. Making recommendations for changes consistent with a diverse and inclusive community

This document is concerned with the second step — developing a framework. The framework we will use to guide our policy analysis is a series of questions. These questions come from several places: ongoing discussions with members of the resident D&I Advisory Committee and project team; existing policy analysis frameworks that are guided by similar commitments (i.e., intersectionality, anti-

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[8] The project team members include Jacqueline Ramdatt, Rosanna Christiansen, Leah Levac, Laura Pin, and Xieling Zhang. Michelle Martins was a member of the team until she was elected to DOK Council in the fall of 2022, at which point she withdrew from the project. In the early stages of the project, Teresa Windsor provided valuable insights and guidance.

colonialism, diversity & inclusion) as this project; and a review of research about other municipalities'
efforts to improve diversity & inclusion.

Policy Analysis Framework/Questions

Descriptive Questions

1. What knowledge, values, and experiences do members of the resident D&I Advisory Committee
   and project team bring to the policy analysis process generally, and relative to each policy
   document specifically?[9,10]
   - This could include personal experiences you've had with certain services in town, how
     your identity shapes your ideas, etc.
2. What are the inclusion needs and exclusion experiences of diverse community members living
   in small northern communities related to each policy document being analyzed? For instance,
   how does each policy document recognize or overlook diverse: Spiritual needs? Physical,
   mental, and financial accessibility needs? Gender inclusion needs? Needs of families (especially
   lone parent families) (e.g., childcare, multigenerational programming)? Age-related needs?
3. How are diverse community members — by age, race, ability, gender, class, and other
   dimensions — excluded or represented in facilities and programs within these policy and
   program areas?
   - Who uses specific facilities, serves on related boards of directors, etc.? What do images
     displayed in specific places communicate about who belongs? What are the
     consequences of these representations and/or exclusions?
4. How is x̄á'isla culture, and historical and ongoing presence, reflected in each policy document?
   - Is there evidence that each policy document reflects the fact that Kitimat is in x̄á'isla
     territory? Do any of the policy documents recognize a role for x̄á'isla arts, languages,
     traditions? Is there any acknowledgement and understanding of x̄á'isla culture and
     presence?
5. How does each policy document consider the Calls to Action in the Final Report of the Truth
   and Reconciliation Commission and the Calls for Justice in the Final Report of the National
   Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG)?
   - How/does each policy document:
     a. Respect the authority and leadership of Indigenous Peoples and their role in
        decision-making processes that relate to their land and culture?
     b. Support the cultural visibility of local Nations throughout their unceded lands?
     c. Support the cultural, political, and economic advancement of Indigenous
        Peoples?
     d. Prioritize responding to the consequences of colonialism (for instance,
        responding to high rates of violence against Indigenous women, girls and Two-
        Spirit people)?

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[9] Throughout the framework, the 'policy documents' refers to the four documents listed at the beginning of this document.
[10] Hankivsky et al. (2014). An intersectionality-based policy analysis framework: critical reflections on a methodology for
advancing equity. *International Journal for Equity in Health, 13*(119), 16 pp.

- Is there meaningful involvement of Haisla people in informing policy implementation? Is the implementation plan clear?

6. Are some people invisible (due to intersections of identity) in the policy documents? Who and how?
   - For instance, are certain groups differently situated with more resources and political consideration, while others are overlooked?
7. Is there any evidence of participation of diverse community members in policy decisions and directions in the policy documents? What about involvement of representative organizations? If yes, what?
   - Who was involved in the creation or amendments? And to what degree were they involved?
8. How are important ideas that align with prioritizing EDI reflected in the framing of the problem and/or the policy documents?
   - How do the policy documents consider: Patriarchy (e.g., gender-based violence, heterosexism)? Colonialism? The impacts of social and economic inequality? Intersectionality?

Transformative Questions
9. Where and how can interventions be prioritized to improve the inclusion of diverse community members, and eliminate or reduce inequities, drawing on the expertise of the resident D&I Advisory Committee and project team, or learning from elsewhere?[11]
10. How can these interventions create and encourage solidarity and inclusion across diverse groups?
11. What opportunities and challenges do these interventions present, and how can the challenges be mitigated?
12. How can we measure the short- and long-term success of these interventions and when should they be adopted?
13. What monitoring is required and by whom?

Notes for Applying the Framework
- Begin by reviewing the policy document/summary of the policy document and the policy analysis framework
- Make some notes about things that stood out for you (maybe something that is missing but seems important to you, or something that prioritizes equity)
- Go through the policy document again, this time thinking about the specific questions and looking for evidence or gaps that answer the questions. At this stage:
  - Use the prompts to think about specific things to look for.
  - Note that there is some overlap between questions (e.g., Q2 and Q3), so it is okay to make notes that might answer more than one question at a time.
  - For Q5, both the TRC and the MMIWG Inquiry highlighted the importance of taking up the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), which is

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[11] Adapted from Hankivsky et al. (2012).

grounded in an understanding of Indigenous sovereignty. Some of the underlying principles of these documents are reflected in Q5, but there are also specific TRC Calls to Action and MMIWG Inquiry Calls for Justice that are relevant to our work.

Among the former, we highlight the following:

43. We call upon federal, provincial, territorial, and municipal governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation.

57. We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

87. We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.

88. We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.

Among the latter, see especially:

1.1 We call upon federal, provincial, territorial, municipal, and Indigenous governments (hereinafter "all governments"), in partnership with Indigenous Peoples, to develop and implement a National Action Plan to address violence against Indigenous women, girls, and 2SLGBTQQIA people, as recommended in our Interim Report and in support of existing recommendations by other bodies of inquiry and other reports. As part of the National Action Plan, we call upon all governments to ensure that equitable access to basic rights such as employment, housing, education, safety, and health care is recognized as a fundamental means of protecting Indigenous and human rights, resourced, and supported as rights-based programs founded on substantive equality.

1.2 We call upon all governments, with the full participation of Indigenous women, girls, and 2SLGBTQQIA people, to immediately implement and fully comply with all relevant rights instruments, including … UNDRIP.

1.3 We call upon all governments, in meeting human and Indigenous rights obligations, to pursue prioritization and resourcing of the measures required to eliminate the social, economic, cultural, and political marginalization of Indigenous women, girls, and 2SLGBTQQIA people when developing budgets and determining government activities and priorities.

1.4 We call upon all governments, and in particular Indigenous governments and Indigenous representative organizations, to take urgent and special measures to ensure that Indigenous women, girls, and 2SLGBTQQIA people are represented in governance and that their political rights are respected and upheld. We call upon all governments to equitably support and promote the role of Indigenous women, girls, and 2SLGBTQQIA people in governance and leadership. These efforts must include the development of policies and procedures to protect Indigenous women, girls, and 2SLGBTQQIA people against sexism, homophobia, transphobia, and racism within political life.

1.9 We call upon all governments to develop laws, policies, and public education campaigns to challenge the acceptance and normalization of violence.

2.5 We call upon all governments, in partnership with Indigenous Peoples, to create a permanent empowerment fund devoted to supporting Indigenous-led initiatives for Indigenous individuals, families, and communities to access cultural knowledge, as an important and strength-based way to support cultural rights and to uphold self-determined services. This empowerment fund should include the support of land-based educational programs that can assist in foundational cultural learning and awareness. This empowerment fund will also assist in the revitalization of distinct cultural practices as expressed by Indigenous women, girls, and 2SLGBTQQIA people, with eligibility criteria and decision making directly in their hands.

2.6 We call upon all governments to educate their citizens about, and to confront and eliminate, racism, sexism, homophobia, and transphobia. To accomplish this, the federal government, in partnership with Indigenous Peoples and provincial and territorial governments, must develop and implement an Anti-Racism and Anti-Sexism National Action Plan to end racist and sexualized stereotypes of Indigenous women, girls, and 2SLGBTQQIA people. The plan must target the general public as well as public services.

3.2 We call upon all governments to provide adequate, stable, equitable, and ongoing funding for Indigenous-centred and community-based health and wellness services that are accessible and culturally appropriate, and meet the health and wellness needs of Indigenous women, girls, and 2SLGBTQQIA people.

3.5 We call upon all governments to establish culturally competent and responsive crisis response teams in all communities and regions, to meet the immediate needs of an Indigenous person, family, and/or community after a traumatic event (murder, accident, violent event, etc.), alongside ongoing support.

4.3 We call upon all governments to support programs and services for Indigenous women, girls, and 2SLGBTQQIA people in the sex industry to promote their safety and security. These programs must be designed and delivered in partnership with people who have lived experience in the sex industry. We call for stable and long-term funding for these programs and services.

4.6 We call upon all governments to immediately commence the construction of new housing and the provision of repairs for existing housing to meet the housing needs of Indigenous women, girls, and

2SLGBTQQIA people. This construction and provision of repairs must ensure that Indigenous women, girls, and 2SLGBTQQIA people have access to housing that is safe, appropriate to geographic and cultural needs, and available wherever they reside, whether in urban, rural, remote, or Indigenous communities.

4.7 We call upon all governments to support the establishment and long-term sustainable funding of Indigenous-led low-barrier shelters, safe spaces, transition homes, second stage housing, and services for Indigenous women, girls, and 2SLGBTQQIA people who are homeless, near homeless, dealing with food insecurity, or in poverty, and who are fleeing violence or have been subjected to sexualized violence and exploitation. All governments must ensure that shelters, transitional housing, second-stage housing, and services are appropriate to cultural needs, and available wherever Indigenous women, girls, and 2SLGBTQQIA people reside.

4.8 We call upon all governments to ensure that adequate plans and funding are put into place for safe and affordable transit and transportation services and infrastructure for Indigenous women, girls, and 2SLGBTQQIA people living in remote or rural communities.
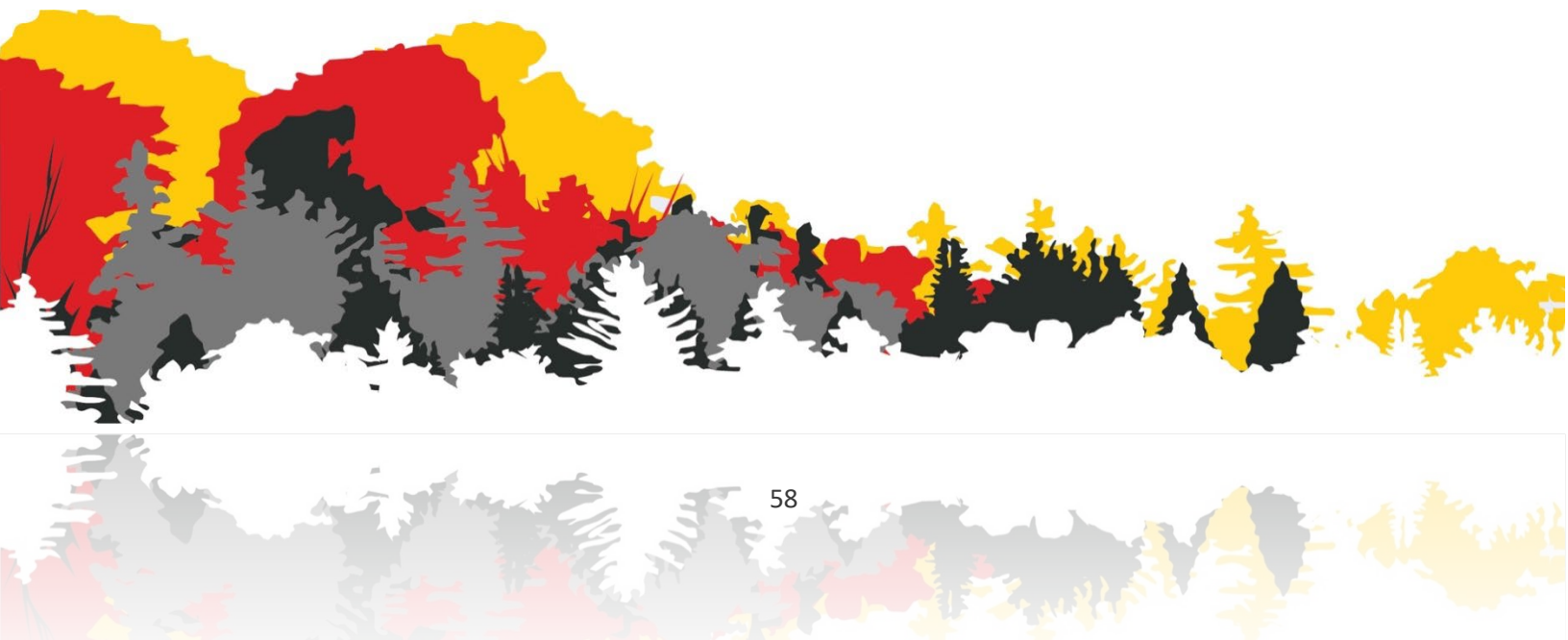
Appendix E: Summary of the Financial Plan, 2021–2025

What is the Financial Plan and what does it do?

