



Action Plan
September 30, 2022



Acknowledging the land we are on

The Municipality of Kincardine has made a commitment to develop meaningful relationships with Indigenous Peoples and work toward reconciliation. Part of this commitment includes developing awareness and acknowledging the truths of our history and the harms that have been completed against Indigenous peoples. There cannot be reconciliation without understanding and acknowledging the truth.

One step in our journey to reconciliation is to acknowledge the land that Municipal meetings events or services are being held on.

What is a Land Acknowledgement?

A land acknowledgement involves making a statement recognizing the traditional territory of the Indigenous people(s) who called the land home before the arrival of settlers, and in many cases still do call it home.

Providing an acknowledgement at the beginning of an event or meeting gives time for reflection and demonstrates recognition of Indigenous lands, treaties and peoples. It involves thinking about what happened in the past and present, and what changes can be in the future in order to further the reconciliation process. A land acknowledgement is a reflection process in which you build mindfulness and intention into whatever event or gathering you are having.

Land acknowledgements mark a small and important step in the process of reconciliation. By making a territorial acknowledgement you are taking part in an act of reconciliation, honouring the land and Indigenous presence which dates back over 10,000 years.

Land Acknowledgement

The Municipality of Kincardine would like to acknowledge the traditional lands and treaty territory of the Saugeen Ojibway Nation, which includes the Chippewas of Nawash Unceded First Nation and the Chippewas of Saugeen First Nation whose ancestors were the first to inhabit, care for and live on this land.

The Municipality of Kincardine would like to recognize and show deep appreciation for the contributions that Indigenous Peoples have made, both for caring for and shaping this land, and strengthening this community, our province, and our country.

As a public service organization, we are dedicated to learning and acknowledging Indigenous history and culture and are committed to actions that move us towards a journey of truth, healing and reconciliation with the Saugeen Ojibway Nation (SON), the Métis Nation of Ontario (MNO) and the Historic Saugeen Métis (HSM).

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Executive Summary

Over the past several years, there has been an increased level of awareness that Municipalities need to take a greater role to ensure communities are safe, respectful, and inclusive for all its citizens and visitors. Local government has a tremendous direct impact on policy, services, and civic engagement as municipal services touch the lives of every resident and visitor.

Addressing social inequalities means services can address the needs of all citizens and improve the quality of life and wellbeing of the community. A motion was made and approved at Council on May 10, 2021 directing Staff to bring back a report regarding the development of a Diversity, Inclusion and Equity Committee with a mandate to provide guidance in the development of an IDEA Action Plan. On June 7th 2022, staff brought back a [report](#) outlining a [Terms of Reference](#) for an IDEA committee and a draft framework to create an IDEA Action Plan. Council approved this committee and committed to developing an Inclusion, Diversity, Equity and Access (IDEA) Action Plan to ensure the organization strengthens diversity in the workforce and implements inclusive processes, policies, programs and services.

This plan is a living document that supports an ongoing journey instead of a final outcome achievable by a certain date. This Action Plan will change as we progress in our journey.

It is important to note that actions in this Plan build on, coordinate, integrate and align with current activities already underway across the organization, e.g., Accessibility Advisory Committee, AODA standards, training etc. The IDEA Action Plan provides a framework to bring together work already in progress as well as future work to be completed in the short, medium, and longer term.

Why focus on inclusion, diversity, equity and access?

We all have biases, and these biases shape how we make everyday decisions like where we want to live, what clothes we want to wear and who our friends are. Many of these biases are unconscious, and so it is important that we become aware of these unconscious assumptions. Diversity and inclusion is more than “the right thing to do.” Supporting diversity and inclusion:

Diverse and inclusive workplace

- Increases productivity in the workplace.
- Increases creativity and innovation.
- Improves organizational performance – higher job satisfaction, increased employee engagement, greater productivity, and improved service delivery.
- Expands access to talent.

Inclusive provision of services and programs

- Services and programs meet the needs of our diverse and changing population.
- Improves access to services.
- Increases service satisfaction.
- Reduces need to respond to complaints of discrimination.

