

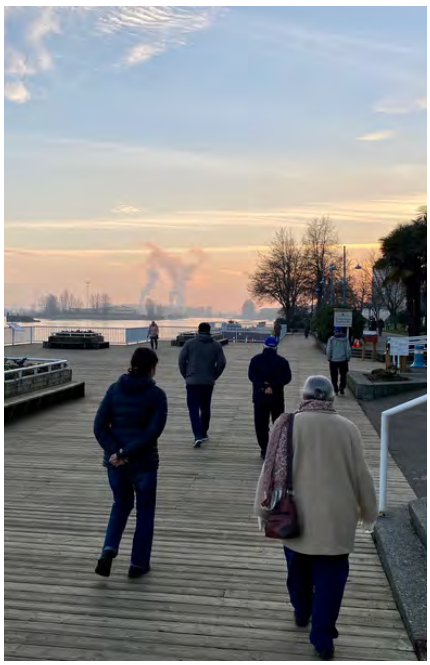


City of New Westminster

Diversity, Equity, Inclusion and Anti-Racism Framework

May 2022







NEW WESTMINSTER

LevelUp Planning Collaborative Inc.

THANK YOU

There were many individuals and groups at the City of New Westminster who contributed to the development of this Framework over the last year and a half. We are extremely grateful to the City of New Westminster Mayor and Council, leadership, and staff who shared their ideas, experiences, and perspectives through interviews, surveys, and focus groups. Special thanks to the project contacts and leads at the City and the project steering committee, who helped to guide and direct the focus of this work and its subsequent engagement.

Finally, we wish to acknowledge and highlight our sincere appreciation for the work that took place on the unceded territories of the Halkomelem speaking peoples. We acknowledge the traditional hosts for this work, and the land on which it occurred.



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INTRODUCTION

New Westminster is a dynamic city, rich with people from a wide range of lived experiences. That diversity is a strength, and the City of New Westminster is committed to fostering an equitable, inclusive and welcoming community. To be able to do that, and to provide the residents of New Westminster with the best possible municipal services that reflect the diverse strengths and needs of the community, the work environment of the City itself must reflect those values. That means recognizing and celebrating difference, valuing the contributions made by all current and future staff, identifying power differences linked to social inequities and acting every day to eliminate those inequities. This is the work of diversity, equity, inclusion, and anti-racism (DEIAR).

There is good reason to devote the time, energy and other resources to these actions. DEIAR work involves creating space to appreciate and benefit from people's differences – the result can be a stronger, more resilient, more engaged and more engaging workforce that will help the City of New Westminster provide higher quality services to more people and to better meet the needs of its residents.

There is even more reason to do this work given the on-going inequities experienced by certain populations: Indigenous, Black, and other communities of colour, women and gender diverse people, disabled people, the LGBTQIA2S+ community, seniors, and people struggling to make ends meet. There is a need to recognize systems of oppression that lead to these injustices, and ways to prevent further harm. For the City of New Westminster, the Framework is intended to be a starting point for culture shift that aims to work towards equity and a better world for all.

Committing to this work means demonstrating the courage to uncover power differences among individuals or groups involved in the process, acknowledging privilege, and working to dismantle systemic barriers of all kinds. City staff and elected officials need supports to do this challenging work. The DEIAR Framework aims to provide an approach to guide efforts towards diversity, equity, inclusion, and anti-racism within the City of New Westminster. It offers a vision and set of initial recommendations to continue to move this work forward, but it is not an implementation plan.





It is up to Mayor and Council, together with leaders in all City departments, to continue this work. The context of those efforts will change over time, and new learning will happen continually, so the Framework will need to be a living document that is regularly updated. As an initial step in the City's learning journey and in an effort to focus on what the City can do internally first, this Framework emphasizes the steps the City can take to support staff, elected officials and Board members to achieve greater equity within the organization. Further steps will include reaching out to the broader community and emphasizing how the City of New Westminster can play a leadership role in helping to build a more equitable city.

This Framework connects with but is separate from the development of a Reconciliation strategy or framework. This work to identify and dismantle colonial structures and systems cannot be merged into other initiatives – it must be a distinct and explicit priority pursued by the City and its leadership. While the DEIAR Framework includes a list of recommended actions and ideas for monitoring and evaluation of those actions, it is important to recognize that, at its core, this work is about relationships, and it will take time to build those relationships. If that process is rushed, it is possible that trust could be broken, putting those vital relationships at risk.

> ***This work is personal, challenging, and sensitive. It will take time as the City orients itself to a new way of being and work culture. The phrase 'go slow to go far' must be remembered as this work continues.***

