**What We Heard Report**

**Public Engagement on
Diversity and Inclusion**

January 10, 2020

STRATHCONA
COUNTY

# Table of Contents

# Executive Summary

> "Diversity *is* inclusion. Real diversity occurs when everyone is included and has a voice. It's about recognizing and working to meet the needs of the people in the community."

> "Creating an inclusive hiring policy gives the County an opportunity to examine what is working well, what needs to stop and what needs further improvement."

> "Inclusion does not happen in isolation. The County cannot make an inclusive workplace unless they also work toward shaping public perception."

There is clear support for the development of a County diversity and inclusion policy and an inclusive hiring policy. Citizens and subject matter experts who took part in the community dialogue process in May and June 2019 said the policies will:

- Help the County better reflect the demographic it serves.
- Demonstrate the County is invested in attracting and retaining a diverse workforce.
- Serve as a catalyst for other County organizations to emulate.

# What We Heard

## Diversity and inclusion policy

Participants in the County's diversity and inclusion public engagement process said diversity extends far beyond the traditional descriptors of ethnicity, race, gender, age, sexual orientation and physical ability. Diversity is about what you see and what you don't see: intellectual capacity, expertise, mental health, culture, personality, thought, language, education, experience and economic situation. They said there is also diversity within diverse groups (ethnic, cultural, age, ability) and that diversity is not singular. People often live two or more diverse experiences simultaneously: there are seniors and youth who identify as LGBTQ2S+; (lesbian, gay, bisexual, transgender, queer, two spirited etc.) people of various ages, genders and backgrounds also living with mental illness and/or compromised physical abilities. Within diverse groups, individuals often experience

different economic realities: from those on a modest income to those with more economic resources.

In addition to developing policy, participants urged the County to collect and report more detailed demographic data to better understand the population it serves and the area's growing diversity. Demographic data will also help determine if existing programs and services are being used by, and meeting the needs of, County residents.

**Inclusive hiring policy**

Creating an inclusive hiring policy gives the County an opportunity to ask: What barriers prevent people from applying? Participants were confident that once an audit of current County hiring practises is complete, and barriers removed, there will be a sufficient number of qualified and diverse candidates. Identifying and removing those structural barriers from the County's current recruitment processes is preferable to a mandatory quota system. Applying the inclusive hiring policy to County boards and committees will help ensure that they, too, reflect the demographics of the populations they serve.

> "We all have different needs. You need different perspectives, otherwise you get group think."

> "The County is serving as a role model. Developing a County diversity and inclusion policy and an inclusive hiring policy will set the tone for other businesses and organizations to follow."

**Improving inclusion**

Inclusion is about respecting diversity and treating it as the norm. It's about anticipating the needs of citizens and working to meet them so that all residents can participate and contribute fully to community life. Inclusion feels like belonging, like being a contributing citizen. It is important to self-worth, mental health and personal well-being.

Inclusion is also about addressing issues that are a barrier to citizens feeling welcomed and accepted for who they are. Participants suggested the County work with community partners to improve residents feeling of inclusion and belonging as described in the following four themes:

> ***Perception***
> Participants called upon the County to play a greater role in challenging public perception of the County as a homogenous culture, recommending the County host cultural celebrations and recognize Indigenous culture through land recognition, for example.

### Employment

Developing an inclusive hiring policy must be followed by a thorough audit of County recruitment processes to identify and remove structural barriers. The policy also needs regular, consistent review and measurement to ensure its intent is realized.

### Language & Communication

Public engagement participants consistently identified that the impact of words is critical to a community's understanding and approach to inclusion. Definitions shift and are reflective of social and cultural dynamics. Using umbrella terms such as "youth", or "seniors" does not accurately reflect the very large age brackets each of those terms are attempting to define.

Participants also identified two specific areas of communication in which the County can improve: increasing access to information and improved communication to the public regarding services and programs.

### Accessibility

Accessible transportation, public buildings, information, and affordable housing and shelter are predeterminants of inclusion. Participants made several suggestions on improving the accessibility of:

*Transportation*: Participants said there are limited public transportation options for persons with mobility issues, limited access to more remote areas of the County and to Edmonton, and no consistent service within Strathcona County.

*Public buildings and spaces:* Persons with mobility issues expressed frustration about inaccessible public buildings. Others said there is limited access to gender neutral washrooms.

*Information:* Newcomers are unsure of what County services are available, if language interpretation is available, and struggle with how to access information. There is also a lack of information about at-risk-youth programs.