- Outlines the financial plan for the District of Kitimat for a 5-year period (2021–2025), provides a breakdown of the revenue and expenses of DOK, and highlights the objectives and policies of the DOK

8 Municipal Objectives

1. Raise revenues to cover expected expenditures and financial requirements
   - Facilitate a high quality of community life for citizens of all ages
   - Provide high quality municipal services at the lowest possible cost
2. Provide municipal services at a wide variety and high level to facilitate the recruitment and retention of employees, and supporting services and businesses, and to offset perceived disadvantages to employee recruitment and retention of the community's remote location
3. Foster industrial and business development and tourism through the promotion of the natural business advantages of the area
4. Encourage a community balance among recreational opportunity, environmental integrity, and industrial growth
5. Encourage and foster cultural diversity
6. Encourage retention and recruitment of retirees to the community
7. Respect taxpayers' ability to pay and to keep tax increases reasonably in line with inflationary cost increases
8. Meet community needs during LNG construction and prior to other major industrial projects

What are the main objectives for different sources of revenue?

Sources of Revenue	Main Objectives
Taxation	Preferred method if the service has broad public benefit and if market rationing of the quantity consumed is either unnecessary or undesirable If consumption of the service provides a benefit to others, it is undesirable to discourage consumption through user fees, and taxation is the preferred revenue choice
User Pay	Preferable when the marginal costs of consumption are positive so that the more consumed the higher the cost of the service, and/or if there is no broad public benefit accruing to those who do not consume the service
User Fees	Enhance responsible consumption of municipal services Promote the public benefit of maximum participation in healthy activities Minimize financial barriers to accessing municipal facilities and services

What are the objectives for tax allocation among assessment classes?

- Set residential taxes in the lowest quartile of municipalities in BC
- Set commercial taxes in the lowest quartile of north central municipalities in BC
- Foster the development of retail and commercial services
- Assist with the recruitment and retention of industrial employees and retirees
- Set the light industry property tax rates in the midrange of municipalities in BC
- Seek other industries to provide for a reduction of property tax rates as assessments and the number of properties increase
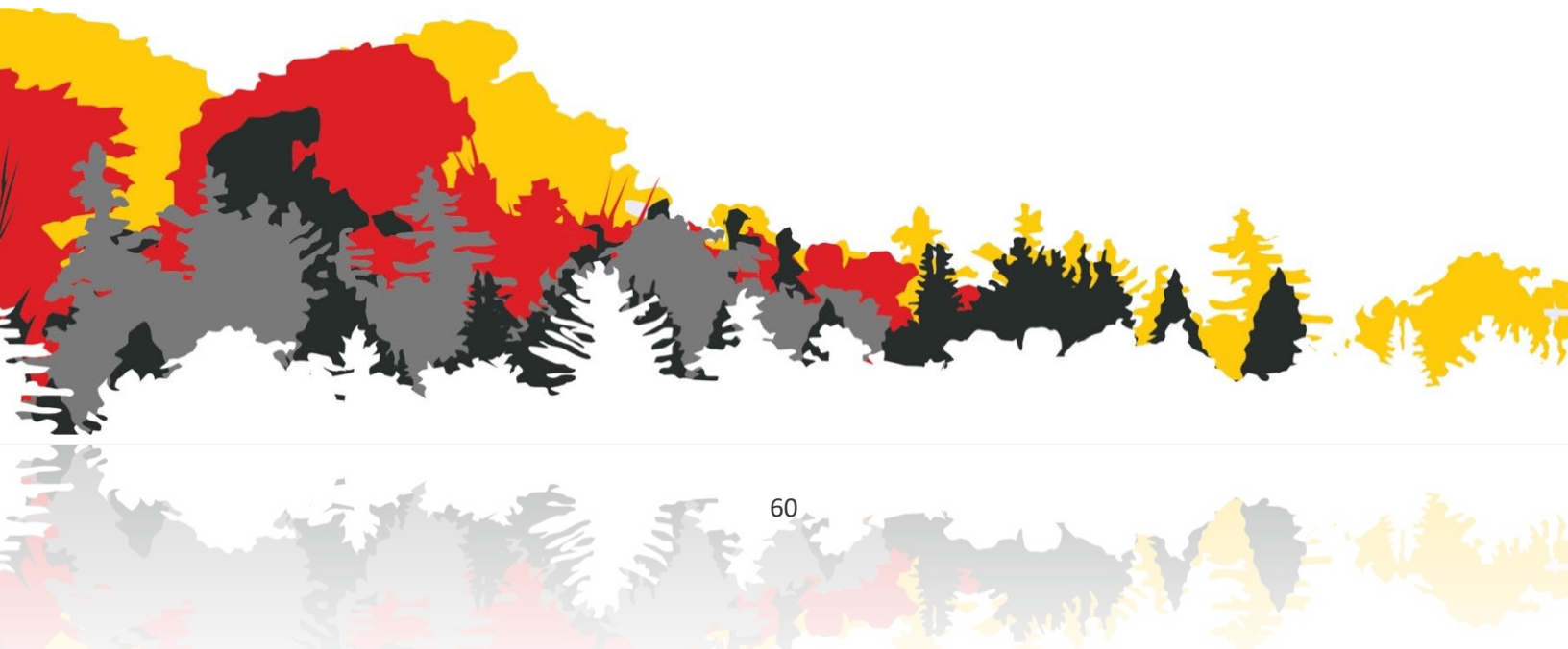
Appendix F: Summary of the Official Community Plan, 2008

What is an Official Community Plan (OCP), and what does it do?
- An OCP guides the physical and social development of Kitimat
- An OCP does <u>not</u> force city council to undertake specific actions, but once adopted:
    - All new bylaws must be consistent with the OCP
    - All new public works must be consistent with the OCP
    - Future municipal decisions must be consistent with OCP

The District of Kitimat's OCP was last updated in 2021 and must be reviewed and updated every 5 years.

How are residents involved in the OCP already?

British Columbia's *Local Government Act* requires consultations with "persons, organizations and authorities" affected by the OCP to:

- Gather local knowledge
- Identify community issues and priorities
- Build consensus on a vision for local government decision-making

What key themes are discussed in the OCP?

Theme (corresponding page in OCP)	Goals	Areas of Emphasis
1. Cultivate diversified economic growth (p. 22)	Expand industrial employment opportunities Focus on growing the small business, environmental and tourism sectors Support population growth through economic growth and employment opportunities for youth	1.1 Economic development 1.2 Environment 1.3 Core business areas (e.g., commercial, business, and industrial land supply) 1.4 Home-based businesses 1.5 Infrastructure & transportation 1.6 Resource extraction 1.7 Tourism & community promotion
2. Enhance 'sense of place' (p. 33)	Build community value by creating a 'sense of place': A shared sense of local identity Encourage physical design that highlights Kitimat's geography and history	2.1 Kitimat river 2.2 Oceanfront 2.3 City Centre 2.4 Public realm 2.5 Neighbourhood identity and character

Theme	Goals	Areas of Emphasis
3. Maximize livability (a built environment that improves quality of life) (p. 36)	Make Kitimat safe and easy to get around Provide opportunities to support different lifestyles of community members Ensure visitors to Kitimat have a positive experience	2.6 Built form and/or pattern of development 2.7 Housing 2.8 Infrastructure and transportation 2.9 Parks & open space, recreation facilities and trails 2.10 Climate change
4. Protect natural environment (p. 45)	Protect environmental quality by managing activities that impact water, air, parks, trails, and wildlife habitat Protect people and property from environmental hazards	2.11 Resource protection 2.12 Stormwater runoff 2.13 Environmentally sensitive and hazardous areas 2.14 Stewardship and education 2.15 Wildfire awareness and risk mitigation
5. Foster local culture and heritage (p. 52)	Celebrate diversity, culture, and history for the benefit of residents and visitors	2.16 Culture 2.17 Heritage
6. Provide effective services (p. 54)	Effectively and efficiently deliver community services to meet needs of a diverse and evolving population	2.18 Civic services and institutional uses 2.19 Protection services 2.20 Utility services and utilities 2.21 Transit services 2.22 Garbage and recycling 2.23 Roads, parking, and walkways 2.24 Industrial utility and transportation corridor
7. Meet responsibilities in governance (p. 62)	Use a coordinated and informed approach to decision-making Develop positive relationships with other government agencies, First Nations, and industry Embrace positive change, adopt a sustainability ethic, and follow through on ideas with action	2.25 Sustainability 2.26 Public outreach 2.27 Policy documents, regulations, and bylaws 2.28 Stakeholder relations 2.29 Operations and performance
8. Monitoring and reporting (p. 70)	Ensure OCP guides decision-making so municipal operations, programs,	2.30 Implementation 2.31 Monitoring and Reporting