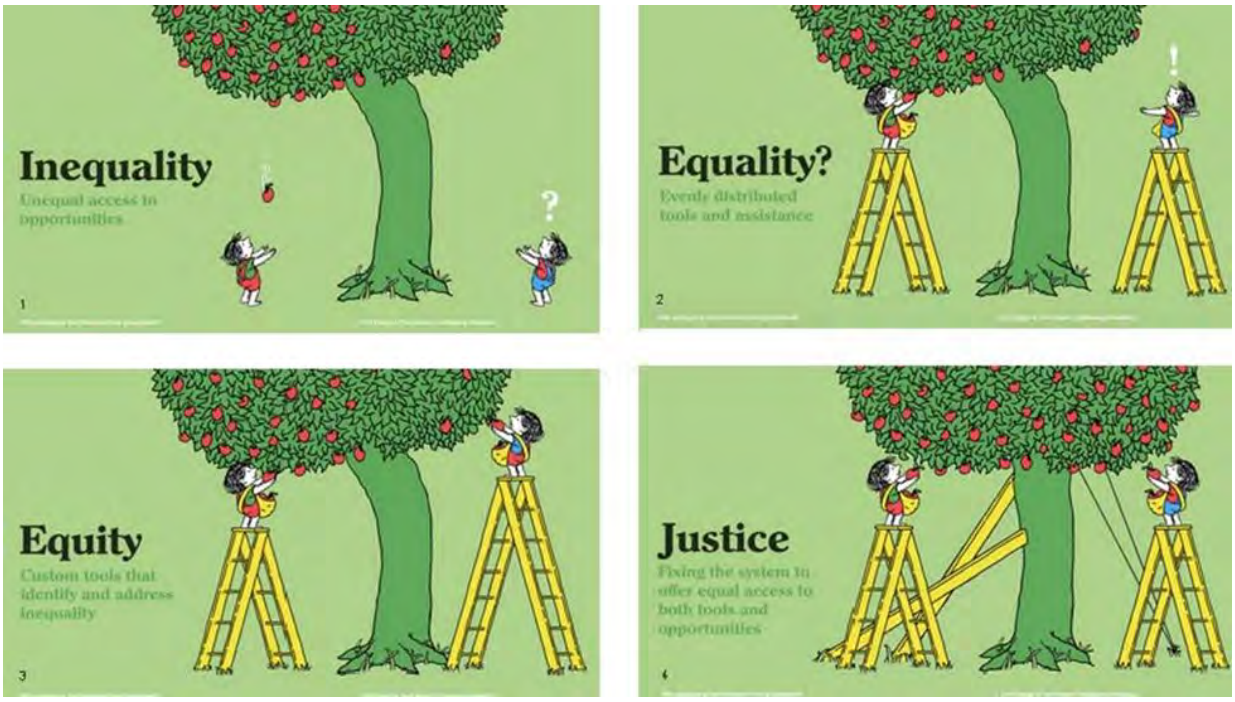
The preparation of the DEIAR Framework was completed by LevelUp Planning Collaborative Inc. and guided by a steering committee of staff at the City of New Westminster, together with Mayor and Council. The Framework incorporates learning from the work of many other municipalities across Canada who are on a similar journey, as well as research and background reviews. Most importantly, the DEIAR Framework reflects the views and lived experiences of staff at the City, who generously shared their stories and ideas.

Key Concepts

Below are some key concepts that have shaped the direction of this Framework.

Diversity: Ensuring that there is an honouring and respect for the variety of backgrounds, perspectives, cultures, and experiences that each of us bring. Organizations and communities become richer when we honour and celebrate diversity because they can draw upon a wide variety of lived experiences, perspectives, knowledge and skills that people can contribute.

Equity: Just and fair inclusion where all individuals can participate and thrive.



2019 Design in Tech Report | "Addressing Imbalance" Illustrations by @lunchbreath

Equality assumes everyone needs (and wants) the same things, while equity understands that individuals are starting from different places, and therefore require different supports to achieve the important goals. Working towards equity acknowledges that people are not all the same, and that some folks experience barriers caused by injustice.

In this Framework, equity is one of the ultimate outcomes we desire. We aim for justice, to address and even out power differentials; we can then measure elements of equity within the City (as an organization) and within the community. But equity is also seen as a process – integrating equity, diversity, inclusion and anti-racism into all elements of day-to-day work. Equity as a process means being more aware of power differentials in how we interact with one another. That includes working hard to ensure that environments are safe(er) spaces for staff and community members to engage in these discussions and bring their whole selves to this work.

Inclusion: Acknowledging and valuing people's differences to build a sense of belonging. In an inclusive environment, each person will know and feel that they can bring their whole identity and be not just tolerated but accepted, welcomed and valued. Differences are thought of as opportunities to learn and grow.

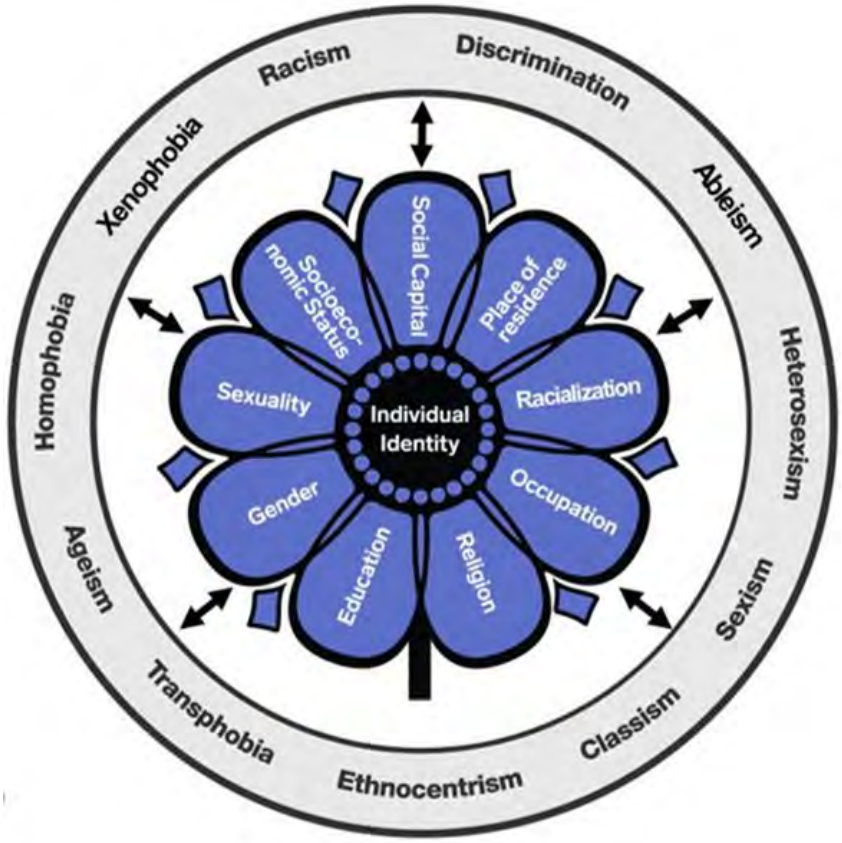
Diversity is about differences. Inclusion is about welcoming and embracing those differences. A quote from Verna Myers is often used to explain the relationship between diversity and inclusion: "Diversity is being invited to the party. Inclusion is being asked to dance." However, we suggest that just 'asking people to dance' is not enough, because in 'asking' there is an assumption that people who have been historically marginalized need to be welcomed by those who have more power in society. But to achieve true equity within the City of New Westminster means that people who have been underrepresented in the past will be leaders within all areas of the organization, free to bring their fullest sense of their self to work each day. That will allow a wider set of voices, ideas, lived experiences and perspectives to plan the party.