Strengthened and welcoming community

- Increases community participation.
- Increases vibrancy in the community, including the arts, culture and cuisine.
- Attracts communities, businesses and events to the area, contributing to both the cultural and economic dynamism of Kincardine as a destination.
- Enhances innovative competency as multiple voices and perspectives are heard creating diverse solutions to complex challenges.
- Enhances economic growth as diverse communities bring with them culturally specific languages, practices, and connections that enable both the community and local businesses to flourish by delivering first-rate and socially aware services.
- Strengthens social cohesion as inclusivity enhances the likelihood that everyone feels empowered to actively engage in the community around them.
- Maximizes stronger and safer neighbourhoods and builds trust in public institutions and processes.

IDEA is more than race

Often when we talk about “inclusion, diversity, equity and access” we assume we’re talking about race or culture, but discrimination happens to people based on gender, gender identity, age, religion, ability, and sexual orientation, etc. Doing this work means we need to recognize all forms of diversity. It also means we need to recognize that multiple forms of discrimination can happen to the same person (e.g. someone can be Indigenous and bisexual, or a young person with a disability), which is called intersectionality.

Progress to date

Although the focus this year was to establish an IDEA Advisory Committee and an Action Plan, it is important to note that there has been progress achieved while the plan was in development.

The following are some examples of what has been accomplished:

- ✓ Established an IDEA Advisory Committee
- ✓ Developed IDEA webpage
- ✓ Identified and promoted dates of significance to acknowledge, create awareness and celebrate the diversity of our community through social media and other communication methods.
- ✓ Created a short version of the [Equity lens](#) to provide concrete suggestions to improve IDEA.
- ✓ Supported the creation of an Afro-Centric Mural and produced a time lapse video of its creation from start to finish
- ✓ Identified and secured a trainer to implement 3 workshops on the concepts of anti-oppression and equity
- ✓ Hosted a workshop on why representation matters in the arts for Black History Month
- ✓ Participated in “Lots of socks” for Autism Awareness Day
- ✓ Hosted two antiracism workshops
- ✓ Hosted IDEA workshop with the business community
- ✓ Initiated a “Ring my bell” campaign for local businesses to support customers with mobility challenges enter their facilities
- ✓ Hosted staff training to create accessible documents
- ✓ Implemented a translate feature on the website
- ✓ Revised the Municipal Community flag policy
- ✓ Hosted two Rainbow Pride workshops 101 and 201
- ✓ Worked with community partners to host the Hindu Cultural Open House

Journey to reconciliation

- ✓ Hosted a virtual tour of the Mohawk Institute residential school – Six Nations
- ✓ Researched training on anti-Indigenous racism and the history of the land from a First Nations, Métis and Inuit perspective
- ✓ Conducted four training sessions on the History of the land from a First Nations, Métis and Inuit perspective
- ✓ Revised the Land Acknowledgement based on First Nations, Métis and Inuit perspective
- ✓ Created a Land Acknowledgement Resource guide
- ✓ Created National Indigenous History Month resources
- ✓ Hosted information table at Macpherson Park on Canada Day (2021, 2022) to show support and create awareness
- ✓ Wrote a letter to the Federal Government, asking them to publicly commit to the several actions in wake of the tragic discovery of the remains of children found on the former Indian Residential School sites.
- ✓ Hosted three workshops – the truth work of reconciliation for settler peoples
- ✓ Developed a working group to create an Indigenous art installation
- ✓ Researched and identified locations for land acknowledgment plaques
- ✓ Hosted a workshop with the Orange Shirt Day Society
- ✓ Provided posters, resources, and materials for the public to pick up during the week leading up to the National Day for Truth and Reconciliation.

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Community Engagement

To develop the IDEA Action Plan, the public was engaged to identify and focus on the most pressing priorities to improve IDEA.

581 people participated through online and paper surveys, focus groups, workshops, online discussion forums, training and outreach meetings. Outreach was made to specific groups experiencing inequities in order to understand the barriers and challenges.

