



Equity, Diversity, and Inclusion Strategy



Town of Cobourg

This document is available in alternate formats, upon request.

Please contact us by telephone at 905-372-4301 or by email at accessibility@cobourg.ca.

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MESSAGE FROM MAYOR AND TOWN COUNCIL

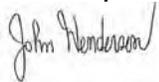
The Town of Cobourg's Equity, Diversity, and Inclusion Strategy 2022 to 2026 outlines how the Town will continue to identify, address, remove, and prevent barriers for all. Working together with our Strategic and our Multi-Year Accessibility Plans, this strategy provides us the opportunity to make changes that meet the needs of our evolving and diversifying public.

The Town of Cobourg is committed to equity, diversity and inclusion (EDI) as a part of its core values and understands that the effective creation and dissemination of goods, information, and services must take place in a government community which recognizes the dignity and value of each and every one of its students, staff and faculty members.

We are committed to having the right policies, procedures, and governance structures in place to ensure that the Town provides our unique and diverse community with inclusive and equitable public services, information, and programs.

While we still have a lot of work to do to make the Town of Cobourg a more inclusive, equitable, and accessible organization, I am proud of our achievements to date. We are committing to ongoing leadership and listening to create the reputation of the Town of Cobourg as an inclusive and respectful employer and service provider.

Sincerely,



John Henderson

Mayor, Town of Cobourg



MESSAGE FROM THE EQUITY, DIVERSITY, AND INCLUSION ADVISORY COMMITTEE

The Equity, Diversity and Inclusion Committee of the Town of Cobourg is pleased to have contributed to the development of the strategies included in this document. We believe that, as our town continues to grow, applying an equity, diversity and inclusion lens will be paramount to ensuring that all residents and visitors to our town feel welcome, included, and safe in our community.

This strategy document contains ideas and practices that address barriers to the full civic participation of all members of our community. It is important that barriers, systemic structures, and policies that inhibit the full participation of community members are identified, challenged, and amended. By inviting and embracing diverse ideas, identities, and lived experiences, we can build a town that thrives, inspires creativity, and drives innovation.

This work must not be a stand-alone project. Rather, it must inform and be integrated within all our town's key priorities and strategies. This integration means that an equity lens is applied to everything we do to prevent Equity, Diversity and Inclusion from being an afterthought or an "add-on" to existing work. In addition, we must see this effort as an ongoing, iterative practice and not a one-time initiative. Cobourg's Equity, Diversity and Inclusion journey will require patience, a commitment to continuous improvement, and ongoing learning. This work will be challenging and uncomfortable at times but, in the end, it will strengthen our community in immeasurable ways.

We are proud to live in a town that has taken the first steps to put the issues of Diversity, Equity and Inclusion on its agenda. We look forward to witnessing the implementation of the strategies contained in this document and invite your feedback and ideas as we move through this process.

Equity, Diversity and Inclusion Advisory Committee





**TOWN OF COBOURG'S
EQUITY, DIVERSITY, AND
INCLUSION STRATEGY
2022 TO 2026**

INTRODUCTION

The Equity, Diversity, and Inclusion Strategy for the Town of Cobourg is a Town-wide effort to assist in more effectively understanding and addressing the needs of everyone in our unique and diverse community.

The Equity, Diversity, and Inclusion Strategy is a planning and consultation process being undertaken to provide a structured yet flexible framework to allow us to better understand, engage, serve, and respond to the needs of our increasingly diverse community. It aims to systematically identify and address both internal and external wants and needs through a series of measurable action items tied to the Global Equity, Diversity, and Inclusion Benchmarks.

Governments are mirrors of the broader society - their structure, staffing, and practices set the tone for the community, other institutions, and employers. The Equity, Diversity, and Inclusion Strategy is the next proactive step to provide a detailed review and measurable plan to further enhance our efforts.

The EDI Strategy works in tandem with other Strategic Plans, Council Priorities, and the Equity, Diversity, and Inclusion Advisory Committee's Work Plan to help shape our future in a direction that complements our diverse and unique community.

Our diverse, hardworking, and skilled workforce is one of the key strengths that we need to build upon and this plan will work to further the goal of providing a high quality of life for all in our vibrant and caring community.



GOALS

The goals of the Equity, Diversity, and Inclusion Strategy were created using best practices, information gathered through the various methods, and public input.

Often, it was heard through Leadership Interviews, Public Engagement, and our internal Workforce Census and Inclusion Survey, that there needs to be a complete understanding of the structures that are currently in place that may be upholding ideals or perspectives that do not allow for a difference in opinion or a dimension of diversity. This was used to create Goals #1 and #4.

Further, we heard from the Public Engagement, the Initial Benchmarking, and the Leadership Interviews about the need for a wide variety of programs, initiatives, and options for the public to not only be engaged but to gain information on town services from. This was used to create Goals #2 and #3.

These goals, while working together, will have different levels of resources throughout the process of the Equity, Diversity, and Inclusion Strategy both to ensure that there is a balance between work done internally to strengthen the capacity of Staff and to ensure that there is a capacity from the personnel to complete tasks externally.

The goals are listed below and are noted throughout the action items of the Equity, Diversity, and Inclusion Strategy.

A Cobourg that meets the needs of everyone living, working, playing, and visting.

Goal #1: Identify and address systemic barriers within the Corporation.

Goal #2: Create programs to meet the needs of everyone.

Goal #3: Engage our diverse communities in a meaningful way.

Goal #4: Attract and leverage a diverse workforce.

TIMELINES

While progress has been made in 2020 and 2021, the EDI Strategy will begin in 2022 and the initial work will be completed in 2026 with updates to be made on an annual or semi-annual basis, depending on resources, information gathered, and priorities from Staff, Council, and the public.

The Equity, Diversity, and Inclusion Strategy will be broken into three (3) Phases:

1. **Phase One:** Internal Strengthening of Equity, Diversity, and Inclusion
2. **Phase Two:** Audit and Assess Goods, Programs, Services, and Information
3. **Phase Three:** Collaborate and Build More Inclusive Practices for the Town of Cobourg.

Phase One: Internal Strengthening of Equity, Diversity, and Inclusion

To create more cultural competence in leadership and our staff to engage meaningfully with our residents, we first need to work on some internal practices. This will allow our staff to have the tools, resources, and understanding they need to engage meaningfully with our residents and their diverse and unique needs.

Phase Two: Audit and Assess Goods, Programs, Services, and Information

To ensure that we are taking diverse needs into consideration, we will work to audit and assess the way we create, advertise, adjust, and assess the success of goods, programs, services, and information. This will be coincided with the implementation of the EDI Lens creation to help our Staff assess their work using checklists and self-reflection.

Phase Three: Collaborate and Build More Inclusive Practices for the Town of Cobourg

This Phase will also include more awareness, understanding, and collaboration with external partners such as our urban Indigenous population as well as Alderville First Nations.

CANADIAN COMMISSION OF UNESCO

Coalition of Inclusive Municipalities

On January 4th, 2021, the Town of Cobourg signed a declaration to become a member of the Canadian Commission of UNESCO's Coalition of Inclusive Municipalities.

These goals, objectives, and actions will align with the commitments we must meet under the Canadian Commission of UNESCO for the Coalition of Inclusive Municipalities.

Employees at the Town of Cobourg can share their commitment to these principles in their email signature block with a picture of what they stand for and support through these initiatives.

These Common Commitments are:

1. Increasing vigilance against systemic and individual discrimination.
2. Monitoring discrimination in the municipality and taking action to address it.
3. Supporting individuals who experience discrimination.
4. Providing police services that are exemplary institutions for fighting discrimination.
5. Providing equal opportunities as a municipal employer, service provider, and contractor.
6. Supporting measures that promote equity in the labour market.
7. Challenging discrimination and promoting diversity and equal opportunities in housing.
8. Involving citizens by giving them a voice in anti-racism initiatives and decision-making.
9. Challenging discrimination and promoting diversity and equal opportunities in education and other forms of learning.
10. Promoting the respect, knowledge, and appreciation of cultural diversity and the inclusion of Indigenous and racialized communities in the cultural fabric of the municipality.

