Town of Canmore – REDI Review
Final Report

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Executive Summary

WMC was engaged by the Town of Canmore to provide the Town with a multi-year roadmap and action plan, realistic to any of the Town's resource constraints, that will guide them over the coming years to advance reconciliation, equity, diversity, and inclusion within the organization. A roadmap and multi-year action plan is informed by (a) a current state assessment (b) a future state identification comprised of current best practices, and c) the corresponding gap analysis.

In order to understand the current state of REDI at the Town of Canmore, WMC developed and customized the below REDI Roadmap. In addition to understanding the Town's current state, it provides a roadmap for the Town to navigate its future state.
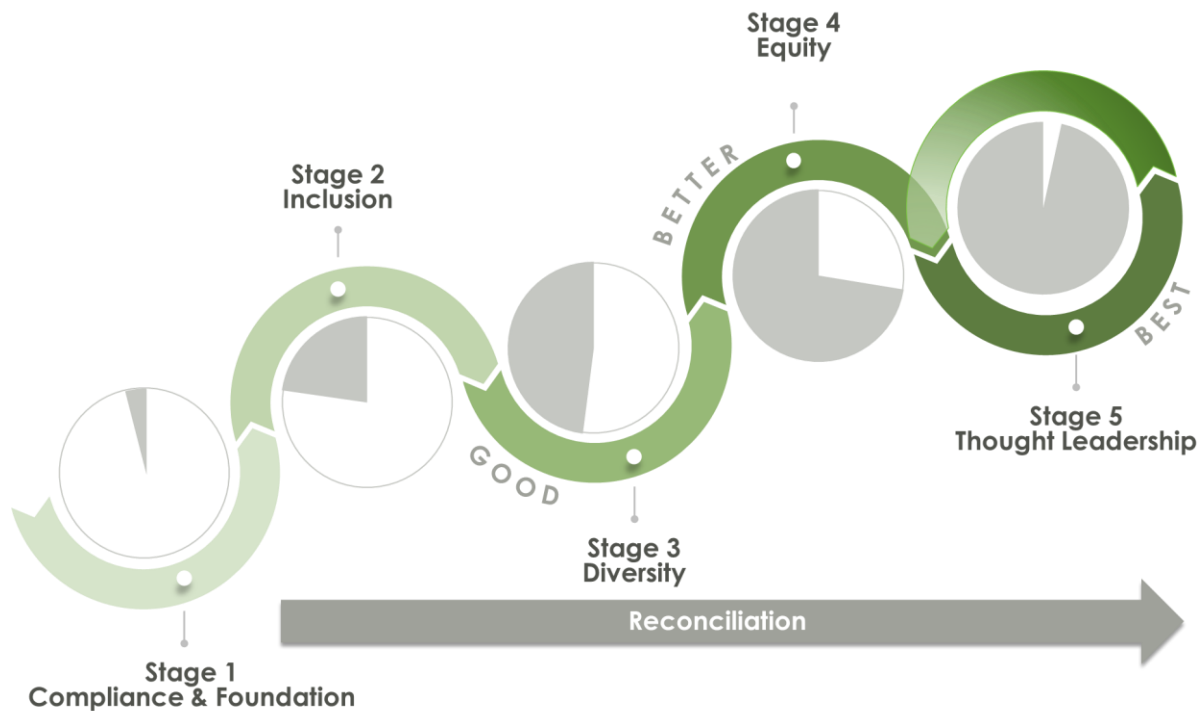
WMC determined that the Town is in the early stages of REDI maturity. Per WMC's REDI Roadmap above, the work at this time should be focused on the latter part of Stage 1, and then Stage 2 (including Reconciliation).

WMC's assessment of current state and future state for the Town yielded the following (note: recommendations are described later in this Executive Summary):

- **Stage 1a: Compliance**

  - **Policies & Procedures** – current state is compliant and so WMC provided no major recommendation.

  - **Accommodations** – current state is compliant and so WMC provided no major recommendation.

  - **Discrimination Reporting** – current state is compliant, but an opportunity for improvement was identified and so WMC provided Recommendation #1.

- **Stage 1b: Foundations**

  - **Key leadership Knowledge/Competency** – current state needs attention and so WMC provided Recommendation #2 to close the gap.

  - **Explicit Vision & Commitment to REDI** – current state needs attention and so WMC provided Recommendation #3 to close the gap.

  - **Governance Structures, Roles, & Responsibilities** – current state has a major gap and so WMC provided Recommendation #4 to close the gap.

  - **Communications Plan** – current state needs attention and so WMC provided Recommendation #5 to close the gap.

- **Stage 2a: Inclusion**

  - **Culture Plan** – current state has a major gap and so WMC provided Recommendation #6 to close the gap.

  - **Inclusive Environment** – current state is sufficient and so WMC provided no major recommendation.

  - **Training** – current state is sufficient and so WMC provided no major recommendation.

  - **Supports** – current state needs attention and so WMC provided Recommendation #7 to close the gap.

- **Stage 2b: Reconciliation**

  - **Cultivating & Maintaining Culturally Responsive Relationships with Indigenous Peoples, Including Employees** – current state needs attention and so WMC provided Recommendation #8 to close the gap.

  - **Demonstrate Reconciliation Through Decolonization** – current state needs attention and so WMC provided Recommendation #9 to close the gap.

For each recommendation, WMC provided details, which altogether formed a multi-year action plan. The recommendations are described below, with recommended key steps:

- **Recommendation #1 – Safe Reporting:** Formalize the discrimination reporting process with a focus on ensuring safety within reporting channels.

  - Review of process

  - Documentation and improvements

  - Roll out of enhanced process

- **Recommendation #2 – Leadership Training:** Identify CST training needs and follow through on taking the training.

  - Review of training needs and training options

  - Training selection and completion

- **Recommendation #3 – Vision & Commitment:** Ensure the Town's vision and commitment to REDI is explicit and resources are adequately committed to ensure commitments are met, including reconciliation commitments (e.g., TRC Calls to Action).

  - Validating vision and written commitments

  - Review recommendations of this report (as well as any previous committed actions, such as TRC Calls to Action), confirm commitments, and align timelines and budgets

- **Recommendation #4 – Roles & Responsibilities:** Define the roles, responsibilities and accountabilities, and expectations for REDI across the organization.

  - Review of existing roles and responsibilities

  - Drafting governance structure, roles, and responsibilities
    Note: The following are specific recommendations within this step:

    - Determine CST role that has explicit accountability and ensure it is visible to the organization.

    - Have a dedicated resource that is responsible to lead REDI advancement.

    - Review roles of existing EDI Committee and TRC Working Group to determine how they fit within the future structure, considering the potential need for support to CST and dedicated REDI resource.

  - Defining behaviour framework/expectations

- **Recommendation #5 – Communication Plan:** Resource and develop a communication plan for the REDI advancement and transformation of the organization.

  - Plan communications required

  - Execution of plan

  - Review and adjust plan each year

- **Recommendation #6 – Transformation Plan:** Develop and resource a culture transformation plan.

  - Confirm target behaviours in relation to behaviour expectations

  - Determine plan activities that align with the Town and the target behaviour(s)
    Note: WMC strongly recommends the following activities as part of the plan:

    - Communications that reinforce the organizational imperative and expected outcomes.

    - Assess organizational norms around understanding, interpreting, engaging, and acting on the TRC's Calls to Action.

    - Time and space for sharing of stories of inclusion, as well as Indigenous historical and current events (e.g., newsletter, specific events).

    - Use of inclusive symbols in physical spaces.

    - Implementing "values moments" where sharing, learning, and listening can occur frequently.

    - Creating space for employee communities to form (i.e., Employee Resource Groups).

    - Performance measures for target behaviours, such as leaders taking time to engage and listen to their team.

    - Establishment of REDI survey (and/or other feedback channels) that can produce REDI specific data to support measures identified in this report (or elsewhere) and information that can be used to make adjustments to the plan as necessary (including additional training needs).

    - Establishing (or inclusion within existing) peer recognition for REDI.

