



# Stony Plain –Together We Shine Initiative

## Interim Report

December 2, 2022

**MNP**

Wherever business takes you

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## Treaty 6 Territory Land Acknowledgement

As the largest professional services firm headquartered in Canada, we are proud to work in communities across the country. In the spirit of respect, reconciliation and truth, we honour and acknowledge the traditional Treaty 6 - the traditional and ancestral territory of the Cree, Dene, Blackfoot, Saulteaux and Nakota Sioux.

We acknowledge that this territory is home to the Métis Settlements and the Métis Nation of Alberta, Regions 2, 3 and 4 within the historical Northwest Métis Homeland. We acknowledge the many First Nations, Métis and Inuit who have lived in and cared for these lands for generations.

Finally, we acknowledge all Nations – Indigenous and non – who live, work and play on this land, and who honour and celebrate this territory.

# Table of Contents

P4	Project Overview
P5	Proposed Scope and Approach
P6	Stony Plain: Current State
	Current State
	Together We Shine: Journey to Date
	AM Tool
	Current Municipal Strategies and Plans
	2019 Community Report
	2021 Draft Inclusion Strategy: Overview
	2021 Draft Inclusion Strategy: Areas of Focus
P14	Analysis & Findings
	Analysis & Findings
	Connecting Existing Findings
	Strategic Planning Components
	Strategic Planning Approach
	Strategic Planning: Where are we going?
	Strategic Planning: What do we need to do?
	Measuring Progress
P22	Next Steps



# Project Overview

Stony Plain launched the *Together We Shine* initiative to provide an overall municipal focus on diversity, equity and inclusion (DEI) activities and principles of Stony Plain. The initiative also demonstrates Stony Plain's commitment to building a diverse and inclusive community for the present and future. Stony Plain's 2022-2025 Strategy states that it is committed to 'enhancing the well-being of all community members through embracing and encouraging the growth of inclusion and diversity principles'.

MNP was engaged by Stony Plain to collaboratively develop the *Together We Shine: Diversity, Equity and Inclusion (DEI) Strategic Plan (Inclusion Strategic Plan)*, which is intended to provide a municipal-wide focus on DEI with activities and principles to foster a welcoming and inclusive community that is both engaged and responsive.

*This Interim Report focuses on the Current State Assessment and subsequent next steps.*

*The objectives of the project include the following:*



## Current State Assessment

MNP will review relevant policies and processes currently in place with a DEI lens to inform the development of an Interim Report with draft recommendations for next steps and considerations for a public participation strategy.



## Public Engagement

MNP will work with Stony Plain to develop, validate and implement a public engagement strategy to hear from the broad community, targeted organizations and diverse individuals with different lived experiences to support the development of actions and content for the Inclusion Strategic Plan.