Where Action Items are working towards meeting these Common Commitments, it is noted.



PHASE ONE

**Internal Strengthening of Equity,
Diversity, and Inclusion**



PHASE ONE OVERVIEW

Information

To create more cultural competence in leadership and our staff to engage meaningfully with our residents, we first need to work on some internal practices. This will allow our staff members have the tools, resources, and understanding they need to engage meaningfully with our residents and their diverse and unique needs.

Areas to Be Addressed

We have seven (7) areas that need to be addressed for the most part in 2022 with all being accomplish or have a foundation by the end of 2023:

1. Increase Cultural Competence,
2. Create Communication Strategy,
3. Establish Change Agents,
4. Update Policies and Procedures,
5. Develop Leadership Awareness and Accountability,
6. Equity, Diversity, and Inclusion (EDI) as a Strategic Priority, and
7. Improve Organization-Wide Awareness and Understanding.



INCREASE CULTURAL COMPETENCE

Complete IDIs with the Leadership Team.

The Intercultural Development Inventory® (IDI®) is the premier cross-cultural assessment of intercultural competence that is used by thousands of individuals and organizations to build intercultural competence to achieve international and domestic diversity and inclusion goals and outcomes.

- **Timeline:** 2021 and 2022
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #5, #6, and #9

Conduct further training with leadership on a variety of topics.

Leaders must have the understanding, competence, and resources to be able to discuss a variety of topics related to EDI. This is one of the top goals that was selected by leadership as a need under “Initial Benchmarking.”

- **Timeline:** 2022 and Ongoing
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #5, #6, and #9

Train all staff on diversity, inclusion, accessibility, harassment, and discrimination.

Conduct training on different concepts, as well as provide knowledge and understanding for how to interact with our public on dimensions of diversity.

- **Timeline:** 2021 and 2022
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #5, #6, and #9



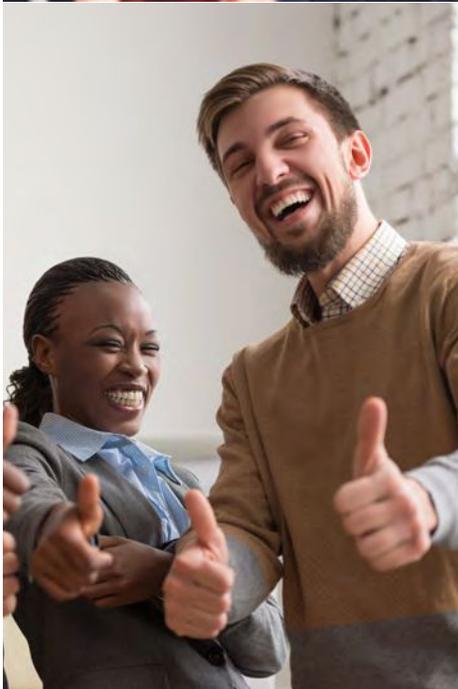


CREATE COMMUNICATIONS STRATEGY

Develop messages around IDEA for the Town.

Create a specific vision, mission, and values for the Town of Cobourg's understanding of Inclusion, Diversity, Equity, and Accessibility to guide the principles of communication. This will guide the visual standards, as well as the wording and messaging that are shared by the Town of Cobourg in an official capacity. Where needed, training will be provided to the communications team.

- **Timeline:** Mid-2022
- **Goal:** Goal #3
- **Common Commitment(s):** #1, #7, and #10



Embed IDEA messaging into team meetings and external documents.

Working with the newly created vision, mission, and values for the Town of Cobourg's understanding of Inclusion, Diversity, Equity, and Accessibility, these will be embedded into any external documents provided to the public and into the internal team meetings, such as the Management Meeting.

- **Timeline:** August 2022
- **Goal:** Goal #4
- **Common Commitment(s):** #1, #7, and #10



Enhance IDEA of public websites and career page.

Work with Communications and other departments to audit the website to ensure that our language, images, and ideas are inclusive.

- **Timeline:** September 2022
- **Goal:** Goal #4
- **Common Commitment(s):** #1, #7, and #10

CREATE COMMUNICATIONS STRATEGY

Create communications to tell the Town's diversity and inclusion story.

Work with the community and Committees of Council to incorporate stories, topics, and ideas around the history and culture of the Town of Cobourg.

- **Timeline:** 2022 and Ongoing
- **Goal:** Goal #3
- **Common Commitment(s):** #1, #7, and #10

GET INVOLVED

Have a story you want to share about Cobourg's past, present, or future?

Send us an email at diversity@cobourg.ca with "Town of Cobourg's Diversity and Inclusion Story" as the subject line.



ESTABLISH CHANGE AGENTS

Find employee(s) in each division/department who wish to be a part of the rollout of the EDI Strategy.

Ask employees to participate in different avenues of EDI, whether participating on the internal diversity and inclusion committee or another aspect, to be “Diversity Champions” in their division/department to make communications and implementation easier for the Town as a whole.

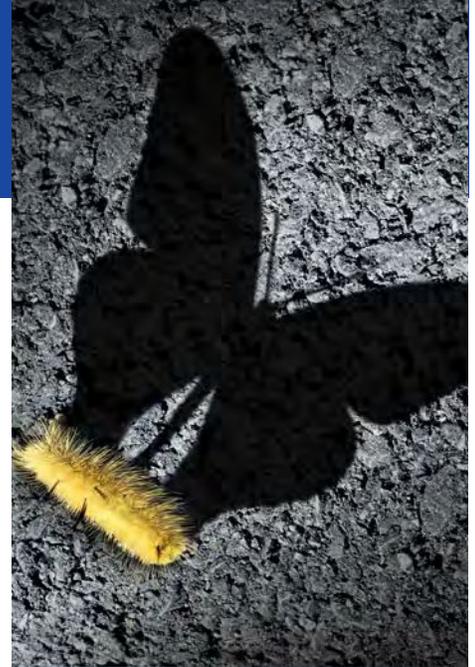
To ensure that the EDI Strategy rollout is successful, the most senior EDI professional or a Diversity Champion should be an equal and influential partner on the senior leadership team.

- **Timeline:** 2022
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, and #3

Create an internal diversity and inclusion committee that is "Senior Management Sponsored."

An internal diversity and inclusion committee should be created that includes representation and support from leaders, represents internal stakeholders and rights holders, and impacts EDI efforts. This group will focus on internal elements of creating a more inclusive workplace.

- **Timeline:** Mid-2022
- **Goal:** Goal #4
- **Common Commitment(s):** #1, #2, and #3



ESTABLISH CHANGE AGENTS

Determine the need for Employee Resource Groups (ERGs)

Working with the internal diversity and inclusion committee, determine the need for Employee Resource Group(s) for underrepresented and/or vulnerable groups that are:

- Sufficiently supported and have dedicated resources for the development and continuation;
- Serving as partners and advisors on recruitment, communications, risk management, community engagement, and other organizational topics, and;
- Recognized as credible and valuable resources to the Town of Cobourg.
- **Timeline:** Second half of 2022
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, and #3

ABOUT ERGS

Employee Resource Groups (also known as ERGs, affinity groups, or business network groups) are groups of employees who join together in their workplace based on shared characteristics or life experiences.

ERGs are generally based on providing support, enhancing career development, and contributing to personal development in the work environment. In the past, ERGs have traditionally been focused on personality traits or characteristics for underrepresented groups, for example women, sexual orientation, gender, etc.

With the resurgence of ERGs in the workplace, ERGs are expanding to "interest-based" groups gathered around particular activities. Some of these include job responsibility, environmental advocacy, community service and volunteerism, and workplace wellness.