The “[What we heard](#)” report is a summary of the feedback that emerged from community consultations that were held to inform the development of the IDEA Action Plan for the Municipality of Kincardine. It is important to note that not all input will have corresponding actions in the future IDEA Action Plan.

The IDEA Committee and staff reviewed the input gathered and identified actions based on three criteria that were developed by the [IDEA Committee](#):

1. Quick wins – achieve the action before next election in October 2022.
2. Impacts multiple groups – action improves access and inclusion for multiple groups eg., for seniors as well as people with disabilities.
3. Improves accessibility – action helps everyone access the service / initiative / facility etc.

Areas of focus

Based on community and staff engagement 4 areas of focus were identified:

1. **Awareness:** Build awareness and understanding to address inclusion, diversity, equity and access
2. **Service:** Facilitate social inclusion, access and participation in programs, services and the built environment
3. **Engagement:** Listen to the voices of people experiencing inequities
4. **Reconciliation:** Work towards actions to address truth, healing and reconciliation

The next section identifies actions within the four focus areas based on community input.

Focus 1: Awareness

Build awareness and understanding to address inclusion, diversity, equity and access.

What we heard:

Even though many people commented that the community was welcoming, many also cited attitudinal and systemic racism as being present in services and systems as well as in daily community interactions. Racist attitudes towards First Nations, Métis and Inuit Community members as well as towards Black community members were cited as something experienced frequently.

What does racism look like and sound like? Here are just a few examples of what we heard:

- Racist actions have been experienced by people of all ages in our community.
- Racist hate speech has been removed from Municipal facilities.
- Supremist posters were placed on buildings in downtown Kincardine.
- Children as young as 7 have experienced racism in municipal programs by children of the same age.
- People of colour reported that they were afraid to visit the community because if they had car trouble or if they needed other services that they would not feel safe reaching out.

On the flip side there were requests from community members to hold workshops and training sessions to increase knowledge around the impact of historical and present-day colonization, oppression, and equity. There was a strong desire on the part of the community to participate in discussions to learn how to address systemic barriers and racism in the community.

What we are doing:

Actions	Area responsible	Timeline
1.1: Celebrate and recognize diversity Communicate and support community groups to celebrate and recognize dates of significance, e.g. Pride, Multicultural festival, religious dates of significance etc.	SI	Ongoing
1.2: Identify and implement IDEA training sessions Intentionally educate, advocate and develop new solutions that will address inequities and work towards reconciliation. This training would include a variety of sessions for Council, Staff, Committees of Council, businesses, community organizations and the community.	SI	Ongoing
1.3: Create an IDEA Lens Diversity, inclusion equity and access need to be a consideration in all aspects of our work. To assist staff with this, an IDEA lens will be developed. Potential topics include: <ul style="list-style-type: none"> • Communications • Engaging Community and Staff • Gathering Information / Research 	SI	Short term 2022

Actions	Area responsible	Timeline
<ul style="list-style-type: none"> • Leading and Supervising • Monitoring and Evaluation • Planning — Services, Projects / Programs, Special Events • Policy Development • Recruiting and Hiring Staff and Volunteers • Training Staff and Volunteers • Working with People 		
<p>1.4: Develop a community profile Develop a community profile that includes demographics of the population.</p>	SI	Short term 2022
<p>1.5: Participate in the Grey-Bruce Immigration Partnership. Participate in the working groups and actions of the Immigration Partnership to collectively build stronger communities through awareness, outreach, inclusion, and equity to ensure immigrants and newcomers settle, work and belong. https://greybrucelip.ca/</p>	SI	Ongoing
<p>1.6: Participate and support the Community Safety and Wellbeing Plan Work with community partners to identify and reduce risk factors that contribute to safety and well-being issues, using cross-sector strategies and focusing on the social determinants of health. https://cswbp-brucegrey.ca/</p>	SI	Ongoing
<p>1.7: Doorbells for businesses Create a “Ring my bell” education campaign for local businesses to enable them to install door bells for customers to ring for assistance to gain entry into their facility.</p>	SI	Short term 2022
<p>1.8: Advocate to improve transportation options Advocate and research funding opportunities for accessible transportation services.</p>	SI	Ongoing

Focus 2: Service

Facilitate social inclusion, access and participation in programs, services and the built environment.