	and activities achieve the community vision	
	Continue public engagement	
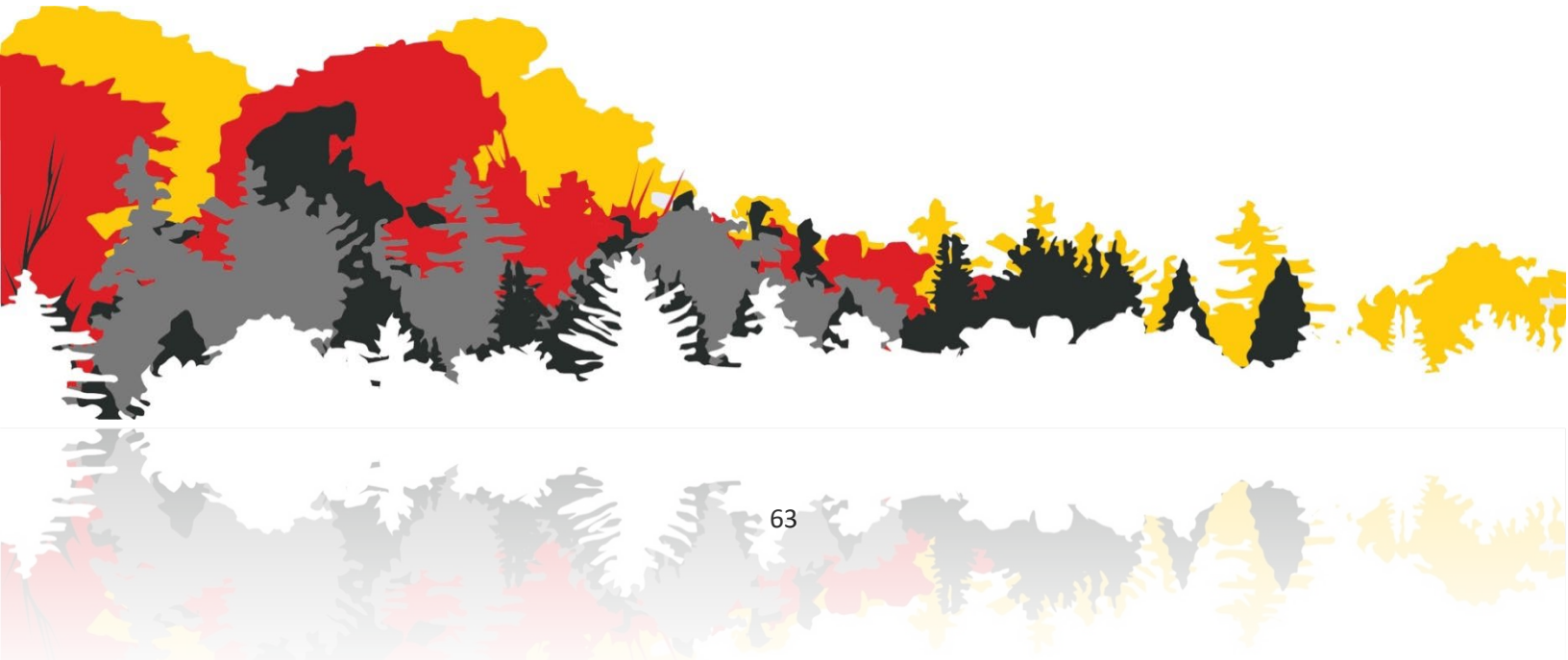
What is the LSMP and what does it do?
- The LSMP outlines the District of Kitimat's (DOK) plan for providing public access to the outdoors and surrounding environment.
- The LSMP provides guidance to the Mayor, Council, and DOK staff on the acquisition and development of parks, open spaces, and recreation facilities, as well as the provision of recreation services.

The goals of the plan are to provide recreation opportunities and remove barriers to leisure activities for residents and visitors.

How were residents involved in the creation of the LSMP?
While developing the LMSP, community members were engaged through two surveys, workshops, an open house, information booths, a project webpage, a project email list, and the passport to Kitimat Photo Contest. Appendix A (pp. 63-77) summarizes public input gathered to inform the plan's development.

What are the goals outlined in the LSMP?

Goals (pp. 21-22)	Objectives
Inclusive facilities	- Provide welcoming & accessible recreation facilities & amenities - Improve accessibility of DOK facilities & amenities - Build infrastructure that meets a wide range of community needs - Consider safety & security in design & maintenance of parks & facilities - Understand & address barriers to participation
Programs that meet needs	- Provide programs & services that meet desires of Kitimat's diverse residents - Offer programs of interest to diverse groups with a wide range of abilities - Provide affordable & accessible programs for all ages - Expand programming & events - Provide multi-use opportunities in buildings, parks, public spaces, & trails
Community beautification and natural environment	- Protect & enhance Kitimat's natural assets while revitalizing the built environment - Revitalize parks & open spaces to improve environmental quality, aesthetics, walkability, & recreation opportunities - Provide diverse parks & playgrounds to meet varying needs - Encourage & support stewardship & nature education - Support enhancement of townsite to make it more welcoming & pedestrian-friendly

Social connection and engagement	• Foster sense of community in planning & provision of services & work to remove feeling of isolation, especially during winter • Support opportunities for year-round social interaction through community festivals & events • Develop gathering spaces in parks and facilities
Financial stability	• Maintain existing assets before constructing new ones • Continue energy-efficiency improvements • Fund future upgrades and renovations identified in the 2017 Asset Management Plan through long-term financial planning
Planning for Kitimat's future	• Plan as needed to keep up with growth • Update Park Management Plans • Monitor and adjust services based on input from participants and interested community members • Monitor public interest in new types of amenities

What recommendations does the LSMP make?

Area of Implementation	Related Recommendations
Outdoor recreation (p. 24)	4.1 Parks & playgrounds 4.2 Pedestrian network 4.3 Sports fields, courts, and diamonds 4.4 Community events 4.5 Community beautification
Indoor recreation facilities (p. 34)	5.1 Tamitik Jubilee Sports Complex 5.2 Riverlodge Recreation Centre 5.3 Non-DOK facilities (e.g., Golf & Winter Club, museum) 5.4 Facilities operated under partnerships and grants 5.5 Potential facilities: Indoor track and/or soccer field, advanced rock-climbing wall, indoor playground, facility space leasable to community organizations (e.g., gymnastics club)
Programming (p. 45)	*Aims*: Enhance personal, social, environmental, & economic wellbeing *Types of programs*: Culture/arts, drop-in, fitness, general interest & workshops
Pilot projects (p. 48)	*Examples*: Student gardening, xeriscaping, BC Communities in Bloom, civic engagement, youth engagement
Administration (p. 51)	8.1 Administration • Communication and marketing • Affordability

Appendix H: Summary of the Recommendations

General Recommendations	Timeframe
Broaden intersectional considerations across policy and program areas	Long term
Develop and implement a process for regularly and publicly reviewing and monitoring the objectives of the DOK's core policy documents.	Medium term
Develop a communications and engagement plan that facilitates both targeted and widespread public participation.	Medium term
Centre truth-finding and relationship-building efforts with x̌á'isla people and the Haisla Nation.	Long term
Use consistent language across core policy documents to refer to people with disabilities.	Short term
Learn from DOK Staff.	Short term
Advance human resources–related policies and practices — including related to hiring — to advance EDI-related commitments.	Medium term
Implement a comprehensive EDI-related staff training program.	Medium term
Create a permanent EDI Advisory Committee of Council.	Short term

FP Recommendations	Timeframe
Expand the FP's objectives to include public sector employee recruitment and retention.	Short term
Expand the FP's objectives to include accessibility as a key goal.	Medium term
Integrate EDI considerations in permissive tax exemptions.	Medium term
Broaden the rationale for tax-supported services to include facilitating equitable participation in, and use of, recreation services.	Short term
Adopt fiscal mechanisms to support relationships with HNC and x̌á'isla community members.	Long term
Adopt EDI criteria any time DOK provides funding or collaborates on a project that will generate revenue.	Long term

OCP & SP Recommendations	Timeframe
Update & prioritize housing-related commitments.	Medium term
Prioritize the development of daycare services.	Medium term
Consider additional efforts to enhance accessible transportation options.	Short term
Find creative ways to support diverse groups that need access to shared space.	Medium term

LSMP Recommendations	Timeframe
Learn about x̌á'isla understandings of recreation and leisure.	Long term

Continually revisit program designs to explore and adopt opportunities for improving accessibility.	Long term
Strengthen partnerships with local organizations and encourage EDI-related practices by facility users.	Long term

Part 1: General Overview

Purpose of the checklist: The checklist is a set of guidelines to help the DOK advance equity, diversity, and inclusion when it plans and develops new programs, policies, and events; reviews existing initiatives; and designs and conducts public engagement activities. It is based on the framework developed by the Equity, Diversity, and Inclusion Project Team, presented in Table 1 and Appendix D of the project team's final report.

Before you begin: Before applying the checklist to the policy, program, or initiative you are working on:

- Review the *Helpful Terms* in Part 4. This includes common EDI terms and will help you prepare to work through the checklist.
- Complete the *Check Your Diversity* reflective exercise in Part 5. This will help you reflect critically on how your personal identities and experiences might shape your work. Even if you have completed the reflective exercise in the past, it is important to repeat it each time you use the checklist. Changes in your life circumstances or personal awareness may affect the experiences reflected in the exercise.

Part 2: Describe the Initiative

Name of initiative:
Type of initiative (new/existing):
Brief description of initiative (1-2 sentences):
Where can you find more details about the initiative (e.g., relevant website, forms)?
Who will the initiative benefit primarily?
What are the expected outcomes of the initiative?
How will the initiative contribute to equity and inclusion?
Which DOK staff and department(s) are involved in planning and implementing the initiative?
Which, if any, non-DOK participants (community members, agencies, etc.) are involved in planning and/or implementing the initiative?
How has the public has been involved with shaping this initiative?

Part 3: Complete the Checklist

Each question is reflective and open to interpretation. You can interpret and adapt each question as needed to make sure it is relevant and useful for your specific initiative.

Planning and design

1. How do the expected outcomes of the initiative (see Part 2 of this checklist) help to advance equity, diversity, and inclusion in the DOK?[12]
2. What could be done or is being done to ensure that a full diversity of people can participate with dignity and benefit from the initiative?[13] Consider groups at risk of exclusion (see Part 4: Helpful Terms). Are we making assumptions we need to question?[14]
3. Is x̌á'isla culture, and historical and ongoing presence, reflected in the initiative? If not, how could this be addressed?
4. What resources exist that could help integrate equity and inclusion into the initiative? Consider: strategies and tools used in the past, availability of expert knowledge and advice, possible collaboration with DOK and external partners, the role of the public.
5. How do communications (advertisements, invitations, registration forms, etc.) related to the initiative indicate who is welcome to participate? How can our communications be more welcoming? Are we making assumptions about the accessibility of our communications? Consider: clear language; inclusive language, images, and symbols; multiple methods of communication; strategies to reach diverse groups.
6. Are there some equity and inclusion barriers that cannot be addressed within the scope of this initiative? How can this be acknowledged and corrected moving forward?

Identifying key actions

7. Based on your responses to questions 1-6, make a list of the key actions you are currently taking and new actions you could take to ensure the initiative helps to advance equity, diversity, and inclusion in the DOK. Use Table 1 to compile your list. Add additional rows as needed.

Table 1: Existing and new EDI actions

Existing Actions
New Actions

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[12] Equity, Diversity and Inclusion Handbook, City of Ottawa (2018), p. 34.

[13] Ibid.

[14] City of Hamilton Equity, Diversity, and Inclusion Handbook (draft), p. 42. For example, what assumptions are we making about the resources community members need in order to be able to participate (e.g., financial resources, transportation, equipment, knowledge)?

Considering the key actions

8. What opportunities and challenges are presented by the existing and new actions listed in Table 1? Are the intended outcomes, and the human and financial resources required to undertake the existing and new actions, listed in Table 1? Use Table 2 to summarize your response. Consider: What opportunities and challenges are presented by the existing and new actions listed in Table 1? Use Table 2 to summarize your response. Consider:
    - What the intended outcomes of the actions are
    - What human and/or financial resources are required
    - Whether the actions are feasible
    - Whether the actions might create new conflicts
    - How challenges and conflicts can be mitigated
    - Whether there are any conflicts with existing initiatives, policies, and priorities that need to be addressed before moving forward

Implementation and monitoring (accountability)

9. Based on the information outlined in Table 2, select which existing key actions you will continue, and which new key actions you will take. Consider selecting only 1-2 new key actions at a time to help increase likelihood of success.