Anti-racism: A process of practicing and embodying efforts to actively fight against racism and seek to eradicate racism on every level. The goal of anti-racism is to challenge racism by identifying it and actively working to change the policies, behaviours and beliefs that allow racism to continue. Anti-racism is rooted in action.

Intersectionality: Helps us understand the unique ways that power, privilege and oppression all impact individuals and groups, how those intersections of identity create unique experiences, and as a by-product, helps us understand power and privilege.

We all have various layers of identity that provide us with advantages in some areas of our life, and disadvantages in other areas. Multiple forms of discrimination can intersect and have a compound effect. For example, the lived experience of a white woman is different from a Black woman, a white man, or a Black man. Who we are affects how we interact with the world, and how it reacts to us. Intersectionality helps us to recognize how our intersecting identities play a vital role in our lived experiences. Without considering intersectionality, actions that aim to address injustice toward one group may end up perpetuating injustices experienced by other groups.



Knowledge Translation Program (2019). Visual Depiction of Intersectionality

This Framework takes an intersectoral approach that acknowledges the complexity of power and privilege within organizations, in communities, and in society.



Other Key Terms

Privilege: Understanding that people in dominant identity groups have certain advantages that help them make their way in life and achieve their goals with fewer barriers than other in less dominant identity group

Unconscious Bias: Underlying stereotypes, prejudices or attitudes that people hold outside of their awareness about other groups of people with different social, racial, or ethnic identities

White supremacy culture: Cultural understanding of race hierarchy where whiteness is valued the most, maintaining structures of power that lead to wide-reaching harm to and oppression of racialized populations.

Microaggressions: subtle verbal or behavioural interactions that communicate hostility or negative bias towards a historically marginalized group

Structural racism: form of racism that is embedded inherently within everyday systems that can lead to discrimination towards racialized populations

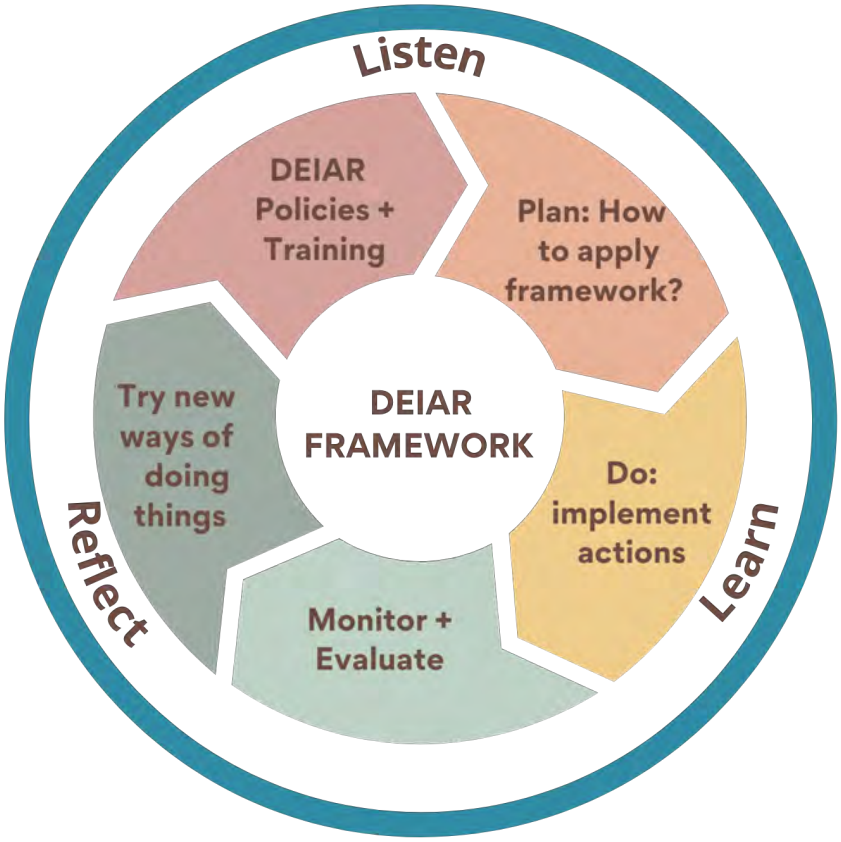


Initial Ideas for Implementation

While all individuals have a role to play to work towards the goals of the DEIAR framework, a systemic approach is also needed. This includes the use of City-wide policies to enact change. For example, adopting policies that require the use of an equity lens when creating or changing policies, programs, and services will result in accountability and consistency. Individual and City-wide commitments are required to work towards equity within the organization and for the community of New Westminster.