*Housing and Shelter:* Low income senior housing, accessibility to senior lodging and housing with on site or nearby medical facilities is needed. The County has no emergency shelters for men and youth. There is an urgent need for a safe shelter for LGBTQ2S+ citizens.

**Action on Policies**

Participants said developing a policy on diversity and inclusion is the first step. The second is to continuously review and revise the policy. The third is regular measurement to see if the policy is effective and achieving the intended purpose.

Once a thorough audit of current County hiring processes is complete and barriers addressed, participants said the changes will likely identify other systemic barriers that impact employee retention and engagement. Ultimately, the goal is to have diversity and inclusion principles seamlessly embedded in County policies, processes and procedures.

**Summary**

Strathcona County's public engagement on diversity and inclusion established new relationships with a variety of diverse stakeholders in the County and in Edmonton. It also identified opportunities for the County to engage citizens from diverse communities to further address social, economic and cultural areas. Most participants expressed a sincere desire to remain connected and receive updates on both policies. This public engagement process provides County Administration new ways to approach and engage its citizenry for the long-term betterment of the County.

# Introduction

Strathcona County Council instructed Administration to develop a broad diversity and inclusion policy and an inclusive hiring policy to address any gaps in the County's current hiring practices. At the April 10, 2018 Council meeting Administration was directed to:

a. Develop, for Council's consideration by the end of 2019, a broad policy on diversity and inclusion in the County, including an outline of the priority initiatives that would be needed to achieve the outcomes under the policy;

b. Undertake internal and external consultation on the proposed diversity and inclusion policy;

c. Develop, for Council's consideration by the end of 2018, a broad inclusive hiring policy that will address any gaps in the County's current hiring practices;

d. Undertake internal and external consultation on the proposed inclusive hiring policy; and

e. Include estimated resources in the 2019 budget that would be needed to undertake initiatives to begin implementation of the inclusive hiring policy.

In response to the Council's request, the County contracted Canden Coaching and Consulting, experts in diversity and inclusion, to conduct external public engagement sessions to inform the development of a County diversity and inclusion policy and an inclusive hiring policy. These two policies could support current and future County strategic initiatives such as the Transit Master Plan, Recreation and Culture Strategy, Youth Needs Assessment, The People Plan, Social Framework, and possible initiatives in the future under the Coalition of Inclusive Municipalities (CIM).

## Public Engagement Objectives

- To create a common understanding of what diversity and inclusion means to the community.
- To understand peoples' experiences when accessing the County's programs and services.
- Understand what inclusive hiring means and might look like.
- Understand peoples' experiences of hiring procedures and practices.

The information obtained through the community dialogue process will help Administration:
- Determine the desired content of a diversity and inclusion policy and inclusive hiring policy for the County.
- Determine the role a diversity and inclusion policy and an inclusive hiring policy will play in the County's recruitment and hiring processes.

# Who We Talked To

Public engagement sessions were held at various locations in the County and in Edmonton between May 1, 2019 and June 30, 2019. Five of the sessions were conducted as focus groups and involved subject matter experts and representatives from a range of organizations. Three of the sessions were public, open to anyone in the community. See Appendix B for more information about the methodology. There were also individual conversations with the Strathcona Chamber of Commerce and an Indigenous Elder. In total, 55 individuals participated.

Sessions ranged between one and a half to two hours, with between one and 14 participants per session. Public sessions were promoted through various channels including: asking local organizations to participate, posting information on the County web site, advertising in the Sherwood Park News, media releases and social media accounts. The list of groups can be found in Appendix B.

# What We Asked

In all sessions, participants were asked:
- What does diversity look like?
- What does inclusion feel like?
  - Where do you feel included in the County?
  - Where do you feel excluded in the County?
  - What has been your experience accessing programs and services in the County?
  - If not, why have you not accessed programs in the County?
- Why is diversity and inclusion important in our community?
- Why is an inclusive hiring policy important within local government?
  - What are people's experiences of hiring procedures and practices in the County?

# What We Heard

## What does diversity look like?

> "Diversity is both sides of the coin – you have clients with diverse needs and you have service providers who are diverse."

> "Organizations must reflect the people they serve."

The majority of participants see diversity extending far beyond the traditional descriptors of ethnicity, race, gender, age, sexual orientation and physical abilities. Diversity, they said, is about what you see and what you don't see: intellectual capacity, mental health, culture, personality, thought, language, education, experience, expertise and economic situation.
They noted that there are diverse workplace cultures: within senior management, middle management and front-line staff in organizations.