  - Prepare plan

  - Execution of plan

- **Recommendation #7 – Supports & Resources:** Coinciding with the culture plan, and training already offered, develop supports and resources to enable employees to behave in a way that matches the stated culture.

  - Review existing supporting artifacts

  - Propose new/amended artifacts
    Note: WMC anticipates some of the following will be useful:

    - Expected behaviour framework quick reference card (e.g., table-top tent card).

    - Inclusive language quick reference card.

    - "Values moment" library/exchange.

    - Example of success per new REDI performance/scorecard measures, with supporting resources to execute those activities/behaviours.

- Peer recognition process info sheet.

- Discrimination process info sheet.

- New or updated supports for existing training.

- Decision-making guidance based on expected behaviours (e.g., Indigenous cultural norms such as Sharing Circles that help to ensure all voices are heard).

- Draft new/amended artifacts

- Finalization and rollout of new/amended artifacts

- **Recommendation #8 – Indigenous Engagement:** Define Indigenous engagement norms that align with culturally responsive relationship building and align them to existing relationships.

  - Review existing activities/processes

  - Develop Indigenous engagement policy framework

  - Identify and inform impacted stakeholders (new/existing)

- **Recommendation #9 – Decolonizing Processes:** Review internal processes using an Indigenous perspective and decolonization lens.

  - Establish method for all process reviews to follow

  - Identify processes for possible review
    Note: WMC recommends the following processes be prioritized:

    - Performance management process.

    - Processes related to planned policy/procedure reviews.

    - Recruitment (note: the review of this process ties closely with Stage 3: Diversity, as it is a major enabler of diversity).

  - Selection of a process and execution of the review

  - Report with recommendations

  - Implementation of recommendations

  - Rollout of enhanced process to affected stakeholders

Following through on WMC's recommendations and action plan, the Town can close significant gaps to leading practice in order to realize early stages of the REDI Roadmap in the coming few years. In summary of the recommendations and action plan:

1. The Town's leadership needs to provide clear direction and set expectations.

2. The Town needs a dedicated REDI resource that will leverage their competencies and expertise to coordinate the communications and engagements that are required to transform the culture of the organization.

3. The Town needs to do the challenging internal work of reconciliation and decolonization, starting with reviewing processes.

Introduction

Brief Project Background

Town of Canmore posted a Request for Proposal on Aug 12, 2022, calling for "CONSULTANT – Reconciliation, Equity, Diversity, and Inclusion (REDI)." WMC responded with a proposal and was later awarded the contract.

During the project kick-off, the Corporate Strategic Team (CST) identified that the organization was challenged to advance REDI, citing the need for a plan with specific actions, as this would overcome challenges such as resourcing (i.e., time), competency, confidence, and overall talent diversity. Therefore, the primary driver for this work was to have external expertise complete an analysis with findings that would inform an organizational roadmap inclusive of concrete actions that the Town can adequately resource.

The objective of this project is to provide the Town with a multi-year roadmap and action plan, realistic to any of the Town's resource constraints, that will guide them over the coming years to advance reconciliation, equity, diversity, and inclusion within the organization. The roadmap and multi-year action plan is informed by (a) a current state assessment (b) a future state identification comprised of current best practices, and c) the corresponding gap analysis.

Guiding Principles for Project

At the start of the project, the consulting team, along with the CST, agreed that all efforts made in this project keep in mind the following:

- Safe spaces and open channels must be established and leveraged;

- All voices are equal; and

- Success is achieved through collaboration.

REDI Definitions

For sake of clarity, reconciliation, equity, diversity, and inclusion are understood as follows:

- **Reconciliation** exists by following through on Truth and Reconciliation Commission (TRC) Calls to Action, to the extent that is reasonably achievable for a municipality.

- **Equity** exists when everyone has access to the same opportunities.

- **Diversity** exists when there is a presence of differences, such as opinions, experiences, and culture.

- **Inclusion** exists when everyone (of differing identities) feels valued and is valued.

Current State Overview

The Town of Canmore, like many organizations, is in a journey to advance and mature REDI. The CST is very passionate about the work and want to see it move forward. Additionally, there is a lot of awareness of REDI in leaders across the organization. This may be in part due to the mandatory training related to REDI, as well as the inclusion of REDI within onboarding and in management meetings. The Town certainly has the requisite things in place to be in overall compliance. However, there are numerous gaps to best practices, including some foundational elements that would see this work move from a want to a need, from an off-the-corner-of-the-desk project to a transformational program.

Altogether, WMC determined that the Town in the early stages of REDI maturity. Per WMC's REDI Roadmap above, the work at this time should be focused on the latter part of Stage 1 and then Stage 2 (including Reconciliation).

REDI Roadmap

REDI Roadmap Introduction

In order to understand the current state of REDI at the Town of Canmore, WMC developed and customized the below REDI Roadmap. In addition to understanding the Town's current state, it provides a roadmap for the Town to navigate its future state.
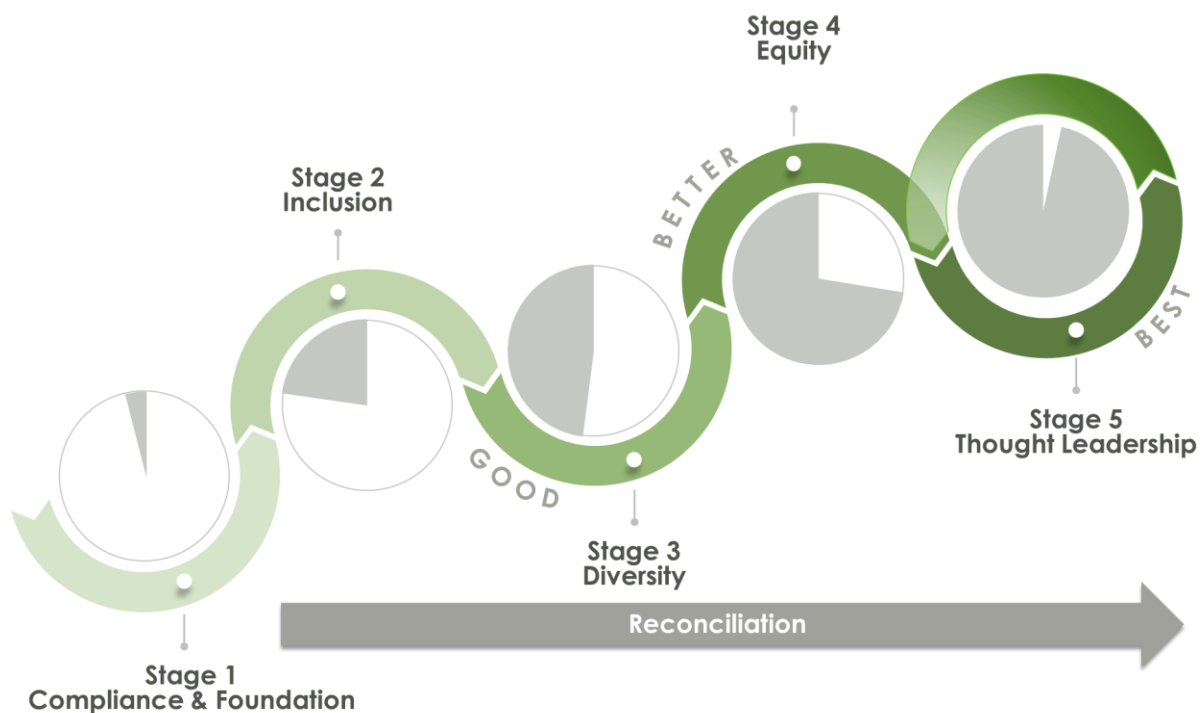
Key aspects of the REDI Roadmap:

▪ Each stage builds upon the work of the previous.

▪ **Compliance & Foundation** is a stage with two components. The first, compliance, is a stage that many organizations find themselves when they are not seeking to advance REDI but are simply doing what it takes to avoid major conflicts, such as human rights violations. Therefore, the second part of the stage is focused on what organizations need to do to set the foundation for a REDI transformation.