Another important consideration for moving DEIAR work forward is the human centredness required. Frameworks, policies, and trainings themselves will not lead to an equitable environment. There is a need for people to bring a relational, compassionate, humble approach to doing this work. The ability and space to listen, learn, and reflect is necessary before responding with potential "solutions". In addition, there is a need to make room for new ways of doing things which may mean giving up old ways of doing things and letting go of the status quo.

The following figure depicts the steps required to implement the framework and recognizes that the process is not linear. This is challenging work that will require the City to try new ways of doing things. The Framework offers an idea of where to start, but this work will be ongoing and will evolve for years to come.



CITY INITIATIVES THAT SUPPORT DEIAR

The City of New Westminster has been primed to do work around diversity, equity, inclusion, and anti-racism long before the development of the DEAIR framework. Some of the initiatives that the City has taken over the years are listed below.

Policies

- City Council's 2019-2022 Strategic Plan includes Reconciliation, Inclusion and Engagement
- Equity Key Performance Indicator (KPI) Framework (2021-2022)
- Sanctuary City Policy (2021)
- Parks and Recreation Access and Inclusion Policy
- Parks and Recreation Accessibility Policy
- Healthy Built Environment Lens

Committees and Task Forces

- Equity KPI Committee
- Reconciliation, Social Inclusion, and Engagement Task Force
- Social Inclusion, Engagement and Reconciliation Advisory Committee
- Restorative Justice Committee
- Healthier Community Partnership Committee
- Multicultural Advisory Committee
- Welcoming and Inclusive New Westminster (WINS) Local Immigration Partnership

Plans and Strategies

- Community Poverty Reduction Initiative
- Age and Ability Friendly Communities
- Child and Youth Friendly Community Strategy (2016)
- Child Care Strategy (2016)
- Homelessness Action Strategy and Needs Assessment (2006)
- Chinese Reconciliation Process (2010)

Programs

- Wheelability Assessment Project (2009-2010)
- Parks and Recreation Financial Assistance Program
- Community Living & Social Equity Grant
- Universal washrooms and change facilities at recreation facilities
- Parks and Recreation support services

Methodology for DEIAR Framework

Research Phase: October 2020 - January 2021

Literature Review

Project team sourced and reviewed articles and documents specific to the role of local governments in addressing diversity, equity, inclusion and anti-racism.

Review of Municipal Policies

City of New Westminster's municipal documents, policies, plans, strategies, and initiatives were analyzed to better understand how internal and external work aligns with the Framework.

Environmental Scan

Best practice and real-life examples from other local governments were identified to ensure that the Framework incorporates past successes and learnings from other strategies.

Engagement Phase: March 2021 - February 2022

Survey

An all-staff survey was developed to engage with the broader staff. The survey was available online and in paper copies.

Virtual Office Hours

Hosted office hours for City staff who were unable to attend focus groups or who wanted to share their experiences and opinions one-on-one.

Best Practice Interviews

Project team members connected with staff from other municipalities who have operating DEIAR offices to learn from their experiences.

Staff & Leadership Interviews

Through staff and leadership interviews, strengths and gaps related to DEIAR municipal work were identified and goals for the Framework were discsussed.

Focus Groups

Facilitated discussions in small groups were hosted to learn more about staff members' lived experiences and ideas about DEIAR work.

Equity Audit

Utilizing a standardized tool from the Alberta Union of Municipalities Association, departmental equity audits were completed to get a baseline understanding of where the City is at related to DEIAR concepts and work.

Framework Phase: February 2022 - June 2022

Draft Framework and Presentations

Development of Draft Framework informed by research and engagement phases. Draft Framework was presented to leadership groups in the City and feedback provided helped to shape final version.

Finalization of Framework

Submission of DEIAR Framework to City with presentations to Mayor and Council and City staff.

FRAMEWORK GOALS

The goals of the Framework came from two sets of motions from the City Council and the Police Board. The four tangible goals of New Westminster's DEIAR Framework are:

Goal #1: Inclusive Public Service

To ensure diverse, inclusive, and equitable access to and benefit of, municipal services, programs, and facilities

Goal #2: Safe, respectful and inclusive work environment

To have a diverse, inclusive and equitable workplace free of harassment, discrimination and systemic barriers

Goal #3: Equitable employment

To attract and retain a skilled workforce that reflects the diverse residents of the municipality

Goal #4: Inclusive Decision-Making

To ensure that decision making is based on diverse, inclusive, equitable and anti-racist policies, plans, practices and measures

These overarching goals are linked to framework objectives outlined in each key action area in the next section. To show the linkage, the relevant goals' icons have been placed within each of the key areas:



Inclusive Public Service



Safe Work Environment



Equitable Employment



Inclusive Decision Making

FRAMEWORK KEY AREAS & ACTIONS

The City of New Westminster will not achieve their goals related to DEIAR without a solid set of actions and methods to continually monitor and evaluate those actions.

The actions suggested below range from high-level, strategic initiatives to more concrete steps that can be achieved relatively quickly. There are 7 Action Areas identified in the Framework:


Leadership & Accounability


Building Capacity


Policy & Practice


Staff Engagement & Communications


HR Policies & Practice


Education & Training


Monitoring & Evaluation

Within each of the 7 Action Areas, we have identified some of the actions as high priority by using this icon:



These actions are initial recommendations only. Again, it is important that the City take on the challenge of this work over the long term; this report offers some ideas for next steps, but, after some further staff engagement and reflection, the City might decide to focus on some specific actions only, to alter other actions to better meet their needs, or to reject some actions entirely. All of that is expected and okay.