What we heard:

Our community is becoming more and more diverse and so are the needs and aspirations of its residents and visitors. To provide the most meaningful and relevant services to the community we need to communicate, engage, plan and deliver services using an IDEA lens to ensure that we support inclusion and participation in programs and services. This also includes the facilities and built environment that the Municipality provides and/or supports.

The built environment refers to the designed physical world that we live in that has been created or modified by people including gathering spaces, buildings, parks and transportation systems.

Through the consultation process people cited the built environment as having many barriers and challenges throughout the community. Tied to the built infrastructure, transportation was cited as a big issue. A transit system was cited as needed but there was the recognition of why that may not be feasible in a smaller community.

What we are doing:

Actions	Area responsible	Timeline
<p>2.1: Develop an Inclusion, Diversity, Equity and Access Policy Create an organization policy statement that includes definitions and commitments to IDEA.</p> <p>This policy statement would help guide revisions to current and development of new policies, processes and programs.</p>	<p>Corp Services</p> <p>SI</p>	<p>Short term 2022</p> <p>Ongoing</p>
<p>2.2: Flag raising Review and revise the flag policy to include new national days of remembrance as well as suggestions from the IDEA Committee.</p>	<p>Corp Services</p>	<p>Short term 2022</p>
<p>2.3: Commemoration of people Develop a policy for the commemoration of people. Memorials and monuments are designed to convey messages about the events or individuals they commemorate.</p>	<p>SI Tourism ACH</p>	<p>Short term 2022</p>
<p>2.4: Inclusive staff recruitment Embed inclusive messaging into all job advertisements, employment outreach activities and onboarding materials to attract a diverse candidate pool and reinforce messaging for all new team members.</p>	<p>Corp Services</p>	<p>Ongoing</p>

Actions	Area responsible	Timeline
<p>2.5: Create and implement an Accessibility Plan to prevent and remove barriers The Accessibility Advisory Committee developed an Accessibility Plan to implement the Accessibility for Ontarians with Disabilities Act (AODA).</p>	Corp Services	Ongoing
<p>2.6: Implement a sliding scale for recreation services: Provide and promote a fund to support people of all ages that are living on a low income to access recreation services.</p>	Comm Services	Ongoing
<p>2.7: Utilize barrier free design in facility renovations or new builds/construction as identified in AODA at time of construction Create barrier-free built environments so people with disabilities can move about safely and freely and use all facilities within the built environment, roads, parks, gardens and other places. This lens will be incorporated within the:</p> <ul style="list-style-type: none"> • 5 year capital plan • Waterfront plan • Recreation plan <p>All plans will have short- and long-term outcomes associated with the plans. During construction detours also need to have an accessible lens placed on the alternative route.</p>	Comm Services I & D Corp Services	Ongoing Long term 2024 to 2025
<p>2.8: Improve accessibility to the waters edge Installed the portable Mobi rollout mat across the sand at Station Beach and McPherson Park Beach to allow for access to the waters' edge for people with mobility concerns. Supported the loan of the beach wheelchair for free use. Wheelchair is provided through support of the Accessibility Advisory Committee and generous donations from Bruce Power and the Kincardine Rotary Club (in partnership with the Kincardine Agricultural Society and Community Foundation Grey-Bruce).</p>	Corp Services SI Comm Services	Ongoing
<p>2.9: Incorporate diversity and inclusion into special events Incorporate diversity and inclusion into special events organized by the Municipality and support community special event organizers to use an inclusion lens in their planning by providing tools and resources to organizers.</p>	SI	Short term 2022
<p>2.10: Inclusive art and fixtures Develop a lens and process for art installations to ensure that diversity is incorporated into future installations. This would also include artwork on crosswalks, furniture, light post banners and on other facilities.</p>	SI Tourism ACH	Short term 2022