Further, as an emerging facet of human resources and employee engagement in the business world, the existence of ERGs is important for reference and understanding in the world of business.

Exploring the topic of employee resource groups can provide insightful information for business employees and young professionals seeking to understand a new business.

[Learn more about Employee Resource Groups](https://ccdi.ca/media/1073/20150716-ccdi-report-erg-toolkit.pdf)
(<https://ccdi.ca/media/1073/20150716-ccdi-report-erg-toolkit.pdf>)

UPDATE POLICIES AND PROCEDURES

Refresh and update policies with an IDEA lens.

Through the Policy Review Team meetings, ideally with the assistance of a Policy Analyst, all policies and procedures should be updated by the end of 2022 to ensure that our practices are equitable and inclusive.

This was noted as a potential area of improvement in the Organizational Review presented by KPMG.

- **Timeline:** 2022
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, #3, #5, and #6

Implement and communicate revisions to existing policies and procedures.

As policies and procedures are updated, provide specific communications about what the changes are, if applicable, and how to implement the changes into their work.

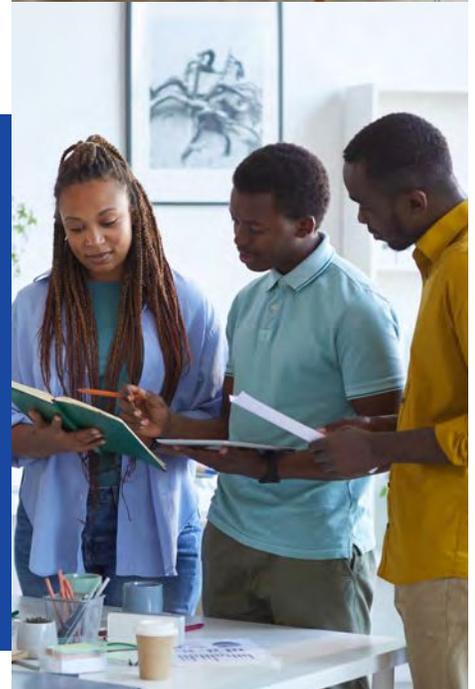
- **Timeline:** 2022 and Ongoing
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, #3, #5, and #6

Develop and implement an "Equity, Diversity, and Inclusion Lens" for the Town.

Equity, Diversity, and Inclusion Lenses assist all persons with the development of new programs, policies, procedures, and initiatives at the Town of Cobourg. The aim is to create an inclusive and intersectional approach to ensure that we incorporate EDI principles from the development stage.

Specific lenses will be developed in tandem with appropriate departments.

- **Timeline:** 2022
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, #3, #5, and #6





DEVELOP LEADERSHIP AWARENESS AND ACCOUNTABILITY

Add EDI competency performance measures to leaders' performance management.

As we update the Town's performance management system, it is important to add key factors for competence related to EDI. This should include metrics such as:

- Retention of individuals across a variety of diversity dimensions;
 - Participation in EDI training, development, and committees, and;
 - Ensure that competence on EDI (through training, awareness, etc.) is a pre-requisite for advancement.
- **Timeline:** 2022 and Ongoing
 - **Goal:** Goal #4
 - **Common Commitment(s):** #1, #5, and #6



Garner endorsement and strategic input from the Management Team.

Senior leaders need to be proactive in completing training but also in ensuring their staff members participate, ask questions and engage. Inclusion is about everyone working together to create an inclusive workplace.

- **Timeline:** 2021 and Ongoing
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, #3, #5, and #6



Provide the Management Team and Council with the resources they need.

Leaders have to become more familiar and comfortable with EDI. Leaders will receive organizational wide information as well as tailored information based on their gaps in knowledge.

- **Timeline:** 2022 and Ongoing
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, #3, #5, and #6

EDI AS A STRATEGIC PRIORITY

Create an EDI vision and mission that become mandate for the Town of Cobourg.

This should be a collective effort to create definitions, information, and a pathway forward with all Staff with guidance from the CAO and Council.

- **Timeline:** 2021
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, #3, and #10

Work to create EDI in all aspects of divisions.

Work with our division leaders to determine the best way to integrate EDI into the systems currently in place.

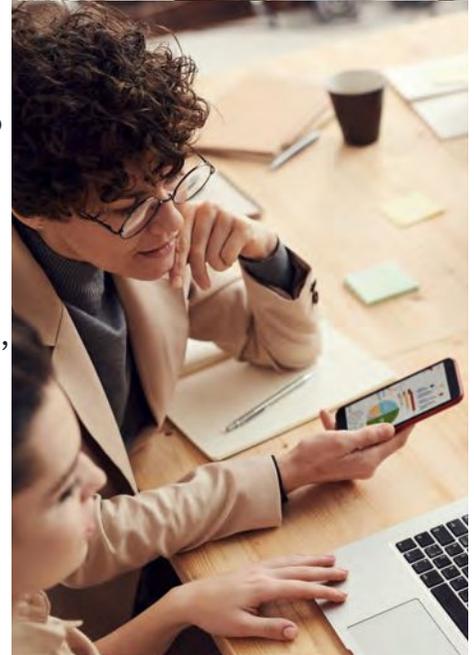
- **Timeline:** 2023
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, #3, and #10

Ensure there are adequate financial, time, and human resources to support EDI.

Without having the correct resources in place, it is difficult to move forward. Adequate human resources are needed to lead this project, as well as time commitment from every individual in the Corporation.

Where possible, shorter training courses will be used. Further, adequate budget for training, creation of resources, speakers, programs, etc. must be allocated to ensure the success of the EDI Strategy and the EDI journey.

- **Timeline:** 2021 and Ongoing
- **Goal:** Goal #2
- **Common Commitment(s):** #1, #2, #3, and #10





IMPROVE ORGANIZATION-WIDE AWARENESS AND UNDERSTANDING

Educate employees on applying knowledge and skills to working in an inclusive and respectful manner.

Staff members noted that they did not feel confident engaging with the community on issues related to equity, diversity, or inclusion. They specifically stated that more knowledge, education, and awareness was needed for them.

- **Timeline:** 2022 and Ongoing
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, #5, #6, and #10



Divisions should collaborate to ensure a holistic and integrated approach to EDI.

Best practices should be created cross-divisionally and with everyone in mind. This means that all divisions should feel comfortable discussing what works for them, what needs to be updated, and how they wish to engage with EDI to ensure that it is successful and incorporated in their day-to-day work.

- **Timeline:** 2023 and Ongoing
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, #5, #6, and #10

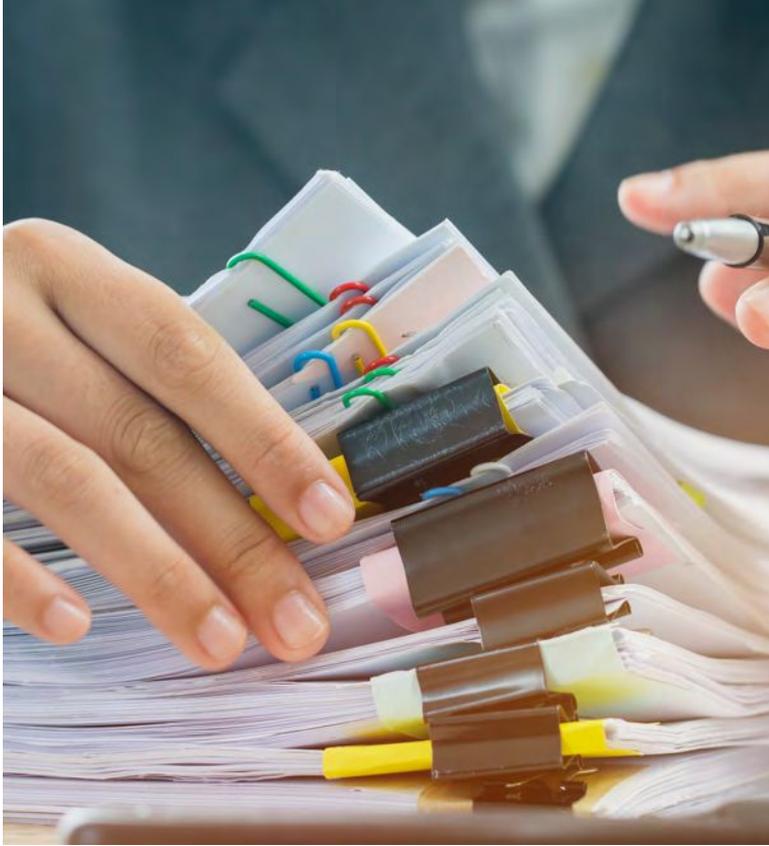


Works towards updating the structures for elected and community facing positions.