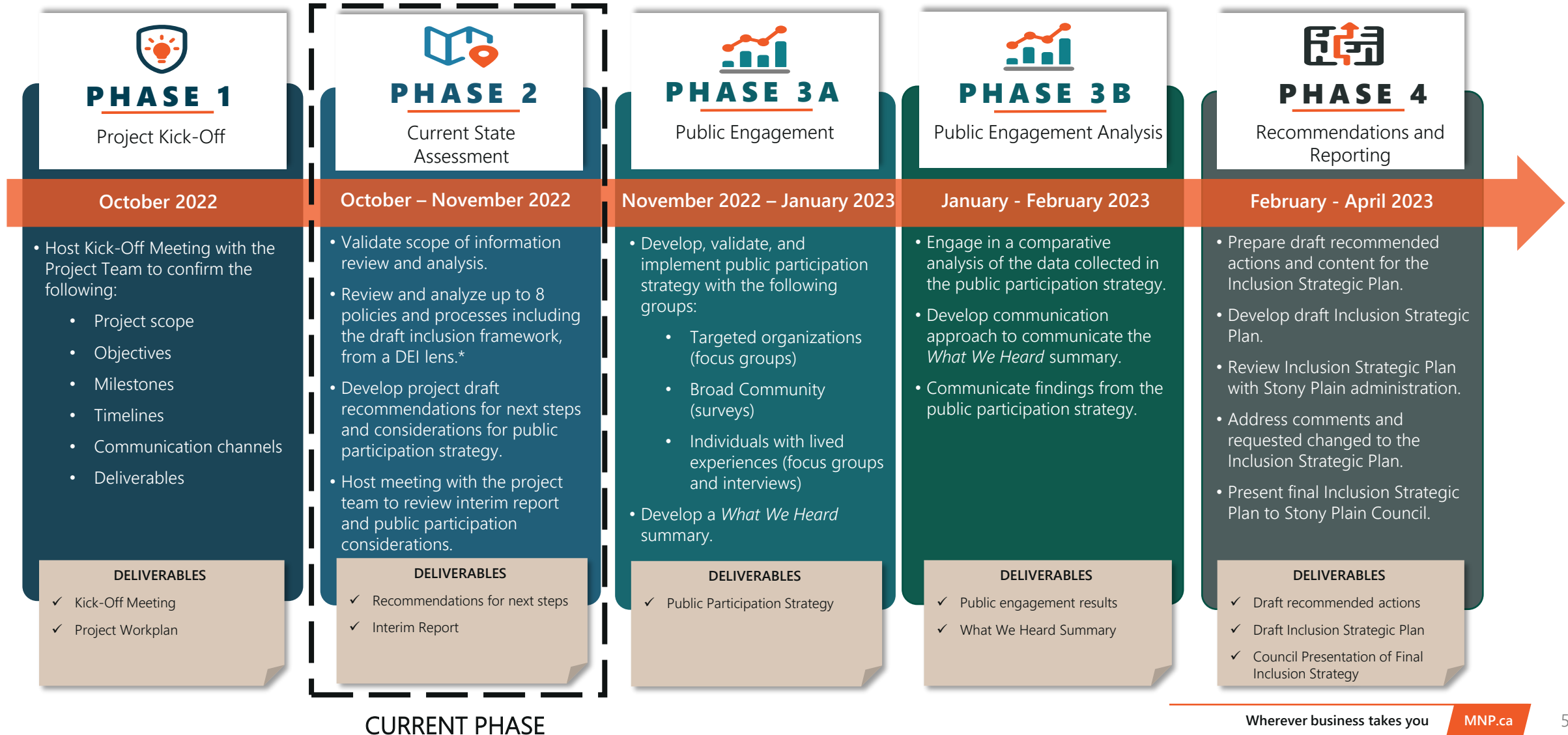


## Co-create Inclusion Strategic Plan

MNP will work with Stony Plain to develop an Inclusion Strategic Plan that will identify short-term and long-term actions to further advance Stony Plain's commitment towards embracing and encouraging inclusion and diversity..

# Proposed Scope and Approach

The following outlines MNP's proposed workplan, activities, timelines and deliverables that are expected for each Phase. Currently, the project is at **Phase 2: Current State Assessment**.