It is vital that the elements of this Framework are not seen as discrete or short-lived. To achieve the vision that Mayor and Council has outlined, the actions we describe below need to be integrated into all aspects of the day-to-day work of every staff member in the City of New Westminster. For that to happen, the activities of this Framework need to be well resourced over the long term; it's not realistic or respectful to expect staff to facilitate this work off the sides of their desks.



Key Area #1: Leadership & Accountability

Framework Goals Linked to Key Area #1:


Inclusive Public Service


Safe Work Environment


Equitable Employment


Inclusive Decision Making

Strong leadership will be crucial for moving DEIAR work forward at the City of New Westminster and achieving systemic change. City staff expect the leadership of the City to support the Framework and their unwavering support will be key to its longevity. Outlining actions in the Framework which leaders can take will allow staff to hold them accountable and avoid tokenism.

Leadership & Accountability Objectives	Actions
Demonstrate leadership support for DEIAR work at the City Offer accountability and long-term follow through	Prepare and implement a Leadership Competency Framework that is focused on equity and inclusion. That Framework would define a set of skills and behaviours that all leaders at the City need to have PRIORITY Explore the idea of equity-responsive budgeting PRIORITY Join the Coalition of Inclusive Municipalities Prepare a Terms of Reference or other policy document for Senior Management Team (SMT), to formally show their commitment to DEIAR-related approaches Develop a set of values-based guidelines for Board and Council members



Tools & Resources

Potential elements of the Leadership Competency Framework include explicitly defining their role in setting equity-related directions for their department or team, building productive and respectful relationships, anti-oppressive leadership skills and behaviours, and integrating truth and reconciliation into policy and day-to-day work. DEIAR-focused leadership courageously identifies and challenges power imbalances; essentially, supporting leaders to learn when to step back and let others lead. See an example from the Toronto District School Board's Equity Leadership Competencies framework.



Examples used in other cities

See this example of equity-responsive budgeting from the City of Toronto, which completes an equity impact analysis of reductions or investments in the City's operating budget to inform decision-making.

Key Area #2: Building Capacity to Set the Framework in Motion

Framework Goals Linked to Key Area #2:



Inclusive Public Service



Safe Work Environment



Inclusive Decision Making

This work is challenging in many ways, and everyone is at a different starting place. Although DEIAR concepts may not be new to all staff at the City, building capacity is needed to propel the work to infiltrate policies, practices and transform the workplace culture. Building capacity goes beyond training – it includes making sure the policy and practice infrastructure is in place to support each person's journey and having adequate resources to uphold the important work. Investing time into building capacity ensures sustainability of the Framework in the long term.

Building organizational capacity will help the City to commit to the small steps and transformational changes needed to achieve Framework goals in a way that ensures those achievements are sustainable in the long term. While the leadership of elected officials, Board members and senior management is critical for this work to move forward in a good way, building capacity will also ensure that changes take place on the ground, in all departments and teams across the municipality. The goals and actions of the DEIAR Framework need to be incorporated and sustained as a whole-of-government initiative, facilitated in part by cross-departmental dialogue and efforts.

Building Capacity Objectives	Actions
Link individual learning with policy and practice changes, for maximum potential for the Framework to have the greatest impact.	Establish a DEIAR office, with at least 3 new staff members PRIORITY
Ensure long-term sustainability of the DEIAR Framework ideas, actions, goals and outcomes.	Prepare a comprehensive plan to engage community members in DEIAR work PRIORITY
	Ensure formal links among all related strategic initiatives
	Create mentorship opportunities to build strong leaders from within
	Develop a 'community of practice' within the City including folks with lived experience and those who are already working with marginalized folks
	Support and nurture champions at every step of the development of the Framework



Examples used in other cities

Many cities (e.g., Edmonton, Victoria, Vancouver, Halifax) have small departments or offices dedicated to equity, diversity and inclusion work. The staff of that office are then in a good position to work across city departments and help to create essential and durable cross-departmental partnerships.

Key Area #3: Policy & Practice

Framework Goals Linked to Key Area #3:

Inclusive Public Service | Safe Work Environment | Inclusive Decision Making | Equitable Employment

The policies that any organization develops, the ways in which those policies are developed, and how they are implemented through practice, reflect the values it holds. Policies are powerful because they present a framework for what is done at the City. Inclusive policies, both within the City and related to the ways in which the City interacts with community members, include clear direction about what people can do if the policy adversely impacts them. They also include information about reporting mechanisms and potential consequences if the policy is not followed.

In addition, inclusive policies and practices can help identify and eliminate power imbalances or hierarchies, resulting in stronger collaboration and partnerships. The following actions will help the City of New Westminster to ensure that current and future policies and practices are consistent with a DEIAR approach.

Policy & Practice Collection Objectives	Actions
Identify, acknowledge and challenge existing elements of unconscious bias and power imbalance in how policies are developed and implemented	Develop an Equity Lens tool & use it when developing new policies (PRIORITY)
Build more equitable policies and practices through the consistent use of an equity lens	Complete an equity-focused audit of all current policies (PRIORITY)
Broaden DEIAR policy-based work by challenging ableism & integrating strategies for accessibility	Develop an Accessibility Strategy (PRIORITY)
	Embed Gender-Based Analysis + throughout the organization
	Build formal cross-departmental partnerships when implementing DEIAR actions (and beyond)



Examples used in other cities

The Global Diversity, Equity & Inclusion Benchmarks: Standards for Organizations Around the World helps organizations determine strategy and measure progress towards equity. It is currently being used by the Equity Offices of Montreal, Edmonton and Vancouver. A user agreement is required for this resource and then it is free to use.