Actions	Area responsible	Timeline
2.11: Translation on website Implement a translate feature on the Municipality of Kincardine website	SI	Short term 2022
2.12: Road closure notices Use multiple methods to inform the public regarding street and sidewalks closures due to construction and special events including, physical signs.	SI	Ongoing
2. 13: Downtown revitalization Apply an inclusion lens in the revitalization of downtown Kincardine and ensure that people with disabilities are included in the design of the new streetscape.	SI I & D	Short term 2022/2023
2.14: Pedestrian Friendly Infrastructure Design new builds with consideration to pedestrians including people travelling by scooter or wheelchair. This includes the inclusion of sidewalks and cross walks.	I & D	Ongoing
2.15: Identify opportunities to advocate and communicate transportation needs in the Municipality of Kincardine.	Council, CAO	Ongoing

Focus 3: Engagement

Listen to the voices of people experiencing inequities

What we heard:

Listening to people who are experiencing inequities so they have a voice and can identify how changes or programs impact them, helps to improve access to services and create meaningful and relevant policies and procedures. There was strong support for the Municipality to provide opportunities and develop actions that support residents to inform the decision-making processes.

What we are doing:

Actions	Area responsible	Timeline
3.1: Create an inclusive public engagement framework Create a framework that includes tools and processes to encourage two-way dialogue, build trust and support effective and inclusive public engagement.	SI	Short term 2023
3.2: Establish and support an Inclusion, Diversity, Equity and Access Committee	SI	Ongoing
3.3: Develop supports and processes to facilitate the participation of diverse groups in Municipal consultations and events.	SI	Short term 2022
3.4: Public involvement in government processes Create public friendly and easy to understand processes for the public to speak or write to Council.	Corp Services	Short term 2022
3.5: Support diverse representation on Committees of Council Explore options to increase diversity on Committees of Council	Corp Services	Medium term 2023
3.6: Create a staff resource group for IDEA Provide advice and review of policies, processes, and communications.	SI	Short term 2022

Focus 4: Work towards actions to address truth and reconciliation



What we heard:

There was strong support for the Municipality to take action on the 94 calls to action in the Truth and Reconciliation report. Also training to understand the past history from a First Nations, Métis and Inuit perspective was strongly recommended as an action for staff, Council, Committees of Council and for the community.

This Journey to Reconciliation Action Plan documents the Municipality's commitment to develop meaningful relationships with Indigenous Peoples and work toward reconciliation. Part of this commitment includes developing awareness and acknowledging the truths of our history and the harms that have been completed against Indigenous peoples.

The term 'reconciliation' often has different interpretations, but for the purposes of this action plan, the Truth and Reconciliation Commission of Canada refers to reconciliation as:

An ongoing process of establishing and maintaining respectful relationships. A critical part of this process involves repairing damaged trust by making apologies, providing individual and collective reparations, and following through with concrete actions that demonstrate real societal change.

In its simplest form, reconciliation is about Indigenous and non-Indigenous peoples coming to terms with the events of the past in a manner that rebuilds trust and respectful relationships. This will enable people to work out historical differences and build healthy relationships with a focus on bettering future generations.

In order to redress the legacy of residential schools and advance the process of Canadian reconciliation, the Truth and Reconciliation Commission 94 calls to action. We all can respond to these calls and as a public service organization we need to work on these calls to action which you are identified in the action table.

http://trc.ca/assets/pdf/Calls_to_Action_English2.pdf

"There cannot be reconciliation without understanding and acknowledging the truth."

"Reconciliation is about forging and maintaining respectful relationships. There are no shortcuts".