▪ **Inclusion** is about values and culture and so the roadmap targets inclusion first. This also initiates a culture that is necessary for the sustainment of diversity efforts.

▪ While **Diversity** already exists in a limited capacity at the Town, efforts to further diversify can be prioritized after a culture of inclusion is better established, with a lived experience that matches.

▪ While **Equity** is important, it follows inclusion and diversity as it is the combination of those two that really allow equity to be realized. Inclusion creates a space for people to talk about

inequities, and diversity brings the people who can point them out, as they can differ based on one's intersectionalities. Realizing equity benefits the entire community.

- **Reconciliation** is a journey and, given the unique context of Indigenous Peoples within Canada, has goals and objectives that overlap and diverge from equity, diversity, and inclusion. For the purposes of the roadmap, it is represented as both part of and separate from the other stages. Reconciliation action starts in the latter part of Stage 1 and continues on throughout the roadmap.

- The final stage, **Thought Leadership**, focuses on leveraging best practices for both organizational advantage (e.g., Canada's Best Diversity Employers award) and supporting the REDI journey of other organizations.

- Where appropriate, WMC has split stages into parts, such as to highlight reconciliation practices that are best aligned to that stage.

Each stage is described on the following pages using these key aspects, defined below:

- **Theme** – using one to three words, describes the stage's focus.

- **Premise** – posed as a question to identify the main "problem" trying to be solved.

- **Ownership** – describes the group(s) that are driving REDI change or sustainment (examples provided in some cases).

- **Goal** – describes the high-level outcomes of the stage.

- **Measures/Milestones** – describes the primary way in which the goal(s) can be measured or observed.

After each stage's table, we provide sections based on leading practices. Within each of those sections, the Town's current state and WMC's recommendations are provided.

Stage 1a: Compliance

Theme	Premise	Ownership	Goal(s)	Measures/Milestones
Reactive	How do we avoid human rights violations?	Siloed and disparate e.g., HR	▪ Achieve compliance	▪ Reduction in compliance infractions (e.g., human rights violations)

The following are areas of compliance, and related leading practices, that WMC has identified through previous client projects, related work/observations with clients, research of comparable organizations, and literature reviews.

Policies & Procedures

Employers are responsible for developing non-discriminatory policies and procedures. Employers should consider preventative measures, such as introducing policies to maintain a respectful workplace.

Current State: Compliant

WMC confirmed that policies are largely non-discriminatory, including a *Respectful Workplace Policy* and a *Violence and Discrimination Policy* (created in 2021). These policies use inclusive language and reference REDI principles. It should be noted that further policy improvements may need to be applied based on leading practices, and the actions needed to achieve them in later stages.

One small area of improvement would be to ensure that policies cover the gambit of equity-denied groups. For example, people with diverse abilities are not called out in policies where other groups are.

Recommendation: None

No major or minor recommendation. Instead, two items to incorporate into other recommendations in this report.

When doing work, such as in Recommendation #9, related policies should be reviewed in tandem.

Additionally, ensuring a REDI lens is applied when reviewing policies is important. This can be done by including equity-denied groups as part of the review (relates to roles/responsibilities of Recommendation #4), having leading practice examples of policies (relates to having resources of Recommendation #7), or providing targeted training for staff who review policies (relates to the monitoring training needs in the *Training* leading practice section with Stage 2a).

Accommodations

Employers are required to provide accommodation to the point of undue hardship.

Current State: Compliant

WMC confirmed that accommodations are provided on a case-by-case basis, which can be driven by leaders or the employee requiring the accommodations. The Town also went through a distinct focus on accommodations during the COVID-19 pandemic in order to enable employees to continue working productively. However, the accommodations are not published, which makes them less visible and possibly not as well understood. This can lead to misunderstandings, as well as be a barrier to accessing the accommodations (i.e., lack of awareness) for some employees.

Recommendation: None

No major or minor recommendation. Instead, one item to incorporate into another recommendation in this report.

Publish list of available accommodations and process to request them on internal information page (relates to communications of Recommendation #5).

Discrimination Reporting

Employers have the responsibility to promptly investigate an allegation of discrimination. When an allegation of discrimination is made, an employer has the responsibility to protect the privacy of the parties involved.

Current State: Compliant; Opportunity for Improvement

WMC confirmed that the Town does investigate allegations; however, there is no formal documentation of a discrimination reporting process, and there were indications that some employees felt there is a lack of knowledge about the process and that the current channels do not feel safe.

Recommendation #1

Formalize the discrimination reporting process with a focus on ensuring safety within reporting channels.

Stage 1b: Foundations

Theme	Premise	Ownership	Goal(s)	Measures/Milestones
Vision & Commitment	What is our future state and how are going to get there?	Senior leadership	▪ Set the REDI vision ▪ Enable vision and commitments	▪ A future state that organizational stakeholders can recall, understand, and know their role

The following are leading practices that WMC has identified through previous client projects, related work/observations with clients, research of comparable organizations, and literature reviews.

Key Leadership Knowledge/Competency

If key leaders do not understand REDI, or feel they do not have the competencies, then they are not equipped to lead in this area. This can be overcome with leadership specific training.

Training is noted elsewhere in this report, and while some of the training examples provided may be suitable here, it is imperative that leaders have skills and competencies beyond that of the rest of the organization in order to suitably lead.

Example:

Training for Boards that supports them in developing the critical connections between REDI and their core business/services and to identify what they need to do differently to ensure their organization delivers effectively to all its stakeholders (NHS).

Current State: Needs Attention

The CST, while passionate about REDI, are not REDI experts and while expertise is not expected, it is important for them to have knowledge and competency as leaders of REDI advancement.

Recommendation #2

Identify CST training needs and follow through on taking the training.

Explicit Vision & Commitment to REDI

As seen in other organizations, when REDI principles are a priority, they are often included in the values of an organization; have explicit C-suite commitment statements; are shared with partners and community; and detail related strategic priorities (Harvard Business Review, 2022).

Examples:

- Leadership statement on REDI (Post-Secondary)

- REDI Master Plan (Town of Jasper)

- Action Plan (Post-Secondary)

- A Welcoming and Inclusive Community Action Plan (City of Lethbridge)

- Commitment and Accountability to Equity, Diversity, and Inclusion Statements (Nasdaq, Goldman Sachs, The Coca-Cola Company)

"Public commitments are essential mechanisms to establish clearly defined accountability metrics across all stakeholder groups. While substantive and structural changes are often met with pushback, these statements need to be followed with a conviction toward long-term outcomes that invite everyone to become part of that change, potentially forcing organizations to rethink whom they do (or do not do) business with," (Melaku & Winkler, 2022).

This does need to be timed so that its cascade is followed relatively swiftly by action, so as not to be seen as only virtue signalling.

Beyond words, research shows that REDI goals are best accomplished via a dedicated staff and/or team (Mor Barak, 2022). This does not take responsibility away from leaders and staff across the organization; rather it creates a driving force behind REDI advancement. In conjunction with explicit written commitment, its action demonstrates the importance and seriousness of the commitment.

Current State: Needs Attention

WMC confirmed that the Town has a Council Strategic Plan and a Corporate Plan that both have a connection to REDI.

- Corporate Vision: "We are an organization of bold leaders committed to people development, **social justice**, community building, and protecting our natural environment."

- Strategic Plan: There is a 'Foundational Pillar' of Human Resources – "People and culture are our strongest assets. We are **inclusive** and connected."

WMC confirmed there is not a publicly available REDI commitment statement.

While REDI has some presence in the corporate vision and strategic plan, but there are opportunities to make the commitment to REDI more explicit and trackable.

WMC also confirmed there currently is no resource dedicated solely to REDI, and any staff working on it are doing it over and above their job duties (i.e., "off the side of their desks"), which is further substantiated by a number of leaders who highlighted the need for a dedicated resource to support this work. That said, WMC did confirm that the Town has budget in 2024 and 2025 to support the advancement of REDI.

Recommendation #3

Ensure the Town's vision and commitment to REDI is explicit and resources are adequately committed to ensure commitments are met, including reconciliation commitments (e.g., TRC Calls to Action).