10. How can you monitor the short- and long-term success of this initiative from an equity, diversity, and inclusion perspective? For example, you could describe how you'll monitor the outcomes of the new key actions described in Q9, or you could describe how you'll monitor the whole initiative. Consider:
    - What timeframe is appropriate for monitoring?
    - Who should do the monitoring?
    - How can the monitoring be accountable to the broader DOK community?

Table 2: Considering the key actions

| Key action (new/existing)	Intended outcomes	Financial considerations	Opportunities, challenges, and mitigation	Person(s) or department(s) responsible

Part 4: Helpful Terms

Diversity: Recognizing that there are individuals who have a variety of identities, abilities, backgrounds, cultures, skills, perspectives, experiences, ways of knowing and ways of being who are representative of Canada's current and evolving population and who contribute to the functioning of institutions, communities, and society.

Inclusion: Ensuring that all community members are welcome, respected, valued, and empowered to fully participate in all functions of the society. Inclusion involves creating the conditions in which everyone can fully participate in all aspects of their community.

Assumptions: "Something we presuppose or take for granted without questioning. We accept these beliefs to be true and use them to interpret the world around us."[15]
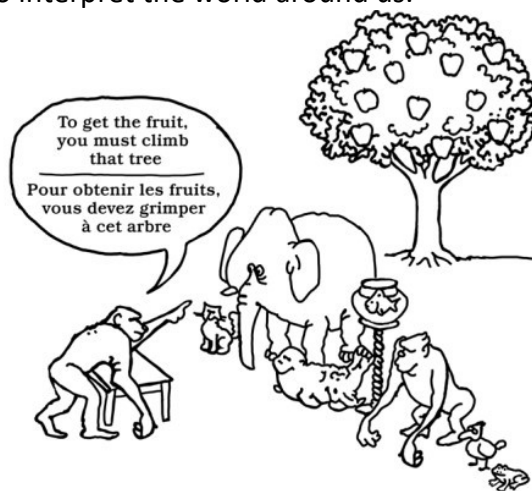
What are the assumptions taking place here?
(Source: Equity & Inclusion Lens Handbook, City of Ottawa, 2018, p. 15)

Bias: "A preconceived judgment that is held by a person and that influences their perception of or their behaviour towards another person or group of people."[16]

Note: "Everyone has biases. Several factors contribute to the development of these preconceptions, including culture, education, life experience, comments heard, the media and the influence of institutions. Biases can be manifested through favouritism towards or discrimination against a person or group of people based on factors such as race, ethnicity, sexual orientation, gender identity, ability, age, religion, or socioeconomic status."[17]

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[15] Equity & Inclusion Lens Handbook, City of Ottawa (2018).
[16] Guide to Equity, Diversity, and Inclusion Terminology. Available online: https://www.noslangues-ourlangues.gc.ca/en/publications/equite-diversite-inclusion-equity-diversity-inclusion-eng
[17] Ibid.

Intersectionality: "An analytical framework and practice for understanding how aspects of a person's identity (for example, sex, gender, age, ethnicity, class, religion, sexual orientation, ability) combine to create particular forms of discrimination and privilege."[18]

Note: "This framework helps to better understand the cumulative effects of different forms of oppression (for example, racism, sexism, homophobia). Members of marginalized groups are more likely to face discrimination and prejudice because of the interaction of different aspects of their identity. This concept was coined by American lawyer and law professor Kimberlé Crenshaw in the late 1980s to explain how race intersects with gender to produce unique barriers."[19]

Systemic barrier: "A barrier that results from seemingly neutral systems, practices, policies, traditions or cultures, and that disadvantages certain individuals or groups of people. Systemic barriers are present in all aspects of society such as employment, education, institutions, and health services. Systemic barriers are not necessarily put in place intentionally."[20]

Discrimination: "The unjust or prejudicial treatment of a person or group of people that deprives them of or limits their access to opportunities and advantages that are available to other members of society."[21]

Note: The Canadian Human Rights Act sets out the following prohibited grounds of discrimination: "race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, disability and conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered."[22] The British Columbia Human Rights Code also sets out non-discrimination norms that private individuals and governments must abide by.[23]

Groups at Risk of Exclusion: Historically and contemporarily, some groups of people are more likely to face systemic barriers and discrimination, in part because many institutions, programs, policies, and practices were designed without the diverse needs and experiences of people in mind. Groups at risk of exclusion, and whose unique knowledges and experiences need to be taken into consideration, include Indigenous people, LGBTQ2S+ people, people living with poverty or low incomes, newcomers (i.e., refugees, new immigrants, temporary/migrant workers), older adults, seniors, people with different language and literacy levels, people with psychiatric diagnoses, people with visible and invisible disabilities, people experiencing homelessness, racialized people, religious minorities, women, and youth.

Equity: The fair and respectful treatment of all people. In the context of public policy, this includes striving for policies that produce equal outcomes for all. Equity involves recognizing that there are

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[18] Ibid.

[19] Ibid.

[20] Ibid.

[21] Ibid.

[22] Ibid.

[23] BC Human Rights Code. Available online: https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/96210_01

individuals and groups who encounter individual, interpersonal, institutional, and systemic barriers to full participation, and that addressing these barriers may require different approaches for different people. The image below — from left to right — shows the difference between the following:

Equality – the same treatment for everyone, which may not meet everyone's needs

Equity – different treatment for everyone, which aims to ensure fairness

Designing for equity – where equity is considered in the original design

(Image source: https://www.pinterest.ca/pin/edutopia-on-twitter--237283474100301961/)

Part 5: Check Your Diversity Reflective Exercise[24]

Consider your own diversity

What is the purpose of this activity? To help individuals explore areas where they experience advantages and/or disadvantages in their lives.

Instructions

Use the wheel diagram (below) to explore areas where you have experienced advantage or disadvantage in your life.

1. Circle the factors that bring you ADVANTAGE. Advantage is a special right or privilege available to a particular person or group of people. It can be earned or unearned.

 2. Underline the factors that bring you DISADVANTAGE. Disadvantage is when a special right or advantage is unavailable to a particular person or group.

3. In some cases it may be both!

‒ ‒

The inner circle contains **social factors** that influence the extent to which we experience advantages or disadvantages in our lives. It is the intersection of these factors that influences the way we experience life in our society. These factors include sexual orientation, Indigenous ancestry, age, social class, education, sex, race and ethnicity, length of time in the community, gender identity, religion and spirituality, place of origin, marital or family status, geographical location, disabilities, language, income, immigration status, and other factors.

The middle circle contains positions or statuses we may fill within the team or **organization** that carry varying amounts of power and influence. It is often the intersection of these positions, statuses, and social factors that determine our opportunities. These might include being a manager, supervisor, staff member, and/or student; type of occupation and/or profession; length of service; union affiliation; department and/or unit; and whether we are a full-time, part-time, contract, casual, or volunteer employee.

The outer circle contains the ways in which people are **discriminated against**. Most of us experience more than one form of discrimination. These factors interact with wider social forces, such as history and the legacies of colonialism, patriarchy, economic exploitation, level of education, inaccessible legal systems, and racist immigration policies. Some forms of discrimination include ableism, racism, heterosexism, sexism, classism, ethnocentrism, transphobia, ageism, and homophobia.

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[24] Source: https://sporevidencealliance.ca/wp-content/uploads/2021/08/4.-SPOREA_Reflective-EDI-Exercise-UPDATED.pdf
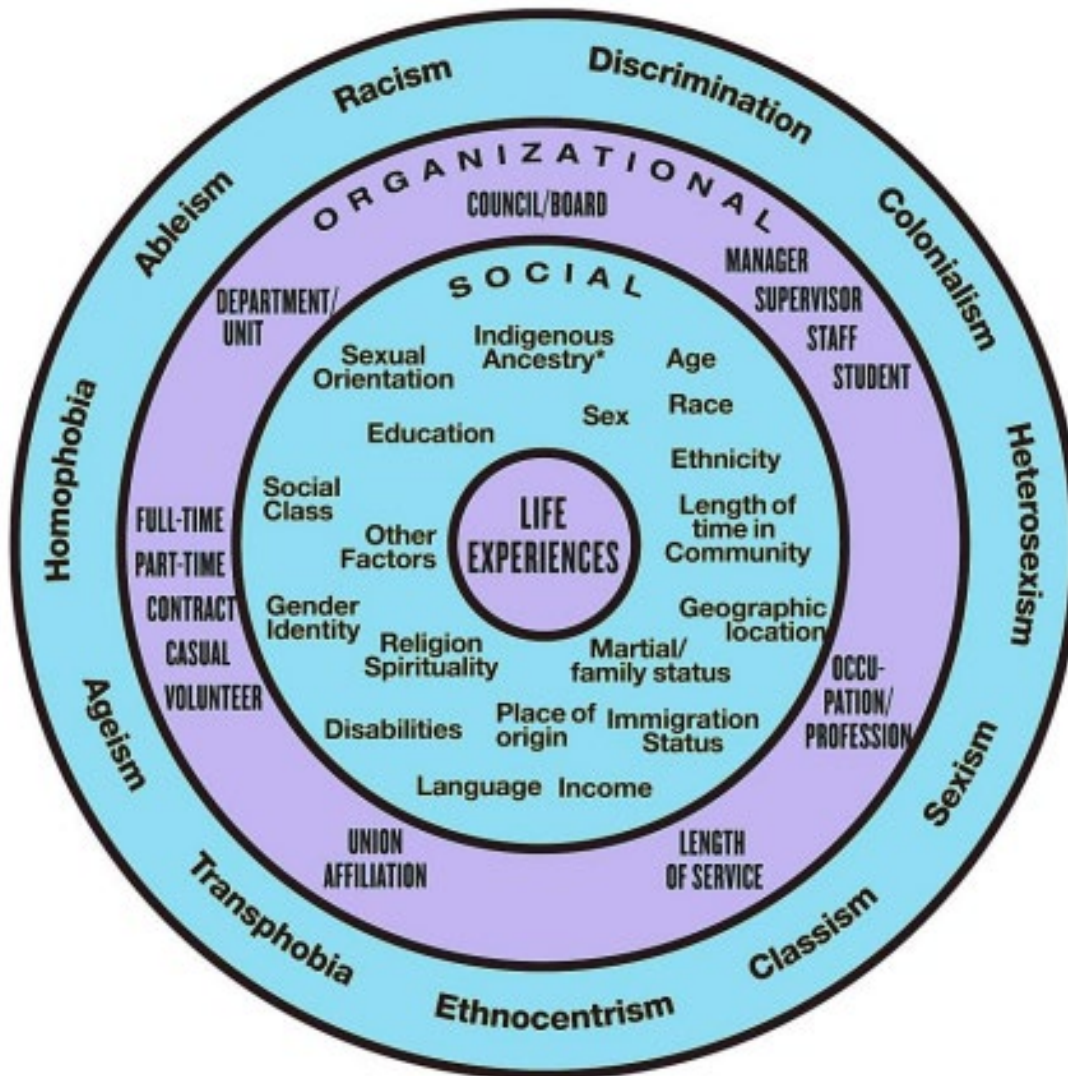
Reflecting on your intersecting categories and social identities when starting your project:

☐ Where are you situated?

☐ What intersecting categories make up your identity?

☐ How do your intersecting categories impact your place in society?