# Stony Plain: Current State



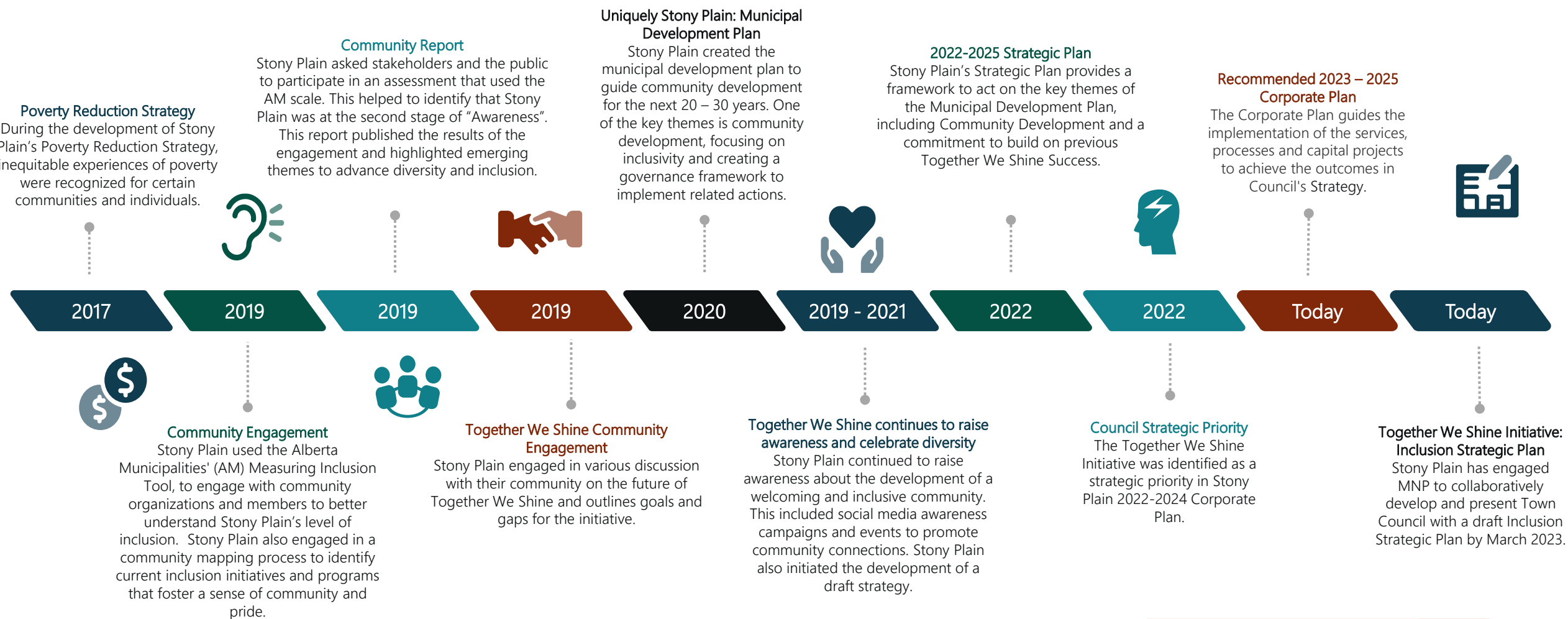
# Current State

*This section describes the activities that Stony Plain has completed to date and includes an overview of:*

- Together We Shine: Journey to Date —a timeline of events
- Alberta Municipalities Measuring Inclusion Tool
- Key Stony Plain Documents:
  - Uniquely Stony Plain: Municipal Development Plan
  - 2022-2025 Strategic Plan
  - 2023-2025 Corporate Plan
  - Poverty Reduction Strategy
  - 2019 Community Report
  - 2021 Draft Inclusion Strategy
  - Draft 2023-2028 Volunteer Centre Strategic Plan

# Together We Shine: Journey to Date

*Stony Plain has been focused on building diverse and inclusive community and has already taken steps to demonstrate its commitment to advancing this goal. The following is a timeline of the work that has been completed to date:*