Governance Structures, Roles, & Responsibilities

An appropriate governance framework ensures that goals of organizations or projects can be reached. As governance is concerned with aligning different, sometimes conflicting, stakeholder interests, appropriate design of structures, processes, and accompanying tools are of general concern; and REDI principles should be specifically addressed for the benefit of the organization, setting a framework for interactions, engagement, and decision-making.

In WMC's knowledge and experience, there are three main areas of responsibility that need defining:

1. **Overall Accountability:** While the title varies from organization to organization, having a top-level leader with REDI as part of their portfolio (area of accountability) is important (e.g., Chief Equity Officer).

2. **Dedicated Resource (person/people):** WMC has seen many organizations, supported by leading practice research, introduce a dedicated staff and/or team in order to accomplish REDI goals. There are a variety of examples of the titles/roles, but ultimately, the research shows that having a dedicated resource (or resources) helps ensure progress. For example, the Town of Jasper has a dedicated Program Manager to support their committee, while many post-secondary institutions create an office with one or more staff. Hiring a REDI leader who is from an equity-denied group and empowering them to be a change maker in the organization and bring their personal and professional experience to the organization and senior leadership is crucial to the advancement of REDI and decolonization of the organization's cultural and operational norms. No amount of training will substitute for lived experience.

3. **REDI Committees/Working Groups:** These diverse and multi-disciplinary groups are often leveraged in the early stages of REDI advancement in order to get input from across the organization, especially from equity-denied groups.

As REDI is everyone's responsibility, it is also important to set the expectations and responsibilities of your leaders and employees across the organization (e.g., Town of Jasper's EDI Master Plan).

In summary, organizations must identify accountabilities and responsibilities within a governance structure and communicate it to all stakeholders.

Current State: Major Gap

WMC confirmed that there is no senior role that explicitly has REDI within their portfolio. Additionally, there are no dedicated resources (person/people) to do REDI work; however, the Town has added budget to 2024 and 2025 to support the advancement of REDI.

WMC confirmed the Town has/had two groups that were formed to help advance aspects of REDI within the Town. The TRC Working Group and the EDI Committee. These groups have, historically, worked with HR to make REDI resources and training available to Town employees. Their current state, however, appears to be in limbo, with the EDI Committee effectively disbanded (not having met in over a year), and the TRC Working Group diminishing and focused almost exclusively on events, likely due to lack of clarity in role/responsibilities (e.g., no Terms of Reference), lack of time, or limited organizational influence/impact.

There is significant need for clarity in REDI structures, roles, and responsibilities across the organization.

Recommendation #4

Define the roles, responsibilities and accountabilities, and expectations for REDI across the organization.

Communication Plan

With priorities made, as well as governance structures, roles, and responsibilities, it will be important to communicate with the organization on these changes to provide overall awareness for the need and commitment to REDI. For example, there are studies that have shown inclusive teams are better performers and are more innovative (Harvard Business Review, 2020). Further, best practice in communication about REDI is consistent, frequent, and is appropriately aligned to strategic goals and priorities.

Current State: Needs Attention

WMC confirmed that there are various levels of awareness across the organization of REDI and the Town's interest in advancing it, with the majority being aware. Overall, communication around REDI, while growing, is inconsistent and falls short of being a comprehensive and well-designed organizational component of sustainable change; communication is a pillar of organizational change management, which is required as part of something so transformational as REDI.

Recommendation #5

Resource and develop a communication plan for the REDI advancement and transformation of the organization.

Stage 2a: Inclusion

Theme	Premise	Ownership	Goal(s)	Measures/Milestones
Culture Activation	How do we make employees' lived experience match our inclusion behaviour expectations?	Siloed but organized e.g., each people leader diving team towards behaviour expectations	▪ Alignment of REDI behaviours to values ▪ Drive inclusive behaviours ▪ Increase psychological safety	▪ Inclusion discussed regularly ▪ Consistent language ▪ Observable behaviour is consistently inclusive

The following are leading practices that WMC has identified through previous client projects, related work/observations with clients, research of comparable organizations, and literature reviews.

Culture Plan

Creating a culture of inclusion starts with making it part of every day/week/month. In WMC's knowledge and experience, some of the actions can be established by the organization, while others have to be driven by employees (i.e., grassroots). Regardless, the organization must get people talking about inclusion in order to activate the culture transformation. There are various ways to get people talking about inclusion – not only directly, but also indirectly through stories, as people make connections this way. The rationale for inclusion is also very important to reinforce.

Examples:

▪ Planned communications, such as:

- The proven organizational outcomes inclusion can generate (e.g., Deloitte research showing increases in teams' productivity and innovation; Microsoft 2022 report).

- Internal newsletter containing stories about staff, especially stories celebrating their inclusion.

- A webpage stating the council's strategic commitment and offer information to community members on how to be inclusive (e.g., Town of Jasper).

- Posters or symbols of inclusion with related announcements.

▪ Opportunities for engagement, such as:

- Employee Resource Groups (ERGs) – recent research from McKinsey identifies how important ERGs are for organizations to support their employees in feeling included, as well as seeing advancements/maturation of REDI. This is further evidenced by WMC's experience working with/within other organizations. These are grassroots, informal, and employee-led groups that organizations create space for and encourage as part of the

culture of the organization. ERGs provide opportunities for employees to voluntarily come together to discuss topics that are important to them, e.g., Mercer's menopausal employee group.

- Values Moments – by making organizational values a daily conversation, you create time and space for employees to make this a norm (i.e., a part of the organizational culture); therefore, it requires some level of formalization to require that each meeting start with a values moment given certain parameters (meetings of certain size, duration, etc.).

- An inclusive calendar, with related events/activities.

- Channels for feedback, such as:

  - Leaders making time for and listening to their team members on a regular basis.

  - An annual REDI survey that provides feedback, including very important data for many of the REDI measures.

  - Consolidation of feedback from various existing channels (e.g., training surveys, exit interviews).

  - Measures and metrics for a successfully executed plan (examples provided further below, and throughout this report).

  - Incentives (i.e., rewards) that can be given as recognition of target behaviours.

It should be noted that as part of the inclusion culture plan, there should be a specific focus on inclusion for Indigenous peoples, stories, values, and culture as part of creating an inclusive culture that is also a culture of reconciliation. Some examples of actions:

- Incorporation of TRC actionable items, where appropriate.

- Land Acknowledgements – while this has become more common place, especially within the public sector, it is important that land acknowledgements are developed with input from the local Indigenous groups.

- A webpage devoted to TRC and including current initiatives, trainings, events, key Indigenous partners, resources, and ongoing learning links. (Town of Jasper)

- A webpage devoted to Indigenous peoples, including links mostly specific to Treaty 7. (Town of Banff)

- Sharing of stories, via newsletters or sessions with Elders or Knowledge Keepers.

Current State: Major Gap
WMC confirmed that there is no plan to drive a culture transformation. As noted earlier, there are various levels of awareness across the organization of REDI and the Town's interest in advancing it. Therefore, WMC believes it is safe to assume there are employees who do not understand the imperative for change (i.e., business imperative).

Some of the examples of leading practice provided and that could make up components of a culture plan do exist in small silos within the Town. For example, both the TRC Working Group and

the EDI Committee have similarities (either in formation or operations) with ERGs. There are also some communications around REDI, but no specific plan/campaign to drive outcomes.

WMC's work on this project provides a lot of direction on actions to be taken, but does not prescribe the specific details that an inclusion culture plan would to engender the behaviours and outcomes desired. The examples provided by WMC are tactics that have been found through experience and research. The major gap, therefore, is that an overarching plan that identifies the specific tactics and timings of implementation is not present.

WMC also confirmed that, while perhaps ad-hoc budget items have occurred in the past (e.g., Land Acknowledgements added to primary public access municipal buildings), there is a budget in 2024 but no current plan committed to reconciliatory actions.

Further, WMC confirmed that The Town has a Truth and Reconciliation webpage that summarizes its relationship to the Truth and Reconciliation Commission's Calls to Action, as well as the actions being taken by the Town in response. This includes the creation of the TRC Working Group, as well as the TRC framework.