All persons who wish to be in leadership positions that are community-facing and/or in positions of power that are based on elections are provided with equitable and fair opportunity.

We can use the success of the Women in Governance Program and other successful and beneficial initiatives to guide us.

- **Timeline:** 2023 and Ongoing
- **Goal:** Goal #4
- **Common Commitment(s):** #8, #9, and #10



PHASE TWO

Audit and Assess Goods, Programs, Services, and Information



PHASE TWO OVERVIEW

Information

Once our team has begun to develop the capacity to engage with our community, we can begin to audit and assess the ways in which we currently do this. Without the fundamental knowledge of, and cultural capacity to engage with, diverse communities, it will be difficult for our Staff to look past their biases to determine the best way forward.

This Phase will overlap with the first, as learning, education, and awareness must continue as all phases are implemented. The areas listed below are concerns that were raised during various point of the data gathering and analysis for the EDI Strategy. Many leaders, employees, and community members made note that the current structure of the Town of Cobourg did not leave room for change, innovation, diversity of thinking, engaging in meaningful ways, or "doing."

To ensure that we are taking diverse needs into consideration, we will work to audit and assess the way we create, advertise, adjust, and assess the success of goods, programs, services, and information. This will be coincided with the implementation of the EDI Lens creation and implementation to help our Staff assess using checklists and self-reflection.

Areas to Be Addressed

We have eight (8) areas that need to be addressed in this Phase during 2023 and 2024:

1. Identify and Address Barriers to Residents Accessing Programs and Services,
2. Identify and Address Internal and External Perceptions of Harassment and Discrimination,
3. Evaluate Flexibility and Accommodation Practices,
4. Identify and Remove Barriers in Succession Planning,
5. Identify Ways Diversity and Inclusion Can Positively Affect Services Provided,
6. Monitor Services to Ensure they are Accessible, Inclusive, and Equitably Provided,
7. Monitor the Demographic Representations at the Town of Cobourg, and
8. Monitor the Effectiveness of Internal and External Resolutions for Harassment and Discrimination.



IDENTIFY AND ADDRESS BARRIERS TO RESIDENTS ACCESSING PROGRAMS AND SERVICES

Audit our current programs and services to understand current use.

It is important to note what is being used, how we are advertising, and what updates or changes could be made to have more use to them. This will be done in conjunction with the Parks and Recreation department.

The idea is to adapt this and adjust it based on priorities from our Customer Service survey results and in the organizational review presented by KPMG.

- **Timeline:** 2023
- **Goal:** Goal #1
- **Common Commitment(s):** #8, #9, and #10



Update, change, add, and remove programs and services based on the audit.

These updates and changes, while driven by the audit conducted, will also be based upon resources (both financial and human). Some of the changes and/or updates may come with a budgetary request, either through the year or for the next year, depending on estimated costs.

- **Timeline:** 2024 and Ongoing
- **Goal:** Goal #2
- **Common Commitment(s):** #8, #9, and #10



Work to create more awareness around the programs and services provided by the Town through inclusive communications.

Based on the information determined in the audit, the Parks and Recreation department and the Communications department will work together to create more inclusive language around certain programs and/or try different mediums to reach a different group of people.

- **Timeline:** 2024 and Ongoing
- **Goal:** Goal #3
- **Common Commitment(s):** #8, #9, and #10

IDENTIFY AND ADDRESS BARRIERS TO RESIDENTS ACCESSING PROGRAMS AND SERVICES

Work to expand support of resources for organizations supporting historically underfunded communities in Cobourg.

The Town will continue to advertise and support other businesses and organizations that provide different services and resources to residents, especially around newcomers, Indigenous persons, mental health, etc. This will be done in conjunction with the Equity, Diversity, and Inclusion Advisory Committee of Council.

- **Timeline:** 2024 and Ongoing
- **Goal:** Goal #2
- **Common Commitment(s):** #8, #9, and #10

Work to expand the opportunity to work with our Indigenous residents and partners.

Implement the [Truth and Reconciliation Calls to Action](#) that relate to municipalities as well as endorsing the [United Nations Declaration on the Rights of Indigenous Peoples](#).

This should also include ways of engaging our urban Indigenous population as well as solidifying our relationship with Alderville First Nations and surrounding Friendship Centres.

- **Timeline:** 2023 and Ongoing
- **Goal:** Goal #3
- **Common Commitment(s):** #8, #9, and #10



IDENTIFY AND ADDRESS INTERNAL AND EXTERNAL PERCEPTIONS OF HARASSMENT AND DISCRIMINATION



Work internally to ensure that all Staff members are aware of the Workplace Violence, Harassment, and Discrimination Policy and Procedure.

Conduct training with all staff about what is required by them under the policy, how to report cases, and what the timelines may be based on different types of cases.



This should include a specific course for Managers on their responsibilities as management and how to properly conduct the initial parts to investigations.

In addition, all Staff members should be trained on the Ontario Human Rights Code and the areas of the Occupational Health and Safety Act surrounding Workplace Violence and Harassment.

- **Timeline:** 2022
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, #3, #5, and #6

Test different methods of communication around the results of an investigation.



Work to ensure that all language used to communicate harassment, violence, and discrimination case and investigation results are inclusive.

- **Timeline:** 2024 and Ongoing
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, #3, #5, and #6

IDENTIFY AND ADDRESS BARRIERS TO RESIDENTS ACCESSING PROGRAMS AND SERVICES

Work to highlight language around protection of Staff into agreements for the Town of Cobourg.

Language around the protection and rights of staff when dealing with violence, harassment, and discrimination should be highlighted and included in service agreements with:

- Leases,
 - Rentals,
 - Memberships,
 - Registrations, and
 - Any other agreements between residents and/or community members and the Town of Cobourg that could put Staff in the direct path of violence, harassment, and discrimination.
- **Timeline:** 2024 and Ongoing
 - **Goal:** Goal #2
 - **Common Commitment(s):** #1, #2, #3, #5, and #6

Work with community groups to determine how they react to perceived cases of violence, harassment, and discrimination.

Following the footsteps of other municipalities and communities, consider implementing signage and a communication strategy around topics such as:

- [Hate Has No Home Here](#)
- [Black Mental Health Campaigns](#)
- [Welcome a Newcomer](#)
- **Timeline:** 2024 and Ongoing
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, #3, #5, #6, #8, and #9



EVALUATE FLEXIBILITY AND ACCOMMODATION PRACTICES

Review policies and procedures to determine if there are barriers to requesting and/or receiving accommodations.

Review the information that is given to employees upon hire and workplace injury to ensure that it is presented factually and with all the information that is required.

This may include training on the policies and procedures for Managers about the type of information that should and should not be collected for accommodations.

There is a need to continue the training, such as through Together We Rock! and John Draper, for Managers and all Senior Staff on building accommodations and inclusive workplace practices and spaces for all persons with disabilities.

- **Timeline:** 2022 and Ongoing
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, #3, #5, and #6

Refine and revise policies and procedures to ensure that there are no barriers to advancement for those who request or receive accommodations.

