

ICMA Equity & Inclusion Toolkit: Leadership Resources – City of Edmonton

Edmonton, Alberta, created a thorough master plan that goes beyond the establishment of goals and action plans to provide context, along with an array of tools and resources that their staff can utilize in their efforts. The excerpt below shows the four goals and associated activities laid out in the master plan.

The following image with text from the *Diversity & Inclusion Framework & Implementation Plan* was provided by the City of Edmonton for use by ICMA. The entire document can be accessed [here](#).

<p>1 Have a workforce broadly reflective of the community</p> <ul style="list-style-type: none"> · Undertake regular employee survey · Undertake employment outreach · Review recruitment, development and retention practices to ensure barriers to employment are identified and addressed (lens) · Create mentoring opportunities across the organization · Create internship opportunities across the organization · Promote City of Edmonton 	<p>3 Attract and retain a talented workforce skilled at working in an inclusive and respectful manner with one another and with the community</p> <ul style="list-style-type: none"> · Develop and implement respectful workplace policy · Establish and implement procedures to address violations of respectful workplace policy · Implement Communication Plan to increase employee awareness of diversity and inclusion goals, expectations, roles and performance measurement · Implement Education and Training Plan
<p>2 Identify and address barriers within organizational systems</p> <ul style="list-style-type: none"> · Build awareness of Diversity and Inclusion Lens · Apply Diversity and Inclusion Lens to identify barriers in policies, plans, practices, programs and services · Develop and implement actions plans to address identified barriers 	<p>4 Create processes, policies, plans, practices, programs and services that meet the diverse needs of those we serve</p> <ul style="list-style-type: none"> · Processes are established to actively solicit perspectives and ideas from staff · Diversity and Inclusion Lens applied · Public Involvement Framework