Key Area #3: Policy & Practice

Tools & Resources

Example of an Equity Lens Tool: Policy Development

Prepare a systematic process within the City, to ensure that these questions are asked when making decisions about new policies, programs or initiatives.

- Who will benefit from a policy, program, initiative, or service?
- Who might be excluded from those benefits and why? Indeed, who might be harmed?
- How might some population groups be unfairly burdened today or in the future? How might existing privilege be further entrenched?
- Have important decisions been made with the direct input of those who will be most affected by that decision?
- From whose perspective are you evaluating the 'success' of your project or policy?

The City of Hamilton's Equity Diversity and Inclusion Handbook presents Questions to Consider in engagement, management, staff recruitment and retention, policy development, and communications. The City of Ottawa's Equity and Inclusion Lens Handbook offers 11 sets of questions to support equity and inclusion-focused work in 11 areas, including communications, leading and supervising, and monitoring and evaluation.



Key Area #4: Staff Engagement and Communications

Framework Goals Linked to Key Area #4:

Safe Work Environment

Inclusive Decision Making

It is essential that staff engagement in the next steps of this work happen in a way that is transparent, accessible, and safe – using communications strategies and tools that meet staff where they're at and offer ample opportunities for them to get involved. All voices need to be heard. Sometimes that means going beyond traditional modes of engagement by meeting people where they are at, conducting outreach, offering incentives or honorariums, providing childcare, and utilizing partnerships to capture the diverse voices of the municipality.

There are varied levels of personal and perceived organizational readiness for a DEIAR framework. Lack of knowledge or awareness can be a challenge for staff to engage with the Framework. Staff will need to understand what the issues are, why they are occurring, and why there is a need to change them. To transform the work culture, authentic engagement must continue throughout the Framework implementation.

Staff Engagement & Communication Objectives	Actions
Bring staff into the process of continual developing and implementing the DEIAR Framework	Prepare a staff communication plan that addresses ways to engage ALL staff (PRIORITY)
Demonstrate 'walking the talk' through transparency and accountability	Develop structures and mechanisms for marginalized staff to safely share experiences (PRIORITY)
	Offer specific discussion/gathering opportunities for diverse staff groups
	Prepare a DEIAR resource page on the staff intranet system
	Use an equity lens to plan engagement strategies
	Introduce a 'brave space agreement' as a living resource to use during meetings or other collaborative sessions



Key Area #5: Human Resources Policies & Practice

Framework Goals Linked to Key Area #5:

Safe Work Environment

Equitable Employment

An important part of the overall goals of this DEIAR Framework is to create a safe, respectful inclusive work environment that is free of harassment, discrimination, and systemic barriers. The actions in this section reflect the need to identify and remove barriers to those processes (including advancement and succession planning) and to examine hiring practices. These will be important steps to achieve the goal of having the diversity of City staff (at all levels) more closely match the diversity of the community. An essential element of the Framework is hiring practices and policies that aim to ensure the City is an equitable, inclusive employer that values the strengths of a diverse workforce and is reflective of the residents it serves.

Human Resources Objectives	Actions
Identify and address barriers to HR-related processes for people with disabilities, Indigenous peoples, Black people and other people of colour, LGBTQIA2S+ people, and women and gender diverse people..	Complete a comprehensive review of current recruitment, hiring, and appointment processes (PRIORITY) Develop a toolkit for equitable and transparent recruitment and hiring (PRIORITY) Develop a formal diversity and inclusion vision statement and policy for recruitment and hiring Build upon benefits and programs in place to support staff Prepare a policy to formalize and expand job sharing and part-time opportunities



Key Area #6: Education & Training

Framework Goals Linked to Key Area #6:


Inclusive Public Service


Safe Work Environment


Equitable Employment


Inclusive Decision Making

The DEIAR-related concepts and ideas that are being introduced in this Framework might be new to many City staff and leaders. A comprehensive plan for education and training will therefore be important to provide as many thorough and enriched learning opportunities to be successful at creating a culture shift internally and to ensure everyone – staff, Board members, and Mayor and Council - are on the same page as the Framework is implemented.

One key consideration is finding ways to engage all staff, including auxillary staff, temporary staff, part-time staff, and outside workers who may not have access to email at all times. Creative ways of engaging staff that meets them where they are at will be important.

We have attached a recommended Training Plan, prepared by Hook or Crook Consulting. The Training Plan provides a set of key content areas for staff training, as well as some important things to keep in mind during training.

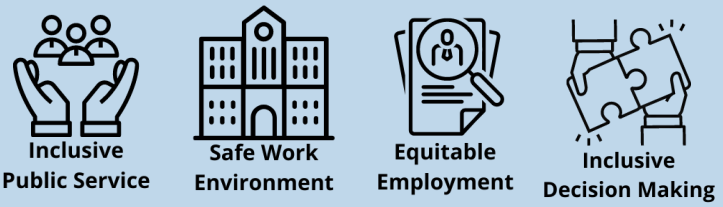
Education & Training Objectives	Actions
Offer opportunities for all City staff and key partners to learn. Start where people are at. Examine, challenge and reflect on DEIAR practice in both personal and institutional/systemic spheres. Build a safe(r) learning environment for all.	Set up an advisory committee to oversee the training process. Ensure that committee is diverse. PRIORITY Implement a comprehensive training and education program for all staff, Board and Utilities Commission members, Mayor and Council PRIORITY Introduce DEIAR concepts and begin training in orientation for new staff Revisit and revamp the DEIARalogues series Offer unique education opportunities for staff from marginalized groups Gear training to specific staff levels (managers, directors, front-line staff, etc.)