Recommendation #6

Develop and resource a culture transformation plan.

Inclusive Environment

In the physical environment: People need to feel safe in order to fully participate at work, and while psychological safety is important, the physical environment provides visual signals of inclusion that inform one's determination of psychological safety.

Examples:

- Inclusive washrooms (e.g., barrier-free, gender neutral)

- Land acknowledgements posted

- Treaty flags

- Celebrate holidays of various cultures and recognize special days or months for equity-denied groups (e.g., Pride month, Black History Month)

In writing: The way an organization communicates has an impact employees' determination of psychological safety; therefore, all organizational communications, policies, and other public communications must incorporate inclusive language.

Current State: Sufficient
WMC confirmed the following were in place:

- Access to natural light in nearly all working spaces

- Health and safety information and resources posted in common spaces

- Accessible entrances and washrooms

- Barrier-free viewing for both arenas

- Land acknowledgements posted in buildings

- One building had gender inclusive washrooms

- One building displayed signs of diversity and inclusion (i.e., Pride flag)

- Written communications used inclusive language

As well, WMC confirmed the following challenges:

- Some spaces were crowded/cramped

- Some spaces had heating/cooling challenges

- Some buildings had little to no privacy for majority of staff

- Level of washroom accessibility varied between buildings

Recommendation: None

No major or minor recommendation. Instead, one item to incorporate into another recommendation in this report.

Incorporate more visible symbols as part of the inclusion culture plan (relates to Recommendation #6).

Training

WMC has seen other organizations mandate certain training, especially those that communicate the rationale for being inclusive, as well as knowledge of how to be inclusive.

Examples:

- Anti-racism

- Unconscious bias

- Cultural sensitivity training

- Diversity management in performance

- Diversifying talent using virtual tools

- Inclusive language

- Effective cross-cultural communication training

- Effective decision making, including methods for collecting people's inputs

- Inclusive Leadership – increase leaders' competence and confidence in their individual and collective ability to take the lead on mainstreaming and embedding REDI in the organisation, the management of staff, and the delivery of services (e.g., Integr8 via NHS)

- Building psychological safety in the workplace

- Indigenous awareness training

Training should include the many intersectional identities of marginalized groups.

Current State: Sufficient
WMC confirmed three REDI-specific training courses that the Town mandates for employees. There are also REDI components within the onboarding training.

WMC confirmed that The Town has a mandatory training course: Indigenous cultural awareness training. This course is approaching 100% completion.

Recommendation: None
No major or minor recommendation. Instead, one item to incorporate into another recommendation in this report.

As a part of measuring and monitoring, it is important to also monitor changing knowledge, skill, and competency needs of leaders and employees to fully adopt targeted inclusive behaviours, which can be extracted as part of an annual survey (relates to Recommendation #6).

Supports
Targeted supports are especially important to move organizations from knowledge development into policy enactment and implementation. Without supports, those are expected to support the realization of the culture transformation are lacking the knowledge or ability to do so.

Examples:

- Inclusive language quick reference cards

- Decision-making procedures and quick reference cards

- Access to subject matter experts

- Policies and processes that provide guidance related to REDI

Current State: Needs Attention
WMC confirmed some resources were made available by the TRC Working Group and/or EDI Committee, as well as training materials are available; however, supports and resources are not part of an overarching plan to support target behaviours.

Recommendation #7

Coinciding with the culture plan, and training already offered, develop supports and resources to enable employees to behave in a way that matches the stated culture.

Stage 2b: Reconciliation

Theme	Premise	Ownership	Goal(s)	Measures/Milestones
Culture Incorporation	How can we incorporate Indigenous culture and ways of being?	Siloed but organized e.g., each people leader diving team towards behaviour expectations	▪ Elimination of transactional processes and/or behaviours ▪ Increase engagement in internal processes diversity	▪ Observable behaviour is human-centered and focused on relationship building ▪ Increase in Indigenous engagement

The following are leading practices that WMC has identified through previous client projects, related work/observations with clients, research of comparable organizations, and literature reviews.

Cultivating & Maintaining Culturally Responsive Relationships with Indigenous Peoples, Including Employees

It is important for organizations to have a clearly defined Indigenous engagement framework, connected to the organization's vision, mission, and values, that specifically detail how the organization and organization's representatives are to develop and sustain relationships with Indigenous communities and organizations.

In order to bring reconciliation to fruition, it is imperative to engage and build culturally responsive and sustaining relationships with local Indigenous peoples so they can equitably inform, support, and contribute to reconciliatory actions. This ensures reconciliation is both co-authored and meaningful to the whole community. For example, organizations should identify and formalize actions/processes/decisions that would benefit from Indigenous engagement and consultation for each working group and/or department.

A tenet of reconciliation is the development of sustainable, responsive, and collaborative relationships with Indigenous Peoples. These relationships need to be more than just transactional, which means regular and informal touchpoints to build the relationships.

Example:

Town of Strathmore is co-hosting a full contest Powwow with the Siksika Nation, which is a sign of their progress in reconciliation and of their relationship with the neighbouring First Nation.

Current State: Needs Attention

WMC confirmed that the Town does not have an MOU or policy framework for engagement with Indigenous partners. However, the Town has identified some local Indigenous community partners for specific Calls to Action, as well as defined expectations for Indigenous protocol.

WMC confirmed that individual employees of the Town have engaged with Indigenous partners in culturally responsive and collaborative ways; however, these engagements are siloed and do not appear to extend past the specific individuals. Opportunities to further engage local Indigenous partners exist (e.g., women's shelter), and may be due to lack of resources, but may also be a sign of the need for deeper, more culturally responsive relationships. So, while there are examples of the Town engaging the wider Indigenous community, it appears that the Town has not intentionally cultivated and maintained long-term, sustainable, culturally responsive relationships with Indigenous communities, partners, and employees.

Recommendation #8

Define Indigenous engagement norms that align with culturally responsive relationship building and align them to existing relationships.

Demonstrate Reconciliation Through Decolonization

A crucial element of reconciliation action is the decolonization of the organization's internal operations. As seen with other organizations, a major response to the TRC Calls to Action is to evaluate the impact of internal organizational operational norms. This is one of the most challenging tasks of reconciliation – addressing the reality that mainstream operations of organizations are inherently harmful to specific groups via exclusion, discrimination, and inequitable opportunity (Mor Barak, 2022). To engage in reconciliation therefore requires organizations to address systems and norms that cause inequitable outcomes across processes such as performance management, among others (e.g., retention, recruitment, mentorship, and succession planning).

For example, Indigenous culture and ways of being are typically less bureaucratic and more democratic than Western culture. For processes that can vary in this way, such as performance reviews, it is important to review them for opportunities to incorporate these values, which are often described as more human and community-centered, and can align with process best practice (e.g., Pfizer's Bravo program). Performance reviews, when done well, are likely to align with these values (e.g., active participation from the employee in the process throughout the year, as opposed to an annual detailing of where an employee has come up short on their responsibilities).

Current State: Major Gap
WMC confirmed there are no current or planned activities to review internal operational processes with an Indigenous perspective and decolonization lens.

Recommendation #9

Review internal processes using an Indigenous perspective and decolonization lens.

Stage 3: Diversity

Theme	Premise	Ownership	Goal(s)	Measures/Milestones
Valuing Differences	How can we better represent the diversity in our community and in Canada?	Leadership across the organization	▪ Demonstrate the value of diversity ▪ Realize diversity	▪ Increased representation of equity-denied groups ▪ REDI benefits begin realization (e.g., productivity increase)

This report does not put a large focus on this stage as it is very likely beyond the scope (three-year plan), and there may be much that changes from the leading practices perspective. That said, the focus of this stage is realizing the value that diversity, in all its forms, brings. This is done by creating pathways to bring about diversity across the organization. Much of the work then requires audits/assessments/reviews of processes that impact hiring, as well as the selection of cross-organizational teams.

No specific recommendations for the three-year plan.