Work to dismantle the stigma around requesting flexibility and accommodations when it comes to the advancement of their careers.

Managers and Staff should be given training and education around equity and how different persons need different tools and resources, but that does not mean that they are not capable of conducting their work.

- **Timeline:** 2022 and Ongoing
- **Goal:** Goal #4
- **Common Commitment(s):** #1, #2, #3, #5, and #6



EVALUATE FLEXIBILITY AND ACCOMMODATION PRACTICES

Work to break down the stigma surrounding needing flexibility and/or accommodations in the workplace.

Work to dismantle the stigma around requesting flexibility and accommodations when it comes to the advancement of their careers.

This should be especially examined in terms of taking parental leave. There appears to be a trade-off for women between being a mother and being a successful women in business, in some organizations.

Coworkers and bosses will perceive, whether real or imagined, a trade-off between a woman being competence and her being “warm” and empathetic.

- **Timeline:** 2023 and Ongoing
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, #3, #5, and #6

Work to review positions as they are posted to determine the ability to have flexibility in work location.

As we have seen with COVID-19, many positions can be done remotely. While we work to not only increase diversity, but work to attract and retain staff members, there should be an analysis of the need to have the position in the office constantly or if it could be hybrid or fully remote.

This may mean a change in how we measure performance, including working through Key Performance Indicators (KPIs).

These should be in line with the recommendations from the organizational review presented by KPMG.

- **Timeline:** 2024 and Ongoing
- **Goal:** Goal #4
- **Common Commitment(s):** #1, #2, #3, #5, and #6





IDENTIFY AND REMOVE BARRIERS IN SUCCESSION PLANNING

Review current Human Resources hiring policies and job postings to see if there are any matters that could unknowingly be barriers to qualified diverse applicants.

As part of the review of all the Human Resources policies, the job postings should also be analyzed to ensure there are no unintentional barriers to hiring qualified applicants.

This should include viewing them through an EDI Lens and looking for inclusion of requirements that are not bona-fide occupational requirements.

- **Timeline:** 2022 and Ongoing
- **Goal:** Goal #4
- **Common Commitment(s):** #5 and #6



Conduct ongoing employee demographic surveys.

Conduct the Workforce Census and Inclusion Survey on an ongoing basis to see what changes and/or stays the same.

Use this as a metric for demographic representation as well as sense of belonging for different identity groups.

- **Timeline:** 2023, and then every two (2) years
- **Goal:** Goal #4
- **Common Commitment(s):** #2, #5, and #6



IDENTIFY AND REMOVE BARRIERS IN SUCCESSION PLANNING

Work with unions to find creative solutions where seniority issues have been identified as an issue to promotions.

Work with the unions and the collective agreements to ensure there are no unintentional barriers for all persons.

Determine Cobourg specific best practices for incorporating new skills as well as historical knowledge into the job postings to ensure that there is no unintentional or perceived discrimination.

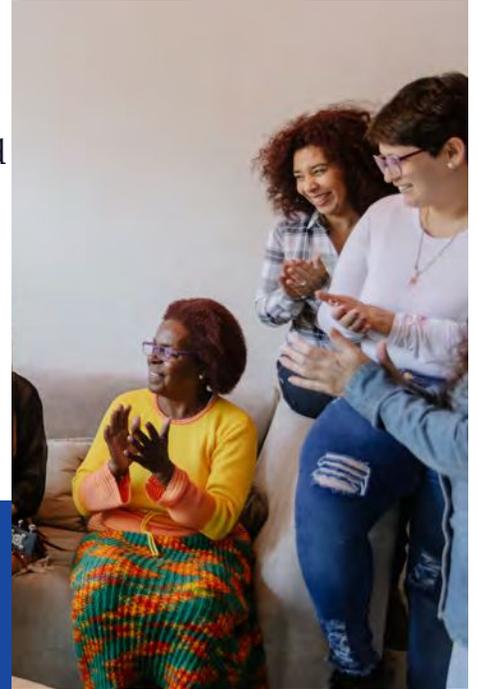
- **Timeline:** 2024
- **Goal:** Goal #4
- **Common Commitment(s):** #5 and #6

Work to identify systemic barriers facing under-represented groups.

The Town of Cobourg should begin to incorporate best practices for hiring diverse groups of candidates.

Further, there is a need to see how the pulse and inclusion survey change year over year for different demographic groups to see if there is low or high engagement for people with different diversity dimensions, especially those that are historically underrepresented.

- **Timeline:** 2024
- **Goal:** Goal #4
- **Common Commitment(s):** #5 and #6



IDENTIFY AND REMOVE BARRIERS IN SUCCESSION PLANNING

Research best practices to effectively address and remove potential barriers to success.

Provide Human Resources and Hiring Managers with the tools, training, and resources they need to understand how people from different cultures and backgrounds may respond to interview questions and methods.

Work to advertise to a vast variety of organizations and diversity networks to reach a broad pool of diverse talent.

Ensure that all questions are relevant, job specific, and phrased without colloquial wording, jargon, or idioms.

- **Timeline:** 2025
- **Goal:** Goal #4
- **Common Commitment(s):** #3, #5, and #6

Identify and work to strengthen a culture of inclusion and address barriers to career advancement.

Conduct evaluations of recruiting practices to ensure that candidates from different groups and identities are given equitable opportunities.

Begin to implement measures of success throughout the recruitment process, such as the percentage of diverse and underrepresented applicants at each stage.

Promote the equity, diversity, and inclusion of the hiring process throughout the recruitment cycle.

- **Timeline:** 2025
- **Goal:** Goal #4
- **Common Commitment(s):** #5 and #6

IDENTIFY AND REMOVE BARRIERS IN SUCCESSION PLANNING

Work to identify and address the gender pay gap at the Town of Cobourg.

Begin to analyze the pay scale and pay at the Town of Cobourg. Identify areas that could be considerably closed for the gender pay gap.

Report the Gender Pay Gap on an annual basis, using best practices for disclosures, as well as Diversity Reporting in senior level positions in organizations.

- **Timeline:** 2023
- **Goal:** Goal #4
- **Common Commitment(s):** #5 and #6



ABOUT THE GENDER PAY GAP

It's clear that we have a gender pay gap in Canada. Unfortunately, Canada isn't unique; a gender pay gap exists to some extent in every country in the world.

The gender pay gap is a widely recognized indicator of women's economic inequality, and it exists across industries and professional levels. A 2015 UN Human Rights report raised concerns about "the persisting inequalities between women and men" in Canada, including the "high level of the pay gap" and its disproportionate effect on low-income women, racialized women, and Indigenous women.

Facts on the Gender Pay Gap

- 76.8 cents on average is earned by full-time working women in Canada for every dollar men make. The gap is wider for women who are Indigenous, living with a disability, racialized, or newcomers. **Source:** Statistics Canada.
- 15.5 months is how long it takes women to earn what a man earns in 12, on average. **Source:** Ontario Equal Pay Coalition.
- Women with the same experience, socio-economic, and demographic background earn approximately \$7,200 less annually than their male counterparts. **Source:** Final Report: Ontario Gender Wage Gap Strategy Steering Committee.



IDENTIFY WAYS DIVERSITY AND INCLUSION CAN POSITIVELY AFFECT SERVICES PROVIDED

Analyze the preexisting programs that attract residents to understand what components work.

During the audit of services, work to determine the difference between the high attendance and low attendance programs.

Further, analyze the high and low engagement projects through the Communications Department and Engage Cobourg to determine what projects receive more attention than others.

There is also the potential to analyze if there are more or less persons at specific Public Planning Meetings to understand where and why people in the community engage.

- **Timeline:** 2024
- **Goal:** Goal #2
- **Common Commitment(s):** #1, #2, #3, #8, and #10



Take proactive steps to understand unique work environments at the Town of Cobourg

Work with different divisions to understand their situations, how they engage with residents, how they work with other divisions, and what their unique legislative and/or by-law requirements are.