☐ How do your identities relate to the project's topic area? How might your place in society impact your work on this project?

Appendix J: Case Study 1. Thinking about the DOK's Community Engagement Strategy Using the Equity, Diversity & Inclusion Checklist

Part 1: General Overview
Purpose of the checklist

The checklist is a set of guidelines to help the DOK advance meaningful equity, diversity, and inclusion (EDI) when it plans and develops new programs, policies, and events; reviews existing initiatives; and designs and conducts public engagement activities.

In this case study, we apply the checklist to the DOK's community engagement activities. There is not a specific document or framework that guides community engagement in the DOK. However, because community engagement was identified as an important area for considering EDI, we looked at a selection of recently used community engagement activities and strategies. Please keep in mind that this case study was developed based on publicly available information and may not fully reflect the internal practices of the DOK.

Before you begin

Before applying the checklist to the policy, program, or initiative you are working on:

1. Review the *Helpful Terms* in Part 4.[25] It includes common EDI terms and will help you prepare to work through the checklist.

2. Complete the *Check Your Diversity* reflective exercise in Part 5. This will help you reflect critically on how your personal identities and experiences might shape your work. Even if you have completed the reflective exercise in the past, it is important to repeat it each time you use the checklist. Changes in your life circumstances or personal awareness may affect the experiences reflected in the exercise.

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[25] Note that 'Part 4' and 'Part 5' have been removed from the cases to avoid repetition. They appear on pages 72-76 of Appendix I.

Part 2: Describe the Initiative

Name of initiative: *Community Engagement*
Type of initiative: *Existing*
Brief description of initiative (1-2 sentences): *There is not an existing comprehensive community engagement plan in the DOK. Departments have used a variety of engagement strategies and practices. Some engagement approaches that the DOK has tried in the past few years include interactive online mapping, online public surveys, classroom projects, and stakeholder outreach.* *For example, a recent community engagement initiative focused on the development of Kitimat's Active Transportation Plan. In this case, the DOK invited input from the community in two ways:* • *Through a brief (10-question) online public survey* • *Through an interactive online mapping application allowing residents to plot their ideas and concerns on a map of Kitimat*
Where can you find more details about the initiative (e.g., relevant website, forms)? *https://www.kitimat.ca/en/news/community-engagement-kitimat-active-transportation-plan.aspx*
Who will the initiative benefit primarily? *Members of the Kitimat community will benefit from community engagement through opportunities to inform policies and plans under consideration by the DOK. The DOK will benefit from increased community input, which will help ensure it adopts policies and plans that are responsive to community needs.*
What are the expected outcomes of the initiative? *The expected outcomes of the initiative are:* • *Decisions made by the DOK will better reflect the broad needs and preferences of diverse community members* • *Through the inclusion of diverse community perspectives, decisions will lead to and/or prioritize more equitable outcomes for DOK residents and community members* • *Stronger relationships will develop between a diverse range of residents, community organizations, community members, and the DOK* • *New priorities for action will be identified through new and ongoing relationships between the DOK, residents, community organizations, and community members*

How will the initiative contribute to equity and inclusion?
It provides opportunities for diverse members of the Kitimat community to communicate their experiences and perspectives, which are important for informing public decisions.
Which DOK staff and department(s) are involved in planning and implementing the initiative?
All departments of the DOK
Which, if any, non-DOK participants (community members, agencies, etc.) are involved in planning and/or implementing the initiative?
The involvement of non-DOK participants depends on the topic that is the focus of the community engagement. Northern Health is an example of a non-DOK participant that was involved in planning a previous community engagement initiative.
How has the public been involved with shaping this initiative?
The public is not regularly involved in providing input on community engagement processes. Council advisory committees could play an important role in shaping future community engagement activities and priorities.

Part 3: Complete the Checklist

Each question is reflective and open to interpretation. You can interpret and adapt each question as needed to make sure it is relevant and useful for your specific initiative.

Planning and design

1. How do the expected outcomes of the initiative (see Part 2 of this checklist) help to advance equity, diversity, and inclusion in the DOK?[26]

Note that as this is a hypothetical "new initiative," we developed the expected outcomes based on what we think the DOK might choose to include.   *The expected outcomes of the initiative advance equity, diversity, and inclusion (EDI) by:*   • *Informing decisions that are broadly relevant (across diverse groups) and leading to more equitable outcomes for residents*   • *Focusing on relationship building, which is important for ensuring that a wide diversity of residents see their interests and experiences reflected in the work of the DOK*

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[26] Equity, Diversity and Inclusion Handbook, City of Ottawa (2018), p. 34.

> - *Creating opportunities for relationship building among people with different backgrounds and experiences through the public engagement initiative*

2. What could be done or is being done to ensure that a full diversity of people can participate with dignity and benefit from the initiative?[27] Consider groups at risk of exclusion (see Part 4: Helpful Terms). Are we making assumptions we need to question?[28]

> *Assumptions concerning access to community engagement that we might need to question are:*
> - *That virtual engagement is not a barrier for people without access to computers* and/or *the internet*
> - *That people are comfortable talking in public settings*
> - *That all community members have sufficient working knowledge of English to respond to community engagement opportunities in English*
> - *That all people with accessibility needs can fully participate*
> - *That broader engagement efforts will lead to more diverse participants and to more inclusive policy and program outcomes. This is only the case if historically excluded participants are not only involved, but also listened to*
> - *That all residents participate with the aims of equity, diversity, and inclusion in mind*
>
> *Some strategies that might help address these potential exclusions are:*
> - *Providing a range of options for participation*
> - *Engaging with residents through organizations in places where they are already comfortable*
> - *Building a 'community engagement network' through which staff could reach out and invite the participation of groups at risk of exclusion from community engagement, such as Indigenous residents and people with disabilities*
> - *Providing clear guidelines for how community members with accessibility needs can participate and what supports will be available*
> - *Prioritizing the input of people directly affected by an issue in engagement efforts, particularly if those community members are at risk of exclusion. For example, in developing an Active Transportation plan, people unable to access motor vehicle ownership, and thus more dependent on active transportation, should perhaps be named as a specific group that the DOK wants to learn from*
> - *Including a strong normative commitment to EDI as part of community engagement efforts*
> - *Designing engagement opportunities to reflect an effort to manage power imbalances between residents (e.g., based on age, income, etc.)*

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[27] Ibid.

[28] City of Hamilton Equity, Diversity, and Inclusion Handbook (draft), p. 42. For example, what assumptions are we making about the resources community members need in order to be able to participate (e.g., financial resources, transportation, equipment, knowledge)?

3. Is x̌á'isla culture, and historical and ongoing presence, reflected in the initiative? If not, how could this be addressed?

There is no explicit reference to engaging with x̌á'isla or other Indigenous residents. Engagement initiatives that are related to land use (such as the development of the Active Transportation Plan) do not include reference to the land being unceded x̌á'isla territory. As well, because x̌á'isla culture and worldviews differ from those of western governments, addressing x̌á'isla culture and presence in engagement initiatives requires an ongoing focus on relationship building with x̌á'isla people and the HNC. Some initiatives to reflect x̌á'isla culture, and historical and ongoing presence, in the delegation request form and process include:
- *Adding an acknowledgement of the territory as unceded, and ongoing discussions with HNC about how to reflect this reality in financial, policy, and program decisions*
- *Hiring x̌á'isla advisors to help shape its engagement strategies in ways that would be welcoming to x̌á'isla residents*

4. What resources exist that could help integrate equity and inclusion into the initiative. Consider: strategies and tools used in the past, availability of expert knowledge and advice, possible collaboration with the DOK and external partners, and the role of the public.

Some resources, strategies, and knowledge that could help integrate equity and inclusion into community engagement are:
- *The DOK could create a comprehensive engagement plan that would help provide guidance across departments. They could work with public engagement experts on the development of this plan or draw from engagement plans that have been created by other municipalities across the country or elsewhere*
- *Staff members who have led engagement initiatives in the past could come together to discuss what worked or not in terms of encouraging participation, and who has been missing from past community engagement initiatives. This could serve both as a resource-building exercise to compile examples of engagement strategies and help staff to think about inviting the engagement of groups often at risk of exclusion*
- *The DOK could collect limited demographic information and feedback at the end of each engagement activity (e.g., additional questions in a survey, a brief paper survey available at public meetings) to help it better understand who is participating and what feedback they have for strengthening the DOK's engagement efforts*
- *Staff, members of the public, and inclusion experts (for instance, people who work for equity-serving organizations) could be invited to think carefully about how to ensure that community meetings and other public venues adopt inclusive and trauma-informed practices to help people who are often excluded feel welcome if they are able to participate*

5. How do communications (advertisements, invitations, registration forms, etc.) related to the initiative indicate who is welcome to participate? How can our communications be more welcoming? Are we making assumptions about the accessibility of our communications? Consider: clear language; inclusive language, images, and symbols; multiple methods of communication; and strategies to reach diverse groups.

The DOK uses various communication channels (its website, local radio and news, social media) to invite the public's participation. To expand its reach, and to show a commitment to reaching different audiences, the DOK could:
- *Use diverse channels, and advertise through targeted media (such as First Nations radio)*
- *Expand its use of technological tools (e.g., including a QR code), which might help to improve outreach to different audiences*
- *Make the community engagement advertisements more visually appealing, and attempt to communicate the importance of the engagement (i.e., what is at stake) more clearly*

To reach diverse groups, the DOK can consider:
- *Hosting separate engagement sessions for specific groups (e.g., youth, Indigenous people)*
- *Working with community organizations that already have strong relationships and networks*
- *Holding engagement sessions at locations where people "are already at" (e.g., the lobby of apartment buildings, the library, other community events)*

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6. Are there some equity and inclusion barriers that cannot be addressed within the scope of this initiative? How can this be acknowledged and corrected moving forward?

Additional equity and inclusion barriers that cannot be addressed within the scope of community engagement are:
- *Some people will not feel safe or comfortable participating regardless of the DOK's efforts*
- *Some people will not want to participate regardless of the DOK's efforts*

In the short term, the DOK should strive to ensure that everyone who wants to participate knows how to do so and does not face any barriers in the process. In the longer term, having a better understanding of why some people don't, or don't want to, participate will help the DOK develop additional strategies for ensuring full inclusion.

Identifying key actions

7. Based on your responses to questions 1-6, make a list of the key actions you are currently taking and new actions you could take to ensure the initiative helps to advance equity, diversity, and inclusion in the DOK. Use Table 1 to compile your list.

Table 1: Existing and new EDI actions

Existing Actions
Include a variety of engagement options in each engagement initiative
Communicate through multiple channels
New Actions
Develop a community engagement working group to share promising practices moving forward
Incorporate at least one new explicit strategy for engaging with groups that are often excluded
Hire a x̌á'isla advisor to help consider dimensions related to x̌á'isla participation
Create more visually appealing posters and/or invitations to participate
Develop a brief questionnaire to gather information from residents who participate in engagement initiatives to learn more about who participates, and to receive feedback about existing initiatives
Develop an overall community engagement strategy for the DOK

Considering the key actions

8. What opportunities and challenges are presented by the existing and new actions listed in Table 1? Use Table 2 to summarize your response. Consider:
   - What the intended outcomes of the actions are
   - What human and/or financial resources are required
   - Whether the actions are feasible
   - Whether the actions might create new conflicts
   - How challenges and conflicts can be mitigated
   - Whether there are any conflicts with existing initiatives, policies, and priorities that need to be addressed before moving forward

Implementation and monitoring (accountability)

9. Based on the information outlined in Table 2, select which existing key actions you will continue, and which new key actions you will take. Consider selecting only 1-2 new key actions at a time to help increase likelihood of success.