Stage 4: Equity

Theme	Premise	Ownership	Goal(s)	Measures/Milestones
Results & Success	What tools can we provide, or barriers can we remove, for equitable success for all employees?	All employees	▪ Behaviours generating results ▪ Ensure equity across organization	▪ Increased representation of equity-denied groups in leadership positions ▪ High levels of engagement across the organization ▪ Pay equity

This report does not put a large focus on this stage as it is very likely beyond the scope (three-year plan), and there may be much that changes from the leading practices perspective. That said, the focus of this stage is the enablement of internal strategy execution by tying in REDI principles or outcomes. This "tying in" generates high levels of engagement from the workforce and drives results. Additionally, the focus on equity comes through validating processes, formal and informal, having equitable outcomes for employees, such as being mentored, promoted, etc. Reconciliation in Stage 4 would ensure the same equity specifically for Indigenous employees.

No specific recommendations for the three-year plan.

Stage 5: Thought Leadership

Theme	Premise	Ownership	Goal(s)	Measures/Milestones
Brand & Image	How can we leverage our culture for ourselves and for others?	Public	▪ Providing leadership to partner or comparator organizations	▪ Accolades specific to REDI ▪ Identified as exemplary by other organizations or in external artifacts (e.g., reports, articles)

This report does not put a large focus on this stage as it is very likely beyond the scope (three-year plan), and there may be much that changes from the leading practices perspective. That said, the focus of this stage is external to the organization. The Town would communicate and market their goals and results in order to demonstrate their leadership. Some organizations do this in earlier stages but do so from the lens of accountability only. This is applicable at this stage as the "ownership" is the public (i.e., the Town creates accountability to the public by openly sharing this information), but there is also a strategy aspect as well, leveraging the results achieved to attract new talent or drive new opportunities. While more common in private sector, ESG (Environment, Social, and Governance) reporting is a prime example of how companies are demonstrating their intentions, following through on them, and creating accountability with the public.

No specific recommendations for the three-year plan.

Action Plan

This section provides details for actioning each of the recommendations noted in the sections above. WMC has provided the following details:

- **Goal(s)** – to understand the intended impact of the action (essentially answering the "why").

- **Recommended Key Actions** – to detail the execution steps that are specific to the Town of Canmore's context (essentially answering the "what").

- **RACI (Responsible, Accountable, Consult, and Inform)** – to identify key people involved (essentially answering the "who").

- **Milestones** – to provide indicators of future state realization.

- **Measures** – to provide ways to measure future state realization.

It should be noted that while the recommendations are detailed here in the action plan in order, these do not necessarily directly relate to the order or priority of each one. Please reference the Plan on a Page section that follows for more details on priorities, order, and timelines (essentially answering the "when").

Recommendation #1 – Safe Reporting

Formalize the discrimination reporting process with a focus on ensuring safety within reporting channels.

Goal(s)	This recommendation, while highlighted in Stage 1a, is a move to best practice and has closer ties to Stage 2a. Therefore, it ties into the overarching goal to *increase psychological safety*. Another goal here is to highlight the link between feedback and the Town taking action in order to demonstrate the Town's commitment and follow through, which is important part of creating trust and safety in reporting/feedback channels.

Recommended Key Actions *(including effort estimates)*	1. **Review of process:** Approximately 40 hours, which includes the work of the Responsible (see RACI below) plus several people consulted for feedback. As part of the process, consider the following:
	   a. Consultation can help overcome unconscious bias.
	   b. Look for ways to improve anonymity and privacy, as well as minimize the potential for retaliation.
	   c. Identify, as part of the process, ways that conflict can be managed prior to this process.
	 2. **Documentation and improvements:** Approximately 40 hours for the Responsible to document the process and include safety improvements.
	 3. **Roll out of enhanced process:** Approximately 24 hours for the Responsible to run info sessions and provide support.

RACI	**R:** Dedicated REDI resource*, designated person in HR **A:** GM Corporate Services **C:** REDI group(s)** **I:** Employees
Milestones	▪ Documentation of new/enhanced process ▪ Communications of new/enhanced process ▪ Utilization of new/enhanced process
Measures	▪ Employee satisfaction with new/enhanced process (especially from equity-denied groups) ▪ Employee perception of increased safety within reporting process (especially from equity-denied groups)

*Note: see actions within Recommendation #4 where WMC recommends having a resource dedicated to leading REDI work.
**Note: this refers to any current of future REDI focused groups, such as EDI Committee or TRC Working Group.

Recommendation #2 – Leadership Training

Identify CST training needs and follow through on taking the training.

Goal(s)	This recommendation stems from Stage 1b, and ties specifically to the overarching goal to *enable vision and commitments*. More specifically, the goal here is to further enable the competence and confidence of the organization's leadership to advance REDI. Furthermore, the goal is to enable senior leaders to model the aspirational vision.

Recommended Key Actions *(including effort estimates)*	1. **Review of training needs and training options:** Approximately 16 hours for the Responsible, plus inputs from CST members. Consider the following options:
	  a. Diversity, Equity, Inclusion and Belonging for the Public Sector (Public Sector Network).
	  b. Diversity, Equity, & Inclusion in Public Sector: Strengthen Teams with Inclusion (Gartner).
	  c. Becoming an Inclusive Leader Workshop (Catalyst).
	2. **Training selection and completion:** Approximately 32 hours for CST.

RACI	**R:** CST **A:** CAO **C:** CST, REDI group(s) **I:** N/A
Milestones	▪ Training completion ▪ Utilization of knowledge gained from training
Measures	▪ Increased confidence of CST to lead REDI advancement

Recommendation #3 – Vision & Commitment

Ensure the Town's vision and commitment to REDI is explicit and resources are adequately committed to ensure commitments are met, including reconciliation commitments (e.g., TRC Calls to Action).

Goal(s)	This recommendation stems from Stage 1b, and ties to both the overarching goals: 1) to set the *REDI vision*, and 2) *enable vision and commitments.*
Recommended Key Actions *(including effort estimates)*	1. **Validating vision and written commitments:** Approximately 40 hours for the Responsible, plus inputs from CST members (or other key stakeholders): a. Incorporate an explicit REDI statement into an overarching document such as Corporate Plans or Council Strategic Plan in order to provide the vision and direction of the organization with respect to REDI. b. Communicate the endorsement of recommendations and action plan of this report. 2. **Review recommendations of this report (as well as any previous committed actions, such as TRC Calls to Action), confirm commitments, and align timelines and budgets:** 40 hours for the Responsible, plus inputs from CST members (or other key stakeholders). It is recommended that this review should be undertaken by a diverse group of stakeholders and done in a responsive way, especially when reengaging with the Calls to Action framework, where how the work done is almost more important (culturally (org) and symbolically) as the work itself, including the outcome. **Note:** The effort for the roll-out of new/amended artifacts related to this Recommendation are captured in Recommendation #5.
RACI	**R:** Designated person from CST **A:** CAO **C:** CST, REDI group(s), Indigenous community members **I:** N/A
Milestones	▪ Explicit commitment accessible, at least internally ▪ Budget/resources identified and committed for actions ▪ Completion of committed actions on time
Measures	▪ Level of employee awareness/recall of the organization's commitments ▪ Leader and employee satisfaction with the level of support received/available for their REDI responsibilities ▪ Employee satisfaction of the progress and achievement of commitments

Recommendation #4 – Roles & Responsibilities

Define the roles, responsibilities and accountabilities, and expectations for REDI across the organization.

Goal(s)	This recommendation stems from Stage 1b, and ties specifically to the overarching goal to *enable vision and commitments*. More specifically, the enablement comes from the clear line of sight to expectations on the execution of REDI advancement.