*Diversity within diverse groups*
Participants also emphasized the need to acknowledge diversity within diverse groups:
- Recognize that First Nations, Metis, and Cree Nation have different histories, cultures and traditions and that there are numerous subgroups within the larger groups.
- Newcomers to Canada may be new to the County (having settled elsewhere in Canada first), new to the nation, be permanent residents, settled refugees or refugee claimants.
- Persons with disability have unique needs, yet are often treated as one homogenous group.
- Youth and/or seniors may be heterosexual, or identify as LGBTQ2S+ (lesbian, gay, bisexual, transgender, queer, two spirit)

*A diversity kaleidoscope*
Participants noted that individual County members may simultaneously belong to, and/or identify with, two or more diverse groupings, for example: indigenous youth who identify as LGBTQ2S+. Within diverse groups, individuals often experience different realties. Individuals with intellectual disability experience more difficulty accessing resources and navigating the system.

*Change is the constant*
Regardless of an individual's current situation, participants noted that County residents will at some point experience diverse life stages:  youth, old age, and/or a physical, mental or emotional disability.

**What does inclusion feel like?**

> "Inclusion should be the default. We should not have to think about removing barriers but rather anticipate needs. For example, rather than removing barriers for persons with disability, we should think about removing barriers for all groups."

Participants said inclusion is about respecting diversity and treating it as the norm. It is about being welcomed and accepted for who you are. Inclusion feels like belonging, like being a contributing citizen. It is important to self-worth, mental health, and personal well-being. It is about being able to access public buildings, employment, transportation, health care, housing, and recreation.

*Inclusion is about action*
Inclusion is about creating inclusive community spaces and events that welcome and celebrate diversity. It's about providing user-friendly transit services to better connect rural residents to County programs and services. It's about hearing and respecting rural residents' views on issues as well as urban residents.

Inclusion means increasing the availability of affordable housing and shelters for those needing emergency or temporary housing. It's about breaking through stereotypes so individuals can confidently present themselves for employment.

Inclusion is more than a policy. It is about 'going beyond County thinking' to be open to reviewing and revising policies and actions. It's about committing to regular measurement of progress toward achieving the goal of inclusion.

Inclusion is sometimes about extending invitations to specific groups to participate in County life so they are assured that they are indeed welcome.

**Where do you feel included in the County?**

The majority of participants appreciated being included in the public engagement regarding diversity and inclusion. They expressed the desire to continue to be included in public engagements of this and other County issues and to receive updates on both policies.

Participants recommend the County intentionally build long term trusting relationships with elders in the community and follow Indigenous protocols. County officials, for example, can demonstrate respect for diversity through land acknowledgment at public events and by including Indigenous culture in public spaces so that Indigenous culture is recognized and valued.

# Improving Inclusion

**Where do you feel excluded in the County?**
**What has been your experience accessing programs and services in the County?**
**Why have you not accessed programs in the County***?*

Participants responded to these questions by offering recommendations about how the County can create a more inclusive, welcoming community. The following is an overview of those recommendations.

**Perception**

> "The County is stuck in the past: The County is a more diverse place than it was five years ago. Yet we continue to see a homogenous culture."

> "Inclusion does not happen in isolation. The County cannot make an inclusive workplace unless they also work toward shaping public perception."

Participants in all groups agreed elected officials and staff play an important role in the County challenging public perception and stereotypes about diverse groups. This is essential to achieving inclusion. Such perceptions include:

- Applying ageist attitudes and assumptions about the capabilities and characteristics of youth or seniors.
- Focusing only on a visible disability rather than a person's abilities.
- Ignoring invisible disabilities such as mental health issues, learning disabilities and Post Traumatic Stress Disorder (PTSD).
- Perpetuating myths about Indigenous people, such as the belief that all Indigenous people receive social assistance and free education.
- Seeing immigrants as a group, rather than as diverse individuals, belonging to diverse ethnic, cultural and generational groups.

Participants recommended the County host cultural celebrations or incorporate them in existing events such as Canada Day. Participants strongly supported the County's intention to create a diversity and inclusion policy and an inclusive hiring policy.

> "The policy serves as a model. If the County practices inclusive hiring then other businesses will follow."

Participants also urged the County to collect and report on its demographics to demonstrate the area's growing diversity to all residents. Demographic data will also help determine if existing programs and services are being used by, and meeting the needs of, County residents.

> "There is increased diversity in our student population, but the public perception of Sherwood Park as a homogenous culture is not changing."