Justice Murray Sinclair

What we are doing:

Actions	Area Responsible	Timeline	TRC Call to Action
4.1: Municipality of Kincardine will review all municipal services to children to ensure access is equitable and without discrimination.	Comm S	Short term	#3 Fully implement Jordan's Principle to ensure First Nations children are not denied or delayed in accessing essential public services.
4.2: Advocate to all levels of government supporting the initiation of an independent criminal investigation related to the cultural genocide, abuse and all suspicious deaths that have occurred through the Residential School system and prosecute and sanction the perpetrators and concealers who may still be alive.	Council, CAO	Ongoing	#47. We call upon federal, provincial, territorial, and municipal governments to repudiate concepts used to justify European sovereignty over Indigenous peoples and lands, such as the Doctrine of Discovery and terra nullius, and to reform those laws, government policies, and litigation strategies that continue to rely on such concepts.
4.3: Waive rental fees for municipal spaces used for Indigenous cultural and ceremonial events.	Comm S	Ongoing	#47.
4.4: Implement training programs to regularly educate staff about the history of Indigenous peoples in Canada, the residential school system, and how that impacts relations between Indigenous and non-Indigenous people today, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Indigenous rights, and Indigenous–Crown relations.	SI	Ongoing	#57. Educate public servants on the history of Indigenous peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Indigenous rights, Indigenous law, and Indigenous–Crown relations.
4.5: Create and share resources for people to learn about the history of colonization and the impacts on Indigenous People.	SI	Ongoing	#57.
4.6: Host an annual display on Canada Day, National Indigenous history Day and the National Day for Truth and Reconciliation that provides the community with	SI	Ongoing	#57.

Actions	Area Responsible	Timeline	TRC Call to Action
resources to educate themselves on Indigenous history and colonization.			
4.7: Revise the land acknowledgement and create resources that create awareness of whose land we are on,	SI	Short term 2021/2022	#57.
4.8: Partner with community groups to host speaker events and sharing circles to increase awareness about the history and legacy of residential schools and the history of the land.	SI	Ongoing	#69.iii Encourage libraries to commit more resources to public education on residential schools.
4.9: Host annual activities on the National Day of Reconciliation allows for time and space to reflect on the atrocities committed against First Nations, Métis and Inuit peoples.	SI	Ongoing	#80 We call upon the federal government, in collaboration with Aboriginal peoples, to establish, as a statutory holiday, a National Day for Truth and Reconciliation to honour Survivors, their families, and communities, and ensure that public commemoration of the history and legacy of residential schools remains a vital component of the reconciliation process.
4.10: Implement art installations that represent both the unceded traditional territories on which the Municipality is situated and the spirit of reconciliation that guides government to government relationships.	SI	Ongoing	#87 We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.
4.11: Work with the Walker House to develop/host exhibits and resources that create understanding of the history of	SI	Ongoing	#87 We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant

Actions	Area Responsible	Timeline	TRC Call to Action
First Nations, Métis and Inuit People.			organizations, to provide public education that tells the national story of Aboriginal athletes in history.

Next steps

Communication of the IDEA Action Plan

The IDEA Action Plan will be shared with the residents, staff, community partners and other key stakeholders. To effectively communicate the plan to a wide range of audiences, a condensed version will be developed and reviewed for plain language. The website will be updated, and information will be shared with community stakeholders in a variety of ways.

Measuring, monitoring and reporting on progress

An important element of our planning process will be to measure and report on the progress on the plan. Regular reporting will be an integral part to demonstrate how the actions are being achieved across the organization.

Over the next several years it will be important to be conscious of new challenges and emerging issues. The Municipality will need to be flexible to respond to these changing directions and demands. Accordingly, the Plan will be reviewed on an annual basis. This will provide the opportunity to refine or add priority actions to respond to any significant changes in future circumstances.

Partnerships

Ongoing partnerships with community partners and other levels of government will be key to the success in the implementation of the Action Plan. Where possible and appropriate, we will build internal and external relationships to achieve common goals and resolve community issues.

Financial Implications

The financial implications of some priority actions are included in currently approved program budgets and processes. Some of the actions in the Plan do not yet have adequate funding approved. The financial implications of these actions will be dealt with through the annual budget process.