> *The following existing actions should be continued:*
>   - *The inclusion of a variety of engagement options in each engagement initiative*
>   - *Communication through multiple channels*
>
> *The following new actions could be adopted:*
>   - *Develop a brief questionnaire to gather information from residents who participate in engagement initiatives to learn more about who participates, and to receive feedback about existing initiatives*
>   - *Develop an overall engagement strategy for the DOK*

10. How can you monitor the short- and long-term success of this initiative from an equity, diversity, and inclusion perspective? For example, you could describe how you'll monitor the outcomes of the new key actions described in Q9, or you could describe how you'll monitor the whole initiative. Consider:
- What timeframe is appropriate for monitoring?
- Who should do the monitoring?
- How can the monitoring be accountable to the broader DOK community?

Monitoring the outcomes of new key actions:
- *Questionnaire: a staff person or working group to share promising practices can compile the results of the questionnaires and report them publicly each year*
- *Engagement strategy: the questionnaire can be used to inform the creation of the engagement strategy. A brief analysis about what the DOK has learned from the results of the questionnaires and what changes it will make moving forward to continue advancing equity, diversity, and inclusion through its community engagement efforts*

Table 2: Considering the key actions

Key action (new/existing)	Intended outcomes	Financial considerations	Opportunities, challenges, and mitigation	Person(s) or department(s) responsible
Include a variety of engagement options in each engagement initiative (existing)	*To maximize opportunities for participation*	*Staff time, additional resources depending on engagement option (e.g., snacks at in-person events)*	*Some residents might be critical of time and resources required for multiple engagement options; this can be mitigated through public education efforts about the importance of access for all*	*Department hosting the engagement initiative; communications department*
Communicate through multiple channels (existing)	*To maximize awareness about the opportunity to participate*	*Advertising costs, staff time*	*Wide exposure*	*Communications department*
Incorporate at least one new explicit strategy for engaging with groups that are often excluded (existing/new)	*To increase the participation of affected groups who might not participate (e.g., people living with poverty, Haisla people)*	*Costs for new engagement strategy, staff time*	*May be seen as a waste of resources; may be mitigated by demonstrating that new engagement strategies lead to more diverse participation*	*Department hosting the engagement initiative*
Develop a community engagement working group to share promising practices moving forward (new)	*To share ideas and formulate and inform a more consistent engagement strategy*	*Staff time*	*Staff might already feel overwhelmed; this can be mitigated by ensuring new tasks assigned to staff are complemented by decreases in other responsibilities*	*HR to form working group*

Hire a x̌á'isla advisor to help consider dimensions related to Haisla participation (new)	*To maximize x̌á'isla participation and acknowledge DOK presence on unceded Haisla territory*	*Staff time, costs for Haisla advisor, costs associated with recommended changes*	*Some residents will be critical of unique attention to x̌á'isla residents; this might not be easily mitigated, but can be clearly explained using broader commitments to inclusion and responding to colonialism*	*HR; department with central responsibility for community engagement*
Create more visually appealing posters/invitations to participate (new)	*To draw more attention and increase awareness about opportunities for participation*	*Costs for graphic design, artists, etc., more time required to finalize communication tools/advertisements*	*May be seen as a waste of resources; may be mitigated by demonstrating that visually appealing invitations lead to more diverse participation*	*Communications department*
Develop a brief questionnaire to gather information from residents who participate in engagement initiatives to learn more about who participates, and to receive feedback about existing initiatives (new)	*To learn more about which residents are participating (and therefore which are not), and to get ideas for improving engagement activities*	*Staff time, resident time at engagement initiatives*	*Residents might feel wary about participating if they're concerned about the use of the information; this can be mitigated by providing a clear description of what information is being collected and for what purposes*	*Department with central responsibility for community engagement*

Develop an overall community engagement strategy for the DOK (new)	*To ensure that engagement activities are coordinated and collectively informed by promising engagement practices*	*Staff time, resources to hire consultants (not mandatory)*	*An engagement strategy will help to provide consistent guidance across the DOK and demonstrate commitments to community engagement; a challenge is engagement fatigue, which can be mitigated by thinking carefully about how to incorporate engagement activities in residents' daily activities; another challenge is resident cynicism, which can be mitigated by clearly communicating how community engagement outcomes are informing DOK decisions*	*HR to seek external support for strategy development*

Part 1: General Overview
Purpose of the checklist

The checklist is a set of guidelines to help the DOK advance equity, diversity, and inclusion when it plans and develops new programs, policies, and events; reviews existing initiatives; and designs and conducts public engagement activities. It is based on the framework developed by the Equity, Diversity, and Inclusion Project Team, presented in Table 1 and Appendix D of the project team's final report.

This case study, on the annual craft fairs, was created as an example to demonstrate what it would look like to apply the checklist to an initiative. Please keep in mind that this case study was developed based on publicly available information, and may not fully reflect the internal practices of the DOK.

Before you begin

Before applying the checklist to the policy, program, or initiative you are working on:

1. Review the *Helpful Terms* in Part 4. It includes common EDI terms and will help you prepare to work through the checklist.

2. Complete the *Check Your Diversity* reflective exercise in Part 5. This will help you reflect critically on how your personal identities and experiences might shape your work. Even if you have completed the reflective exercise in the past, it is important to repeat it each time you use the checklist. Changes in your life circumstances or personal awareness may affect the experiences reflected in the exercise.

Part 2: Describe the Initiative

Name of initiative: *Craft fairs*

Type of initiative: *Existing*

Brief description of initiative (1-2 sentences): *The DOK organizes two craft fairs as part of their special events each year: the Spring Craft and Business Fair open to all businesses creating artisanal goods, and the Christmas Craft and Gift Sale, primarily for hand-crafted items made by exhibitors.*

Where can you find more details about the initiative (e.g., relevant website, forms)? *https://www.kitimat.ca/en/our-community/special-events.aspx#Fall-Craft-Fair*

Who will the initiative benefit primarily? *The initiative will primarily benefit storefront businesses that produce artisanal items, small-scale homebased businesses, artisans, and craft entrepreneurs. Businesses, individuals and groups that participate as vendors will benefit from an opportunity to build their business practice and connect with potential customers. Community members will benefit from being able to access artisanal goods. Vendors and customers will benefit from the use of DOK resources (facilities, platform, communications) to host the craft fairs.*

What are the expected outcomes of the initiative? *Vendors have an opportunity to generate income, experience and experiment with entrepreneurship, gain public exposure for their business, and network with other vendors and customers.* *Community members have an opportunity to learn about local small businesses and artisans, purchase specialty items, and participate in a community event.*

How will the initiative contribute to equity and inclusion? *Women often develop homebased businesses, so the DOK's support of the craft fairs provides support for women's entrepreneurship. This is important given the gender-based income gap in the DOK, documented in census data and the Official Community Plan.* *The attendance fee is low ($4.00 for adults), with discounted rates for children. The low attendance fee helps keep the event accessible to all members of the community, irrespective of socioeconomic status. A discounted attendance fee for bringing a reusable bag integrates social responsibility and environmental considerations into the event.* *The venue for the craft fairs, Riverlodge Recreation Centre, is an accessible building located on a bus route, which contributes to equitable participation.*

Which DOK staff and department(s) are involved in planning and implementing the initiative?
Leisure Services Department, Riverlodge Recreation Programmer
Which, if any, non-DOK participants (community members, agencies, etc.) are involved in planning and/or implementing the initiative? *A community group assists with the setup and takedown for the event, food room clean-up, and security. This group responsible for assisting with these tasks varies.* *The participation of community members as vendors and customers is necessary for the craft fairs to successfully operate.*
How has the public been involved with shaping this initiative? *The public is not regularly involved in providing input on the operations of the craft fairs.*

Part 3: Complete the Checklist

Each question is reflective and open to interpretation. You can interpret and adapt each question as needed to make sure it is relevant and useful for your specific initiative.

Planning and design

1. How do the expected outcomes of the initiative (see Part 2 of this checklist) help to advance equity, diversity, and inclusion in the DOK?[29]

The craft fairs advance equity, diversity, and inclusion by:
- *Providing valuable experience with entrepreneurship and an opportunity to experiment with, and build, new homebased businesses. This may be particularly true for women who participate, given that many women are involved in diverse homebased entrepreneurial activities and the documented barriers women face to entrepreneurship[30]*
- *Creating an opportunity for community members to come together and socialize informally. Opportunities to participate in community social events are important for social inclusion, mental health, and overall wellbeing*

The craft fairs take steps to foster inclusion of diverse community members by:
- *Using in a venue accessible for wheelchairs/other mobility devices, and located on a bus route*
- *Providing multiple ways to submit a vendor application form (email, mail, in person)*
- *Providing clear timelines and a transparent process for prioritizing applications*

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[29] Equity, Diversity and Inclusion Handbook, City of Ottawa (2018), p. 34.
[30] Women Entrepreneurship Knowledge Hub (2021).

2. What could be done or is being done to ensure that a full diversity of people can participate with dignity and benefit from the initiative?[31] Consider groups at risk of exclusion (see Appendix A | Helpful Terms). Are we making assumptions we need to question?[32]

> *Assumptions concerning access to the craft fairs that we might need to question are:*
> - *All people with an interest in homebased crafting and food production can participate as vendors*
> - *The registration fee is not a barrier to participation for people with low or fixed incomes*
> - *The absence of childcare does not prevent people from participating in the craft fair as vendors*
> - *The registration form is accessible for all potential vendors*
> - *Vendor equipment requirements, such as decorative lights, extension cords, handwashing stations (food vendors), do not serve as deterrents for potential vendors*
>
> *Groups that might be at risk of exclusion from the craft fairs are:*
> - *People living with low or fixed incomes who are unable to afford the vendor registration fee and/or the admission fee*
> - *People living with low or fixed incomes who cannot afford to shop at the craft fair*
> - *Individuals who do not culturally or religiously celebrate Christmas (fall craft fair)*
> - *Vendors with young children, especially lone parents, due to absence of childcare*
> - *Potential x̌á'isla and/or Indigenous vendors with limited information about the craft fairs and/or financial support for participation*
> - *Potential youth vendors with limited information about the craft fairs and/or financial support for participation*
>
> *Some strategies that might help address these potential exclusions are:*
> - *Rebranding the fall craft fair with language inclusive of diverse religious and/or cultural traditions*
> - *Piloting a free or low-cost childcare initiative at the craft fairs*
> - *Piloting a free or low-cost table initiative for youth and/or people on low/fixed incomes to encourage involvement in the craft fair*
> - *Piloting a pay-what-you-can and/or recommended attendance fee, rather than requiring a mandatory attendance fee*
> - *Ensuring the vendor application form is ABCA (Accessible British Columbia Act)–compliant, for use with screen readers*
> - *Providing a digital-fill option for the vendor registration form*
> - *Encouraging community organizations serving diverse groups to sponsor vendor tables for members*

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[31] Ibid.

[32] City of Hamilton Equity, Diversity, and Inclusion Handbook (draft), p. 42. For example, what assumptions are we making about the resources community members need in order to be able to participate (e.g., financial resources, transportation, equipment, knowledge)?