## Language and Communication

> "The conception of disability needs further interrogation. The word diversity, for example, conjures images of a person with a physical disability and we fail to notice that a person may have suffered trauma in their life or that disability is more than a physical impairment."

Public engagement participants consistently explored the impact of words on a culture's understanding and approach to inclusion. Definitions shift and are reflective of social and cultural dynamics. Umbrella terms such as immigrant, senior, youth, were repeatedly questioned by participants. When we say immigrant does it mean permanent residents? Canadian citizens? Refugees? Are youth under age 18 or up to age 30? Senior participants actively questioned the County's definition of a senior: is it age 65? Or 55?

Creating County marketing and information material that better reflects diverse individuals will also help residents feel included participants said. Participants said a film has been made about the new mosque being developed in the County. It has had little exposure and participants encouraged the County to help promote its viewing.

## Employment

> "Inclusion is about having access to employment opportunities."

From newcomers to Canada frustrated by the lack of recognition of their credentials, to seniors who say they are told employers want 'more energetic' employees, to Indigenous people who are pigeon holed by stereotypes, job searching and job advancement provide ample opportunity for individuals to feel excluded. Exclusion was expressed as a person with a disability being offered menial work by an employer.

Inclusion was expressed as being welcomed and acknowledged. A large number of participants shared how supervisors set the tone for the work groups making it easier, or more difficult, to integrate into an existing team. A supervisor who introduces a new employee to the team, for example, is far

more appreciated than one who simply shows the new employee their work station. Managers who create inclusive spaces and welcome divergent voices also help create a more welcoming workplace culture.

"Inclusion is how we are treated on the job."

## Accessibility

The majority of participants said an individual's ability to access County programs and services is dependent on their ability to access affordable transportation, accessible buildings, and accurate and timely information about services and events. Additionally, individuals need access to affordable housing and safe shelter before they can fully participate in County life. The following provides an overview of participant input on each of the issues they said are predeterminants of inclusion.

## Transportation

"Anyone with transportation barriers will have other barriers such as access to services and programs."

"There's a negative perception about using local public transportation. It is seen as something for low income people."

Public transportation within the County and region is an impediment to inclusion. Participants said there is limited public transportation access for persons with mobility issues, limited access to remote areas and Edmonton, and no consistent service within Strathcona. Newcomers often don't have driver's licenses. Seniors who may no longer choose to drive, or who are unable to drive, depend on affordable public transportation.

"Clients have multiple barriers. If they do not have access to affordable transportation, they are unable to have access to different services. One barrier leads to another and it's a downhill spiral that happens fast."

Accessible, affordable, reliable public transportation was raised as an issue impacting inclusion with most participants. This is a broad topic requiring further exploration as a separate issue.

## Public Buildings and Spaces

"When people witness their culture reflected in public space, they feel their culture is recognized and valued."

Physical structure and artifact matter. Participants told the story of an Indigenous person who was reluctant to go to the Strathcona Library. However, when they noticed an Indigenous mural on the wall they felt more at ease and more welcomed.

Persons with mobility issues expressed frustration about inaccessible public buildings. Others said that access to gender natural washrooms will add to inclusion. However, they said not to convert space dedicated for persons in wheelchairs into a multi-purpose washroom because sometimes people feel guilty taking up space from a person with a disability. Inclusion is about examining biases and anticipating needs: adding baby change tables to men's washrooms was given as an example.

**Information**

> "Newcomers to the County are not sure about what services are available and if language interpretation is available."

> "There is a lack of information about at-risk-youth programs. Do we know if youth are accessing programs and services at the County?"

Newcomers to Canada said they have a gap in their knowledge around what services and supports are available in the County.  Participants struggle with knowing where to begin.

Many newcomers have limited transportation so any trip to government or community appointments is judicious and intentionally planned. Arriving at centers to discover they must go to another place is inconvenient, costly and frustrating.

Participants also reported a lack of information about at-risk-youth programs. Members of this group stated they were often unaware of programs until *after* an event has occurred. Service providers including schools, medical clinics, and government agencies are seen as doing little to promote services for this target group.  There also appears to be an absence of information about if, and when, youth access County programs and services.

One participant told of their frustration when asking the County to provide Communication Access Realtime Translation (CART) services to help people with hearing difficulties take part in public meetings.  The onus was on the requester to seek out the service, rather than the County anticipating the need for the service.

Several different groups also pointed out that services and information were often siloed. There is a lack of an integrated approach to settlement and

integration services in the County. Currently there are a number of people working at the library and in schools. There is a need, participants said, for a one stop shop for newcomers to the County.