- **Timeline:** 2024 and Ongoing
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, #3, #8, and #10



Mentor and assist departments in identifying how EDI can positively address challenges

Through this analysis, we can work together to come up with solutions to ensure an inclusive work environment for the staff and residents who work with them.

- **Timeline:** 2024 and Ongoing
- **Goal:** Goal #4
- **Common Commitment(s):** #1, #2, #3, #8, and #10

IDENTIFY WAYS DIVERSITY AND INCLUSION CAN POSITIVELY AFFECT SERVICES PROVIDED

Work to incorporate specific departmental action items to assist with promoting inclusion and reducing barriers to success.

Beyond the scope of the EDI Strategy, each department should have their own goals to increase EDI in their department. Each department's needs will be different depending on their outputs.

This will not be completed until the full policy and procedure update has been completed and Staff feel comfortable with their EDI knowledge.

- **Timeline:** 2025
- **Goal:** Goal #1
- **Common Commitment(s):** #1, #2, #3, #8, and #10

DEPARTMENTAL NEEDS

Each department has a different mandate, need, and work environment. As such, their needs for how to integrate principles of equity, diversity, and inclusion into their work day.

This means that we will work with all Staff members in each business unit to understand the unique challenges they face, where barriers may lay when the public is involved, and how to best update or refine their current procedures.

It is important to work alongside different departments and staff members to help integrate all elements of EDI into the work that is completed at the Town of Cobourg.



MONITOR SERVICES TO ENSURE THEY ARE ACCESSIBLE, INCLUSIVE, AND EQUITABLY PROVIDED

Audit buildings to bring them to Rick Hansen Gold Standard Certification for accessibility.

By becoming a RHFAC certified building, we can:

- Gain market differentiation and a competitive advantage,
- Attract more diverse visitors, staff, and customers,
- Build sustainable, inclusive spaces without costly retrofits,
- Be a visionary leader in equity, diversity, and inclusion, and
- Benefit everyone with improved access

- **Timeline:** 2024
- **Goal:** Goal #2
- **Common Commitment(s):** #1, #2, #3, and #10

Leverage the Town of Cobourg's Multi-Year Accessibility Plan to attract persons with disabilities to our services.

Build upon the successes of the Multi-Year Accessibility Plan to adapt programs, goods, and services to meet the needs of persons with disabilities.

- **Timeline:** 2024
- **Goal:** Goal #2
- **Common Commitment(s):** #1, #2, #3, and #10

Gather feedback from all persons about the accessibility of our programs and services we offer.

Working with the Accessibility Advisory Committee and the current reporting and feedback system, understand the types of barriers that people with disabilities face when accessing information, programs, services, and goods.

- **Timeline:** 2022 and Ongoing
- **Goal:** Goal #3
- **Common Commitment(s):** #1, #2, #3, and #10



MONITOR THE DEMOGRAPHIC REPRESENTATIONS AT THE TOWN OF COBOURG

Use the information from Statistics Canada to understand our current demographics.

By understanding trends in the data of our demographics at the Town of Cobourg, we can look to trends in hiring, business opportunities, and the types of programs or services that we can offer in the future.

- **Timeline:** 2025
- **Goal:** Goal #2
- **Common Commitment(s):** #1, #2, and #3

Work with the EDIAC to monitor and understand the demographics.

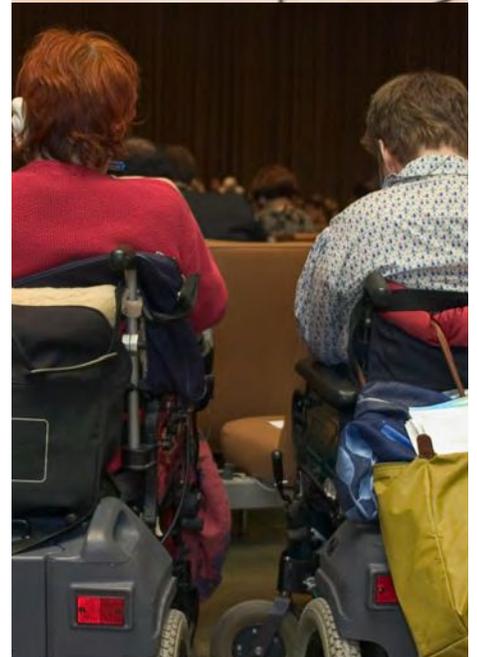
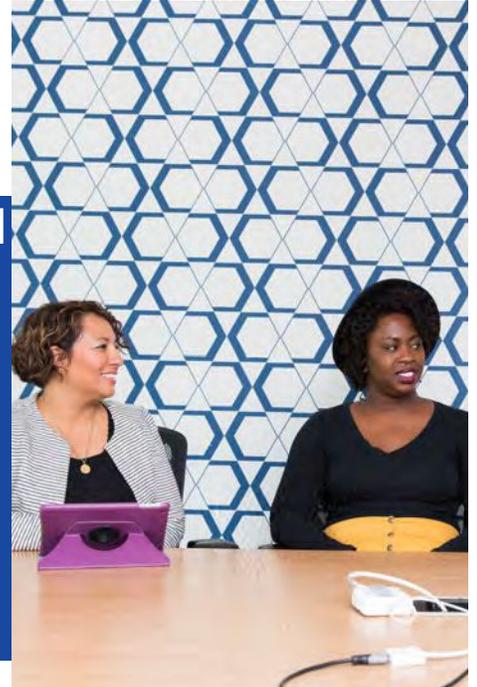
One of the items on the Work Plan for the EDIAC is to understand and monitor the demographics as well as run their own surveys to get into the more nuanced understanding of the Town's demographics.

- **Timeline:** 2023
- **Goal:** Goal #4
- **Common Commitment(s):** #8, #9, and #10

Analyze the demographics of the Town in comparison to us as an employer.

Determine where gaps may be, how to fill them, and our goals for hiring in the future.

- **Timeline:** 2024
- **Goal:** Goal #4
- **Common Commitment(s):** #5 and #6



MONITOR THE EFFECTIVENESS OF INTERNAL AND EXTERNAL RESOLUTIONS FOR HARASSMENT AND DISCRIMINATION

Create a feedback forum for persons to express concerns about violence, harassment, and discrimination in a more transparent way.

By providing an opportunity for people to discuss, when comfortable, their experiences will allow others to understand their behavior and how it impact people as well as reminding others who face discrimination that they are not alone.

This work should be done in consultation with our organization and non-profit partners.

- **Timeline:** 2024
- **Goal:** Goal #1
- **Common Commitment(s):** #8, #9, and #10

Work on creating alternative solutions for conflict resolution.

Train all front-line staff on Mental Health First Aid, Non-Violent Conflict Resolution, and other topics related to deescalating encounters with the public and Staff.

- **Timeline:** 2024
- **Goal:** Goal #2
- **Common Commitment(s):** #1, #2, #3, and #10





PHASE THREE

Collaborate and Build More Inclusive Practices for the Town of Cobourg



PHASE THREE OVERVIEW

Information

While we are auditing and assessing our current goods, programs, services, and information, it is imperative to implement some new ideas to see if they meet the needs of the community. This will include creating more awareness for EDI topics in the community and working with the Equity, Diversity, and Inclusion Advisory Committee of Council.

This Phase may adjust and overlap with Phase Two – as we collaborate and build practices, which could include more goods, programs, services, and information that need to be audited and assessed.

This Phase will also include more awareness, understanding, and collaboration with external partners such as our urban Indigenous population as well as Alderville First Nations. While we work on the foundations to do so, and continue to implement ideas from the Truth and Reconciliation Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples throughout Phase One and Phase Two.