Recommended Key Actions
 	
(including effort estimates)
	1. **Review of existing roles and responsibilities:** Approximately 16 hours for the Responsible, with minor consultation. Consider the following as high-level responsibilities:
	   a. **Council** – incorporation into Strategic Plan with appropriate budget.
	   b. **CST** – incorporation into Corporate Plan; commit resources; monitor progress (i.e., measures and milestones).
	   c. **REDI dedicated resource(s)** – execute REDI action plan; report to CST.
	   d. **REDI groups** – advisory to CST and REDI leader (i.e., dedicated resource), for example, can help review and advise on policy/procedure/process reviews.
	   e. **Leaders** – execute on expected behaviours and deliverables as defined and monitored.
	   f. **Employees** – contribute to REDI by participating in expected behaviours as defined and monitored.
	2. **Drafting governance structure, roles, and responsibilities:** Approximately 100 hours for the Responsible, as well as consultation with CST (or other key stakeholders). The following are specific recommendations within this step:
	   a. Determine <u>CST role that has explicit accountability</u> and ensure it is visible to the organization.
	   b. Have a <u>dedicated resource</u> that is responsible to lead REDI advancement.
	   c. Review roles of existing EDI Committee and TRC Working Group to determine how they fit within the future structure, considering the potential need for support to CST and dedicated REDI resource.
	3. **Defining behaviour framework/expectations:** Approximately 80 hours for the Responsible as well as consultation with others. See sample framework below this table.
	
	Note: The effort for the roll-out of new/amended artifacts related to this recommendation are captured in Recommendation #5.

RACI	**R:** Designated person from CST **A:** CAO **C:** CST, REDI group(s) **I:** Employees
Milestones	▪ Documented governance structure, roles, and responsibilities ▪ Documented behaviour expectation framework ▪ Observations of newly called out behaviours (e.g., speaking up)
Measures	▪ Level of accessibility to and recall of roles, responsibilities, and expectations ▪ Level of employee confidence in their role in REDI advancement

Behaviour expectation framework example:

Identify | I continually seek out and identify barriers to inclusion.

Act | I take immediate action to remove barriers where I am able.

Report | I speak up against exclusion and report barriers to inclusion, as well as call out when inclusion is done well.

Learn | I commit to learning, sharing lessons and best practices, and driving inclusion improvements.

Lead | I lead by example every day. I will engage my team and others through listening. My actions, interactions, and decisions contribute to an inclusive culture.

Recommendation #5 – Communication Plan

Resource and develop a communication plan for the REDI advancement and transformation of the organization.

Goal(s)	This recommendation stems from Stage 1b, and ties specifically to the overarching goal to *enable vision and commitments*. More specifically, the enablement comes from helping the organization understand the transformation the organization is moving forward with, the "why" behind the transformation and the "what's in it for me?".
Recommended Key Actions *(including effort estimates)*	1. **Plan communications required:** Approximately 40 hours for the Responsible, with minor consultation. While not specifically called out as a recommendation in this report, consider including communicating the publishing of accommodations. 2. **Execution of plan:** Approximately 200 hours for the Responsible, plus CST members (assuming a robust plan that ensures leadership/sponsor visibility), per year. 3. **Review and adjust plan each year:** Approximately 16 hours for the Responsible, with minor consultation.
RACI	**R:** Dedicated REDI resource, Corporate Communications, (minor: CST members) **A:** CST member with REDI accountability **C:** CST, REDI group(s) **I:** Employees
Milestones	▪ Employee interaction/engagement with REDI communications ▪ Observable behaviours aligned to recent communications, for example, accommodations accessed
Measures	▪ Number (or level) of employee interaction/engagement with REDI communications ▪ Level of employee recall for key messages from communications ▪ Level of employee satisfaction with respect to actions communicated, for example, the publishing of accommodations (especially from equity-denied groups)

Recommendation #6 – Transformation Plan

Develop and resource a culture transformation plan.

Goal(s)	This recommendation stems from Stage 2a, and ties to the overarching goals to *align REDI behaviour to values, drive inclusive behaviours, and increase psychological safety.*

Recommended Key Actions
 	
(including effort estimates)
	1. **Confirm target behaviours in relation to behaviour expectations (from Recommendation #4):** Approximately 24 hours for the Responsible, with minor consultation.
	
	2. **Determine plan activities that align with the Town and the target behaviour(s):** 80 hours for the Responsible with consultation from CST (or other key stakeholders). WMC strongly recommends the following activities as part of the plan:
	  a. Communications that reinforce the organizational imperative and expected outcomes.
	  b. Assess organizational norms around understanding, interpreting, engaging, and acting on the TRC's Calls to Action.
	  c. Time and space for sharing of stories of inclusion, as well as Indigenous historical and current events (e.g., newsletter, specific events).
	  d. Use of inclusive symbols in physical spaces.
	  e. Implementing "values moments" where sharing, learning, and listening can occur frequently.
	  f. Creating space for employee communities to form (i.e., Employee Resource Groups).
	  g. Performance measures for target behaviours, such as leaders taking time to engage and listen to their team.
	  h. Establishment of REDI survey (and/or other feedback channels) that can produce REDI specific data to support measures identified in this report (or elsewhere) and information that can be used to make adjustments to the plan as necessary (including additional training needs).
	  i. Establishing (or inclusion within existing) peer recognition for REDI.
	
	3. **Prepare plan:** Approximately 40 hours for the Responsible with feedback from CST.
	
	4. **Execution of plan:** Approximately 600-1,000 hours (cumulative) for all those responsible in the plan (this does not include on-going maintenance that may be required to sustain activities, e.g., monitoring and responding to feedback channels year after year).

RACI	**R:** Dedicated REDI resource **A:** CST member with REDI accountability **C:** CST, REDI group(s), Corporate Communications, Indigenous community **I:** Employees
Milestones	▪ Communications per plan ▪ Newsletter/events that share stories ▪ Inclusive symbols easily visible in municipal buildings ▪ Formation of first ERG (or similar) ▪ Communication of performance measures/scorecard ▪ First REDI survey results ▪ Local Indigenous communities engaged in planning and execution ▪ On-time completion of planned activities ▪ Observations of employee use of inclusive language as demonstrated by the organization (i.e., mimicking) ▪ Timely response to REDI survey results/feedback
Measures	▪ Leader performance in achieving REDI scorecard targets ▪ Number of peer recognitions provided for target behaviours (e.g., using inclusive language, using sharing circles concept to ensure all voices are heard in meetings) ▪ Level of engagement with plan activities (e.g., tracking percentage of readers of inclusion specific communications) ▪ Level of awareness and recall of local Indigenous stories ▪ Level of employee recall of inclusive symbols used in physical spaces ▪ Level of employee satisfaction with current training as enabler of inclusive behaviour

Recommendation #7 – Supports & Resources

Coinciding with the culture plan, and training already offered, develop supports and resources to enable employees to behave in a way that matches the stated culture.

Goal(s)	This recommendation stems from Stage 2a, and ties specifically to the overarching goals to *drive inclusive behaviours*.

Recommended Key Actions *(including effort estimates)*	1. **Review existing supporting artifacts:** Approximately 8 hours for the Responsible, with minor consultation.
	2. **Propose new/amended artifacts:** 16 hours for the Responsible with minor consultation. WMC anticipates some of the following will be useful:
	  a. Expected behaviour framework quick reference card (e.g., table-top tent card).
	  b. Inclusive language quick reference card.
	  c. "Values moment" library/exchange.
	  d. Example of success per new REDI performance/scorecard measures, with supporting resources to execute those activities/behaviours.
	  e. Peer recognition process info sheet.
	  f. Discrimination process info sheet.
	  g. New or updated supports for existing training.
	  h. Decision-making guidance based on expected behaviours (e.g., Indigenous cultural norms such as Sharing Circles that help to ensure all voices are heard).
	3. **Draft new/amended artifacts:** Approximately 60-100 hours for the Responsible with feedback from CST and other key stakeholders.
	4. **Finalization and rollout of new/amended artifacts:** Approximately 40 hours for the Lead to run info sessions and communicate through channels.

RACI	**R:** Dedicated REDI resource **A:** CST member with REDI accountability **C:** CST, REDI group(s), HR **I:** Employees
Milestones	▪ Establishment of REDI resource library and each resource identified
Measures	▪ Level of employee satisfaction with resources as enabler expected behaviour and performance measures/scorecard

Recommendation #8 – Indigenous Engagement

Define Indigenous engagement norms that align with culturally responsive relationship building and align them to existing relationships.