Tools & Resources

There are is no limit to types of readily accessible toolkits, modules, and education opportunities available for City employees to participate in or complete. Please refer to the last section of this document for a non-exhaustive list of linked tools and resources.

Key Area #7: Monitoring & Evaluation

Framework Goals Linked to Key Area #7:



DEIAR work cannot be completed overnight, but it is important to 'start with the end in mind' when implementing the core components of this Framework. It is vital to establish sound data collection methods to allow consistency for reporting throughout the implementation process. The work that goes into implementation needs to be measured to identify what is working and where pivoting needs to take place to obtain better results. Data collection for monitoring and evaluation needs to answer these basic questions:

- Activities / Outputs: how much did we do? How well did we do it?
- Impact / Outcomes: what impact did we have? Who is better off? Why and how?

This process of consistently being reflective and asking critical questions on themes of power and discrimination are necessary at both the individual and organizational levels, to see change.

To ensure diverse voices are brought forward, the process of collecting and analyzing data for monitoring and evaluation processes also needs to incorporate an equity lens, using a combination of quantitative data (surveys, statistics) and qualitative data (stories, comments, ideas). Throughout this process, it is important that the focus remains on developing respectful and compassionate relationships with individuals and communities, before and after data collection and analysis.

Evaluation & Monitoring Objectives	Actions
Monitor and evaluate the success of DEIAR Framework elements over time	Build data systems to measure progress PRIORITY
Identify opportunities to make improvements over time, in a process of continual feedback and adjustments as needed	Complete a census of the diversity of the current City workforce and leadership PRIORITY
Celebrate successes!	Conduct ongoing employee demographic surveys
	Monitor employee awareness, knowledge and understanding of DEIAR concepts
	Prepare annual reports and distribute widely

Tools & Resources

Viewing the city as an organization, a community, and a guardian of public order, UNESCO and Center for Research on Immigration, Ethnicity and Citizenship's Indicators for Evaluating Municipal Policies Aimed at Fighting Racism and Discrimination has identified a set of indicators for policy analysis and evaluation.

Key Area #7: Monitoring and Evaluation

On the following page, we offer a logic model for the DEIAR Framework that offers a visual way to see the links between the Framework's goals, actions, outputs and outcomes. Tangible indicators are identified to provide the City a way to measure achievement of the goals and subsequent success of the Framework. Please note that not all actions are listed in the logic model; for practical reasons, we have included only those actions that we anticipate will have the most impact. The elements of the logic model are consistent with the Equity Key Performance Indicator Framework that was endorsed by Council in May of 2021.





Overall Goals of the Framework

Inclusive Public Service	***Safe, respectful and inclusive work environment***	***Equitable Employment***	***Inclusive Decision-Making***
To ensure diverse, inclusive and equitable access to and benefit of municipal services, programs and facilities	To have a diverse, inclusive and equitable workplace free of harassment, discrimination and systemic barriers	To ensure diverse, inclusive and equitable access to and benefit of municipal services, programs and facilities	To ensure that decision-making is based on diverse, inclusive, equitable and anti-racist policies, plans, practices and measures

Actions

- Terms of Reference
- Leadership Compentency Framework

- Establish a DEIAR Office
- Link strategic initiatives
- Prepare plan to engage community

- Develop Equity Lens tool
- Utilize GBA+ lens throughout the City
- Audit all policies
- Create Accessbility Plan

- Create staff communications plan
- Create ways for diverse groups to connect

- Review hiring and recruitment processes
- Toolkit for equitable hiring and advancement

- DEIAR training for staff and leaders
- Adapt DEIARalouges

Outputs

- Terms of Ref. exists
- # of SMT members engaged

- DEIAR office exists
- Formal linkages exist
- Community plan is developed

- Equity lens developed
- # of staff trained in GBA+
- # of policies audited
- Accessbility Plan made

- Staff communications plan made and adopted
- # of staff involved in special opportunities

- Review completed
- Toolkit created

- # of trained City staff
- # of hours trained
- # of DEIARalouges

Short/Medium Term Oucomes

Increased commitment and validation from leaders & elected officials, with implementing and adjusting action plans annually

Increased awareness and understanding of who is benefiting and not benefiting from City-wide policies and hiring practices

Knowledge & awareness of DEIAR concepts, ideas, and practicies is increased among staff, Board members and Mayor & Council

Staff from all levels and departments are actively engaged in DEIAR work throughout the municipality

Long Term Outcomes

Equity is considered in all policy and program development

Workplace is inclusive and free from discrimination, harrassment & violence

Recruitment targets for Leadership, staff, Boards, and advisory committees align with City demographics

City policies support marginalized populations

Inclusion is normal and part of CNW culture

Decision-making is inclusive & equitable

Indicators and Data Sources

City census (Statistics Canda)

Staff census

Department reports

Staff engagement survey

Regular staff interviews & focus groups

Annual reports

NEXT STEPS

As the City of New Westminster moves forward with this important work, there are several places that Council and City staff can start. DEIAR work can have a lot of moving pieces and can feel intimidating to jump into, especially because it can be quite charged and personal to different groups of people; additionally, long-term commitment may seem quite overwhelming. Outlined below are some next steps that would be beneficial for the municipality to really 'walk the talk':

Clarify the vision for the City

These are the goals and the objectives we have set out, but City staff, elected officials and Board members now need to come up with their own vision for this work. Our background research revealed that, in many other municipalities (including the City of Vancouver), City staff spent considerable time and energy re-working initial equity-related frameworks or strategic plans, to best align with their vision and goals. And, as we've already mentioned, this Framework needs to be regularly updated, as learning continues.