Areas to Be Addressed

There are eight (8) areas that should be address in this Phase, with some starting in 2022 and the majority starting in 2024 to 2026:

1. Create More Opportunities for Education and Awareness on EDI Topics for Residents,
2. Create More Opportunities to Engage Youth and Seniors,
3. Create Programs that Engage Our Residents,
4. Improve Access to Information and Services,
5. Incorporate Additional Celebrations into the Town's Public Celebrations,
6. Provide Opportunities to Welcome Newcomers to the Town of Cobourg,
7. Strengthen Social and Economic Development Through Partnerships, and
8. Work with Our Community Partners to Engage Residents in a Meaningful Way.

CREATE MORE OPPORTUNITIES FOR EDUCATION AND AWARENESS ON EDI TOPICS FOR RESIDENTS

Explore opportunities for creating speaking events and educational opportunities for the public.

By providing an opportunity for people to discuss, when comfortable, their experiences will allow others to understand their behavior and how it impact people as well as reminding others who face discrimination that they are not alone.

This work should be done in consultation with our organization and non-profit partners.

- **Timeline:** 2024
- **Goal:** Goal #1
- **Common Commitment(s):** #8, #9, and #10

Get Involved!

Tell us what you want to learn!

We are always looking for different ways to educate and help our residents feel as though they are learning more about different topics, especially around inclusion, diversity, equity, and accessibility.

If you have a topic you'd like to learn more about, please contact us at diversity@cobourg.ca!



MONITOR THE DEMOGRAPHIC REPRESENTATIONS AT THE TOWN OF COBOURG

Explore opportunities to create additional public engagement opportunities to have residents share their opinions.

Hosting continuous public forums to gain feedback from residents on current programs, as well as what they wish to see happen next.

- **Timeline:** 2023 and Ongoing
- **Goal:** Goal #3
- **Common Commitment(s):** #1, #2, #3, #8, #9, and #10



Explore opportunities to work with Alderville and surrounding Friendship Centres to educate residents on Indigenous issues.

Work to create Communities of Practice with our Indigenous communities that are meaningful to them and create opportunities for our residents to learn.

- **Timeline:** 2024
- **Goal:** Goal #2
- **Common Commitment(s):** #1, #2, #3, #8, #9, and #10



Work with the EDIAC to create opportunities for learning.

Work with the EDIAC to create opportunities for all our Committees and Boards, as well as our residents on topics that are meaningful to them based on feedback from the public, Council, and staff.

- **Timeline:** 2023
- **Goal:** Goal #2
- **Common Commitment(s):** #1, #2, #3, #8, #9, and #10





CREATE MORE OPPORTUNITIES TO ENGAGE YOUTH AND SENIORS

Work with appropriate rights holders and stakeholders to create a youth engagement strategy.

One of Council's goals, as well as the EDIAC's Work Plan goals, is to create more opportunities for youth in governance.

The goal is to work with our community to provide more opportunities for our youth.

- Timeline: 2024
- Goal: Goal #3
- Common Commitment(s): #1, #2, #3, #9, and #10



Work with appropriate rights holders and stakeholders to create a senior engagement strategy.

One of Council's goals, as well as the EDIAC's Work Plan goals, is to create more opportunities for seniors in governance.

The goal is to work with our community to provide more opportunities for our seniors.

- Timeline: 2024
- Goal: Goal #3
- Common Commitment(s): #1, #2, #3, #9, and #10



Continue to determine best practices in the Age Friendly Communities guide to increase the ability for persons of all ages to live in Cobourg.

Building off the success of the Inclusive Communities Grant Program, work to implement more of the strategies and best practices of the Age Friendly Communities guide.

- Timeline: 2022 and Ongoing
- Goal: Goal #2
- Common Commitment(s): #1, #2, #3, #9, and #10

CREATE MORE OPPORTUNITIES TO ENGAGE YOUTH AND SENIORS

Determine the need for a Youth Advisory Committee of Council.

Working based on best practices with other municipalities as well as how our youth wish to engage with us, explore the opportunity to have a Youth Advisory Committee and/or work with our other Boards and Committees to incorporate youth.

- **Timeline:** 2022
- **Goal:** Goal #3
- **Common Commitment(s):** #1, #2, #3, #8, #9, and #10

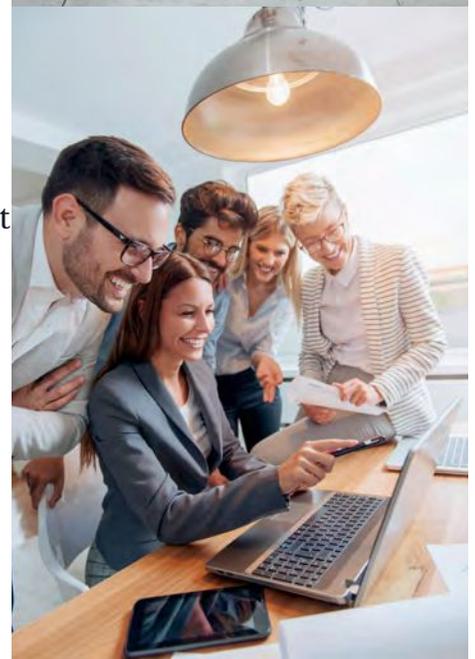
youth engagement

Becoming a member of the Coalition of the Inclusive Municipalities through the Canadian Commission of UNESCO, we can integrate and follow their Youth Engagement Strategy.

It is important to understand how we define youth in the Town of Cobourg. There is a wide variety of ages that encompass "youth"; however, best practice is to encompass all those under 35 as youth.

There needs to be a targeted approach to engaging youth that are still in their secondary schooling, post-secondary schooling, and starting the beginning of their career.

As noted in an additional Action Item, it is important to make sure that there is a youth engagement strategy for the Town of Cobourg.



CREATE PROGRAMS THAT ENGAGE OUR RESIDENTS



Explore communication options that appeal to people of diverse backgrounds.

Work to understand what appeals to our community and how they best understand communication. This will include providing our communication team with specific training and resources to test a variety of communication methods.

- **Timeline:** 2025
- **Goal:** Goal #3
- **Common Commitment(s):** #8, #9, and #10



Build upon the success of the video remote interpreting and expand to all areas of customer service.

Build upon the pilot project for the video remote interpreting to expand to other areas of customer service, including all of Fire and Police Services.

Different areas should be implemented over the years until all customer-facing areas have this implemented by the end of 2026.

- **Timeline:** 2022 and Ongoing
- **Goal:** Goal #2
- **Common Commitment(s):** #8, #9, and #10



CREATE PROGRAMS THAT ENGAGE OUR RESIDENTS

Work to create, change, adjust, or remove programs for our community based on the audits completed.

Using the information that is consistently gathered from feedback and usage of the current programs, create, change, adjust, or remove programs.

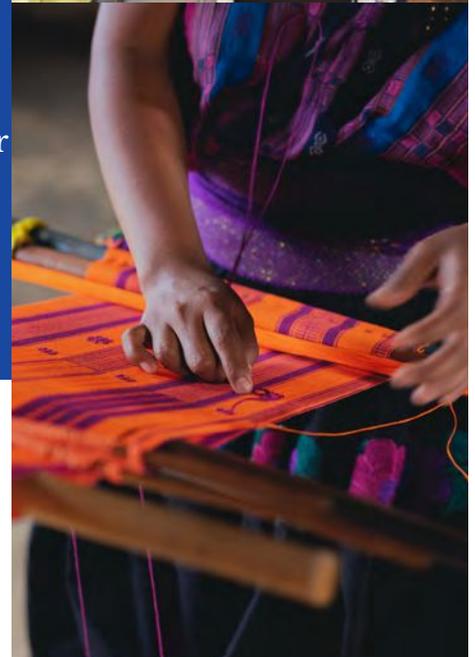
This could include a variation on the Women in Governance Program that is made for Indigenous, Youth, Racialized, Men, etc. to become more involved in government.