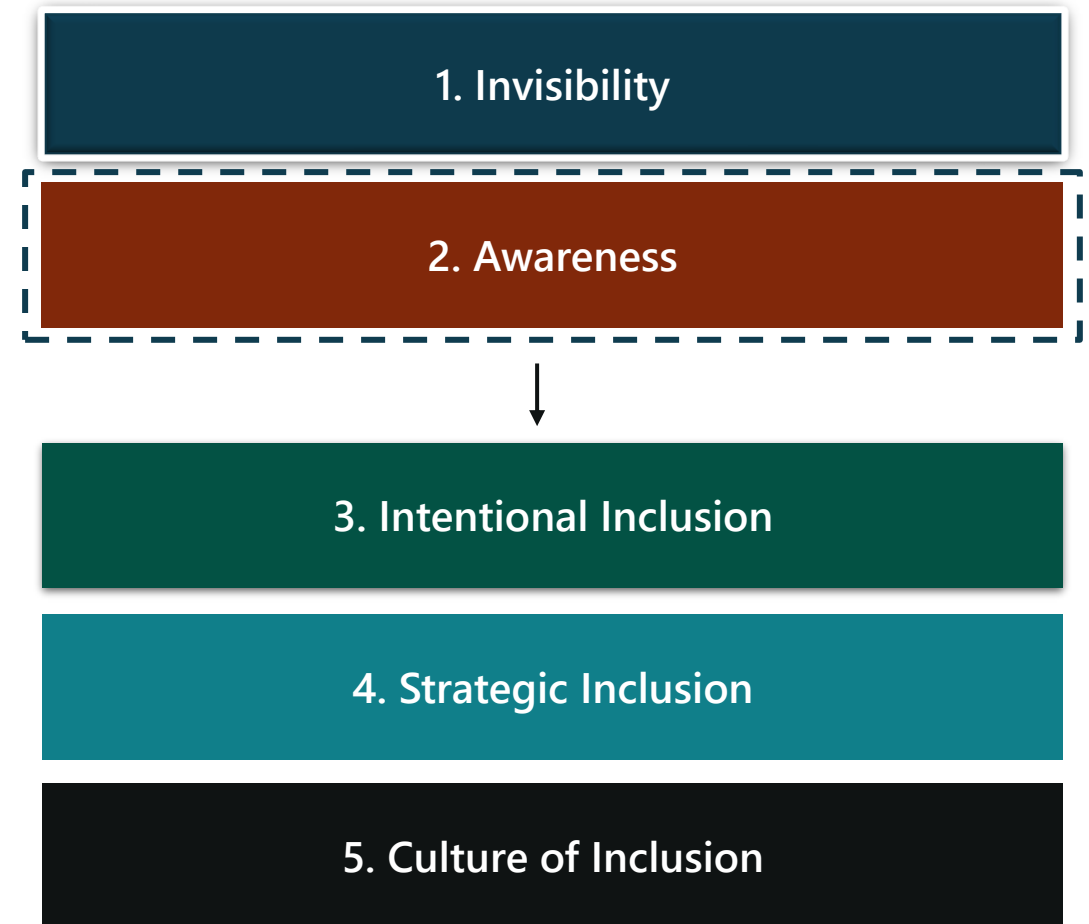
# Alberta Municipalities Measuring Inclusion Tool

The Alberta Municipalities (AM) Measuring Inclusion Tool offers a comprehensive framework to help guide municipalities create welcoming and inclusive communities. This tool was revised in 2019 with the support of Zenev and Associates Diversity & Inclusion Consultants, a leading DEI consultancy group.

The Alberta Municipalities (AM) Measuring Inclusion Tool was used by Stony Plain to assess its current state in relation to becoming a Welcoming and Inclusive Community. Stony Plain's engagement determined that Stony Plain was on **Stage 2: Awareness** in their journey to becoming a Welcoming and Inclusive Community. According to AM Tool, **Stage 2 Awareness** means:

*"There is some effort being made to welcome marginalized or minority people into the mainstream of the community, based on the belief that all people are equal or an understanding of the harmful effects of exclusion."*

Along with the ability to understand Stony Plain's level of inclusion, the AM Tool provides **strategies to assess and improve the level of inclusion embedded in Stony Plain's internal policies and practices**, which is an essential practice of diversity, equity and inclusion. Stony Plain has indicated interest towards advancing its level of inclusion.



# Current Municipal Strategies and Plans

*Stony Plain has multiple, interconnecting strategies and plans to create a welcoming community of diversity and growth. MNP has reviewed these documents to inform and enhance the Together We Shine Diversity, Equity and Inclusion (DEI) Strategic Plan. The below is an overview of aspects relevant to the municipality's diversity equity and inclusion journey.*

High Level  
Tactical Implementation



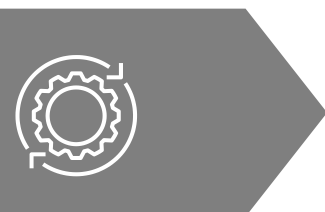
## Uniquely Stony Plain: Municipal Development Plan 2020

The Municipal Development Plan provides direct planning for the municipality over the next 30 years to ensure the community is inclusive, connected and embracing of the future through 5 themes, including Community Development. The plan included direction for Stony Plain to create a strategic framework for municipal action, including legislative compliance, best practices and strategic intent to guide discussions and decision-making.