**Housing and Shelter**

The need for safe, accessible, affordable housing, said the majority of participants, is necessary to building an inclusive County. Seniors said affordable housing for low income seniors and accessibility to existing senior lodging is a concern. There is a growing need for safe affordable housing with some degree of on site or nearby medical facilities given the transportation challenges seniors face moving within the county and to Edmonton.

Participants said there needs to be a greater exploration of the needs of low-income people in need of temporary and short-term shelters. They noted there are no emergency shelters for men and youth in the County.  They said there is an urgent need to create a safe shelter for the LGBTQ2S+ community, men, women, newcomers and youth at the County. Participants recommended the County investigate why the LGBTQ2S+ community, youth and low-income clients choose to access services in Edmonton. How can the County help create safe spaces locally? Participants said the County should consider forming alliances with their counterparts in Edmonton and gauge how, when and why youth are accessing services in Edmonton.

Some noted that the public engagement missed persons living below the poverty line and the homeless population.

## Why is diversity and inclusion important in our community?

"We need to focus on the common good. Diversity is our strength."

"Diversity is inclusion. Real diversity occurs when everyone is included and has a voice. It's about recognizing and working to meet the needs of the people in the community."

We are all different, participants said.

As community members, it's important to see the County's diversity reflected by the people who work in local government and businesses. As taxpayers, residents want access to the programs and services they are funding. Creating a community where all people feel welcome to engage in

community issues and participate in community life is important to individual and collective feelings of belonging and well-being.

A community that anticipates the needs of its citizens, and works to meet them, is a community that builds civic pride and responsibility. Conversely, a community that marginalizes and excludes individuals is a community that risks social fragmentation.

Participants said there is limited appreciation in the County for an intersectional approach to creating an inclusive environment. An intersectional approach acknowledges that individuals often live multiple diversities at the same time: a mobility challenged newcomer; a senior with mental health issues; a traumatized LGBTQ2S + youth, for example.

They recommended that the County, service providers and both public sector and private agencies consider taking an intersectional approach to client service and treat the whole person rather than address a single issue.

County counselling services, participants said, are delivered in a silo process with little or no communication or coordination between service providers. This puts extra stress on individuals who experience gaps and wait times between services. For example, a client may attend counselling for a mental health issue but wait several months to get into a life skills program or an addictions program when they may better benefit from counselling that addresses them as a whole person.

Operating from an intersectional approach in dealing with persons with disabilities may help ensure gaps in treatment or services do not occur. Participants with physical needs may have experienced trauma yet special counselling may take months to access exacerbating the original issue(s). Participants felt the County could do far more to improve services and livability in the community.

## Why is an inclusive hiring policy important within local government?

"Organizations must reflect the people they serve. Diversity means those who serve have diverse backgrounds. The local banks have done an outstanding job by providing services in various languages and the front-line workers reflect the diversity of our community."

"Creating an inclusive hiring policy gives the County an opportunity to examine what is working well, what needs to stop, and what needs further improvement."

Participants said having an inclusive hiring policy sends the message to the community that the County is vested in attracting and retaining a diverse workforce. A comment was made that an inclusive hiring policy sends the message to applicants to be "less fearful to apply."

Participants said local government's role is to serve its citizens, uphold the laws of the land, including the Canadian Charter of Rights and Freedoms, and show leadership to their community. They said a County diversity and inclusion policy is no longer a nice to have. It is a business and economic imperative to reduce and/or mitigate liability. It also sets the tone for other local businesses to follow.

Participants thought the County ought to consult with the legal community and ensure that policies are in alignment with the Human Rights legislation. Participants recommended that policies be written in plain language.

## What are people's experiences of hiring procedures and practices in the County?

"There should be an intention to hire for diversity. The County must balance between ensuring the hiring reflects the community while retaining merit. Mandatory hires (quota system) may not be welcomed nor sustainable."

"Rather than stating we cannot attract diverse candidates, how about we ask: What barriers prevent applicants from applying?"

"This is about removing structural barriers not about lowering standards."

Some of the public engagement participants did not have direct experience in applying at the County. Participants representing organizations, relied on their clients' experiences to highlight key concerns and make recommendations.

The vast majority of participants suggested attracting for diversity by removing barriers, rather than setting a quota system. They expressed confidence that there are sufficient numbers of qualified and diverse candidates. County boards and committees should also reflect the demographics they serve, said participants.