> - *Hosting a community-information session to assist potential first-time vendors with their application*
> - *Providing opportunities for integrating low-cost or free ways for attendees to participate, like a clothing swap or youth activity table*
> - *Changing the layout or setup of vendor tables to better serve attendees who use mobility aids*
> - *Providing a flexible entry schedule to better serve attendees with sensory issues*
> - *Using targeted advertising and outreach to encourage groups historically underrepresented at the craft fair to participate*

3. Is x̌á'isla culture, and historical and ongoing presence, reflected in the initiative? If not, how could this be addressed?

> *The Riverlodge Recreation Programming Director regularly invites x̌á'isla Elders from the Kitamaat Village to participate in the craft fairs; however, uptake has been extremely low. Strategies to reflect x̌á'isla culture and historical and ongoing presence could include:*
> - *Including a land acknowledgement on the application form and/or event poster*
> - *Reserving a small number of tables for x̌á'isla and/or Indigenous vendors to encourage x̌á'isla participation and relationship building*
> - *Offering a small number of tables for free or at low cost for x̌á'isla and/or Indigenous vendors to encourage participation*
> - *Exploring partnership and/or sponsorship opportunities with HNC*

4. What resources exist that could help integrate equity and inclusion into the initiative? Consider: strategies and tools used in the past, availability of expert knowledge and advice, possible collaboration with DOK and external partners, and the role of the public.

> *Strategies, tools, and resources to help integrate equity and inclusion into the craft fairs could include:*
> - *Incorporating an exit survey into future craft fairs to collect information concerning the experiences of vendors and customers, and gauge interest in new initiatives*
> - *Fostering a direct collaboration with HNC to learn about how to encourage x̌á'isla vendors to participate in the craft fair*
> - *Connecting with neighbouring municipalities to share strategies and resources*

5. How do communications (advertisements, invitations, registration forms, etc.) related to the initiative indicate who is welcome to participate? How can our communications be more welcoming? Are we making assumptions about the accessibility of our communications? Consider: clear language; inclusive language, images, and symbols; multiple methods of communication; and strategies to reach diverse groups.

> *The craft fairs are advertised on Facebook and the DOK's website, and with posters at recreation facilities, a banner, and two large outdoor signs. Some additional suggestions concerning communications are:*

- *Encouraging organization-based participation by advertising directly to relevant community organizations like TSW, Delta King, and the Haisla Seniors Centre*
- *Reviewing the vendor application form to reduce text where possible and ensure text is written in clear language*
- *Revising the vendor application form to make it digitally fillable*
- *Updating the vendor application form with the name and contact information of the staff person responsible for the fairs to personalize the application process*
- *Rebranding the fall craft fair using more inclusive language*

6. Are there some equity and inclusion barriers that cannot be addressed within the scope of this initiative? How can this be acknowledged and corrected moving forward?

Some equity and inclusion barriers that cannot be fully addressed within the scope of the craft fairs are:
- *Entrepreneurial business opportunities, like the craft fairs, require an initial outlay of funds to produce merchandise for sale*
- *Vendor participation requires significant expertise in an area of crafting or food production, as well as other skills like marketing, pricing, and food handling*
- *Producing artisanal crafts for market can be time-consuming*
- *Artisanal craft-based production involves economic uncertainty in terms of ability to recoup initial costs through sales*

These barriers make it more difficult for youth, individuals with low or fixed incomes, individuals with disabilities, and individuals with many caregiving responsibilities to participate as vendors in the craft fair. The DOK could consider opportunities to build entrepreneurial and/or craft-based skills among diverse community members — for example, sponsoring free crafting workshops — as a way to acknowledge and mitigate these dynamics going forward.

Identifying key actions

7. Based on your responses to questions 1-6, make a list of the key actions you are currently taking and new actions you could take to ensure the initiative helps to advance equity, diversity, and inclusion in the DOK. Use Table 1 to compile your list.

Table 1: Existing and new EDI actions

Existing Actions
Low attendance fee
Reduced fee with reusable bag
Accessible venue
New Actions
Pilot low-cost initiatives for vendors and community members (low-cost childcare, low-cost vendor tables for underrepresented groups, pay-what-you-can attendance fee)

Redesign vendor registration form (screen form for ACBA compliance, provide online submission options, include land acknowledgement)
Explore partnership and/or sponsorship opportunities with HNC
Host a community information session for first-time vendors
Provide flexible entry schedule
Implement exit survey for vendors and customers
Target outreach to underrepresented groups
Encourage community groups and organizations to sponsor a vendor table

Considering the key actions

8. What opportunities and challenges are presented by the existing and new actions listed in Table 1? Use Table 2 to summarize your response. Consider:
- What the intended outcomes of the actions are
- What human and/or financial resources are required
- Whether the actions are feasible
- Whether the actions might create new conflicts
- How challenges and conflicts can be mitigated
- Whether there are any conflicts with existing initiatives, policies, and priorities that need to be addressed before moving forward

Implementation and monitoring (accountability)

9. Based on the information outlined in Table 2, select which existing key actions you will continue, and which new key actions you will take. Consider selecting only 1-2 new key actions at a time to help increase likelihood of success.

The following existing actions should be continued:
• *Low attendance fee*
• *Reduced fee with reusable bag*
• *Accessible venue*
The following new actions could be adopted:
• *Regular exit survey for vendors and customers*
• *Targeted outreach to groups underrepresented at the craft fair*

10. How can you monitor the short- and long-term success of this initiative from an equity, diversity, and inclusion perspective? For example, you could describe how you'll monitor the outcomes of the new key actions described in Q10, or you could describe how you'll monitor the whole initiative. Consider:
- What timeframe is appropriate for monitoring
- Who should do the monitoring
- How the monitoring can be accountable to the broader DOK community

Monitoring the outcomes of new key actions:
- *Exit survey: monitoring can include providing a summary to council and a summary of feedback made publicly available*
- *Targeted outreach: monitoring can occur through the exit survey by asking how vendors and attendees heard about the craft fair*

Table 2: Considering the key actions

Key action (new/existing)	Intended outcomes	Financial considerations	Opportunities, challenges, and mitigation	Person(s) or department(s) responsible
Low attendance fee (existing)	*Encourage community members*	*Staff time*	*Opportunity for community members to participate*	*Riverlodge Recreation Programmer*
Accessible venue (existing)	*Encourage community members with accessibility needs to participate*	*Staff time*	*People with wheelchairs and mobility devices can access the venue*	*Riverlodge Recreation Programmer*
Opportunities for women to participate in and build entrepreneurial economic activity (existing)	*Lessen documented barriers to participate as vendors*	*Staff time*	*Opportunities for women as vendors to build capacity and network*	*Riverlodge Recreation Programmer*
Pilot low-cost initiatives for vendors and community members (new)	*Increase youth, family, and x̌á'isla participation and relationship building*	*$100 to $150 depending on discount rate*	*Other vendors may be frustrated at having to pay the full rate; clear communication of the purpose and rationale of the pilot may mitigate*	*Riverlodge Recreation Programmer*
Redesign registration form (new)	*Improve ABCA compliance, simplify language, make form digitally fillable, include land acknowledgement and contact information for staff person most responsible*	*Staff time*	*Opportunity to streamline application process and make it more efficient*	*Riverlodge Recreation Programmer*

Explore partnership and/or sponsorship opportunities with HNC (new)	*Encourage relationship building*	*Staff time and HNC time*	*Opportunity to reflect x̌á'isla culture and historical and ongoing presence*	*Riverlodge Recreation Programmer*
Host community information session for first-time vendors (new)	*Efficient and easier application process*	*Staff time*	*Opportunity to make application process easier and address questions from vendors*	*Riverlodge Recreation Programmer*
Provide flexible entry schedule (new)	*People with sensory and mobility issues come at a set time in a controlled and quieter environment*	*Staff time*	*Vendors may not like the longer operating hours and community members may not understand the reasoning for scheduled entry, but clear communication of the purpose may mitigate concerns*	*Riverlodge Recreation Programmer*
Implement exit survey for vendors and customers (new)	*Gain knowledge of strengths and gaps in vendor and customer participation*	*Staff time*	*Opportunity to gain further insight into potential improvements, as well as knowledge about what is being done well*	*Riverlodge Recreation Programmer*
Use targeted advertising and outreach (new)	*Increase diversity of participation as vendors and customers*	*Staff time, possibly printing of posters, other materials*	*Opportunity to build relationships between leisure services and diverse community members and groups*	*Riverlodge Recreation Programmer*
Encourage organization-based registration (new)	*Increase participation of variety of vendors as organizations, and increase community knowledge of organizations*	*Staff time for outreach*	*Opportunity for organizations to advertise, network, and connect*	*Riverlodge Recreation Programmer*

Appendix L: Case Study 3. Thinking about the DOK's Delegation Request Form to Council Using the Equity, Diversity & Inclusion Checklist

Part 1: General Overview
Purpose of the checklist

The checklist is a set of guidelines to help the DOK advance equity, diversity, and inclusion when it plans and develops new programs, policies, and events; reviews existing initiatives; and designs and conducts public engagement activities. It is based on the framework developed by the Equity, Diversity, and Inclusion Project Team, presented in Table 1 and Appendix D of the project team's final report.

This case study on the delegation request form and delegation process was created as an example to demonstrate what it would look like to apply the checklist to an initiative. Please keep in mind that this case study was developed based on publicly available information, and may not fully reflect the internal practices of the DOK.

Before you begin

Before applying the checklist to the policy, program, or initiative you are working on:

1. Review the *Helpful Terms* in Part 4. This includes common EDI terms and will help you prepare to work through the checklist.
2. Complete the *Check Your Diversity* reflective exercise in Part 5. It will help you reflect critically on how your personal identities and experiences might shape your work. Even if you have completed the reflective exercise in the past, it is important to repeat it each time you use the checklist. Changes in your life circumstances or personal awareness may affect the experiences reflected in the exercise.

Part 2: Describe the Initiative

Name of initiative: *Delegation Request Form*
Type of initiative: *Existing*
Brief description of initiative (1-2 sentences): *The delegation request form is a form that individuals and groups must fill out if they wish to delegate before Council. Through delegations, individuals and groups can make their views known to Council by presenting information and answering questions. The delegation request form lets Council know what the delegation wants to discuss and informs the delegation of the protocols and procedures for presenting to Council.*
Where can you find more details about the initiative (e.g., relevant website, forms)? *https://www.kitimat.ca/en/municipal-hall/resources/Documents/Fillable-Form---Delegation-Request.pdf*
Who will the initiative benefit primarily? *The delegation request form provides a clear and transparent way for community members to delegate to the elected Council on issues of importance to them. All individuals and groups interested in presenting before Council, and especially prospective delegates, benefit from the form, as it clarifies the steps involved in presenting to Council. Moreover, once prospective delegates review the form and fill it out, they are aware of the important protocols and procedures of Council meetings. The initiative also benefits the Mayor, Councillors and DOK staff, as it provides a pathway for them to hear directly from constituents and informs them in advance of key information concerning the delegation, including the topic of the presentation.*
What are the expected outcomes of the initiative? *For community members the delegation request form prepares delegates for their upcoming presentation to Council. At the Council meeting, delegates can voice their concerns, suggest new ideas, ask questions, and follow up on past concerns with Mayor and Council.* *For DOK staff and elected officials, the delegation request form facilitates presentations to Council by individuals and groups, which can provide elected officials and staff with important information about city services, changes taking place in the community, and future opportunities. The expected outcome is that Mayor and Council receive the information from delegations and consider whether and how to act in response to information shared.*
How will the initiative contribute to equity and inclusion? *The initiative encourages diverse members of the Kitimat community to communicate their views to public officials through the delegation process. By providing clear and standardized guidelines, the delegation request form ensures members of the Kitimat community have equitable access to public decision-makers through the delegation process.*

Which DOK staff and department(s) are involved in planning and implementing the initiative?
Corporate Administration, Councillors, and Mayor
Which, if any, non-DOK participants (community members, agencies, etc.) are involved in planning and/or implementing the initiative?
There is no regular involvement by non-DOK participants in the delegation request form.
How has the public been involved with shaping this initiative?
The public is not regularly involved in providing input on the delegation request form.