## 2022 – 2025 Strategic Plan

The Council's Strategic Plan focuses on updating considerations to advance Stony Plain through strategic commitments and key actions. This plan builds on the themes of the Municipal Development Plan with 6 strategic pillars, most notably (#5) Community Development which focuses on "fostering a sense of community belonging and inclusion"



## 2023 – 2025 Corporate Plan

The Corporate Plan focuses on implementing the goals and commitments set out in the Municipal Development Plan and Strategic Plan.



## Draft: Volunteer Centre Strategic Plan 2023 - 2028

The Draft Volunteer Centre Strategic Plan focuses on building engagement efforts as a community and provides direction for the future of the Volunteer Centre. There is a focus connecting people to diverse and inclusive opportunities. This Strategic Plan will be a way of actioning on high level themes.

## Together We Shine: Diversity, Equity and Inclusion (DEI) Strategic Plan

The Inclusion Strategic Plan will provide an **overall municipal focus on diversity, equity and inclusion (DEI) activities and principles of Stony Plain**. The initiative also demonstrates Stony Plain's commitment to building a diverse and inclusive community for the present and future. The DEI Strategic Plan will also be an opportunity to identify different areas of leadership for community members, community organizations and government.

By delivering the Inclusion Strategic Plan, Stony Plain is delivering on their strategic commitments outlined in the various municipal documents.

# 2019 Community Report

Throughout 2019, Stony Plain engaged the broader community and local organizations throughout its community development journey. Through its engagement, four emerging themes were identified by Stony Plain.

## Engagement Activities

- **Early 2019:** travelling display and survey in 10 locations throughout the community and gathering data from 208 participants
- **Spring – Fall 2019:** engaging an initial working group of community members and organizations to review the AM toolkit and begin a conversation around inclusion and diversity. Guiding questions included:
  - Who is marginalized in Stony Plain?
  - What are the barriers to inclusion in Stony Plain?
  - Why are inclusion and diversity important in Stony Plain?
  - What does inclusion mean?
  - What does belonging look like?
  - How is inclusion different for different people/groups?
  - What are the current gaps?
  - What is the difference between 'equality' vs. 'equity'?

## Key Stakeholders Consulted

- Alberta Parenting for the Future
- Cohesive Communities
- Goodwill Industries Spruce Grove
- Stony Plain Public Library
- Stony Plain & District Chamber of Commerce
- Community members
- ACT members (Achieving Community Together)
- Stony Plain Town Council Members

## Emerging Themes

- **Shift Perspectives:** supporting programming and initiatives that highlight the benefits of inclusion, challenge stereotypes of diverse groups, increase understanding and celebrate diversity
- **Training:** providing training and workshops on culture, cultural sensitivity and inclusion policies and practices
- **Marginalized Voices:** ensuring those that are marginalized within our community have a voice in developing our community plan
- **System Change:** encouraging local businesses, organizations and municipalities to create inclusion policies and review internal processes with inclusion lens. Using plain language and better reflecting diverse people will create safe places and help residents feel included

# 2021 Draft Inclusion Strategy: Overview

The **2021 Draft Inclusion Strategy** was developed by Stony Plain to initiate the development of a Welcoming and Inclusive community. The Draft Inclusion Strategy is comprehensive, in that it **provides the key components of a strategy, which include a draft Mission, Vision, Guiding Principles and Priority Areas**. These key components were developed in collaboration with community members and with key concepts that are generally utilized in diversity, equity and inclusion strategies.