The participants suggested the County conduct a full audit of current recruitment processes to identify and remove structural barriers. They also recommended the County:

- Ensure online recruiting systems, do not discriminate through systemic bias.
- Conduct a full audit of the current recruitment process (including wording on job advertisements, how and where positions are advertised, examining the recruitment panel process, etc.).
- Avoid favoritism and nepotism. Be more transparent and accountable.
- Provide both informal and formal mentorship for new workers.

# Policies must lead to action

"Having a policy doesn't solve the problem. Look at gender parity: we may hire a few women but there may be wage gaps and other systemic barriers such as maternity leave and workplace culture. Policy alone is not the solution."

"Drafting a policy on diversity and inclusion is the first part. The second part is to continuously review and revise the policy. The third part is measurement to see if the policy is effective and achieving the intended purpose."

**Policies provide direction. Education and action are also required.**

Participants recommended education about the policy to multiple stakeholder groups including, the public, elected officials and administration. It is critical, they said, that local government employees receive appropriate training.

Establishing an inclusive hiring policy will impact other County Human Resources functions such as retention, and employee engagement. This will further help identify systemic barriers. Ultimately, the goal is to have diversity and inclusion principles embedded seamlessly within County policies, processes, and practices.

# Conclusion

Participants said they appreciated the opportunity to take part in a dialogue around diversity and inclusion and they recognize that the County values the topic. Participants unequivocally supported the development of the diversity and inclusion policy and inclusive hiring policy.

This public engagement identified opportunities for the County to engage citizens within diverse communities in further dialogue and action to address

social, economic and cultural issues. It resulted in establishing new relationships with a variety of diverse stakeholders both in the County and in Edmonton. Based on specific feedback from the focus groups, the Administration has new ways to approach and engage its citizenry for the long-term betterment of the County.

# Appendix A

**Methodology**

The public engagement sessions followed a consistent format that included:
- Welcome, purpose, and introductions: creating a safe space where participants were able to share their viewpoints.
- Setting ground rules: establishing respectful boundaries ensuring all who wished to speak were heard.
- Icebreaker activity: generating energy and fun before discussions.

Participants were asked the following questions:
- What does diversity look like?
- What does inclusion feel like?
- Why is diversity and inclusion important in our community?
- Why is an inclusive hiring policy important within local government?

Deeper discussion with participants around several main questions:
- Where do you feel included in the County?
- Where do you feel excluded in the County?
- What has been your experience accessing programs and services in the County?
- If not, why have you not accessed programs in the County?

A further dive into the inclusive hiring policy:
- What are people's experiences of hiring procedures and practices in the County?
- Closing remarks and next steps.

Format adjustments were made at different community sessions to accommodate for diverse engagement styles.

**Limitations of Methodology and Process**
Several limiting factors may have contributed to the overall outcome of group discussions:

*Time Constraint*

In some sessions, the time constraint of one and a half to two hours limited the depth of discourse and although the consultant was able to extract valuable information from the participants, there was insufficient time to dive deeper into key themes such as transportation, housing, mental illness and others. This report reflects back what we heard directly from community along with some common themes we heard across the various groups.

*Personal Experiences*

The service providers and citizens chose to provide general comments and hypothetical situations rather than relate personal experiences regarding the recruitment process at the County. This allowed for both a degree of safety for citizen participants and preservation of client confidentiality by service providers.

*Complexity*

Diversity and inclusion are complex issues. The County took a targeted approach to this public engagement, reaching out to engage a variety of subject matter experts from diverse organizations in the two-month public engagement. Participants noted that low income and homeless residents were not as well represented as they could have been.

# Appendix B

**Groups**

These groups were involved in the public engagement sessions for the diversity and inclusion and the inclusive hiring policies held from May to June, 2019.

- Alberta Retired Teachers Association
- AltView Foundation
- Canadian Hard of Hearing Association Edmonton Branch
- Community Adult Learning and Literacy Society
- County Clothes Line
- Edmonton Catholic School Division
- Edmonton Immigrant Services Association (EISA)
- Edmonton Region Immigrant Employment Council (ERIEC)
- Entrust Disability Services
- Gateway Association
- Goodwill Industries
- HIV Network of Edmonton Society
- Inclusion Alberta
- Metis Nation of Alberta
- Rainbow Association
- Robinhood Association
- Saffron Sexual Assault Centre
- Strathcona Heritage Foundation
- Winder Inclusive Communities Services (WICS)
- WISE (West End Islamic Society of Edmonton) at Masjid in the Park
- Women Building Futures
- Women in Science Engineering & Research (WISER)
- Youth Empowerment and Support Services