Part 3: Complete the Checklist

Each question is reflective and open to interpretation. You can interpret and adapt each question as needed to make sure it is relevant and useful for your specific initiative.

Planning and design

1. How do the expected outcomes of the initiative (see Part 2 of this checklist) help to advance equity, diversity, and inclusion in the DOK?[33]

The expected outcomes of the delegation request form advance equity, diversity, and inclusion in the DOK by: • *Furthering public access to elected officials through the ability of community members to speak directly to Mayor and Council through the delegation process* • *Providing an avenue for Mayor, Council, and staff to respond to information shared by individuals and groups in the community* • *Creating a standardized and transparent process for individuals and groups who would like to delegate to Council*

2. What could be done or is being done to ensure that a full diversity of people can participate with dignity and benefit from the initiative?[34] Consider groups at risk of exclusion (see Part 4: Helpful Terms). Are we making assumptions we need to question?[35]

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[33] Equity, Diversity and Inclusion Handbook, City of Ottawa (2018), p. 34.
[34] Ibid.
[35] City of Hamilton Equity, Diversity, and Inclusion Handbook (draft), p. 42. For example, what assumptions are we making about the resources community members need in order to be able to participate (e.g., financial resources, transportation, equipment, knowledge)?

Assumptions concerning access to the delegation request form and delegation process that we might need to question are:

- *That the form is accessible for diverse community members, including those with disabilities*
- *That potential delegates have a clear understanding of next steps after they submit the form*
- *That all people with accessibility needs can fully participate in the delegation process*
- *That all community members feel welcome and comfortable delegating to Council*
- *That the absence of childcare does not prevent people from participating in delegation*
- *That the requirement to provide paper copies of presentations to Councillors is not a barrier for youth and/or people living with low or fixed incomes*
- *That the information-sharing requirements of the form, including name, email address, and physical address, are not a barrier for potential delegates*
- *That all community members have sufficient working knowledge of English to fill out the delegation request form in English and delegate to Council in English*

Some strategies that might help address these potential exclusions are:

- *Staff could provide paper copies of delegation materials to Councillors upon request, for those with limited access to printing facilities*
- *Accessibility information concerning the Council meeting space, as well as other accessibility supports that can be provided, could be included on the form*
- *A contact person could be provided on the form to answer questions community members may have about the process and assist community members in filling out the form if required*
- *The form could clarify whether virtual participation is an option for delegates with barriers to in-person participation*
- *The form could clarify whether children can attend Council meetings and whether childcare options can be provided for delegates*
- *The form could include a statement explicitly welcoming and encouraging community participation, and clearly state which parts of the form are optional and which are required*
- *The form could increase knowledge of the delegation process by clarifying terms using clear language — for instance, explaining what a delegation is, and who may delegate*
- *The form should be reviewed to ensure it is ABCA (Accessible British Columbia Act)–compliant*
- *To ensure delegates of the 2SLGBTQIA+ community feel welcome to participate, the form could ask for delegates' pronouns and how they prefer to be addressed*
- *The form could be made available in other common languages in Kitimat and/or translators could be provided if needed*
- *The form could include clear information about next steps after submission — whether submission of the delegation request form will be confirmed by email and/or telephone, and any other important details about the meeting*
- *The delegation form could prompt delegates to take EDI factors into consideration — for example, by including a question concerning how the topic they will be presenting on relates to EDI considerations*

3. Is x̄á'isla culture, and historical and ongoing presence, reflected in the initiative? If not, how could this be addressed?

> *Currently, x̌á'isla culture, and historical and ongoing presence, is not reflected in the delegation request form. Encouraging x̌á'isla community members to delegate to Council could contribute to relationship building between the x̌á'isla and DOK. Some initiatives to reflect x̌á'isla culture, and historical and ongoing presence, in the delegation request form and process include:*
> - *Adding a land acknowledgment to the delegation request form*
> - *Explicitly stating that you do not need to be a resident of the DOK to delegate, so that x̌á'isla individuals residing in Kitimaat Village are aware they can participate*
> - *Targeted outreach to Haisla Nation Council, as well as x̌á'isla and other Indigenous individuals and groups, to encourage delegations on issues that may directly impact them*

4. What resources exist that could help integrate equity and inclusion into the initiative? Consider: strategies and tools used in the past, availability of expert knowledge and advice, possible collaboration with DOK and external partners, and the role of the public.

> *Some resources, strategies, and knowledge that could help integrate equity and inclusion into the delegation request form are:*
> - *The DOK could reach out to other municipalities and the Haisla Nation Council to learn how these organizations handle delegation requests*
> - *Individuals and groups who have delegated in the past could provide feedback on ways to make the delegation process more inclusive*
> - *The DOK could create a working group to identify the range and purposes of delegations, and develop a process for how delegations are received, heard, followed up with, etc.*
> - *The DOK could explore further opportunities for ongoing public engagement between the Mayor, Council and community members beyond the delegation process.*

5. How do communications (advertisements, invitations, registration forms, etc.) related to the initiative indicate who is welcome to participate? How can our communications be more welcoming? Are we making assumptions about the accessibility of our communications? Consider: clear language; inclusive language, images, and symbols; multiple methods of communication; and strategies to reach diverse groups.

> *The delegation form is available on the DOK's website. To expand the reach, there are methods of advertising, such as:*
> - *Posters and community bulletins could be made available in the community's frequented areas (e.g., Riverlodge and Haisla Recreation Centre). These posters could include a QR code that will take interested residents to additional information on the website*
> - *Clear information about supports available to assist in filling out the form could be included on the form, including a contact person who can help if needed*
> - *The form could include language signalling that all community members are welcome to delegate to Council*

- *To help potential delegates feel more prepared, more information about the delegation process could be provided, including information sessions on "how to delegate to Council" and/or the provision of sample delegation materials*
- *A confirmation message with additional information could be sent to upcoming delegations after the request to delegate has been received and accepted*

6. Are there some equity and inclusion barriers that cannot be addressed within the scope of this initiative? How can this be acknowledged and corrected moving forward?

Additional equity and inclusion barriers that cannot be addressed within the scope of the delegation request form are:
- *The formality and structure of Council meetings can be intimidating for many, including people with social anxiety and those who have experienced being dismissed or embarrassed in public forums*
- *Different cultures also have different protocols for sharing ideas, which can be incompatible with western governance structures*

These barriers can be acknowledged in the delegation request form, through the inclusion of explicit welcoming language. Further, the DOK could explore processes that are complementary to the formal delegation process to provide alternative ways for residents to communicate ideas and challenges.

Identifying key actions

7. Based on your responses to questions 1-6, make a list of the key actions you are currently taking and new actions you could take to ensure the initiative helps to advance equity, diversity, and inclusion in the DOK. Use Table 1 to compile your list.

Table 1: Existing and new EDI actions

Existing Actions
Provides community members the opportunity to speak to public officials and communicate their concerns
New Actions
Revise delegation form to ensure AODA compliance, include accessibility information, a staff contact person, clearer information about mandatory/voluntary fields; solicit pronouns from delegates and/or include an explicit welcoming statement
Offer to print delegation materials upon request
Explore new strategies for engaging delegates (e.g., providing childcare, providing accessibility information and contact)
Use targeted advertising of the delegation process to diverse community members and groups

Create follow-up survey for delegates to learn about their experiences
Provide annual public reporting on delegations

Considering the key actions

8. What opportunities and challenges are presented by the existing and new actions listed in Table 1? Use Table 2 to summarize your response. Consider:
- What the intended outcomes of the actions are
- What human and/or financial resources are required
- Whether the actions are feasible
- Whether the actions might create new conflicts
- How challenges and conflicts can be mitigated
- Whether there are any conflicts with existing initiatives, policies, and priorities that need to be addressed before moving forward

Implementation and monitoring (accountability)

9. Based on the information outlined in Table 2, select which existing key actions you will continue, and which new key actions you will take. Consider selecting only 1-2 new key actions at a time to help increase likelihood of success.

> *The following existing actions should be continued:*
> - *Providing community members with a clear process for delegating to Mayor and Council*
>
> *The following new actions could be adopted:*
> - *Revise the delegation request form*
> - *Provide annual public reporting on delegations*

10. How can you monitor the short- and long-term success of this initiative from an equity, diversity, and inclusion perspective? For example, you could describe how you'll monitor the outcomes of the new key actions described in Q9, or you could describe how you'll monitor the whole initiative. Consider:
- What timeframe is appropriate for monitoring
- Who should do the monitoring
- How the monitoring can be accountable to the broader DOK community

> *Monitoring the outcomes of new key actions:*
> - *Revised delegation request form: A survey of, or informal consultations with, delegates. The DOK staff member who manages delegation requests can continue to track the number of requests as well as other important information in relation to the requests.*
> - *Annual public reporting: Annual reporting on the number of delegation requests and feedback can help ensure accountability.*

Table 2: Considering the key actions

Key action (new/existing)	Intended outcomes	Financial considerations	Opportunities, challenges, and mitigation	Person(s) or department(s) responsible
Provide delegates the opportunity to speak to public officials	*Benefits governance and public participation as it allows direct access to elected officials*	*Staff time*	*Opportunities for delegates to communicate their concerns to public officials*	*Corporate administration*
Redesign delegation form (new)	*Include space to provide pronouns and pronunciation of name, land acknowledgement, contact information of staff most responsible; make form available online, simplify language, ensure ABCA compliance*	*Staff time*	*It may take considerable staff time to redesign the form. However, this is an opportunity for the application process to be streamlined*	*Corporate administration*
Implement new strategies for engaging delegates (e.g., providing childcare, accessibility information and contact)	*Increase participation for those that may not participate (e.g., provide childcare options)*	*Staff time, costs for implementing strategy*	*Staff discussions around resources and budget available to implement certain strategies (e.g., childcare options)*	*Corporate administration, Mayor and Council*
Targeted advertising	*To expand the reach and to encourage participation*	*Staff time, advertising costs*	*Wide reach*	*Corporate administration*

Create follow-up survey for delegates	*To learn about the experiences of delegates and to better understand how to improve the delegation process*	*Staff time, delegates' time, costs associated with feedback and recommendations from survey*	*Staff time to create follow-up survey and delegate time in filling out survey. A challenge is that there may be low responses to the survey. This can be mitigated by emphasizing the importance of seeing feedback and recommendations to improve the process for future delegates*	*Corporate administration*
Publish annual reporting for delegations	*To review delegation requests, including who, what, and how many. This helps Mayor and Council understand common concerns from whom, and how to improve the process*	*Staff time*	*Staff time in collecting and analyzing data and writing the annual report*	*Corporate administration*