## Mission

To create a culture of inclusion in which all layers of identity and difference are considered and supported and systemic processes for maintaining inclusion are fully woven into our community



## Vision

A community where diversity is welcomed, recognized and appreciated – a place where all residents and visitors are seen to add to the social, cultural and economic vibrancy of Stony Plain



## Guiding Principles

- Equity
- Rights
- Respect
- Trust

## Priority Areas (Areas of Focus)

- Attitude, Engagement and Celebrating Diversity
- Leadership, Commitment and Policy
- Access and Opportunities – Housing, Transportation, Employment and Language
- Education, Training and Resources
- Safety, Services and Health



# 2021 Draft Inclusion Strategy: Areas of Focus

The Inclusion Strategy highlights five Areas of Focus that are specific to Stony Plain. The Areas of Focus were developed based on the knowledge gained from the AM Tool and what Stony Plain identifies as broad areas that the community can focus on in their journey to becoming more welcoming and inclusive.



## Attitude, Engagement and Celebrating Diversity

- Stony Plain aims to be a community that values its unique character including values, perceptions and behaviours that encourage diversity and inclusion.
- Throughout everything the community does, it is important to involved and engage residents.
- Everyone must be supportive, respectfully curious and genuinely interested in each other's cultures.
- There is power in diversity; a whole is greater than the sum of its parts.



## Leadership, Commitment and Policy

- Stony Plain aims to have municipality leadership demonstrate their commitment to diversity, equity and inclusion and that they see and understand different community members' needs. A commitment to diversity, equity and inclusion is the responsibility of all individuals.
- Policies should assist with systemic change such as: ensuring employees receive training; promoting equitable recruitment and retention; and supporting an organizations commitment to access, equity and inclusion standards.



## Access and Opportunities

- Stony Plain aims to have a community that is barrier free, with inclusive infrastructure that does not limit anyone's participation in everyday life. Community members are independent and empowered to participate fully in the community.
- Participation in the following areas contribute to inclusion: employment; housing; education; recreation and leisure; transportation; civic engagement; and peer support.



## Education, Training and Resources

- Stony Plain aims to develop and implement education and training programs with a focus on preventing and intervening on key issues such as racism and discrimination.
- Cultural sensitivity training and support will enable leaders and citizens to work effectively in a diverse environment.
- An inclusive and welcoming community will bring economic development and prosperity due to greater heights of imagination and creativity.



## Safety, Services and Health

- Stony Plain aims to ensure high quality health, safety and social supports are available to diverse communities and individuals.
- A welcoming and inclusive community enhance safety and security.
- High quality health and social supports address the needs of diverse communities and individuals.
- Inclusion is important as the health and wellbeing of marginalized residents will increase if they are represented and understood.

# Analysis & Findings

# Analysis and Findings

*This section builds on the work completed by Stony Plain to compare the 2021 Draft Inclusion Strategy against leading practices. This analysis includes recognition of areas of strength and opportunities for improvement for advancing the development of the Inclusion Strategic Plan.*

- The following page provides a **high-level overview** illustrating the connection between work completed in the *2019 Community Report* and the identification of Areas of Focus (*2021 Draft Inclusion Strategy*).
- After introducing key components of strategic planning, an **in-depth assessment** of the *2021 Draft Inclusion Strategy* determines completeness and offers **enhancement opportunities**.

# Connecting Existing Findings

The following overview demonstrates Stony Plain's response to the 2019 Community Report Emerging Themes, which resulted in the development of the 2021 Draft Inclusion Strategy Areas of Focus. The overview also identifies the components that need to be developed in order to create a fulsome Inclusion Strategic Plan.

2019 Community Report  
Emerging Themes

2021 Draft Inclusion Strategy Areas of Focus

2023 Together We Shine:  
Diversity, Equity and Inclusion  
(DEI) Strategic Plan



Need to bridge via strategy and actions





# Strategic Planning Components



The graphic on the left describes common, high level components utilized in strategic planning and their accompanying definitions.