- **Timeline:** 2025
- **Goal:** Goal #2
- **Common Commitment(s):** #1, #2, #3, #8, and #10

Work to create an Indigenous employment program that supports our urban Indigenous community and Alderville First Nations.

Work to provide meaningful and gainful employment to our urban Indigenous and Alderville First Nations neighbours that supplies them with understanding of their chosen field.

- **Timeline:** 2025
- **Goal:** Goal #4
- **Common Commitment(s):** #5 and #6





IMPROVE ACCESS TO INFORMATION AND SERVICES

Ensuring existing and new information available to the public is up to date, in plain language, and in an accessible format.

Based on the legislative requirements of the Accessibility of Ontarians with Disabilities Act, 2005, all information needs to be in an accessible format.

The website should be audited on an ongoing basis with training provided to all staff, not just website content creators on creating accessible documents.

Further, all communications sent internally or externally should be in an accessible format.

- **Timeline:** 2022 and Ongoing
- **Goal:** Goal #3
- **Common Commitment(s):** #1, #2, #8, #9, and #10



Enhance external communications to increase awareness of programs and services.

Accessible information should be sent out using inclusive language to promote our programs, services, goods, and information.

- **Timeline:** 2023 and Ongoing
- **Goal:** Goal #2
- **Common Commitment(s):** #1, #2, #8, #9, and #10

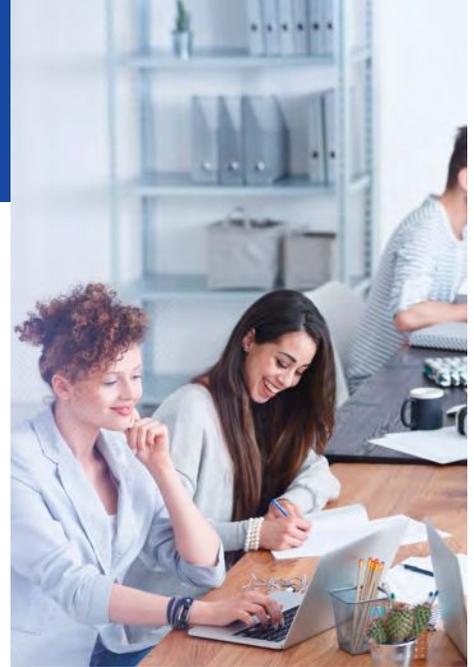


IMPROVE ACCESS TO INFORMATION AND SERVICES

Research and consider implementation of tools to increase access to the website.

Consider implementing additional features, such as [ReachDeck](#), automatic translators, and other ways for the information to be portrayed in a format that is accessible and inclusive.

- **Timeline:** 2023
- **Goal:** Goal #3
- **Common Commitment(s):** #1, #2, #8, #9, and #10



Research and consider implementation of tools to increase access to key documents.

Highlight key documents in areas that are easy to find.

This should include all public facing by-laws, policies, procedures, union job postings, and Council documents.

These should be in an accessible format and provided to the public as soon as possible after they have been updated.

- **Timeline:** 2024
- **Goal:** Goal #3
- **Common Commitment(s):** #1, #8, and #10





INCORPORATE ADDITIONAL CELEBRATIONS INTO THE TOWN'S PUBLIC CELEBRATIONS

Plan, encourage, and support events that promote and celebrate understanding and diversity.

Working with the EDIAC, the Town will create a database of religious, cultural, and awareness days.

By doing so, it will make it easier for Staff to bring proclamations to Council to ensure awareness on the topics.

Beyond this, the Town will promote different celebrations in different mediums (social, radio, newspaper, etc.)

This list should be updated on an annual basis and with feedback from the community.

- **Timeline:** 2022 and Ongoing
- **Goal:** Goal #2
- **Common Commitment(s):** #1, #2, and #10



Create and distribute a Corporate Diversity Calendar that recognizes key dates, celebrations, and holy days of all religions and faiths.

An internal calendar will be distributed based on the information gathered from the public and other knowledge to allow our staff to have the knowledge necessary to promote and celebrate different diversity.

- **Timeline:** 2022 and Ongoing
- **Goal:** Goal #2
- **Common Commitment(s):** #1, #2, and #10



PROVIDE OPPORTUNITIES TO WELCOME NEWCOMERS TO THE TOWN OF COBOURG

Build off of the “Start Here”

Welcome Packages to welcome our new residents in a similar manner.

Work with different real estate agencies as well as settlement agencies to provide new residents with information about the Town of Cobourg as a way to welcome them to the community.

- Timeline: 2025
- Goal: Goal #3
- Common Commitment(s): #1, #2, #3, #8, and #10

Host welcome events for people who have recently moved to Cobourg.

Mirroring other events that have previously occurred, host events to welcome residents to the community.

This should be done in collaboration with organizations and faith centres to ensure that all feel welcomed and engaged.

This will provide information about who to contact, types of resources and organizations, and a first impression to the Town of Cobourg that will begin to build trust.

- Timeline: 2025
- Goal: Goal #3
- Common Commitment(s): #1, #3, #8, and #10

Provide education to the community to help newcomers be more active in the community through volunteering, employment, Boards, Committees, etc.

Through these different processes, provide information to residents about the different opportunities in the area surrounding employment, volunteering, and assisting the Town through Boards, Committees, and being an elected official.

- Timeline: 2025
- Goal: Goal #3
- Common Commitment(s): #1, #2, #3, #8, and #10





STRENGTHEN SOCIAL AND ECONOMIC DEVELOPMENT THROUGH PARTNERSHIPS

Identify opportunities for partnerships with local service providers and faith organization to explore ways of reducing barriers.

Work with the Economic Department, Venture 13, and other organizations to create a meaningful way to engage our diverse community.

- **Timeline:** 2026
- **Goal:** Goal #3
- **Common Commitment(s):** #1, #3, #8, and #10



Partner with organizations involved in addressing the needs of internationally trained candidates to assist in meeting employment needs.

Work with employment agencies specifically working with internationally trained candidates in the area to help them find gainful employment at the Town of Cobourg or within the boundaries.

- **Timeline:** 2026
- **Goal:** Goal #3
- **Common Commitment(s):** #1, #3, #8, and #10



Collaborate with employment agencies to provide resources and training opportunities for diverse communities.

Work within existing programs to help historically underrepresented populations in Cobourg find gainful employment.

This could include sponsoring specific programs or working to provide the employment opportunity.

- **Timeline:** 2026
- **Goal:** Goal #4
- **Common Commitment(s):** #1, #3, #8, and #10

WORK WITH OUR COMMUNITY PARTNERS TO ENGAGE RESIDENTS IN A MEANINGFUL WAY

Work with community partners and organizations that provide support to underrepresented communities to gain trust.

Develop and continue relationships with community partners and organizations to gain trust with underrepresented communities.

By doing so, the Town of Cobourg will be able to start to gain the trust of these communities to further engage them in issues and topics that matter to them.

Further, we will be able to educate all residents on topics, issues, and resources in the community that could assist them with their needs.

- **Timeline:** 2024
- **Goal:** Goal #3
- **Common Commitment(s):** #1, #2, #3, #8, and #10

Refine our RFP and RFQ process to include more Supplier Diversity.

Using best practices to work with businesses that are owned by underrepresented communities, we can refine and revise the RFP and RFQ language.

This is one of the best practices in the Global Diversity, Equity, and Inclusion Benchmark to incorporate diversity into the businesses that we work with.

- **Timeline:** 2024
- **Goal:** Goal #2
- **Common Commitment(s):** #1, #2, and #3

Explore opportunities for further ways to engage the community.

Work to incorporate other elements of public participation, including more public forums, citizen juries, roundtable discussions, and others based on recommendations from IAP2.

- **Timeline:** 2024
- **Goal:** Goal #3
- **Common Commitment(s):** #1, #2, #3, #8, and #10