Establish an Equity Office with permanent funding

Doing this work in a good way will set staff (and ultimately community members) up for the best success. This work should not be done off the side of anyone's desks; having dedicated staff and resources to advance DEIAR related work internally will be essential in building capacity within the City to move the work forward. This can be difficult work and exploring solutions can be challenging; working in silos will only stall progress and create more obstacles to overcome. This work will be too much for one person to take on alone; we recommend an Office of three staff, to provide peer support is needed to prevent burnout and offer the necessary resources to do this important work well.

Continue engagement with staff to keep learning

The engagement activities that were conducted during this project work scratched the surface of potential learnings from staff. There remain many opportunities to intentionally create safer spaces for staff to share about their needs (both personal and training-related) as well as their lived experiences. To continue creating spaces for people to share, there also needs to be commitment to act on what is learned, which will continue to motivate people to engage, share, and contribute to DEIAR-related work.

Develop department-specific implementation plans

This Framework offers a high-level approach only. Now, each department within the City will need to prepare their own plans, specific to their needs and context. The Departmental Pulse report we have provided can help as a good starting point. One of the initial steps could be to prepare specific equity lens tools that ask critical questions specific to each department or task area. For instance, prepare a tool that focuses on doing community engagement with an equity lens, another tool specific to hiring practices, and another for communication with staff, etc.

Maintain momentum from City leadership in all areas

To tackle any apprehension that the work may wane or falter, leadership at all levels and in all areas of the municipality need to continually communicate their commitment to the DEIAR-related work to staff and follow through by utilizing tools and resources outlined to engage with the work formally and informally within their departments. Different departments will be at different levels of readiness, so there will be different starting points. However, wherever the starting point may be, what is important is to show City staff that the work is here to stay and that creating a safer, more inclusive and equitable workplace will always be a priority.

Begin engaging with community partners and the broader community

This Framework focuses on what the City of New Westminster can do internally first. When the time is right, it is important that community members have the chance to share the ways in which they experience City spaces and processes. As the DEIAR Framework's actions are implemented, the outcomes will permeate into the way that staff engage with community members. Leveraging existing partners that are already engaged in this work in the community and equitably engaging with new partners will align and elevate the work that has begun internally. Again, this step should connect with, but not replace, the reconciliation work that is ongoing at the City and within the broader community.



TOOLKITS AND RESOURCES

The following resources offer more opportunities for learning. Please note that this list just scratches the surface of what is available, but it does present some good first steps.

General Resources

Ontario Human Rights Commission (2010). Anti-Racism and Discrimination for Municipalities.

American Public Health Association (n.d.). Equity Diversity Inclusion: Action Toolkit for Organizations.

Canadian Centre for Diversity and Inclusion (2022). CCDI Toolkits

Tim Lohrentz, Insight Centre for Community Economic Development (n.d.). Contracting for Equity: Best Local Government Practices that Advance Racial Equity in Government Contracting and Procurement.

Challenging Racist "British Columbia"

Vancouver City Planning Commission Roundtable 17: Intersectionality

PP+G Review: Intersectionality-Based Policy Analysis

Luther College Intersectionality Toolkit

Sarah Ahmed (2012). On Being Included

adrienne maree brown (2017). Emergent Strategy

Four Types of Power

Supporting Anti-Racism

Standford Cardinal at Work (2020). Anti-Racism Toolkit

Ijeoma Oluo (2018). So, You Wanna Talk About Race

Ibram X Kendi (2019). How to Be an Antiracist

Reverse Racism Myths

Tools To Unpack Internalized Racism

Video: What are structural, institutional and systemic racism?

Video: What systemic racism in Canada looks like

TOOLKITS AND RESOURCES

Supporting Gender Equity

Federation of Canadian Municipalities. Diverse Voices: Tools and Practices to Support all Women

Supporting Persons with Disabilities / Ableism

Rick Hansen Foundation (2021). The Power of Inclusive Language – A Recap.

Inclusive Futures (2020). Disability-Confident Employers' Toolkit

Monitoring and Evaluation

UNESCO and Center for Research on Immigration, Ethnicity and Citizenship (2005). Indicators for Evaluating Municipal Policies Aimed at Fighting Racism and Discrimination

Examples of Equity, Diversity, Inclusion (EDI) Frameworks and Strategies from other Cities

Summary / Analysis of 28 EDI plans from across Canada:

Ford, F., Klemencic, R., Lee, C., McGowan, E., Meldrum, M., Pysklywec, A., Reynolds. (2020). Planning for Equity: Centring Equity, Diversity, and Inclusion in Canadian Municipal Planning Practice. Lessons for North Park Neighbourhood Association in Victoria, BC. Queen's University School of Urban and Regional Planning, LevelUp Planning Collaborative, Canadian Urban Sustainability Practitioners Network, & North Park Neighbourhood Association.

Aquanno, S., Perry, B., & Bryant, T. (2017). Research Report: City of Oshawa Diversity and Inclusion Plan.

City of Ottawa. (2019). Women and Gender Equity Strategy.

City of Edmonton. (2019). The Art of Inclusion: Our Diversity & Inclusion Framework.

City of Hamilton. (2019). Equity, Diversity, & Inclusion Handbook.

City of Moncton. (2016). Social inclusion plan: Quality of Life for all Monctonians.

City of Vancouver. (2021). The City of Vancouver's Equity Framework.

City of Windsor. (2020). Diversity and Inclusion Initiative.

Halifax Regional Municipality. (2020). Diversity & Inclusion Framework: Recognizing diversity and inclusion in our organization and our communities.

City of Markham. (2010). Everyone Welcome: Markham Diversity Action Plan.

King County. (2015). Equity Impact Review Process Overview

City of Ottawa. (2018). Equity and Inclusion Lens Handbook