Our analysis on the following pages includes additional elements, customized to Together We Shine, such as:

- Principles
- Definitions
- Underlying methodology
- Tools for measuring progress

# Strategic Planning Approach



The table below describes the elements of the charts used to organize the analysis conducted

*Key strategy components—either in existence or that will need to be developed for the Inclusion Strategy*



*An assessment of the strategy components*



*Key actions that can be integrated to further develop and improve the strategy components*








*Rationale for the key actions identified to further develop and improve the strategy components*



Strategy Components	Already Drafted		Enhancement Opportunities	Rationale
e.g. Mission		<i>Sufficient information to inform evaluation question</i>		
		<i>Fairly sufficient information to inform evaluation question</i>		
		<i>Some information available to inform evaluation question</i>		
		<i>Little information available to inform evaluation question</i>		
		<i>No available information to inform evaluation question</i>		





# Strategic Planning: Where are we going?

The following table summarizes strategy components that act as foundational pillars to guide the strategy as a whole.

Strategy Components	Already Drafted		Enhancement Opportunities	Rationale
Mission		Mission: To create a culture of inclusion in which all layers of identity and difference are considered and supported and systemic processes for maintaining inclusion are fully woven into our community.	<ul style="list-style-type: none"> <li>Stony Plain may wish to further validate the mission, vision and principles with targeted community organizations and members.</li> <li>Stony Plain may wish to refine the mission, vision and principles based on stakeholder feedback and to simplify the language used.</li> </ul>	<ul style="list-style-type: none"> <li>The Mission, Vision and Principles that have been drafted by Stony Plain are comprehensive and applicable to the to the leading practices of DEI.</li> <li>The Mission, Vision and Principles were developed utilizing broad public engagement in 2019.</li> </ul>
Vision		Vision: A community where diversity is welcomed, recognized and appreciated – a place where all residents and visitors are seen to add to the social, cultural and economic vibrancy of Stony Plain.		
Principles		Principles: Equity; Rights; Respect; and Trust.		
Definitions		Definitions: Inclusion; Diversity; Discrimination and Equality vs. Equity.	<ul style="list-style-type: none"> <li>Stony Plain may want to include the source(s) from where the definitions were derived.</li> <li>Stony Plain may want to provide additional context for each definition to make it applicable to Stony Plain.</li> </ul>	<ul style="list-style-type: none"> <li>The identification of the source(s) from where the definitions were derived will add credibility to the final Inclusion Strategic Plan.</li> <li>The additional context for each definition will ensure Stony Plain's commitment to DEI is reflected in the final Inclusion Strategic Plan.</li> </ul>
Underlying Methodology			<ul style="list-style-type: none"> <li>Stony Plain may want to include and define <i>Intersectionality</i> within the Inclusion Strategic Plan as both a method and lens.</li> </ul>	<ul style="list-style-type: none"> <li>The working group has identified <i>Intersectionality</i> as the methodological approach for the development of the Inclusion Strategic Plan.</li> <li><i>Intersectionality</i>, recognizes the ways in which numerous social identities intersect with one another to create disadvantages for an individual with a non-dominant cultural identity.</li> </ul>

# Strategic Planning: What do we need to do?



The following table summarizes the action-oriented strategy components.