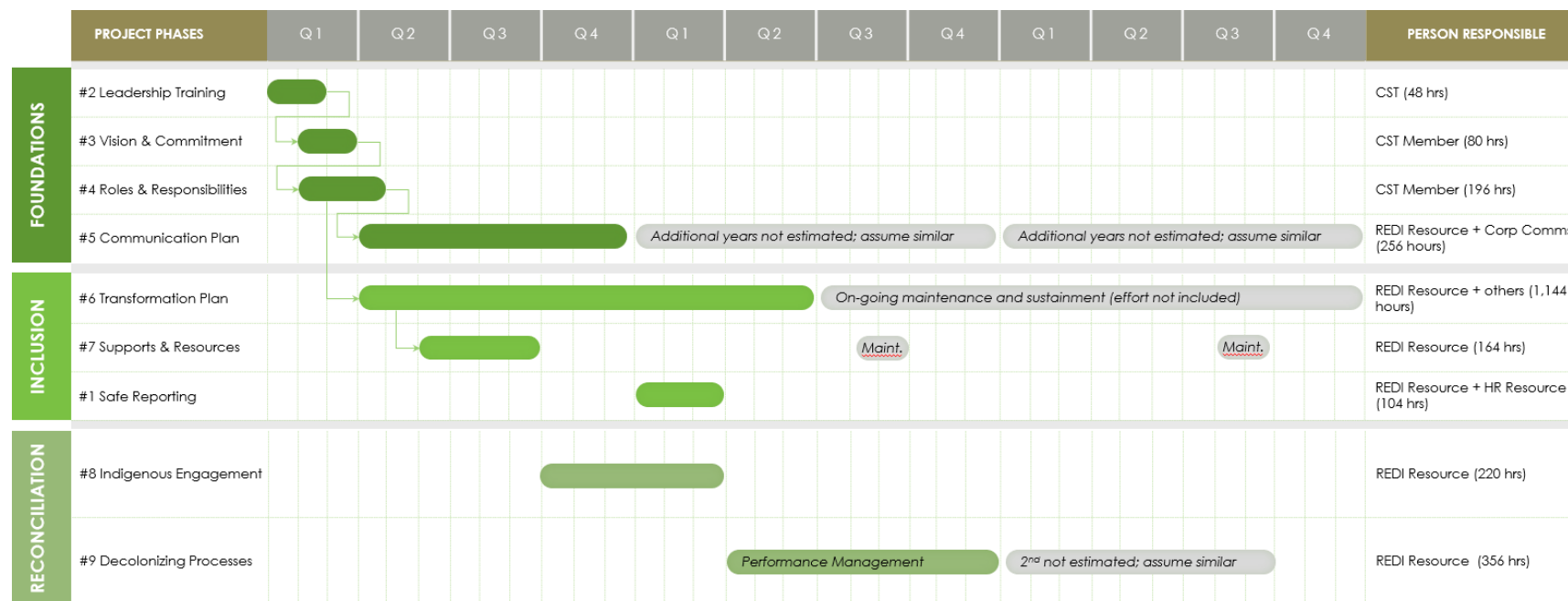|	
Goal(s)	This recommendation stems from Stage 2b, and ties specifically to the overarching goals to the *elimination of transactional processes and/or behaviours.*

Recommended Key Actions *(including effort estimates)*	1. **Review existing activities/processes:** Approximately 40 hours for the Responsible with consultation of key stakeholders. WMC recommend the following guiding principles of this work:
	
	   a. Engagements must be human centered.
	   b. Engagements must be sustainable.
	   c. All areas of the Town should have opportunity to engage the local Indigenous communities.
	
	2. **Develop Indigenous engagement policy framework:** Approximately 60-100 hours for the Responsible and consultation of key stakeholders (including Indigenous partners).
	
	3. **Identify and inform impacted stakeholders (new/existing):** Approximately 40-80 hours for the Responsible to facilitate info sessions and provide initial support.

RACI	**R:** Dedicated REDI resource, (minor: internal/external Indigenous partner) **A:** CST member with REDI accountability **C:** CST, REDI group(s), Indigenous community **I:** Leaders
Milestones	▪ New norms defined and communicated
Measures	▪ Increase in the number of departments/employees engaging Indigenous communities ▪ Number of resourced engagements with Indigenous peoples

Recommendation #9 – Decolonizing Processes

Review internal processes using an Indigenous perspective and decolonization lens.

Goal(s)	This recommendation stems from Stage 2b, and ties specifically to the overarching goal of updating organizational processes, behaviours, and outcomes via the inputs and contributions of diverse perspectives with the explicit intention to challenge accepted and assumed norms (i.e., *organizational decolonization*).

Recommended Key Actions *(including effort estimates)*	1. **Establish method for all process reviews to follow:** Approximately 40 hours for the Responsible with some consultation.
	2. **Identify processes for possible review:** Approximately 16 hours for the Responsible with CST feedback. WMC recommends the following processes be prioritized:
	   a. Performance management process.
	   b. Processes related to planned policy/procedure reviews.
	   c. Recruitment (note: the review of this process ties closely with Stage 3: Diversity, as it is a major enabler of diversity).
	3. **Selection of a process and execution of the review:** Approximately 60-100 hours for the Responsible and key stakeholders participating/consulted.
	4. **Report with recommendations:** Approximately 40 hours for the Responsible with feedback from key stakeholders.
	5. **Implementation of recommendations:** Approximately 40-80 hours for the Responsible and key stakeholders.
	6. **Rollout of enhanced process to affected stakeholders:** Approximately 40-80 hours for the Responsible to facilitate info/training sessions and provide support.

RACI	**R:** Dedicated REDI resource, (minor: internal/external Indigenous partner) **A:** CST member with REDI accountability **C:** CST, REDI group(s), Indigenous community **I:** Impacted employees
Milestones	▪ Completion of review and related recommendations
Measures	▪ Level of engagement in updated process ▪ Level of perceived safety/harm within processes

Plan on a Page

The following provides a visual of the plan over a three-year period. It is estimated that the recommendations can be completed within this period. Depending on resourcing and competing priorities it may be possible to complete it more quickly or more slowly, but WMC recommends doing so within five years at maximum.

PROJECT PHASES		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	PERSON RESPONSIBLE
FOUNDATIONS	#2 Leadership Training	▮												CST (48 hrs)
	#3 Vision & Commitment		▮											CST Member (80 hrs)
	#4 Roles & Responsibilities		▮											CST Member (196 hrs)
	#5 Communication Plan		▮▮▮			*Additional years not estimated; assume similar*				*Additional years not estimated; assume similar*				REDI Resource + Corp Comms (256 hours)
INCLUSION	#6 Transformation Plan		▮▮▮▮▮					*On-going maintenance and sustainment (effort not included)*						REDI Resource + others (1,144 hours)
	#7 Supports & Resources		▮▮					*Maint.*				*Maint.*		REDI Resource (164 hrs)
	#1 Safe Reporting				▮									REDI Resource + HR Resource (104 hrs)
RECONCILIATION	#8 Indigenous Engagement			▮▮										REDI Resource (220 hrs)
	#9 Decolonizing Processes					*Performance Management*			*2ⁿᵈ not estimated; assume similar*					REDI Resource (356 hrs)

For those primarily responsible, the estimated effort involved for executing responsibilities (not consultation) is as follows:

- CST = 324 hours (over 4 months)

- REDI Resource = 2,068 (over 20 months)

- Corporate Communications = 126 hours (over 9 months)

- HR Resource = 50 hours (over 3 months)

Conclusion

Following through on WMC's recommendations and action plan, the Town can close significant gaps to leading practice in order to realize early stages of the REDI Roadmap in the coming few years. In summary of the recommendations and action plan:

1. The Town's leadership needs to provide clear direction and set expectations.

2. The Town needs a dedicated REDI resource that will leverage their competencies and expertise to coordinate the communications and engagements that are required to transform the culture of the organization.

3. The Town needs to do the challenging internal work of reconciliation and decolonization, starting with reviewing processes.