Strategy Components	Already Drafted		Enhancement Opportunities	Rationale
Areas of Focus		<ul style="list-style-type: none"> <li>Attitude, Engagement and Celebrating Diversity.</li> <li>Leadership, Commitment and Policy.</li> <li>Access and Opportunities – Housing, Transportation, Employment and Language.</li> <li>Education, Training and Resources</li> <li>Safety, Services and Health.</li> </ul>	<ul style="list-style-type: none"> <li>Validate the Areas of Focus with community stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>The Areas of Focus should be examined with the community to gain additional insight on the actions that will be required to progress to the next stage of inclusion.</li> <li>The Areas of Focus need to reflect the focus of the community to ensure the outcomes can be met.</li> <li>Validation of the Areas of Focus will develop transparency between Stony Plain and community stakeholders.</li> </ul>
Outcomes (Goals)		Together We Shine Logic Model Outcomes: <ul style="list-style-type: none"> <li>Community is connected and engaged.</li> <li>Community social issues is identified and addressed.</li> <li>Individuals are connected with others.</li> </ul>	Drafted Indicators of Connection and Belonging goals: <ul style="list-style-type: none"> <li>Community members are connected to each other.</li> <li>Community is connected to and engage with the municipality under a shared vision.</li> <li>Unique community social issues are identified and addressed.</li> </ul>	<ul style="list-style-type: none"> <li>The enhanced outcomes reflect language adopted in the Uniquely Stony Plain: Municipal Development Plan, 2022-2025 Strategy, and 2023 – 2025 Corporate Plan.</li> </ul>
Strategies		Distinct strategies have not be identified in the Draft Inclusion Strategy. However, the Areas of Focus could inform the development of these strategies.	<ul style="list-style-type: none"> <li>Develop strategies based on the Areas of Focus after validation with community stakeholders.</li> <li>Identify strategies from the stakeholder engagement.</li> </ul>	<ul style="list-style-type: none"> <li>The development of strategies will help Stony Plain create and define a clear framework on how to achieve the expected results in relation to the AM Tool.</li> </ul>
Actions		Distinct actions have not be identified in the Draft Inclusion Strategy. However, the Areas of Focus could inform the develop of these actions.	<ul style="list-style-type: none"> <li>Develop strategies based on the Areas of Focus after validation with community stakeholders.</li> <li>Identify actions from the stakeholder engagement.</li> </ul>	<ul style="list-style-type: none"> <li>The development of actions will help Stony Plain create and define a clear action plan on how to achieve the expected results in relation to the AM Tool.</li> </ul>



# Measuring Progress

The following table summarizes that components that would be included in or accompany the strategy to measure the Stony Plain's progress in creating an inclusive community.

Strategy Components		Already Drafted	Enhancement Opportunities	Rationale
Indicators and performance measures		<ul style="list-style-type: none"> <li>Logic model with inputs, outputs, outcomes, indicators and performance measures; logic model also identifies alignment with FCSS outcomes/indicators.</li> </ul>	<ul style="list-style-type: none"> <li>Iterative refinement of logic model components based on 2022 stakeholder feedback and strategies and actions (once developed).</li> </ul>	<ul style="list-style-type: none"> <li>The current logic model was developed based on findings from community engagement conducted in 2019; the 2022 engagement may yield new/updated information to better reflect the current state and desired future state which in turn, should be reflected in the logic model components</li> <li>An iterative approach will provide opportunities to ensure the logic model components reflect any changes made in the Inclusion Strategic Plan.</li> </ul>
Milestones and Timelines		Based on AM Levels of Inclusion: <ul style="list-style-type: none"> <li>Step 3: Intentional Inclusion by 2022</li> <li>Step 4: Strategic Inclusion by 2024</li> <li>Step 5: Culture of Inclusion by 2032</li> </ul>	<ul style="list-style-type: none"> <li>Develop timelines for strategies and actions (once developed).</li> <li>Revise milestone years for achieving different AM Levels of Inclusion based on timelines developed for strategies and actions.</li> </ul>	<ul style="list-style-type: none"> <li>The milestones were initially drafted in 2021 and require updating as the Inclusion Strategic Plan will now be presented to Council in March 2023.</li> <li>The milestones may be impacted by the timelines developed for strategies and actions.</li> </ul>

# Next Steps

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# Next Steps



Develop Draft Inclusion Strategy Template

*(October 31<sup>st</sup>)*



Develop Draft Public Participation Strategy

*(November 8<sup>th</sup>)*



Meet With Working Group To Review Draft Public Participation Strategy And Inclusion Strategy Template

*(November 8<sup>th</sup>)*



Finalize Public Participation Strategy

*(Week of November 14)*



Begin implementation of Public Participation Strategy

*(November 21 – December 2)*